

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF HOSPITALITY AND TOURISM MANAGEMENT PROGRAMME

WORK-LIFE BALANCE AND EMPLOYEE JOB SATISFACTION
IN INBOUND TOUR COMPANIES

THIDA HLAING
MHTM – 10
MHTM 3rd BATCH

JUNE, 2025

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF HOSPITALITY AND TOURISM MANAGEMENT PROGRAMME

WORK-LIFE BALANCE AND EMPLOYEE JOB SATISFACTION
IN INBOUND TOUR COMPANIES
(2025-2026) ACADEMIC YEAR

Supervised by:

Dr. May Su Myat Htway Aung
Professor
Department of Commerce
Yangon University of Economics

Submitted by:

Thida Hlaing
MHTM - 10
MHTM - 3rd Batch

JUNE, 2025

ACCEPTANCE

Accepted by the Board of Examiners of the Department of Commerce, Yangon University of Economics, in partial fulfillment for the requirements of the Master Degree, Master of Hospitality and Tourism Management.

BOARD OF EXAMINERS

.....
(Chairperson)
Prof. Dr. Tin Tin Htwe
Rector
Yangon University of Economics

.....
(Supervisor)
Prof. Dr. May Su Myat Htway Aung
Professor
Department of Commerce
Yangon University of Economics

.....
(Examiner)
Prof. Dr. Thynn Thynn Myint
Professor and Head
Department of Commerce
Yangon University of Economics

.....
(Examiner)
Prof. Dr. Aye Thu Htun
Professor
Department of Commerce
Yangon University of Economics

.....
(Examiner)
Prof. Dr. Aye Thanda Soe
Professor
Department of Commerce
Yangon University of Economics

JUNE, 2025

ABSTRACT

This study examines the effect of work-life balance on employee job satisfaction at inbound tour companies in Yangon, Myanmar, in the post-COVID-19 period. It focuses on understanding how employees balance work and personal lives and how this balance affects their job satisfaction. Around 100 employees are working in 15 active inbound tour companies. A sample of 78 respondents is selected using a simple random sampling method. The study uses a quantitative research approach and analyzes data through descriptive statistics. Primary data are collected through a five-point Likert scale questionnaire, while secondary data are gathered from various sources, including websites, textbooks, journals, research papers, and reports. The study considers four dimensions of work-life balance: Work Interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. The analysis shows that work enhancement of personal life and personal life enhancement of work have a strong positive effect on job satisfaction. However, Work Interference with Personal Life and Personal Life Interference with Work do not significantly influence job satisfaction. The findings suggest that by improving work-life balance, inbound tour companies can enhance employee job satisfaction.

ACKNOWLEDGEMENTS

First of all, I sincerely thank Professor Dr. Tin Tin Htwe, Rector, Yangon University of Economics, for her kind permission and continuous support in allowing me to submit this master's thesis.

I would also like to express special thanks to Dr. Thynn Thynn Myint, Head of the Department of Commerce, Yangon University of Economics, for her encouragement and guidance, who played an important role throughout my academic journey.

I am especially grateful to my thesis supervisor, Dr. May Su Myat Htway Aung, Professor, Department of Economics, for her thoughtful guidance, helpful advice, and steady support during every step of this research. Her insights and feedback truly help shape this study.

I also thank our respected examiners, Dr. Aye Thu Htun and Dr. Aye Thanda Soe for their time, valuable comments, and constructive suggestions that contribute to the completion of this thesis.

I would like to express my appreciation to all the lecturers, associate professors, and professors from the Department of Commerce, as well as visiting lecturers and professors, for sharing their knowledge and supporting me throughout the coursework.

I am thankful to all the respondents who took part in the survey and provided honest and thoughtful answers. Their participation is essential to the success of this research.

Finally, I deeply thank my beloved family for their constant support, patience, and encouragement. Their love and belief in me give me the strength to complete this journey.

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER I INTRODUCTION	1
1.1 Rationale of the Study	3
1.2 Objectives of the Study	4
1.3 Scope and Method of the Study	4
1.4 Organization of the Study	4
CHAPTER II THEORETICAL BACKGROUND	5
2.1 Concept of Work-Life Balance	5
2.2 Dimension of Work-Life Balance	6
2.3 Concept of Job Satisfaction	7
2.4 Related Theory of the Study	8
2.5 Previous Study	10
2.6 Conceptual Framework of the Study	15
CHAPTER III PROFILE OF INBOUND TOUR COMPANIES	18
3.1 Background Profiles of Inbound Tour Companies	18
3.2 Services of Inbound Tour Companies	19
3.3 Work-Life Balance Dimension of Inbound Tour Companies	22
3.4 General Work-Life Balance Initiatives Across Inbound Tour Companies	23
CHAPTER IV ANALYSIS ON WORK-LIFE BALANCE AND EMPLOYEE JOB SATISFACTION IN INBOUND TOUR COMPANIES	26
4.1 Research Design	26
4.2 Reliability Test	27
4.3 Demographic Data of Respondents	28
4.4 Descriptive Statistics of Employee Perception on	29

Work-Life Balance at Inbound Tour Companies	
4.5 Analysis on the Effect of Work-Life Balance on Job Satisfaction	35
CHAPTER V CONCLUSION	37
5.1 Findings and Discussions	37
5.2 Suggestions and Recommendations	39
5.3 Needs for Further Research	41
REFERENCES	
WEBSITE SOURCES	
APPENDIX A	
APPENDIX B	

LIST OF TABLES

Table No.	Particulars	Page
4.1	Reliability Analysis for Variables	19
4.2	Demographic Characteristics of Respondents	20
4.3	Mean Score Interpretation	27
4.4	Mean Value of Employees Perception on Work Interference with Personal Life	28
4.5	Mean Value of Employees Perception on Personal Life Interference with Work	29
4.6	Mean Value of Employee Perception on Work Enhancement of Personal Life	31
4.7	Mean Value of Employee Perception on Personal Life Enhancement of Work	32
4.8	Mean Value of Employee Perception on Job Satisfaction of Inbound Tour Companies	34
4.9	Regression Analysis of Work-Life Balance and Job Satisfaction	35

LIST OF FIGURES

Figure No.	Particulars	Page
2.1	The Relationship Between Work from Home, Work Life Balance, and Role Conflict During the Covid-19 Pandemic and Its Effect on Job Satisfaction	9
2.2	Work-life Balance, Job Satisfaction and Turnover Intentions	10
2.3	Impact of Work-Life Balance on Job Satisfaction	11
2.4	Conceptual Framework of the Study	12

CHAPTER I

INTRODUCTION

Hotel and tourism contribute to economic and social transformation. This industry links nations by moving people, money, products, and services. Tourism improves understanding and international collaboration when more people travel for enjoyment, employment, or culture. Easy travel, better internet, and trade agreements help cities attract tourists and travelers learn about other cultures. Tourism boosts economic growth, jobs, and cultural understanding. As nations compete for tourists, tourism builds highways, hotels, and other infrastructure and enhances global tourism networks (UNWTO, 2020).

By planning and providing full travel services for overseas guests, Myanmar's inbound tour operators help boost the tourism sector. These companies tailor Myanmar vacation packages to highlight its culture, history, and natural beauty. They usually include itinerary planning, hotel reservations, transportation, multilingual tour guidance, and access to isolated or prohibited areas. These firms aim to provide travelers a pleasant, safe, and enriching trip. They also promote community participation and sustainable tourism in the nation.

After years of seclusion, Myanmar's tourism industry booms. Natural beauty, rich culture, and historical sites draw travelers to Myanmar. Myanmar is known for its Bagan monuments, enchanting Inle Lake, and vibrant Thingyan Water Festival. Historic, spiritual, and natural sites in Myanmar remain unspoiled, providing travelers an authentic experience. The government improves highways, airports, and services. Myanmar's economy benefits from tourism jobs and local companies. Myanmar is projected to become Southeast Asia's top tourist destination. This expansion reduces poverty and develops the region (MOHT, 2013).

Myanmar tourism is growing due to government and private sector efforts. Tourism is vital to the economy, according to the government. It builds infrastructure, changes legislation, and promotes Myanmar to tourists worldwide. To make Myanmar more appealing, the government simplifies visas, enhances transportation, and promotes new tourism destinations. Private companies offer international-standard hotels, excursions, and transportation. Private companies and the government support sustainable tourism. They want economic progress to benefit locals and preserve

Myanmar's culture and ecology. These activities strengthen the tourist industry for long-term growth (MOHT, 2013).

Worldwide, inbound tour firms value employee well-being to boost productivity and enjoyable work environments. Long hours are common in hospitality and tourism, especially customer service. Stress, burnout, and work dissatisfaction result. Work suffers when employees can't combine work and life. This impacts service and corporate performance. Studies suggest that work-life balance boosts satisfaction among workers. Flexible hours and wellness initiatives reduce turnover and boost employee engagement (Abukhalifeh & Kishor, 2019). Tourism employees' job influences customer satisfaction and company performance, therefore work-life balance is crucial.

Yangon faces comparable but local difficulties. Inbound tour company personnel in Myanmar have wonderful potential but also challenges as tourism expands. Tourism companies in Yangon encourage employee well-being despite long hours, high consumer demands, and pressure. Without assistance, employees stress, fatigue, and lose interest in work. Worker turnover, job happiness, and productivity suffer from poor work-life balance. Today, many firms recognize the importance of employee well-being and provide work-life balance policies. This improves staff satisfaction and retention (MOHT, 2013).

Work interferes with personal life when it takes time away from family. Result: tension and reduced life satisfaction. This is caused by unexpected hours and urgent job in tourism. Work performance and satisfaction are affected by personal issues including parenting and health. Work improves personal life. Strong connections and interests help employees feel balanced and perform well (Greenhaus & Allen, 2011; Lockwood, 2003).

Job satisfaction measures employee happiness with their job, workplace, and experience. Inbound tour firms' workers affect customer service. Satisfaction boosts motivation, performance, and job retention. Satisfied workers serve better and stay longer. Dissatisfied workers worry, burn out, and quit. Tourism is busy and customer-focused, therefore work-life balance influences job happiness. Tourism in Myanmar benefits from a healthy and productive workforce (Haar, Russo, Sune, & Ollier-Malaterre, 2014).

Understanding these characteristics is crucial in demanding inbound tour employment. Companies may improve policy by understanding how work and life

interact. Wellness initiatives, flexible work hours, and family assistance boost staff satisfaction and corporate success. This study examines Yangon inbound tour company workers work-life balance and job satisfaction. It examines how work interference, personal life enhancement, and work enhancement effect job satisfaction.

1.1 Rationale of the Study

Work-life balance helps minimize attrition, boost employee engagement, motivation, and job satisfaction, especially in labor-intensive industries like tourism. Inbound tour businesses in Myanmar boost national economic growth by promoting international tourism, creating jobs, and supporting allied industries including lodging, transportation, and hospitality (MOHT, 2013). Working environments in these organizations, especially in metropolitan hubs like Yangon, promote work-life balance.

The COVID-19 epidemic, political upheaval, and worldwide travel restrictions have caused instability and rehabilitation attempts in Myanmar's inbound tourist sector (UNESCO, 2022). These issues have caused operational cutbacks, employment uncertainty, and tourism decline. Inbound tour company employees struggle to maintain personal well-being and balance due to lengthy and unpredictable hours, seasonal workload swings, high visitor expectations, and limited job advancement (Perrine & Madsen, 2019). Therefore, many tourist workers report lower job satisfaction, emotional weariness, and increased turnover intent (Abukhalifeh & Som, 2015).

