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FACTORS AFFECTING WELL-BEING OF GOVERNMENT STAFFS
AT THE GENERAL ADMINISTRATION DEPARTMENT
IN NAY PYI TAW

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**FACTORS AFFECTING WELL-BEING OF GOVERNMENT STAFFS
AT THE GENERAL ADMINISTRATION DEPARTMENT
IN NAY PYI TAW
(2025)**

This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Public Administration.

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ABSTRACT

This study focuses on the factors affecting on wellbeing of government employees at GAD in Naypyitaw Council. The objectives of the study are to study the departmental support for wellbeing of employees in General Administration Department and examine the factors affecting the wellbeing of government employees at GAD in Naypyitaw Council. Both primary and secondary data were used in this study. The research surveyed 150 government employees at GAD in Naypyitaw Council were selected by using simple random sampling method and asked structured questionnaire developed to study the factors affecting on wellbeing of Government employees. To investigate the factors affecting on wellbeing of Government employees, multiple linear regressions analysis were carried out. The findings highlight a generally positive perception of employee wellbeing, with strong interpersonal relationships and self-acceptance playing a key role. The findings reveal that self-acceptance, environmental mastery, and positive relationships are the most powerful drivers of employee wellbeing at GAD. Regression highlights self-acceptance and positive relationships as the most robust enhancers of wellbeing, while autonomy and purpose require deeper investigation due to unexpected negative associations.

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CONTENTS

	Page No.
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
CONTENTS	iii
LIST OF TABLES	iv
LIST OF FIGURES	v
Chapter 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	4
1.3 Methodology of the Study	4
1.4 Scope and Limitations	4
1.5 Organisation of the Study	4
Chapter 2 LITERATURE REVIEW	6
2.1 Concept of Wellbeing	6
2.2 Importance of Employee Wellbeing in Public Sector	8
2.3 Ryff's Six-Factor Model of Wellbeing	12
2.4 Conceptual Framework of the Study	20
2.5 Review on Previous Studies	21
Chapter 3 BACKGROUND OF THE STUDY	23
3.1 Background History of General Administration Department	23
3.2 Organizational Structure of General Administration Department	26
3.3 Manpower in General Administration Department	31
3.4 Organizational Support of GAD for Employees Wellbeing	32
3.5 Profile of Naypidaw Council	38
CHAPTER 4 SURVEY ANALYSIS	41
4.1 Research Design	41
4.2 Characteristics of Respondents	42
4.3 Tests for Assumption	46
4.4 Factors Influencing Wellbeing of Government Employees	49
4.5 Employees Wellbeing in GAD	61
4.6 Analysis of Factors Affecting Employees Wellbeing at GAD	63

Chapter 5	CONCLUSION	68
5.1	Findings and Discussion	68
5.2	Recommendation and Suggestion	69
5.3	Need for Further Study	71

REFERENCES

APPENDIX

LIST OF TABLES

Table No.	Description	PageNo
3.1	Manpower in General Administration Department	31
3.2	Organizational Support by Wages	33
3.3	Housings for Employees of GAD Built in 2015-2024	34
3.4	Staff Development Trainings in GAD	36
3.5	Departmental Support in GAD	38
3.6	Manpower of GAD in Naypyitaw Council	39
4.1	Characteristics of Respondents	42
4.2	Reliability Test	47
4.3	Personal Autonomy of Employees	50
4.4	Environmental Mastery of Employees	52
4.5	Personal Growth of Employees	54
4.6	Purpose in Life of Employees	56
4.7	Self-acceptance of Employees	58
4.8	Positive Relations with Others	60
4.9	Employee Wellbeing	62
4.10	Pearson Correlation between Various Factors and Well Being Employees	64
4.11	Regression Analysis of the Factors Affecting Wellbeing of Employees	65