Some organizations have used flexible scheduling, wellness programs, and employee support programs to boost morale and retention (UNESCO, 2022). Work-life balance and job happiness are difficult and important. Work interference with personal life and personal life interference with work can cause dissatisfaction, burnout, and poor performance (Templer & Simon, 2010). By contrast, work enhancement of personal life and personal life enhancement of work can improve employee job satisfaction.

This study analyzes how work-life balance affects inbound tour company job satisfaction. It aims to measure staff work-life balance and how it affects job satisfaction. The research will identify ways tourist firms may increase employee work satisfaction by addressing both positive and negative factors. The findings will help build work-life balance HR solutions that minimize attrition, boost employee engagement, motivation, and job satisfaction.

1.2 Objectives of the Study

The main objectives of the study are as follows:

- To identify the work-life balance of employee at inbound tour companies.
- To analyze the effect of work-life balance on employee job satisfaction in inbound tour companies.

1.3 Scope and Method of the Study

This research focuses on work-life balance and job satisfaction in inbound tour firms. The Myanmar tourist business is changing post-COVID-19. About 100 people work for 15 inbound travel businesses in Yangon (MOHT, 2023). Understanding how these people balance work and life and job satisfaction is crucial to increasing employee well-being and corporate success (ILO, 2022). This backdrop is crucial to understanding these firms' workplace interactions. This research uses basic random sampling to identify respondents. Taro Yamane's method (1973) was used to choose 78 Yangon inbound tour business employees for the survey to assure statistical validity.

This quantitative study will summarize and evaluate data using descriptive statistics. This analysis uses primary and secondary data. Primary data was collected using a five-point Likert scale questionnaire. We acquired secondary data from websites, relevant textbooks, international theses, research papers, journals, articles, and surveys. Surveys are presented to office assistants, executives, supervisors, assistant managers, managers, and general managers to collect primary data. SPSS was used for multiple regression analysis in this study.

1.4 Organization of the Study

Chapter One presents the introduction, rationale of the study, objectives of the study, scope and method of the study, and the organization of the study itself. Chapter Two provides the theoretical background, which includes definitions of work-life balance and job satisfaction, a review of previous studies, and the conceptual framework of the research. Chapter Three focuses on the work-life balance of inbound tour companies in Yangon. Chapter Four discusses the results of the analysis conducted on demographic profiling and the relationship between work-life balance and job satisfaction among inbound tour companies in Yangon. Finally, Chapter Five presents the findings, conclusions, and recommendations for further studies.

CHAPTER II

THEORETICAL BACKGROUND

Work-life balance and job satisfaction can be studied using organizational behavior and human resource management theories. A review of work-life balance and job satisfaction studies concludes the chapter. This chapter also presents the study's conceptual framework.

2.1 Concept of Work-Life Balance

According to Greenhaus and Allen (2011), work-life balance refers to the capacity to maintain a healthy equilibrium between one's professional and personal lives at all times. Harmonious integration, as opposed to equal time division, is the best way to achieve work-life balance, which in turn increases mental health, productivity, and overall life happiness. Clark (2000) described work-life balance as the ability to manage time, energy, and commitment across several domains, whereas Spector (1997) defined it as the manner in which work-related elements influence job satisfaction and have an impact on job satisfaction.

Maintaining a healthy work-life balance may need working from home, having flexible hours, and drawing distinct lines between work and personal time. It is shaped by life phases, personal beliefs, and job aspirations (Dessler, 2016), which means that a "balanced" existence might look different for each individual. Supportive policies and a culture that places a high value on personal time are two ways in which corporations contribute to the achievement of this balance.

According to Allen and Eby (2016), a healthy work-life balance is beneficial to mental health since it lowers stress levels, boosts job satisfaction, and strengthens relationships. A work-life interface may be broken down into four fundamental components that illustrate how work and personal life interact with one another. These components are work interference, personal life interference, work enhancement, and personal life enhancement. When firms have a better understanding of these components, they are better able to handle the issues that employees have in balancing various domains and encourage well-being.

2.2 Dimension of Work-Life Balance

By striking a healthy balance between their personal and professional lives, people are able to achieve a work-life balance. By making employees happier while they are at work, work-life balance is able to enhance both morale and productivity. It is beneficial to both mental and physical health, as well as reducing stress and burnout. Employers who support a healthy work-life balance have reduced employee turnover and better levels of employee engagement. Work-life balance is improved by working from home and having flexible hours.

Work Interference with Personal Life

A person's personal life might be negatively impacted by work when it consumes both time and energy. It is difficult for workers to maintain personal connections and to take care of themselves when they are saddled with heavy workloads and inflexible timetables. A consistent amount of pressure can lead to feelings of stress and emotional weariness. Both in life and at work, it diminishes enjoyment. In their opinion, their occupations are too demanding or dominating. The increasing prevalence of remote and hybrid employment makes it more difficult to differentiate between work and home life. Working after hours leads to feelings of burnout, a lack of work-life balance, and unhappiness with one's employment. Interference like this is a key contributor to work-life imbalance as well as unhappiness with one's job. The preservation of personal time can be accomplished by clearly establishing work hours and promoting leisure. Work-life balance is beneficial to the well-being and motivation of employees (Carlson et al., 2009; Allen et al., 2021; Derks & Bakker, 2014).

Personal Life Interference with Work

Personal commitments have the potential to impact performance at work. Managing stress, maintaining one's health, and providing care are all frequent concerns. Focus, absenteeism, and productivity are all negatively impacted as a result of these challenges. The absence of assistance causes workers to feel overwhelmed and dissatisfied. The lack of flexible work choices leads to a decrease in job satisfaction. Both work-life balance and job happiness are detrimentally affected by personal stress. A significant contributor to decreased levels of both productivity and work satisfaction is interference. Counseling or assistance from family members might be helpful in reducing personal stress brought on by employment. Through the sharing of personal

challenges, a helpful environment may be created. By providing assistance to workers, work-life balance and job satisfaction may be improved (Greenhaus & Beutell, 1985; Kossek et al., 2020; Allen et al., 2020).

Work Enhancement of Personal Life

Personal well-being is improved by having positive experiences at work. Employees' confidence and contentment are increased when they are recognized and have job stability. Relationships and day-to-day living are both impacted by positive thinking. Work is both meaningful and gratifying, which contributes to increased work satisfaction. Employees that experience growth in their work environment are happy in other contexts. Both work-life balance and job satisfaction are improved as a result of this change. At work, one's motivation may be seen in their personal life as well. Interactions in the workplace that are constructive develop social relationships. It is clear from these experiences that positive work environments contribute to improved work-life balance as well as increased job satisfaction (Greenhaus et al., 2003; Ilies et al., 2017; Zhang et al., 2022).

Personal Life Enhancement of Work

Performance at work is improved by having a good personal life. Good health, interests, and supportive relationships are all factors that assist employees in maintaining their concentration and motivation. As a result, both work happiness and productivity are increased. Employees who have healthy personal lives are better able to deal with the demands and stress of their jobs. They operate with a vivid imagination and a lot of energy. There is a correlation between people's happiness at work and their level of job satisfaction. The upgrade in question is connected to increased levels of job satisfaction and involvement in the workplace. When they feel supported, people put forth more effort. The improvement of one's personal well-being boosts both work-life balance and job happiness (Haar et al., 2014; Sonnentag, 2018; Krekel, Ward, & De Neve, 2019).

2.3 Concept of Job Satisfaction

Through an emphasis on life satisfaction, Diener, E., Emmons, R. A., Larsen, R. J., and Griffin, S. (1985) were able to demonstrate the connection between life satisfaction and overall job satisfaction. Their study on subjective well-being has

contributed to the explanation of how the pleasure of one's work impacts those of one's life. They emphasize that having pleasant experiences at work may increase one's level of happiness and quality of life.

According to Hackman, J. R., and Oldham, G. R. (1976), the Job Characteristics Model (JCM) describes job satisfaction as five fundamental job aspects that determine job satisfaction and motivation. These core job dimensions include skill diversity, task identity, task relevance, autonomy, and feedback. According to them, jobs that possess these characteristics lead to increased levels of satisfaction and intrinsic drive. According to their concept, the significance that work design plays in employee engagement and productivity is emphasized.

According to Locke, E. A. (1976), job satisfaction is defined as a pleasant emotional state that is the outcome of performing well in one's job. He felt that job happiness could be achieved when job values and employment rewards were aligned. Locke argues that discontent arises when the expectations of a job are not met by the actuality of the job, which may have an impact on both performance and continued employment.

Individual perspectives and the qualities of the work are shown to have an impact on job satisfaction, as demonstrated by this complete knowledge of the concept. The ability to understand these principles enables businesses to increase employee job satisfaction by achieving a better balance between work and life.

2.4 Related Theory of the Study

Theories provide a foundation for understanding the key concepts of this study, particularly how work-life balance affects employee job satisfaction. Work-life balance theory explains how managing the demands of work and personal life leads to better psychological well-being. Motivation theories, such as Herzberg's two-factor theory, highlight that job satisfaction increases when both hygiene factors and motivators are addressed. Additionally, role theory suggests that conflicts or enrichment between work and personal roles affect overall employee performance and satisfaction.

2.4.1 Equity Theory

Equity Theory was first suggested by John Stacey Adams in the year 1963. In terms of rewards and resources, it places an emphasis on workplace justice. The

salaries, perks, and recognition that employees receive are compared to the amount of work, time, abilities, and experience that they put in.

Employees that are dissatisfied, anxious, or simply uninspired perceive their input-output ratio as unfair, such as the fact that they labor more yet receive less compensation. Resignation, diminished work effort, and absenteeism are all potential outcomes of unequal treatment in the workplace. Nevertheless, employees who are treated decently are more driven and devoted to their work.

To achieve a healthy work-life balance, it is necessary to determine whether or not benefits such as flexible working hours, supportive management, and recognition are sufficient to compensate for personal time and energy loss. Employees may have the perception that their work-life balance is unfair if these benefits are not provided, which can lead to decreased job satisfaction and an increased likelihood of quitting their jobs. A more favorable work environment and more employee engagement may be achieved via the implementation of fair and equal physical and intangible rewards.

2.4.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, developed by Frederick Herzberg in 1959, explains two types of factors that affect job satisfaction: hygiene factors and motivators.

Hygiene Factors: These are necessary to prevent dissatisfaction but do not improve job satisfaction. Examples include salary, job security, working conditions, and company policies. While these factors keep employees from feeling dissatisfied, they do not make them feel more satisfied when present. In inbound tour companies, hygiene factors may include consistent scheduling, safety during tours, clear company rules, and timely salary payments. If these factors are lacking, employees may feel frustrated, even if they enjoy their core duties.

These factors increase job satisfaction and motivation. Examples are recognition, achievement, personal growth, responsibility, and opportunities for advancement. Motivators relate to satisfying aspects of the job that employees find rewarding. In the tourism industry, opportunities such as leading special tours, receiving customer appreciation, and gaining new skills through training can significantly boost motivation and commitment.

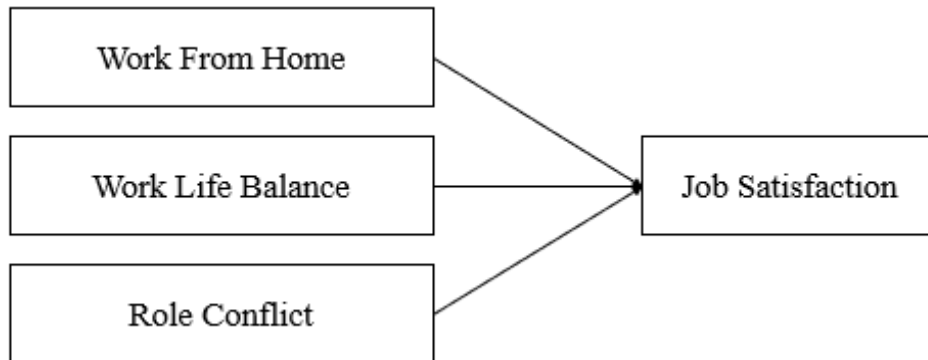
Work-life balance can be both a hygiene factor and a motivator. Policies like paid leave, reasonable working hours, and job security can prevent dissatisfaction from work-life conflict. On the other hand, offering flexible hours, remote work options, and

personal development time can motivate employees, leading to higher satisfaction and performance. When inbound tour companies treat work-life balance as both a preventive and a motivational tool, they foster a more productive, engaged, and loyal workforce. This dual impact shows the importance of designing human resource practices that not only reduce stress but also promote professional and personal growth.

2.5 Previous Study

The goal of the study, as stated by Susena, Rumaningsih, and Darmaningrum (2023), is to explore the effect that characteristics like as work-life balance, role conflict, and working from home have on job satisfaction among Indonesian workers during the COVID-19 epidemic. Specifically, the study will focus on finding out how these aspects affect job satisfaction. The purpose of this study is to explore how the transition to remote work impacts satisfaction by either creating a feeling of harmony between personal and professional roles or producing tension between the two. The foundation for this study is the boundary theory and the role conflict theory. In order to effectively analyze work-life balance, Fisher et al. (2009) created three distinct constructs that are applied in the evaluation process. The terms "work interference with personal life," "personal life interference with work," and "work–personal life enhancement" are the terms that describe these three concepts. For the aim of this investigation, the data analysis of the replies of 150 participants was carried out with the assistance of SPSS version 26.0. The sample method chosen was convenience sampling. In order to aid companies in acquiring a better understanding of how structural and psychological adaptations made during a crisis might contribute to the overall well-being and work satisfaction of employees, the objective of this study was to provide assistance.

Figure (2.1) The Relationship between Work from Home, Work Life Balance, and Role Conflict during the Covid-19 Pandemic and its Effect on Job Satisfaction



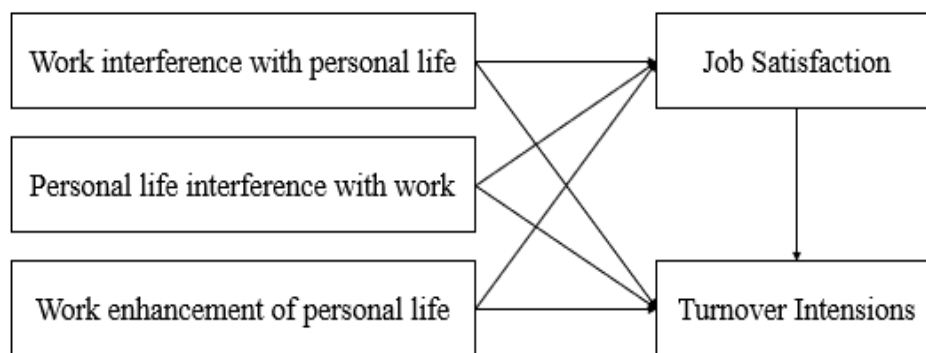
Source: Amananda Susena, Mrihrahayu Rumaningsih, & Kurniawati Darmaningrum (2023)

As opposed to role conflict, which has a large negative impact on job satisfaction, this study demonstrates that working from home and maintaining a good work-life balance both have a major positive influence on job satisfaction. Role conflict is a prominent factor that contributes to employment uncertainty. The finding that workers report better levels of satisfaction when they are provided with assistance in the form of flexible arrangements and when they are able to maintain a clear division between their personal and professional life is supported by these findings, which provide validity to the assumption that employees report experiencing higher levels of satisfaction. On the other side, dissatisfaction is the outcome of increased role conflict, namely the conflict that emerges between the demands of work and the obligations within the home for the individual. The findings of this study are consistent with those of earlier studies conducted by Madarip and Tajib (2022), Pratama and Setiadi (2021), and Farisi and Siswadi (2022), which lend support to the notion that achieving a healthy balance and minimizing roles that are in conflict with one another is essential to enhancing job satisfaction. Businesses should establish proper scheduling, equitable workload allocation, and social support systems in order to minimize conflict and maximize staff morale in both pandemic and post-pandemic work contexts, according to the authors' recommendations. This is done with the goal of optimizing employee morale and conflict reduction.

According to Noor (2011) and Fisher, Bulger, and Smith (2009), the objective of this study is to evaluate the work-life balance, job satisfaction, and turnover

intentions among nurses. Specifically, the scope of this study will focus on the nurses. Additionally, the study will evaluate the many components of work-life balance and job satisfaction that impact the intentions of nurses to quit their positions (turnover intentions) in hospitals that are part of the private sector. The foundation for this study is the research that was carried out by Noor (2011) and Fisher, Bulger, and Smith (2009). The major focus of this study is on three areas of work-life balance: interference from work with personal life, interference from personal life with work, and augmentation of work-personal life. Three hundred and eighty-six nurses are surveyed using a structured questionnaire and a Likert scale with five points in order to collect data. The border theory serves as the foundation for this study, which analyzes how the interplay between an individual's personal life and professional life may either contribute to or subtract from the degree of work satisfaction that an individual might have. This research was conducted with the intention of providing significant insights to hospital management and policymakers who are interested in enhancing the retention of nurses and the well-being of workers in the workplace.

Figure (2.2) Work-life Balance, Job Satisfaction and Turnover Intentions



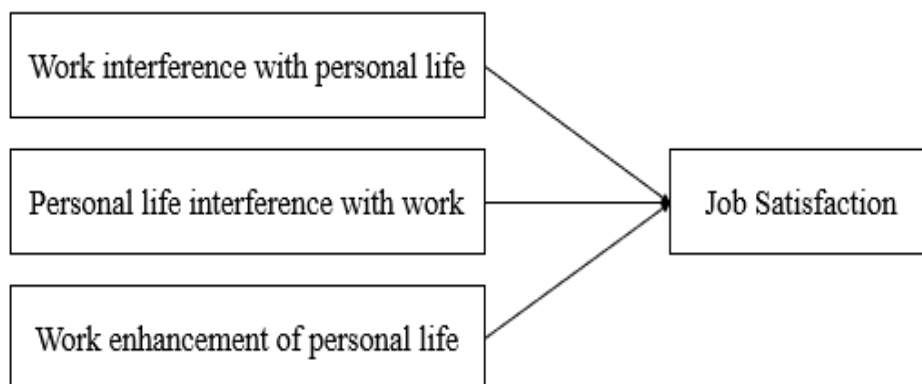
Source: Noor (2011), Fisher, Bulger and Smith (2009)

Job satisfaction is shown to be lower when personal life interferes with work, but job satisfaction is higher when work includes personal life. These conclusions are based on the findings of a study that was conducted. However, contrary to the findings of some prior study, there is no obvious effect that can be linked to work interfering with personal life. This is a contradiction. According to these findings, Fisher et al. (2009) provide support for the concept that work-life enrichment leads to increased levels of satisfaction. Furthermore, they concur with Noor's (2011) viewpoint that

personal stress leads to a fall in levels of satisfaction. One of the elements that contributes to the choice of nurses to leave their positions is the degree to which their personal lives interfere with their work, and another aspect is the degree to which their work lives benefit their personal lives. The poor income, high levels of stress, and inadequate work-life balance that nurses experience are all factors that contribute to their dissatisfaction. There are a variety of elements that, according to the findings of the study, can help keep nurses pleased and prevent turnover. Some of these characteristics include possibilities for advancement, flexible working hours, improved remuneration, and assistance for managing boundaries.

In accordance with the assertions made by Hamid. A., Sunil. K. K., and Pooja. P. (2022), the objective of this study is to investigate the connection between various aspects of job satisfaction and work-life balance. More specifically, the focus will be on how effective coordination between personal and work obligations affects productivity and decision-making. The purpose of this study is to analyze the relationship between job satisfaction and work-life balance, with the goal of underlining the necessity of achieving a healthy equilibrium between one's personal and professional lives. As a result of this, the ramifications for both individual workers and companies in terms of productivity and employee retention are brought to light.

Figure (2.3) Impact of Work-life Balance on Job Satisfaction



Source: Hamid. A., Sunil. K. K., Pooja. P. (2022)

A favorable coordination between professional tasks and personal life, as indicated by the findings of this study, contributes to an increase in total staff productivity and assists firms in mitigating challenges and concerns related to employee

retention. When these factors are managed well, it leads to enhanced decision-making and efficiency across a variety of areas, including those in the workplace and in life. Creating an atmosphere that encourages a healthy balance between work and personal life should be a top priority for organizations. This may be accomplished by instituting flexible work arrangements, encouraging efficient time management, and recognizing the significance of satisfying both personal and professional obligations. By doing so, firms have the ability to increase their productivity, improve the happiness of their employees, and decrease their turnover rates.

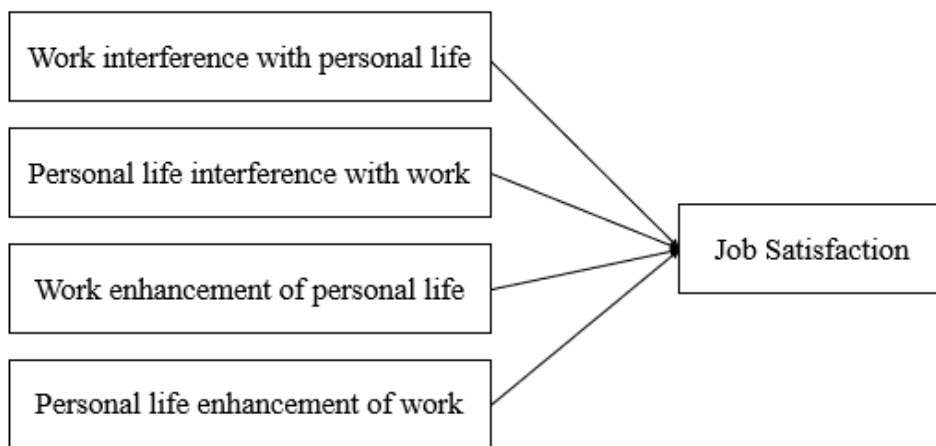
2.4 Conceptual Framework of the Study

According to the findings of this study, the key areas of focus for examination are the work-life balance and job satisfaction of workers working for inbound tour firms. When working in the fast-paced tourist sector, it is vital to create a good balance between one's personal life and one's professional life in order to ensure the well-being of personnel and the success of the organization. This is done in order to ensure that the company is successful. In today's fast-paced tourist sector, it is necessary for employees to establish a balance between their personal lives and their professional lives in order to ensure the satisfaction of their employees and the success of their enterprises. The independent variable that is more often referred to as work-life balance is comprised of four different components. The following are the components that make up this phenomenon: interference from personal life with work, interference from work with personal life, enhancement of personal life by work, and enhancement of work by personal life. The degree of contentment that employees feel is the dependent variable that will be monitored in this investigation.

It has been claimed, on the basis of this conceptual framework, that the first two aspects, namely interference from work with personal life and interference from personal life with work, have a detrimental influence on both work-life balance and job satisfaction. This is due to the fact that these aspects imply a conflict and pressure between their individual personal lives and their work lives. Furthermore, the improvement of one's personal life by one's work as well as the enhancement of one's work by one's personal life both have beneficial benefits. This highlights the ways in which supporting experiences in both one's personal life and one's professional life might potentially raise overall job satisfaction at work.