LIST OF FIGURES

Figure No.	Description	Page
2.1	Carol Ryff's Concept of Wellbeing	13
2.2	Conceptual Framework for the study	20
3.1	Organizational Structure of Ministry of Home Affairs	26
3.2	Organizational Structure of GAD in Myanmar	30
4.1	Histogram for Residuals of Wellbeing	47
4.2	P-P Plot of Regression Residuals of Wellbeing	48
4.3	Scatterplot of Residual against Predicted Values	49

CHAPTER 1

INTRODUCTION

Employee wellbeing is a critical component of a healthy working environment and organization. Companies that promote wellbeing make it easier for employees to manage stress levels while also maintaining a positive and productive environment. Wellbeing can refer to mental and physical health, as well as more complex things such as satisfaction and engagement levels. Optimizing the workplace wellbeing has become crucial to meeting business demand (Mills, 2010). In today's competitive world, organizations also face ever increasing competition. Continuous development, improvement and innovation of the business are essential to long-term survival. This trend is dependent on the people and their abilities, competence and synergies in the organizations. Investing in the wellbeing of employees and teams can support this change (Aura et al. 2014).

Fostering employee wellbeing is good for people and the organization. Promoting wellbeing can help prevent stress and create positive working environments where individuals and organizations can thrive. Good health and wellbeing can be a core enabler of employee engagement and organizational performance. In the last 10 years, well-being has been topical on an international level (Stiglitz, 2009) and at national government level (e.g. Black, 2008; Dolan, 2011). Prior to the increase in attention to national wellbeing, wellbeing at work had received much attention from government directives but also from a range of key stakeholders, including academics, human resource professionals and health professionals. This can be attributed to the growing evidence base that poor wellbeing at work can have adverse implications for not only individual employees, but also for organizations and wider society.

Wellbeing encompasses both physical and mental health, leading to more comprehensive approaches to illness prevention and health promotion. Lower levels of happiness have been linked to an increased risk of disease, illness, and injury, as well as impaired immune function, delayed recovery, and shorter lifespans. Furthermore, those with low levels of happiness are less productive at work and less likely to give back to their communities. Low levels of wellbeing can lead to organizational problems, such as low productivity, increased absenteeism and turnover, as well as individual employee problems, such as alcohol and drug abuse,

and ill being. Therefore, management should pay more attention to the thoughts and feelings of workers to enhance their engagement with the workplace and help them to achieve work–life balance while always maintaining a safe working environment.

Employees' wellbeing is a key factor in determining an organisation's long-term effectiveness. Enterprises and organizations are increasingly recognising the need to take the well-being of employees seriously. The more progressive organizations are doing so because they appreciate that the most important resources are human resources. A lack of recognition on the need to promote employees well-being may give rise to workplace problems, such as stress, bullying, conflict, alcohol and drug abuse and mental health disorders. Potential solutions, such as leadership, communication and a focus on learning and development are essential for anyone committed to making the workplace a more decent and satisfying place. Providing early and frequent well-being support is not only the right thing to do, it also leads to a more engaged workforce. Physically and mentally fit individual are essential for any organisation to be profitable as they are more productive.

1.1 Rationale of the Study

In Myanmar, the General Administration Department (GAD) is central to the functioning of the administrative mechanism across the country. No other government organization has such a wide presence in the country. As the Union administration's vertical core, the GAD supports coordination and communication among the Union government's 36 ministries and also connects the capital, Nay Pyi Taw, to approximately 16,700 wards and village tracts. Within the Union government, the GAD is a part of the Ministry of Home Affairs (MoHA), and plays a wide range of roles ranging from tax collection, to land management, and assorted registration and certification processes. Job stress has been widely linked with adverse effects on employees' psychological and physical wellbeing in many occupations, including GAD. Workers whose levels of wellbeing are reported to be low may be less productive and more prone to be absent from work; in addition, their ability to make high-quality decisions and overall contributions to their organizations may be diminished.

The General Administration Department (GAD) under the Naypyitaw Council serves as a vital administrative body in Myanmar, responsible for implementing public policies, maintaining local governance, and coordinating various governmental

functions. Government employees in this department play a crucial role in ensuring the continuity and efficiency of administrative services. However, the pressures of public service combined with political changes, administrative challenges, and evolving public expectations can significantly affect their physical, emotional, and psychological well-being.

Employee wellbeing is a critical factor in ensuring organizational effectiveness, productivity, and long-term sustainability. In public institutions like the General Administration Department (GAD) of Naypyitaw, where employees are tasked with essential administrative and governance functions, their mental, physical, and emotional health directly affects the quality of public service delivery. Understanding wellbeing in this context is not only relevant to individual health outcomes but also contributes to better institutional performance and citizen satisfaction. The GAD operates within a unique bureaucratic and political structure, often characterized by high workloads, limited resources, and rigid hierarchies. These factors can result in stress, burnout, or reduced job satisfaction among employees. Furthermore, frequent transfers and tight deadlines are common in such departments, potentially impacting work-life balance. Studying employee wellbeing in this setting provides insights into how organizational structures influence individual outcomes.

While employee wellbeing has been widely studied in private sector organizations and even in some public sector domains globally, there is limited empirical data specific to Myanmar's public service, particularly the GAD. Naypyitaw, being the administrative capital, holds strategic importance, and yet research on the wellbeing of its administrative workforce is scarce. This gap limits the ability of policymakers and department heads to implement targeted interventions or reforms. Findings from such a study could inform the development of human resource policies aimed at enhancing employee morale, motivation, and retention. It can also guide the implementation of wellness programs, mental health support, or flexible work policies within the GAD. Improved employee wellbeing can lead to higher engagement, reduced absenteeism, and better public sector outcomes, which are crucial for governance and national development. Studying the wellbeing of GAD employees in Naypyitaw also aligns with broader governance goals such as accountability, transparency, and citizen-centered service delivery. Healthy, satisfied employees are more likely to be ethical, responsive, and committed to public service. Therefore, this study not only contributes to the welfare of individual staff members

but also enhances the overall effectiveness and trustworthiness of public institutions in Myanmar.

1.2 Objectives of the Study

The objectives of the study are to study the departmental support for wellbeing of employees in General Administration Department and to analyse the factors affecting the wellbeing of government employees at GAD in Naypyitaw Council.

1.3 Methods of the Study

This study is made up of the descriptive method. In order to carry out the objectives, both secondary and primary data are used in this study. For collection primary data, 150 government employees at GAD in Naypyitaw Council are selected by using a simple random sampling method and asked by self-administered questionnaire based on the six-factor model of wellbeing adapted by Carol D.Ryff to evaluate the factors affecting the wellbeing of the respondents. The study is conducted from January to March 2025. Multiple linear regression analysis was carried out to analyse the factors affecting wellbeing of employees. The secondary data are collected from Naypyitaw Council, various sources including published departmental reports, thesis papers, journals, and relevant websites.

1.4 Scope and Limitations of the Study

This study focuses on factors affecting on wellbeing of Government employees at GAD in Naypyitaw Council. The study period covered 2015 to 2024. This study represents factors affecting wellbeing of Government employees including Deputy Director-General, Directors, Deputy-Directors, Assistant-Director, Staff Officers, Deputy Staff Officers and other ranks at GAD in Naypyitaw Council only. This study emphasized on government employees in Naypyitaw Council only, and government employees from other department and other townships were excluded.

1.5 Organization of the Study

This study is organized by five chapters. Chapter 1 consists of the rational of the study, objectives of the study, method of the study and scope and limitation of the study, and organization of the study. Chapter 2 is the literature reviews. Chapter 3 describes overview on the General Administration Department (GAD) in Myanmar.

Chapter 4 analyzes the factors affecting the wellbeing of government employees at the GAD in Naypyitaw Council. Chapter 5 provides the finding and suggestion.

CHAPTER 2

LITERATURE REVIEW

This chapter presents a literature review on factors influencing the wellbeing of Government employees which includes the concept of wellbeing, employees' wellbeing in organizations, importance of wellbeing in public sector organizations, Ryff's six-factor model of wellbeing, conceptual framework of the body and reviews on previous studies.