The use of regression analysis was employed in this study in order to evaluate the impact that a healthy work-life balance has on the level of job satisfaction experienced by employees. It is anticipated that the findings will contribute to a better understanding of how inbound tour firms in Yangon may better help their workers in managing the demands of work and life, which will eventually lead to an improvement in job satisfaction.

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2025)

Working Definitions

Work-Life Balance

Work-life balance means how individuals manage and maintain a healthy relationship between work responsibilities and personal life activities, such as family time, leisure, and self-care. It helps reduce stress, avoid burnout, and improve overall well-being. Achieving a balanced life contributes to better job satisfaction and sustained work performance. A good balance ensures that neither work nor personal life is consistently sacrificed for the other.

Work Interference with Personal Life

Work interference with personal life happens when job demands affect an employee's personal life. Long working hours, heavy workload, or job stress may prevent someone from spending time with family or enjoying personal activities. A key factor that diminishes work-life balance and job satisfaction. Continuous interference can lead to mental exhaustion and strained personal relationships.

Personal Life Interference with Work

Personal life interference with work occurs when personal problems, like family duties, health issues, or emotional stress, make it difficult for an employee to concentrate or perform well at work. This interference lowers productivity, increases absenteeism, and reduces job satisfaction. When left unaddressed, it can result in chronic stress or even burnout.

Work Enhancement of Personal Life

Work enhancement of personal life refers to how positive work experiences, such as meaningful tasks, helpful teammates, or growth opportunities, add value to an employee's personal life and happiness. A strong positive impact on job satisfaction and overall life well-being. These experiences can boost self-esteem and create a sense of accomplishment that extends beyond the workplace.

Personal Life Enhancement of Work

Personal life enhancement of work describes how positive personal experiences like strong family support, good health, or enjoyable hobbies help employees do better at work. A strong and satisfying personal life helps individuals bring greater energy, creativity, and focus to their jobs. It fosters emotional resilience and promotes better interpersonal relationships in the workplace.

Job Satisfaction

Job Satisfaction shows how happy employees feel with their jobs. It includes their feelings about work tasks, the workplace environment, salary, career growth, and relationships at work. Higher job satisfaction links closely to better performance, lower turnover, and improved work-life balance. Satisfied employees are also more likely to demonstrate organizational commitment and contribute to team success.

CHAPTER III

PROFILES OF INBOUND TOUR COMPANIES

This chapter examines inbound tour companies at the global, regional (Asia), and national (Myanmar) levels. It focuses on their operational structures and human resource practices, particularly work-life balance and job satisfaction. These elements directly influence employee performance and service quality, which are vital for competitiveness in the tourism sector. By comparing international best practices with local realities, the chapter identifies common challenges and effective strategies in managing both operations and people.

3.1 Background Profiles of Inbound Tour Companies

As a result of the fact that they are in charge of providing travel services for visitors from other nations who are traveling to a certain nation, inbound tour firms have a significant amount of importance within the tourism business. These firms provide a variety of travel aid services, including guided tours, transportation, hotel reservations, cultural experiences, and other sorts of assistance. Some of the most essential services that they provide are included below. According to the United Nations World Tourism Organization (UNWTO), the fundamental purpose of these organizations is to give tourists with a pleasant and trouble-free experience, which contributes to the promotion of the nation's reputation and the enhancement of tourism earnings.

In addition to working directly with local and international travel agents, airlines, hotels, and tour operators, these companies also work closely with tourist authorities. In nations such as Myanmar, when it comes to presenting the country's cultural history, natural beauty, and customs, inbound tour operators play a significant role. The Ministry of Hotels and Tourism of Myanmar (2022) reports that these companies are responsible for the creation of one-of-a-kind tour packages that focus on festivals, heritage sites, and cultural experiences that are popular among visitors from other nations. Cities such as Yangon are one of the cities that provide these packages.

When it comes to inbound tour businesses, there is a wide range of sizes and organizational structures that can be found. While some of them are tiny businesses that are owned by families and have just a few employees, others are giant corporations that

have branches all over the world and a significant number of employees. Some of these firms are owned by families. There are a number of companies that focus their efforts on certain areas, such as ecotourism, religious tours, or other chances for luxury travel. According to the findings of a study that was conducted in the year 2020 by Cooper and colleagues, these structural distinctions have an effect on the management of tasks, the process of decision-making, and the degree of flexibility in work arrangements.

An other component that contributes to the climate of the workplace is the leadership style that is utilized by each individual firm. Generally speaking, local firms have a tendency to have a more relaxed or family-like ambiance, whereas larger enterprises or businesses controlled by foreigners may adhere to more severe corporate standards. The working hours, the amount of pressure that employees are under on the job, the amount of flexibility they have to make decisions, and the perks that they have access to from their employers are all affected by these disparities. Therefore, the experiences of employees and the degrees of pleasure they experience are extremely changeable depending on the culture of the company and the management (Baum, 2015). This is because the culture of the company and the management both vary.

Jobs in the tourist business usually require working long or irregular hours, particularly during the holiday season or during high travel times. This is especially true during peak travel seasons. It is possible that the staff may be subjected to severe pressure, modifications at the very last minute, and timetables that are extremely tight. As a result of these conditions, it is challenging to achieve a sustainable equilibrium between one's personal life and one's professional life. In order to make employees feel more happy in their positions and experience less stress, businesses that offer their employees support in the form of flexible schedules, career prospects, and recognition may be of great assistance. The promotion of employee well-being may be credited with contributing to the enhancement of service quality as well as the long-term success of the business operations (Kusluvan et al., 2010; Wang & Tsai, 2014).

3.2 Services of Inbound Tour Companies

Companies that specialize in inbound tourism provide a wide selection of essentials with the purpose of catering to the needs of foreign visitors who are visiting a certain country. They are accountable for the planning and coordination of travel activities beginning with the minute visitors arrive and continuing till the moment they go and everything in between. These firms not only create tour packages, but they also

make arrangements for transportation, book lodgings, and offer guided tours of significant points of interest at other locations. Ensure that the trip experience is pleasurable, well-organized, and runs well is one of their key goals. They want to make sure that everything goes successfully. According to Holloway and Humphreys (2019), they are able to improve the level of satisfaction experienced by visitors and lower the amount of stress that is connected with travel as a consequence of taking care of local logistics.

One of the most important services that is offered is the planning of tailored tours and vacation packages. There are many different vacation packages that tour operators who specialize in inbound travel produce. These packages are designed to appeal to the diverse interests of travelers, such as cultural discovery, adventure, nature, or heritage activities. In most cases, these packages contain a variety of activities, including sightseeing, lunches, admission fees, and even entertainment on occasion. Additionally, travelers have the possibility to request bespoke itineraries that are suited to their particular preferences, time limits, and cost constraints before they embark on their journey. Research conducted in the year 2020 by Cooper and colleagues found that personalization makes it possible for tourists to enjoy travel experiences that are more meaningful and personalized to their own needs.

The organization of transportation is yet another function that is of the utmost significance. There is a wide range of transportation options available to inbound tour operators, such as airport pickups, daily transfers, and transit between cities. Collaboration with certified transportation providers is something that they do regularly in order to ensure that their services are prompt, safe, and comfortable for their customers. Some businesses offer private transportation services for individuals or groups, while others make arrangements for shared or public transportation based on the trip package that is purchased. Private transportation services are offered by certain firms. According to Page, S. J. (2015), having access to reputable transportation services makes traveling simpler and less stressful, particularly when traveling to regions that are foreign to the traveler.

One of the most important aspects of the services that they offer is the ability to make reservations for possible lodging. Tour operators are tasked with the job of collaborating with hotels, resorts, and guesthouses in order to acquire rooms that are suited for a wide range of tastes and budgets. They usually negotiate better pricing or more services; this is due to the fact that they have been working together for a

considerable amount of time. Due to the fact that these preparations have been made, travelers are able to prevent complications at the very last minute and keep a constant level of quality during their whole stay. Furthermore, according to Goeldner and Ritchie (2012), travelers who book their travels through inbound tour operators have the option to receive access to local information as well as savings on their vacations.

Lastly, but certainly not least, inbound tour firms provide local assistance and personnel who are responsible for client care. Services like as tour guides who are knowledgeable in different languages, aid in the case of an emergency, contact assistance around the clock, and information on local customs and safety requirements are included in this category of services. Additionally, it is feasible for these organizations to provide assistance to travelers who are experiencing issues such as misplacing papers, experiencing unexpected changes to their schedule, or experiencing medical difficulties. Through the provision of help on the ground, inbound tour operators are able to enhance the amount of happiness that foreign visitors feel as well as the level of safety that they experience, as stated by Sharpley and Telfer (2015).

The inbound tour firms provide cultural immersion programs that give travelers the opportunity to engage in direct interaction with the communities that they are visiting. Some of the services that are provided include the organization of excursions to traditional villages, participation in local festivals, the teaching of culinary lessons, and the holding of workshops for craftsmen. Since these sorts of authentic cultural interactions promote an understanding and respect of the legacy of the place, they also provide support for community-based tourism projects (Smith & Richards, 2017). It is through these kinds of encounters that the travel experience is enhanced.

A significant number of inbound tour firms provide services such as aid with visa registration and travel insurance for its clients. They provide travelers with alternatives for travel insurance that cover medical emergencies, trip cancellations, or lost things, and they also advise tourists through the process of applying for visas, which can be extremely hard at times. Due to the fact that these services assist eliminate the uncertainties that are connected with travel and protect tourists from hazards that are unanticipated, they contribute to a travel experience that is worry-free (Williams & Shaw, 2019).

3.3 Work-Life Balance Dimension of Inbound Tour Companies

Keeping a good work-life balance is a vital component of human resource management in the tourist business since employees in this sector usually have to put up with long working hours, unexpected schedules, and emotionally stressful tasks. As a result, it is one of the most important aspects of human resource management in this sector. Companies that provide inbound tours are becoming increasingly conscious of the fact that promoting a good work-life balance not only improves the well-being of their workers but also reduces employee turnover and improves the quality of the services they provide. This section examines the many work-life balance methods that are now in existence on three different levels: the global level, the regional level (including Asia), and the local level (encompassing Myanmar).

The most prosperous tourist businesses all over the globe have created systematic work-life balance programs with the intention of lowering the amount of stress that their employees experience as a result of their place of employment. Flexible work arrangements, wellness benefits, help for mental health, and the ability of working remotely when it is available are some examples of these types of advantages. (Trade Union International Group, 2022; International Labour Organization, 2022) These sorts of activities lead to better recruitment and retention of employees as well as satisfaction among customers.

In Asia, the level of economic development in each nation determines the practices that are followed about the balance between work and personal life. These practices differ from country to country. The restrictions governing the labor market are tightly enforced in industrialized nations such as Japan and Singapore. Through the introduction of institutionalized health programs, these restrictions reduce the number of hours that employees are required to work beyond what is considered to be an acceptable level. Vietnam and India are examples of developing nations that rely more on informal practices than industrialized nations do. These informal practices include flexible schedules and support networks that are culturally driven and connected with family values (Kim & Park, 2021).

In Myanmar's inbound tourist business, it is still challenging to find a way to maintain a good balance between one's personal life and one's professional life. There is a large number of tour operators that provide flexible schedules, take into account public holidays, and occasionally arrange activities that are intended to foster collaboration. An additional service that certain organizations provide in partnership

with non-governmental groups is the provision of training, health benefits, and regulations about structured leave. According to the United Nations Development Programme (UNDP) Myanmar (2022), widespread implementation is usually delayed by budgetary restrictions and low human resources. This is the case both in Myanmar and internationally.