2.1 Concept of Wellbeing

Wellbeing is not just the absence of disease or illness. It's a complex combination of a person's physical, mental, emotional and social health factors. Wellbeing is strongly linked to happiness and life satisfaction. Wellbeing is a positive outcome that is meaningful for people and for many sectors of society because it shows that people perceive that their lives are going well. Good living conditions (e.g., housing, employment) are fundamental to wellbeing. Tracking these conditions is important. However, many indicators that measure living conditions fail to measure what people think and feel about their lives such as the quality of their relationships, their positive emotions and resilience, the realization of their potential, or their overall satisfaction with life or their wellbeing. Wellbeing generally includes global judgments of life satisfaction and feelings ranging from depression to joy (WHO, 2022).

There is no consensus around a single definition of wellbeing, but there is general agreement that at minimum, wellbeing includes the presence of positive emotions and moods (e.g., contentment, happiness), the absence of negative emotions (e.g., depression, anxiety), satisfaction with life, fulfillment and positive functioning, (e.g., feeling very healthy and full of energy). In simple terms, wellbeing can be described as judging life positively and feeling good.

Coetzee, et al. (1997) defined wellbeing as that science and art devoted to the recognition, evaluation and control of those environmental factors and stresses arising in or from the workplace, which may cause sickness, impaired health and well-being or significant discomfort and inefficiency among workers or among the citizens of the community. Keita and Sauter (1992) defined wellbeing as a dynamic state of mind characterized by reasonable harmony between persons' abilities, needs and

expectations and environmental demands and opportunities. Keita and Sauter further maintain that the individual's subjective assessment is the only valid measurement of wellbeing available even though it may not coincide with the objective views of others, for example, he or she may experience a sense of wellbeing while performing a monotonous or even potentially dangerous task.

Wellbeing can also be defined as the anticipation, recognition, evaluation and control of conditions at the workplace that may cause adverse health effects and poor performance. Employers must provide and maintain as far as reasonably practicable a working environment that is safe and without risk to the health of his employees. Wellbeing is a state within an individual of acceptable equilibrium or balance between his or her physical, psychological and social state (Keita & Sauter, 1992).

In Economics, the term wellbeing is used for the evaluation from quantities point of view of life quality for a group. In this respect, it should be noted that the term "quality of life" refers to the overall wellbeing of individuals from a society. The term is used in a wide range of contexts, including the international development, health care and politics. The quality of life should not be confused with the concept of living standard, which relies primarily on income. Instead, the standard indicators of life quality include not only the standard of living and employment, but also the living environment, physical and mental health, education, recreation, and social membership. Within the spirituality, the term is used to describe the inner peace and happiness. Furthermore, the state of wellbeing is much used in Philosophy to describe what is good or right for an individual, especially within the frame of utilitarianism, where the state of wellbeing is intended to be maximized (Manka & Manka, 2016).

Rogers mostly agreed with Maslow's Hierarchy of Needs. Nonetheless, in 1959, he noted that for a person to move up the pyramid, environment and acceptance are crucial. According to McLeod (2014) environment refers to openness and self-disclosure, and acceptance to being seen with unconditional positive regard. In short, for a person to be able to self-actualize, there should be enough possibilities and people who love him/her for what he/she is. That helps a person not to be afraid of trying new things. Carl Rogers stated that anyone could achieve their goals, and self-actualization occurs when it is so (McLeod, 2014). Ryff's wellbeing model is one of the first systematic, scientifically verified and careful models. She once again discusses the meaning of a good life. Her model states that wellbeing is multidimensional. While there cannot be a strict wellbeing model, Ryff's provides the

wellbuilt framework that can be used for personal and business uses. It assists in providing tips and suggestions for the “happy life”.

2.2 Importance of Employee Wellbeing in Public Sector

Employee wellbeing has been studied for more than a decade, but the emphasized perspectives have varied through time (Manka & Manka, 2016). In Finland, the development of employee wellbeing has started from ensuring workplace safety. The purpose of developing work safety is to ensure the employee’s ability to work and that the organization can function correctly. Ensuring work safety and the working environment is mainly seen as the employer’s responsibility. However, employees also have an essential role in developing work safety through their own actions. When work shifted from industry and agriculture more into knowledge work, the workload shifted from physical to psychical work, which led to the development of mental work safety in the 1980s. In the 1990s, the labor safety law broadened to concern maintaining working capability and in the 2000s to the mental work safety. Overall, throughout the history of work safety in Finland, work safety has developed from reducing safety hazards to enhancing comprehensive employee wellbeing (Suutarinen, 2010).

Traditionally wellbeing at work has meant the minimum standards for working conditions considering health and safety. In a rapidly changing working environment however, this approach has become too narrow. Two main developments concerning employee health, safety and welfare are distinguishable. Firstly, instead of focusing on preventing physical injuries there is now emphasis on mental health and work related stress. Secondly, the opinion that employers shouldn’t only prevent injuries and unnecessary stress, but also actively promote healthy lifestyles in a more general way is becoming more common (Torrington et al. 2008).

In discussions about wellbeing at work, the emphasis is often on the employer’s responsibility. But employees themselves have a great responsibility for their own wellbeing at work as well. It is important for employees to maintain work ability and competence, but they also have an opportunity to influence the workplace atmosphere.. Hietalahti & Pusenius (2012) studied the employee responsibility as a factor in wellbeing at work. They found that the role of employee responsibility was most prominent in the area of competence and related work management as practical solutions to cope with the requirements of work: Willingness to learn and find

solutions when faced with new challenges, organizing and outlining work as well as ability to schedule and prioritize. Using these resources of work management independently supported employees wellbeing at work, which explains the importance of own responsibility in WBW and coping in the current hectic work culture. The authors suggest training in work management and self-leadership for employees.

Employee wellbeing is a complex matter for a number of reasons. A person's wellbeing is a combination of physical, mental as well as social aspects. WBW is not only influenced by working life but also private life. Furthermore, it is in-tangible and individual, having a different meaning to each employee. What is relevant in WBW is how the person is feeling during and about his/her work (Ojala & Ahonen 2003). Clearly, there are many perspectives to employees' health and wellbeing at work. It is a broad and diverse concept that has a strong relevance in working life.

According to Ojala & Ahonen (2003) wellbeing at work influences an organization's competitive advantage in many ways. It decreases costs associated with sick leave, occupational accidents and work disability. This has positive effects on productivity and profitability. Wellbeing at work also improves motivation and workplace atmosphere, which improves service level and that way also quality and customer satisfaction. In addition, it increases joint competence and organizational learning, which enables the creation of new services and products. Finally, WBW supports engagement and commitment, which improves the company image both as an employer and as a business partner.

The Chartered Institute of Personnel and Development defined wellbeing at work specifically as creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization. The term flourish is used in this definition which has also been mentioned elsewhere with regard to encapsulating a sense of general wellbeing (Harter and Keyes, 2002). Indeed, Keyes (2002) used the term flourishing to describe the state of complete mental health.

It is evident already that the concept of wellbeing is not a straightforward one, which can be a bone of contention, a challenge or a reason not to study well-being depending on one's perspective. Grant et al (2007) addressed the multi-faceted nature of wellbeing head on by proposing that organizational behaviour may result in trade-offs between three different types of wellbeing; psychological, physical and social. For example, employees may choose to prioritize their psychological wellbeing over

economic wellbeing by staying in a lower paid job where they are happy, rather than applying for a promotion to a job where they anticipate that the associated additional pressures may make them less happy.

In the debate surrounding definitions of wellbeing at work, employee perceptions of work itself have largely been overlooked but could be hugely influential. Budd (2011) rightly highlights this issue as it has clear implications for how wellbeing at work is subsequently perceived. For example, in terms of to what extent wellbeing at work is seen to be important and relevant and, secondly, who has responsibility to promote and maintain employee wellbeing. At this juncture, it is important to make clear that there are a range of terms that are often used interchangeably with wellbeing at work. Most commonly, the other terms used are employee wellbeing and workplace wellbeing.