Along with these structural principles, many inbound tour firms offer their staff assistance services like as counseling, support for mental health, and training on stress management. These services are provided in addition to the structural techniques described above. According to the findings of the research conducted by Smith and Lee in the year 2020, these services provide assistance to employees in the management of the emotional demands that are imposed on them. As a result, they promote mental well-being and produce a workforce that is more robust and capable of providing consumers with experiences that are consistent and of high quality.

Taking all of this into consideration, wellness programs, which include on-site workout facilities, routine health tests, and dietary programs, are becoming increasingly widespread, particularly among bigger operations. According to Jones et al. (2019), these programs encourage employees to maintain their physical health and to live a balanced lifestyle. This, in turn, contributes to a reduction in absenteeism and an increase in productivity. Both of these outcomes are beneficial to the organization.

Lastly, but certainly not least, some companies make investments in the professional development of their employees by providing them with opportunity to strengthen their leadership skills, participate in skill-building seminars, and participate in training programs. These kinds of efforts encourage both personal and professional growth, which eventually leads to a greater sense of success and a better degree of job satisfaction for the individual. Overall work-life balance and organizational commitment are both greatly enhanced as a consequence of these efforts, which play a key impact in the overall improvement of both of these elements (Garcia & Patel, 2021).

3.4 General Work-Life Balance Initiatives Across Inbound Tour Companies

The tourism business is one that places a significant emphasis on the need of work-life balance in terms of fostering job satisfaction and performance among employees. In light of the fact that the industry frequently requires irregular hours, high levels of client engagement, and peak-season workloads, it is vital to effectively manage the integration of work and life. Companies that implement policies that value balance

have a greater tendency to recruit and retain employees who are more engaged and content with their jobs. These activities also contribute to the development of a healthy corporate culture that places a high priority on the well-being of its employees. The reduction of burnout and the promotion of loyalty are two of the ways in which work-life balance ultimately helps to the sustainable success of a firm.

Work Interference with Personal Life

The consequences of work-life balance include flexible work arrangements (such as part-time or shift rotation) that assist employees in balancing their personal commitments with their professional obligations, hence lowering the amount of time that work takes away from their personal lives. When employees are able to exercise control over their schedules and prevent burnout, they report higher levels of job satisfaction, as well as enhanced levels of loyalty and productivity (International Labor Organization, 2022). Having such liberty also enables staff members to schedule time for themselves or their families, which helps to alleviate stress and enhances mental well-being. Additionally, these arrangements may result in less conflicts between the needs of job and family, which in turn may contribute to an increase in overall life satisfaction. Policies that are flexible provide a message to workers that their individual requirements are recognized, which in turn increases their commitment to the firm.

Personal Life Interference with Work

The impacts of work-life balance are reinforced by organizational structures such as employee assistance programs, mental health services, and childcare aid, which assist workers in managing personal stress that may otherwise disturb their job. According to Brough et al. (2014), employees who have a sense of support in their personal life are more focused, devoted, and happy in their work environment, and they also experience lower rates of absenteeism and turnover. By providing these supports, the personal stressor is prevented from spilling over into workplace performance, which results in a workforce that is made more robust. Businesses have the ability to increase their employees' attentiveness and minimize presenteeism by taking proactive measures to solve personal difficulties. A sense of security is fostered by these support measures, which in turn motivates employees to perform to the best of their abilities.

Work Enhancement of Personal Life

The consequences of work-life balance include possibilities for growth and recognition at work, which contribute to personal development and self-esteem, hence improving life outside of work. According to Kim and Park (2021), when employees feel higher levels of pride and fulfillment in their work, they experience better levels of motivation, engagement, and overall job satisfaction. It is a source of confidence that may be carried over into contacts with family, friends, and members of the community when employees believe that their jobs contribute worth to their lives. This cycle is further strengthened by positive feedback and job advancement, which, in turn, encourages continued growth on both a personal and professional level. This mutual improvement between one's personal life and one's professional life results in a sensation of well-being that is more comprehensive.

Personal Life Enhancement of Work

The consequences of work-life balance include wellness programs and family assistance that enable employees to maintain their health and personal stability, which in turn has a favorable impact on their performance at work. According to Buhalis and Law (2008) and Lambert (2019), when employees are happy in their personal life, they bring more energy to their positions, which means that they provide better service, experience less stress, and have a higher level of job satisfaction. A home life that is supportive helps to improve emotional resilience, which in turn enables staff members to more successfully manage interactions with guests and obstacles in the job. By fostering preventative care and minimizing the number of sick days and medical expenditures, regular health and wellness activities are also beneficial. Together, these elements contribute to the formation of a labor force that is not only productive but also intellectually robust.

CHAPTER IV

ANALYSIS ON WORK-LIFE BALANCE AND EMPLOYEE JOB SATISFACTION AT INBOUND TOUR COMPANIES

This chapter describes the study design, sample size, and data collection methods used to examine work-life balance and employee job satisfaction at inbound tour companies. To ensure accurate and reliable results, it also presents statistical data analysis tools and techniques. The chapter details the respondents' demographics and summarizes survey findings. The analysis concludes with work-life balance and employee job satisfaction.

4.1 Research Design

This study focuses on Yangon inbound tour company employees' work-life balance and job satisfaction. Around 100 people work for 15 inbound tour companies in Yangon post-COVID-19 (MOHT, 2023).

Random sampling was used to select a representative sample from this population. This study used Taro Yamane's formula (1973) to determine the sample size with 95% confidence and 5% error. Thus, 78 respondents were chosen from 100 inbound tour company employees in Yangon.

The formula is as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$
$$n = \frac{100}{1 + 100 \cdot (0.05)^2}$$
$$n \approx 78.7$$

n = Sample Size

N = Population Size

e = Margin of error

Thus, 78 respondents were chosen from 100 inbound tour company employees in Yangon. This quantitative study examines variable relationships using descriptive statistics, regression analysis, and correlation analysis. Employees' views on work-life

balance and job satisfaction were gathered through a questionnaire survey using a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). For context, the study used secondary data from websites, research papers, journals, and articles. SPSS was used to analyze the data. This method ensures the findings' reliability and validity and helps interpret key variable relationships.

4.2 Reliability Test

The reliability analysis used Cronbach's alpha. This study uses Cronbach's alpha to measure the internal consistency of each work-life balance and job satisfaction dimension to assess questionnaire reliability. Closer to 1 Cronbach's alpha values indicate stronger internal consistency among construct items. This study used reliability analysis to assess the internal consistency of five factors: work interference with personal life, personal life interference with work, work enhancement of personal life, and job satisfaction. The test results are in Table 4.1.

Table (4.1) Reliability Analysis for Variables

No.	Particulars	No. of Items	Cronbach's Alpha
1	Work Interference with Personal Life	10	0.828
2	Personal Life Interference with Work	10	0.837
3	Work Enhancement of Personal Life	10	0.847
4	Personal Life Enhancement of Work	10	0.866
5	Job Satisfaction	10	0.859

Source: Survey data (2025)

In this study, all variables recorded Cronbach's Alpha values in the 0.8 range, indicating strong reliability across the questionnaire. The participants' responses were consistent, and each set of items successfully captured the intended concepts. These results show that the data on work-life balance and job satisfaction is reliable and suitable for meaningful analysis.

4.3 Demographic Data of Respondents

Demographic characteristics like gender, age, marital status, education level, occupation, work experience, and monthly income help understand survey participants' personal backgrounds. Table (4.2) shows the demographic profile of the 78 study participants. Understanding these traits helps interpret results and identify patterns that may affect work-life balance and job satisfaction. It also shows whether certain demographic groups find work-life balance easier or harder.

Table (4.2) Demographic Characteristics of Respondents

Demographic Profile	Particular	No. of Respondents	Percent %
Gender	Male	36	46.2
	Female	42	53.8
Age	18 – 25 Years	11	14.1
	26 – 35 Years	37	47.4
	36 – 45 Years	19	24.4
	46 Years and Above	11	14.1
Marital Status	Single	50	64.1
	Married	28	35.9
Education Level	High School	5	6.4
	Certificate/ Diploma	6	7.7
	Graduate	50	64.1
	Postgraduate	16	20.5
	Other	1	1.3
Occupation	Office Assistant	7	9
	Executive	23	29.5
	Supervisor	18	23.1
	Assistant Manager	8	10.3
	Manager	17	21.8
	General Manager	5	6.4
Work Experience	Under 1 Year	4	5.1
	1-3 Years	20	25.6
	4-6 Years	18	23.1
	7-10 Years	12	15.4
	Over 10 Years	24	30.8
Monthly Income	200,000 – 400,000 MMK	15	19.2
	450,000 – 650,000 MMK	17	21.8
	700,000 – 1,000,000 MMK	18	23.1
	Above 1,000,000 MMK	28	35.9

Source: Survey data (2025)

The respondent profile in this study displays a sample that is both diversified and well-balanced in terms of demographics and professional backgrounds. This results in a sample that is both diverse and accurate. In the tourist business, it is common for there to be a modest majority of female participation, which accounts for 53.8% of the total. There is a minor preponderance of female participation, but the gender distribution is rather even overall. The majority of respondents (47.4%) are between the ages of 26 and 35, which suggests that the workforce is mostly formed of young professionals. This is despite the fact that other age groups also contribute to the variety of the workforce. Therefore, the workforce is primarily comprised of young professionals. It is possible that the variable work hours and travel obligations that are characteristic of positions in the tourist business are the reason why 64.1% of the participants are single. This indicates that the majority of the participants are single. In terms of educational attainment, this sample possesses an exceptionally high degree of qualification. There is a workforce that is both informed and talented, as demonstrated by the fact that 64.1% of workers have graduate degrees and 20.5% have postgraduate degrees. There are a substantial number of respondents who occupy jobs that are deemed to be middle-level or above, such as Executives, Supervisors, and Managers. This implies that they have a significant degree of engagement in decision-making responsibilities. In the workforce, there are a lot of people who have varied degrees of experience; thirty-eight percent of them have more than 10 years of experience, while others are still in the beginning or middle stages of their careers. The majority of participants have a monthly income of more than one million MMK, which shows that their financial status is pretty steady. This is despite the fact that there is a broad variety of earnings among the participants to choose from.

4.4 Descriptive Statistics of Employees' Perception on Work-Life Balance of Inbound Tour Companies

Workers' work-life balance perceptions at Yangon inbound tour companies are examined using descriptive statistics. It shows employees' work-life ratings using average (mean) scores. These include work-life balance, job satisfaction, work-life enhancement, and personal life enhancement. To interpret results, the study follows Wright & Douglas (1977). Classifying Likert scales: 1.00–1.80 is Very low, 1.81–2.60 Low, 2.61–3.40 Medium, 3.41–4.20 High, 4.21–5.00 Very high. This classification

shows employee work-life balance satisfaction. Table 4.3's rating scale arranges mean scores into meaningful categories.

Table (4.3) Mean Score Interpretation

Mean Scale	Interpretation Level
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Medium
3.41 – 4.20	High
4.21 – 5.00	Very High

Source: Wright & Douglas (1977)

4.4.1 Employees Perception on Work Interference with Personal Life

Table (4.4) represents the descriptive statistics for work interference with personal life including its mean score and standard deviation.