Gilbreath and Benson (2004) stated that it is important to note that health practices affect not only physical health; they can also affect psychological health. By health practices they refer to behaviours such as healthy eating, smoking, exercise and alcohol consumption, thus highlighting the role individuals have in responsibility for their own well-being. Employee perceptions of work (e.g. Budd, 2011), and what work means to individual employees may influence the degree to which well-being at work is important to employees, and the extent to which they feel this is the responsibility of the employer. Aside from these examples, existing literature makes little reference to what individuals can do to affect, change or improve their own wellbeing and their own work situation which may be affecting their well-being. This seems to imply that individuals are passive, with no voice or control over their working life experience. However, as found by Loretto et al (2009) with regard to employee responses to organizational change, this is not necessarily the case.

Although there is a great deal organizations can, and arguably should, be doing to enhance wellbeing at work, there is evidence to suggest that care should be taken not to portray or perceive individuals as being passive or helpless to help themselves. Indeed, Vaux (1988) asserted that the individual responsible for construction and maintenance of his or her social network and needs to deal with it actively in order to receive support. Many interventions to improve wellbeing are targeted at individuals. Karasek (1990) proposed that individual level interventions can potentially lead to victim blaming. Studies into Perceived Organizational Support theory have shown that changes at organizational level can have beneficial (or

adverse) individual level outcomes, for example, that greater POS can lead to reduced absenteeism or intention to quit, or greater organizational commitment or increase in productivity. Thus, both individual and organizational responsibility for employee wellbeing may prove fruitful in optimizing outcomes for both.

Wellbeing integrates mental health (mind) and physical health (body) resulting in more holistic approaches to disease prevention and health promotion. Wellbeing is a valid population outcome measure beyond morbidity, mortality, and economic status that tells how people perceive their lives are going from their own perspective. Wellbeing is an outcome that is meaningful to the public. Measuring, tracking, and promoting well-being can be useful in disease prevention and health promotion. Wellbeing is associated with numerous health, job, family, and economically-related benefits. For example, higher levels of wellbeing are associated with decreased risk of disease, illness, and injury; better immune functioning; speedier recovery; and increased longevity. Individuals with high levels of wellbeing are more productive at work and are more likely to contribute to their communities (Manka & Manka, 2016).

Although employee wellbeing is not easy to accomplish, mainly, it does not have fixed basics to apply to all employees. There are still differences in each solution with world-known available options to apply from one company to another and from one employee to another. A study has shown that 85% of companies that take good care of their employees' wellbeing explore a major difference in employees' interacting and engaging with each other and with their work and tasks. Moreover, employee wellbeing relates the employees better and more effectively to the whole workplace. On the other hand, although employee wellbeing plays a big role in employee assistance and engagement, there are other aspects to consider when creating the company culture of engagement (Ojala & Ahonen 2003).

Employee wellbeing stands for employee's physical and mental health in the office and the home, so, when taking care of that effectively, you will have a healthy, stress-free, and happy team that will not use the company health insurance. Thus, you will reduce the health care cost of the organization. More than that, keep in mind that you can benefit from many simple ways to boost employee wellbeing. This is part of employees' general health on physical, mental, and emotional statuses because employees will focus better, work more, and achieve the best productivity and success with the lowest error level and absent days from the workplace. On the other hand, businesses' research showed that should not ignore employees' digital wellness and

give them suitable training courses in London to be ready and enhance overall workforce productivity (Keyes, 2007).