Table (4.4) Mean Value of Employee Perception on Work Interference with Personal Life

No.	Particular	Mean Score	Standard Deviation
1	Job demands interfere with personal and family life.	3.79	1.155
2	Personal activities are often missed because of work responsibilities.	3.58	1.038
3	Too tired after work to do things enjoyed at home.	3.73	1.147
4	Work schedule makes it difficult to fulfill personal obligations.	3.69	1.132
5	Work stress negatively affects personal relationships.	3.47	1.307
6	Due to work commitments, scheduling time with family or friends is difficult.	3.41	1.200
7	Work responsibilities spill over into personal time.	3.87	1.036
8	Often feel emotionally drained after work, affecting time at home.	3.68	1.038
9	Struggle to relax at home because of unresolved work tasks.	3.55	1.191
10	Personal plans have been canceled because of unexpected work demands.	3.92	1.148
Overall Mean Score		3.669	

Source: Survey data (2025)

Employees generally feel that work interferes with their personal lives at a high level. The most common issue is canceling personal plans because of unexpected work demands, followed by work spilling into personal time and feeling too tired after work. These findings suggest that many employees have difficulty maintaining personal commitments due to their job responsibilities. The overall mean score is 3.67, indicating that work often affects employees' personal lives and causes moderate to high levels of interference.

4.4.2 Employees Perception on Personal Life Interference with Work

Table (4.5) represents the descriptive statistics for personal life interference with work including its mean value and standard descriptive.

Table (4.5) Mean Value of Employee Perception on Personal Life Interference with Work

No.	Particular	Mean Score	Standard Deviation
1	Personal issues sometimes interfere with the ability to perform at work.	2.58	1.233
2	Family responsibilities make it difficult to concentrate on the job.	2.85	1.339
3	Sometimes arrive late or leave early from work due to personal commitments.	2.68	1.314
4	Managing personal life reduces productivity at work.	2.59	1.263
5	Hard to focus on work because of personal worries.	2.90	1.335
6	Events in personal life sometimes disrupt concentration at work.	2.81	1.330
7	Challenging to maintain professional performance during personal crises.	2.91	1.291
8	Responsibilities at home occasionally prevent meeting work deadlines.	2.44	1.202
9	Mood at work is affected by personal or family issues.	2.78	1.276
10	Taking care of personal errands during work hours impacts productivity.	3.03	1.423
Overall Mean Score		<i>2.757</i>	

Source: Survey data (2025)

Employees report a medium level of interference from their personal lives affecting their work. The most common issues include handling personal errands during work hours and facing challenges in maintaining performance during personal crises. However, problems like missing deadlines due to home responsibilities occur less often.

The overall mean score is 2.76, showing that personal life slightly affects work performance, but not significantly for most employees.

4.4.3 Employees Perception on Work Enhancement of Personal Life

Table (4.6) represents the descriptive statistics for work enhancement of personal life including its mean value and standard descriptive.

Table (4.6) Mean Value of Employee Perception on Work Enhancement of Personal Life

No.	Particular	Mean Score	Standard Deviation
1	The job helps develop skills that are useful in personal life.	3.65	1.236
2	Succeeding at work positively affects personal happiness.	3.68	1.284
3	Work provides a sense of accomplishment that carries over to personal life.	3.81	1.249
4	Income earned allows for a better quality of life.	3.59	1.333
5	The job increases confidence in handling personal responsibilities.	3.54	1.159
6	Skills gained from work help manage personal life more effectively.	3.55	1.245
7	Professional achievements improve self-esteem in personal situations.	3.74	1.200
8	Work helps build social networks that benefit life outside the office.	3.60	1.132
9	Often feel fulfilled at home due to strong performance at work.	3.47	1.246
10	Lessons learned at work contribute to better personal decision-making.	3.85	1.094
Overall Mean Score		3.648	

Source: Survey data (2025)

Most employees believe that their work positively contributes to their personal lives. The high-rated benefits include using lessons learned at work to make better personal decisions and gaining a sense of accomplishment that improves life at home. Employees also see work as enhancing their self-esteem and personal happiness. The

overall mean score is 3.65, indicating that work enhances employees' personal lives at a moderate to high level.

4.4.4 Employees Perception on Personal Life Enhancement of Work

Table (4.7) represents the descriptive statistics for personal life enhancement of work including its mean value and standard descriptive.

Table (4.7) Mean Value of Employee Perception on Personal Life Enhancement of Work

No.	Particular	Mean Score	Standard Deviation
1	Support from family helps improve work performance.	3.59	1.39
2	A stable personal life contributes positively to work performance.	3.62	1.219
3	Personal hobbies and interests enhance creativity at work.	3.64	1.238
4	Emotional support from loved one's aids in coping with work stress.	3.47	1.297
5	Personal values guide better decision-making at work.	3.64	1.184
6	Personal life provides the emotional stability needed for success at work.	3.72	1.183
7	Encouragement from family increases motivation to perform well on the job.	3.73	1.170
8	Problem-solving skills from home help address work-related issues.	3.28	1.268
9	A balanced personal life improves focus and energy at work.	3.76	1.142
10	Support from personal relationships increases resilience in the workplace.	3.64	1.238
Overall Mean Score		3.609	

Source: Survey data (2025)

Employees feel that their personal life helps them perform better at work. A balanced personal life, encouragement from family, and emotional stability are the strongest positive influences. Although all aspects are highly rated positively, problem-solving skills from home are seen as less applicable in the workplace. The overall mean score is 3.61, showing that personal life plays a helpful role in improving job performance and motivation.

4.4.5 Employees Perception on Job Satisfaction of Inbound Tour Companies

Table (4.8) represents the descriptive statistics for job satisfaction of inbound tour companies including its mean value and standard descriptive.

Table (4.8) Mean Value of Employee Perception on Job Satisfaction of Inbound Tour Companies

No.	Particular	Mean Score	Standard Deviation
1	The availability of resources needed to perform their job effectively.	3.56	1.180
2	The day-to-day responsibilities of the job are enjoyable.	3.23	1.289
3	Contributions are valued by the organization.	3.36	1.289
4	Working relationships with colleagues are positive.	3.49	1.246
5	Satisfaction exists with the salary provided for the work.	3.22	1.276
6	The workplace feels safe and secure.	3.45	1.224
7	The organization offers compensation that is competitive with others.	2.96	1.400
8	The organization supports individual career goals.	3.29	1.207
9	Satisfaction with the accessibility of training and development resources.	3.18	1.384
10	The job supports a healthy balance between work and personal life.	2.95	1.346
Overall Mean Score		3.269	

Source: Survey data (2025)

Employees report moderate job satisfaction overall. They feel most satisfied with having the necessary resources to do their job and with positive relationships among coworkers. However, they express less satisfaction with salary competitiveness and the company's support for work-life balance. The overall mean score is 3.27, indicating average job satisfaction, with key areas such as compensation and work-life support needing improvement.

4.5 Analysis on the Effect of Work-Life Balance on Job Satisfaction

Table (4.9) demonstrates the regression of work-life balance and job satisfaction of inbound tour companies.

Table (4.9) Regression Analysis of Work-Life Balance and Job Satisfaction

Variable	Coefficients ^a					Collinearity Statistics VIF
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	.015	.513		.029	.977	
Work interference with personal life	.012	.095	.010	.123	.903	1.002
Personal life interference with work	.125	.082	.121	1.511	.135	1.006
Work enhancement of personal life	.443***	.142	.412	3.122	.003	2.724
Personal Life enhancement of work	.347**	.135	.339	2.567	.012	2.719
R	.730 ^a					
R Square	.533					
Adjusted R Square	.507					
F value	20.801					

Source: Survey results (2025)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

A regression analysis was performed on the data that inbound tour businesses provided on their work-life balance and whether or not they were satisfied with their jobs. The regression model (Adjusted R Square = 0.51) can explain 51% of the variation in job satisfaction. This suggests that factors linked to work-life balance account for about half of the reasons why employees feel content or unsatisfied with their employment. The model also reveals that there is a correlation between job satisfaction and work-life balance. According to the F-test, which yielded a value of 20.80 and a significance level of less than 0.01, it is evident that the model offers an acceptable fit to the data.

The interference of work with personal life is not a big issue, despite the fact that it does have an effect on job satisfaction. The fact that this is the case suggests that the degree to which employees' personal lives are interrupted by their professions does not have a substantial influence on the amount of job satisfaction that they now

experience. The interference of one's personal life with one's work life also has a small influence on the situation. This illustrates that the interference of one's personal life with one's work life does not have a substantial influence on the amount of professional pleasure that an individual has in their employment. There is a big and favorable impact that may be brought about by the enhancement of one's personal life through one's employment. If employees think that their work is making a positive contribution to the betterment of their personal life, then they will experience a higher level of job satisfaction. Additionally, the strengthening of one's personal life while working has a big good influence on the relationship between the two. There is a correlation between employees' perceptions that their personal lives play a part in boosting their performance at work and greater levels of job satisfaction expressed by such employees. Both the enhancement of one's personal life via work and the enhancement of one's personal life through work have a substantial and beneficial influence on the level of job satisfaction that an individual has after working. There is no significant association between the interference of work with personal life and the interference of personal life with work in terms of job satisfaction. Both types of interference are considered to be similar.

CHAPTER V

CONCLUSION

This chapter presents the findings, discusses their implications, and offers recommendations based on the analysis of survey data presented in the previous chapter. The study reveals that the positive aspects of work-life balance, such as the enhancement of personal life through work and vice versa, significantly contribute to employee job satisfaction in inbound tour companies. While work interference with personal life occurs at a moderate level, it does not strongly affect overall job satisfaction. However, issues related to salary and organizational support for work-life balance remain areas of concern.

5.1 Findings and Discussion

Taking into consideration the findings of the survey, the purpose of this investigation is to investigate the relationship between a good work-life balance and the degree of job satisfaction experienced by workers working for transportation companies that offer inbound tours. The purpose of this study is to analyze, more particularly, how the capacity of employees to maintain a good work-life balance determines the degree to which they are content with their jobs. According to the findings of the study, the majority of respondents have said that they have experienced a degree of interference from their personal life that spans from moderate to high duties associated to their profession. Employees have reported that unanticipated demands at work frequently result in the cancellation of personal plans, the spillover of work into personal time, and tiredness. All of these things lead people to incur negative repercussions on their well-being, and they are all caused by the impact that work has on their personal lives. It may be deduced from this that work obligations frequently interfere with personal life, despite the fact that this does not significantly affect overall job satisfaction. This does not have a significant impact on the overall level of job satisfaction.

However, the evidence that is available reveals that the degree to which one's personal life interferes with one's work life is far lower than what was previously thought. Employees are aware that they may have occasional interruptions, such as the need to run personal errands during work hours or the need to deal with emotional stress; nonetheless, they do not consider these conditions to be significant obstacles to

their effectiveness of performing their professional duties. In light of this, it may be deduced that although employees' personal life may occasionally interfere with their work, they are often able to prevent these issues from having a significant impact on their commitments while they are employed. Despite the fact that there may be situations in which people's personal life interfere with their employment, this is nonetheless the case.

There is a fairly high level of contentment with the positive components of work-life balance, which include the enhancement of personal life as well as the enhancement of work inside personal life. These are only some of the positive aspects. The majority of workers believe that their jobs provide a beneficial contribution to their own personal growth and development. The development of their capacity for decision-making, the enhancement of their feeling of self-esteem, and the formation of a sense of accomplishment all contribute to the formation of this view. In a similar line, it would appear that having emotional support and stability in one's personal life could enhance one's ability to concentrate, energy levels, and motivation when working. This is because there is a correlation between stress and these factors. According to these findings, employees have a higher feeling of balance and happiness in their lives when they experience mutual reinforcement between their personal lives and their professional lives. This implies that employees have a stronger sense of balance in their lives. Based on the nature of the relationship that exists between the two, this is the conclusion that can be formed.

Employees usually report that they are content with their work to a moderate degree when asked about the extent to which they are pleased with their employment. Those aspects of their jobs that involve interaction with other people are the ones that provide them the most overall satisfaction. Not only does this involve the supporting ties they have with their coworkers, but it also includes the resources that are available to them in order for them to fulfill their commitments. On the other hand, they are less pleased with the competitiveness of the company's compensation and the organization's commitment to establishing a healthy balance between work and personal life outside of work. Both of these factors do not meet their expectations in terms of satisfaction. It would appear from these data that there is room for improvement, particularly with regard to the degree to which salary and benefits are in line with the expectations of workers. Despite the fact that the atmosphere within the firm is generally positive, this is the situation that has developed.

According to the results of the regression analysis, the hypothesis that the positive aspects of work-life balance, work enhancement of personal life, and personal life enhancement of work all have a significant effect on job satisfaction is supported by the data. The fact that the findings of the study were favorable lends credence to the proposition that has been presented here. When work interferes with personal life or when personal life interferes with work, there is no evidence to show that there is a substantial negative effect that happens. On the other hand, there is a situation in which work interferes with personal life. Rather than only focusing on lowering the amount of conflict that takes place, this highlights how important it is to cultivate connections that are mutually beneficial between one's personal life and work life. Furthermore, the findings of the study indicate that the factors that are related with the maintenance of a good balance between one's home life and one's professional life are responsible for 51% of the variation regarding job satisfaction. As a consequence of this, the belief that keeping a healthy balance between one's home life and professional life is a crucial component in determining how individuals feel about their respective professions is given more importance.

5.2 Suggestions and Recommendations

According to the findings of the study, the emphasis should be placed on strengthening the positive aspects of work-life integration in order to boost the effect of work-life balance and the degree of job satisfaction experienced by workers who are employed by corporations that provide inbound tour services. This is due to the fact that both of these aspects are closely connected to the level of happiness one derives from their employment. It may be required, as a component of this, to build programs that support the development of personal growth and the acquisition of new skills during the course of employment. In addition, it is possible that it will be essential to give more flexibility in order to satisfy the needs that are associated with the workplace. In addition to contributing to improved levels of motivation and productivity, it is beneficial to encourage a culture at the workplace that prioritizes emotional well-being and fosters work-life balance. This culture should also be encouraged since it is advantageous. The management of stress and relaxation should also be given a significant amount of importance within this culture.

Despite the fact that workers experience a moderate to high degree of interference between their personal lives and their professional lives as a result of their

employment, the results indicate that this interference does not have a significant impact on their level of happiness with their jobs. Despite the fact that there is interference of this kind, this appears to be the case. Although this is the case, there are still procedures that need to be carried out in order to lessen the amount of interference that takes place. These tasks include reducing unexpected work demands, ensuring that workloads are acceptable, and promoting better boundaries between personal time and professional time in order to create clearer boundaries between the two types of time. Additionally, because the interference of personal life with work is relatively low, organizations are able to maintain this balance by providing resources such as support for mental health and flexible work policies that assist employees in coping with occasional personal demands that occur during working hours. This allows organizations to maintain this balance. This enables businesses to keep a good balance between their professional and personal lives.

Employers should make investments in programs that encourage this kind of mutual reinforcement because the research indicates that positive interactions, such as the enhancement of personal life by work and the enhancement of work by personal life, significantly contribute to job satisfaction. In light of this, businesses should make these kinds of investments. Specifically, this is due to the fact that the study reveals that pleasant interactions are a substantial contributor to job satisfaction. There is a wide range of programs that might be deemed to fall under this category when taken into consideration. Programs that enable employees to draw inspiration and motivation from their personal lives at home are some examples of programs that are available. Other examples include programs that reward personal improvement made via work and programs that give mentorship opportunities. By placing an emphasis on these positive dynamics, it is possible that the workforce will become more content and productive. This is a possibility that is not out of the question. The chance of this happening is something that shouldn't be discounted.

In addition, companies should reevaluate their compensation structures and benefit packages in order to better align with the expectations of their employees and to reduce the degree of dissatisfaction that is associated with the amount of money they receive and the rewards they receive. Consequently, this will make it possible to achieve a more harmonious alignment between the remuneration systems and the expectations of the employees. It is possible that improved laws around time management, flexible scheduling, and working remotely might help reduce the amount of work that interferes

with personal life without severely sacrificing performance. This would be a positive development. Having this happen would be a good turn of events.

It is feasible to design training programs that teach managers and professionals working in human resources how to recognize challenges associated to work-life balance and how to provide individualized help in order to further boost employee satisfaction. These programs may be developed in order to establish training programs. In order to further raise the level of pleasure experienced by workers, several initiatives could be implemented. Additionally, in order to monitor issues related to work-life balance and identify areas that require continuous growth, it is necessary to build systems that are capable of delivering feedback on a frequent basis with the intention of providing feedback. By doing so, it will be possible to identify problem areas that require further development.

5.3 Needs for Further Research

This study explores the relationship between a healthy work-life balance and job satisfaction among employees in inbound tour companies. It also highlights potential areas for future research, such as examining various organizational and geographical settings, and using qualitative methods to gain deeper insights. Future studies could investigate how organizational support and flexible work arrangements affect employee retention, productivity, and satisfaction, especially in the post-COVID era. A comparative analysis across ASEAN countries is proposed to evaluate the effectiveness of work-life balance programs in different cultural and economic contexts. Key topics for further investigation include gender differences, organizational support, flexible work arrangements, and policy effectiveness. These research directions aim to enhance understanding of the diverse factors impacting tourism industry employees.

REFERENCES

- Abukhalifeh, A. N., & Kishor, P. (2019). Employee well-being and work-life balance in the tourism and hospitality industry. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 385–397.
- Abukhalifeh, A. N., & Som, A. P. M. (2015). The antecedents affecting employee engagement and organizational performance. *Asian Social Science*, 11(4), 92–105.
- Allen, T. D., & Eby, L. T. (2016). *The Oxford handbook of work and family*. Oxford University Press.
- Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2020). Meta-analysis of work–family conflict mean differences: Does national context matter? *Journal of Vocational Behavior*, 117, 103324.
- Allen, T. D., Merlo, K., Lawrence, R. C., Slutsky, J., & Gray, C. E. (2021). Boundary management and work-nonwork balance while working from home. *Applied Psychology*, 70(1), 60–84.
- Baum, T. (2015). *Human resource management for tourism, hospitality and leisure: An international perspective*. Cengage Learning EMEA.
- Brough, P., Timms, C., O’Driscoll, M. P., Kalliath, T., Siu, O. L., Sit, C., & Lo, D. (2014). Work–life balance: A longitudinal evaluation of a new measure across Australia and New Zealand workers. *The International Journal of Human Resource Management*, 25(19), 2724–2744.
- Buhalis, D., & Law, R. (2008). Progress in information technology and tourism management: 20 years on and 10 years after the Internet—The state of eTourism research. *Tourism Management*, 29(4), 609–623.
- Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2009). Measuring the positive side of the work–family interface: Development and validation of a work–family enrichment scale. *Journal of Vocational Behavior*, 74(3), 411–420.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770.
- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2020). *Tourism: Principles and practice* (6th ed.). Pearson Education.
- Derks, D., & Bakker, A. B. (2014). Smartphone use, work–home interference, and burnout: A diary study on the role of recovery. *Applied Psychology*, 63(3).

- Dessler, G. (2016). *Human resource management* (15th ed.). Pearson Education.
- Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The Satisfaction with Life Scale. *Journal of Personality Assessment*, *49*(1), 71–75.
- Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, *14*(4), 441–456.
- Garcia, M., & Patel, R. (2021). *Career development and personal growth in tourism: Enhancing employee satisfaction*. *Journal of Hospitality Management*, *45*(2), 134–148.
- Goeldner, C. R., & Ritchie, J. R. B. (2012). *Tourism: Principles, practices, philosophies* (12th ed.). Wiley.
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165–183). American Psychological Association.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, *10*(1), 76–88.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, *63*(3).
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, *85*(3), 361–373.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, *16*(2), 250–279.
- Hamid, A., Sunil, K. K., & Pooja, P. (2022). Exploring the impact of work-life balance on job satisfaction and employee productivity. *International Journal of Management Studies and Social Science Research*, *4*(2), 34–46.
- Herzberg, F. (1959). *The motivation to work* (2nd ed.). John Wiley & Sons.
- Holloway, J. C., & Humphreys, C. (2019). *The business of tourism* (11th ed.). SAGE Publications.
- Ilies, R., Huth, M., Ryan, A. M., & Dimotakis, N. (2017). Explaining the links between workload, distress, and work–family conflict among school employees. *Journal of Educational Psychology*, *109*(5), 761–774.

- Jones, L., Smith, T., & Kumar, A. (2019). Wellness initiatives in the tourism sector: Impacts on employee health and productivity. *Tourism Health Journal*, 12(4), 220–235.
- Kim, S., & Park, Y. (2021). Work-life balance and job satisfaction: A comparative study of tourism employees in Asia. *Journal of Tourism and Hospitality Management*, 9(1), 23–35.
- Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2020). Workplace social support and work–family conflict: A meta-analysis. *Personnel Psychology*, 74(3), 689–719.
- Krekel, C., Ward, G., & De Neve, J. E. (2019). Employee wellbeing, productivity, and firm performance. *Global Happiness and Wellbeing Policy Report*, 78–93.
- Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. (2010). Human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171–214.
- Lambert, S. J. (2019). Processes linking work and family: A critical review and research agenda. *Human Relations*, 52(1), 55–76.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D.
- Lockwood, N. R. (2003). *Work/life balance: Challenges and solutions*. Society for Human Resource Management.
- Noor, S. (2011). Examining the relationship between work-life conflict, stress and turnover intentions. *International Journal of Business and Management*, 6(10), 93–102.
- Page, S. J. (2015). *Tourism management* (5th ed.). Routledge.
- Perrine, K. A., & Madsen, S. R. (2019). Work-life balance in the tourism and hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 18(1), 63–86.
- Pratama, D. A., & Setiadi, M. (2021). Work-life balance and its impact on job satisfaction in the tourism sector. *Journal of Business and Tourism*, 7(1), 45–52.
- Sharpley, R., & Telfer, D. J. (2015). *Tourism and development in the developing world* (2nd ed.). Routledge.
- Smith, J., & Lee, H. (2020). Counseling and stress management programs in tourism: Supporting employee well-being. *International Journal of Tourism and Hospitality*, 15(3), 67–82.
- Smith, V., & Richards, G. (2017). *Cultural immersion experiences and community-based tourism*. *Tourism Review Quarterly*, 30(1), 45–58.

- Sonnentag, S. (2018). The recovery process: Toward an integrative framework. *Current Directions in Psychological Science*, 27(2), 145–150.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. SAGE Publications.
- Susena, A., Rumaningsih, M., & Darmaningrum, K. (2023). The effect of work from home, work-life balance, and role conflict on job satisfaction. *International Journal of Social and Management Studies*, 4(3), 154–165.
- Survey data. (2025).
- Taro, Y. (1973). *Statistics: An introductory analysis* (3rd ed.). Harper and Row.
- Templer, A., & Simon, L. (2010). Work-life practices and employee retention. *Canadian Journal of Administrative Sciences*, 27(4), 319–330.
- Wang, K. C., & Tsai, C. Y. (2014). Work–life balance in the tourism industry. *Asia Pacific Journal of Tourism Research*, 19(2), 168–193.
- Williams, K., & Shaw, S. (2019). Visa assistance and travel insurance in inbound tourism: Reducing travel uncertainties. *Journal of Travel Services*, 22(3), 102–118.
- Wright, J. N., & Douglas, T. J. (1977). *Industrial organization and the strategic management of firms*.
- Zhang, Y., LePine, J. A., Buckman, B. R., & Wei, F. (2022). The role of justice and leadership in explaining work–family conflict. *Academy of Management Journal*, 65(1), 38–63.

WEBSITE SOURCE

www.tourism.gov.mm

www.ilo.org

www.unesco.org

APPENDIX A

Dear Participants,

I am a master's student pursuing in Master of Hospitality and Tourism Management at the Yangon University of Economics. I would like to carry out a survey to fulfill the requirements of my master's degree thesis. This survey will take approximately 10 minutes to complete. It is for educational purposes only, and all the answers you provide will be kept highly confidential. The participants' names will remain anonymous. I kindly request that you take part in this survey honestly. Thank you so much for your participation.

Part 1: Demographic Profile of Respondent.

Please tick the appropriate answer for each of the following questions.

1. Gender

- Male
- Female

2. Age

- 18 – 25 Years
- 26 – 35 Years
- 36 – 45 Years
- 46 Years and above

3. Marital Status

- Single
- Married

4. Education Level

- High School
- Certificate/ Diploma
- Graduate
- Postgraduate
- Other

5. Occupation

- Office Assistant
- Executive
- Supervisor
- Assistant Manager
- Manager
- General Manager

6. Work Experience

- Under 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- Over 10 years

7. Monthly Income

- 200,000 – 400,000 MMK
- 450,000 – 650,000 MMK
- 700,000 – 1,000,000 MMK
- Above 1,000,000 MMK

Part 2: Please answer the following questions with

(1 = strongly disagreed 2 = disagreed 3 = neutral 4 = agreed 5 = strongly agreed)

Work Interference with Personal Life						
No.	Statement	1	2	3	4	5
1	Job demands interfere with personal and family life.					
2	Personal activities are often missed because of work responsibilities.					
3	Too tired after work to do things enjoyed at home.					
4	Work schedule makes it difficult to fulfill personal obligations.					
5	Work stress negatively affects personal relationships.					
6	Due to work commitments, scheduling time with family or friends is difficult.					
7	Work responsibilities spill over into personal time.					
8	Often feel emotionally drained after work, affecting time at home.					
9	Struggle to relax at home because of unresolved work tasks.					
10	Personal plans have been canceled because of unexpected work demands.					

Personal Life Interference with Work						
No.	Statement	1	2	3	4	5
1	Personal issues sometimes interfere with the ability to perform at work.					
2	Family responsibilities make it difficult to concentrate on the job.					
3	Sometimes arrive late or leave early from work due to personal commitments.					
4	Managing personal life reduces productivity at work.					
5	Hard to focus on work because of personal worries.					
6	Events in personal life sometimes disrupt concentration at work.					
7	Challenging to maintain professional performance during personal crises.					
8	Responsibilities at home occasionally prevent meeting work deadlines.					
9	Mood at work is affected by personal or family issues.					
10	Taking care of personal errands during work hours impacts productivity.					

Work Enhancement of Personal Life						
No.	Statement	1	2	3	4	5
1	The job helps develop skills that are useful in personal life.					
2	Succeeding at work positively affects personal happiness.					
3	Work provides a sense of accomplishment that carries over to personal life.					
4	Income earned allows for a better quality of life.					
5	The job increases confidence in handling personal responsibilities.					
6	Skills gained from work help manage personal life more effectively.					
7	Professional achievements improve self-esteem in personal situations.					
8	Work helps build social networks that benefit life outside the office.					
9	Often feel fulfilled at home due to strong performance at work.					
10	Lessons learned at work contribute to better personal decision-making.					

Personal Life Enhancement of Work						
No.	Statement	1	2	3	4	5
1	Support from family helps improve work performance.					
2	A stable personal life contributes positively to work performance.					
3	Personal hobbies and interests enhance creativity at work.					
4	Emotional support from loved one's aids in coping with work stress.					
5	Personal values guide better decision-making at work.					
6	Personal life provides the emotional stability needed for success at work.					
7	Encouragement from family increases motivation to perform well on the job.					
8	Problem-solving skills from home help address work-related issues.					
9	A balanced personal life improves focus and energy at work.					
10	Support from personal relationships increases resilience in the workplace.					

Job Satisfaction						
No.	Statement	1	2	3	4	5
1	The availability of resources needed to perform their job effectively.					
2	The day-to-day responsibilities of the job are enjoyable.					
3	Contributions are valued by the organization.					
4	Working relationships with colleagues are positive.					
5	Satisfaction exists with the salary provided for the work.					
6	The workplace feels safe and secure.					
7	The organization offers compensation that is competitive with others.					
8	The organization supports individual career goals.					
9	Satisfaction with the accessibility of training and development resources.					
10	The job supports a healthy balance between work and personal life.					

APPENDIX B

Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.828	10

Reliability Statistics	
Cronbach's Alpha	N of Items
.837	10

Reliability Statistics	
Cronbach's Alpha	N of Items
.847	10

Reliability Statistics	
Cronbach's Alpha	N of Items
.866	10

Reliability Statistics	
Cronbach's Alpha	N of Items
.859	10

Frequency Table

Gender				
Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Male	36	46.2	46.2	46.2
Female	42	53.8	53.8	100.0
Total	78	100.0	100.0	

Age				
Particular	Frequency	Percent	Valid Percent	Cumulative Percent
18 – 25 Years	11	14.1	14.1	14.1
26 – 35 Years	37	47.4	47.4	61.5
36 – 45 Years	19	24.4	24.4	85.9
46 Years and Above	11	14.1	14.1	100.0
Total	78	100.0	100.0	

Marital Status				
Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Single	50	64.1	64.1	64.1
Married	28	35.9	35.9	100.0
Total	78	100.0	100.0	

Education Level				
Particular	Frequency	Percent	Valid Percent	Cumulative Percent
High School	5	6.4	6.4	6.4
Certificate/ Diploma	6	7.7	7.7	14.1
Graduate	50	64.1	64.1	78.2
Postgraduate	16	20.5	20.5	98.7
Other	1	1.3	1.3	100.0
Total	78	100.0	100.0	

Occupation				
Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Office Assistant	7	9.0	9.0	9.0
Executive	23	29.5	29.5	38.5
Supervisor	18	23.1	23.1	61.5
Assistant Manager	8	10.3	10.3	71.8
Manager	17	21.8	21.8	93.6
General Manager	5	6.4	6.4	100.0
Total	78	100.0	100.0	

Work Experience				
Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Under 1 year	4	5.1	5.1	5.1
1-3 years	20	25.6	25.6	30.8
4-6 years	18	23.1	23.1	53.8
7-10 years	12	15.4	15.4	69.2
Over 10 years	24	30.8	30.8	100.0
Total	78	100.0	100.0	

Monthly Income				
Particular	Frequency	Percent	Valid Percent	Cumulative Percent
200,000 – 400,000 MMK	15	19.2	19.2	19.2
450,000 – 650,000 MMK	17	21.8	21.8	41.0
700,000 – 1,000,000 MMK	18	23.1	23.1	64.1
Above 1,000,000 MMK	28	35.9	35.9	100.0
Total	78	100.0	100.0	

Descriptive Statistics

Particular	N	Mean	Standard Deviation
Work interference with personal life 1	78	3.79	1.155
Work interference with personal life 2	78	3.58	1.038
Work interference with personal life 3	78	3.73	1.147
Work interference with personal life 4	78	3.69	1.132
Work interference with personal life 5	78	3.47	1.307
Work interference with personal life 6	78	3.41	1.200
Work interference with personal life 7	78	3.87	1.036
Work interference with personal life 8	78	3.68	1.038
Work interference with personal life 9	78	3.55	1.191
Work interference with personal life 10	78	3.92	1.148
Personal life interference with work 1	78	2.58	1.233
Personal life interference with work 2	78	2.85	1.339
Personal life interference with work 3	78	2.68	1.314
Personal life interference with work 4	78	2.59	1.263
Personal life interference with work 5	78	2.90	1.335
Personal life interference with work 6	78	2.81	1.330
Personal life interference with work 7	78	2.91	1.291
Personal life interference with work 8	78	2.44	1.202
Personal life interference with work 9	78	2.78	1.276
Personal life interference with work 10	78	3.03	1.423
Work enhancement of personal life 1	78	3.65	1.236
Work enhancement of personal life 2	78	3.68	1.284
Work enhancement of personal life 3	78	3.81	1.249
Work enhancement of personal life 4	78	3.59	1.333
Work enhancement of personal life 5	78	3.54	1.159
Work enhancement of personal life 6	78	3.55	1.245
Work enhancement of personal life 7	78	3.74	1.200
Work enhancement of personal life 8	78	3.60	1.132
Work enhancement of personal life 9	78	3.47	1.246
Work enhancement of personal life 10	78	3.85	1.094
Personal Life enhancement of work 1	78	3.59	1.390
Personal Life enhancement of work 2	78	3.62	1.219
Personal Life enhancement of work 3	78	3.64	1.238
Personal Life enhancement of work 4	78	3.47	1.297
Personal Life enhancement of work 5	78	3.64	1.184
Personal Life enhancement of work 6	78	3.72	1.183
Personal Life enhancement of work 7	78	3.73	1.170
Personal Life enhancement of work 8	78	3.28	1.268
Personal Life enhancement of work 9	78	3.76	1.142
Personal Life enhancement of work 10	78	3.64	1.238
Job satisfaction 1	78	3.56	1.180
Job satisfaction 2	78	3.23	1.289
Job satisfaction 3	78	3.36	1.289
Job satisfaction 4	78	3.49	1.246
Job satisfaction 5	78	3.22	1.276
Job satisfaction 6	78	3.45	1.224

Job satisfaction 7	78	2.96	1.400
Job satisfaction 8	78	3.29	1.207
Job satisfaction 9	78	3.18	1.384
Job satisfaction 10	77	2.95	1.346

Regression

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.730 ^a	.533	.507	.59776

a. Predictors: (Constant), Work interference with personal life mean, Personal life interference with work mean, Work enhancement of personal life mean, Personal Life enhancement of work mean.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.730	4	7.433	20.801	.000 ^b
Residual	26.084	73	.357		
Total	55.815	77			

a. Dependent Variable: Job satisfaction mean

b. Predictors: (Constant), Work interference with personal life mean, Personal life interference with work mean, Work enhancement of personal life mean, Personal Life enhancement of work mean.

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.015	.513		.029	.977		
Work interference with personal life mean	.012	.095	.010	.123	.903	.998	1.002
Personal life interference with work mean	.125	.082	.121	1.511	.135	.994	1.006
Work enhancement of personal life mean	.443	.142	.412	3.122	.003	.367	2.724
Personal Life enhancement of work mean	.347	.135	.339	2.567	.012	.368	2.719

a. Dependent Variable: Job satisfaction mean

Collinearity Diagnostics ^a							
Dimension	Eigenvalue	Condition Index	Variance Proportions				
			(Constant)	Work interference with personal life mean	Personal life interference with work mean	Work enhancement of personal life mean	Personal Life enhancement of work mean
1	4.849	1.000	.00	.00	.00	.00	.00
2	.078	7.873	.00	.00	.71	.03	.04
3	.050	9.843	.02	.43	.17	.04	.05
4	.013	19.113	.93	.55	.11	.00	.09
5	.010	22.562	.04	.02	.00	.93	.82

a. Dependent Variable: Job satisfaction mean