Employees will feel related to the workplace with the best morals and loyalty levels with the employee wellbeing framework. Happy and healthy group of people will feel appreciated and that this is their own company and work harder to meet organizations' expectations. More than that, with employee wellbeing, you will reduce the risk of losing good and strong employees to competitors' companies after all the training, expectations, and investment put in their work. Having ten years working employee that is happily working and not willing to change the company is a fantastic testimonial for the company, its culture, and the public image in front of the society, clients, potential clients, and even strong talents that wish to add to your team in the future from the competitive companies. So, employee wellbeing will help build the brand awareness and exposure wish for on the employer and the company levels (Roepke et al., 2014).

With higher life evaluation among employees, risk of turnover lessens. The difference in turnover rates between thriving employees and those who are struggling or suffering is considerable. When employees are thriving, they're 32% less likely to be watching for or actively seeking another job. Employee engagement opens the door for employee wellbeing. The elements of engagement create trust and address workplace factors like having clear employee expectations and the right materials and equipment, recognition at work, developmental opportunities, and a motivating purpose. The trust created through the satisfaction of these workplace needs forges a pathway for having meaningful discussions about wellbeing with employees (Ojala & Ahonen 2003).

2.3 Ryff's Six-Factor Model of Wellbeing

Carol Ryff's six factors of wellbeing put life coaching on solid footing to explore areas of a client's life through curiosity and powerful questions that empower clients to design meaningful steps for learning (Ryff and Singer, 2008). The shift away from measuring happiness as the absence of pain, points practitioners toward the perspective that some pain is part of the process of living a meaningful and fulfilling life. Finding one's purpose in life and being able to do your life's work adds a depth and richness to one's experience that far outpaces temporary setbacks. The Coaching to Flourish Model uses such a framework of helping clients gain additional

clarity on their life's work and gather the knowledge and resources necessary to achieving a fulfilling and effective life. The Ryff's six-Factor model of wellbeing as shown in Figure (2.1) are autonomy, environmental mastery, personal growth, positive relation with others, purpose in life, and self-acceptance.

Figure (2.1) Carol Ryff's Concept of Wellbeing



Source: Ryff and Singer (2008)

As shown in Figure (2.1), the model includes six dimensions.

- (i) Autonomy is the freedom most of us strive for. People with high autonomy are usually independent and are able to resist social pressure.
- (ii) Environmental mastery can be explained in one question “How easy it is for you to manage your everyday activities?”. This dimension also analyses if the person is aware of surrounding opportunities.
- (iii) Life purpose asks whether you have goals in life. The person needs aims to live a “happy life”.
- (iv) Personal growth is assessing if an individual wants to get new experiences and knowledge whether individual is continually improving.

- (v) Self-acceptance reflects that person knows and feels all right with who he/she truly is.
- (vi) Positive relationships with others are crucial for “happiness” and wellbeing. This dimension requires the person to be capable of understanding human relationships.

2.3.1 Autonomy

Autonomy is the freedom most of us strive for. People with high autonomy are usually independent and are able to resist social pressure. Autonomy was positively related to beneficial wellbeing outcomes (job satisfaction, organizational commitment, work engagement, social wellbeing, and general health) and negatively related to burnout. Harmonious psychological passion for work partially or fully mediated all the relationships between autonomy and wellbeing outcomes. Obsessive passion for work did not mediate the relationship but did, however, positively relate to burnout. High scores indicate that the respondent is independent and regulates his or her behavior independent of social pressures (Ryff and Singer, 2008).

For organizations, the relationship between autonomy/harmonious passion and wellbeing outcomes is key; jobs can be designed so they are positively perceived by employees and improve overall organizational outcomes. Not least because employee wellbeing has been identified as a key part of corporate social responsibility (WHO, 2022) so organizations have a duty to ensure that employees are in a positive state mentally, physically, and socially.

Encompassing concepts such as self-determination and independence, autonomy describes the confidence to act individually and to hold oneself to personal standards rather than conventional measures determined by others. Encompassing concepts such as self-determination and independence, autonomy describes the confidence to act individually and to hold oneself to personal standards rather than conventional measures determined by others (Ryff and Singer, 2008).

A workplace can be flexible without actually granting worker autonomy. For example, a manager might decide to be flexible with remote work by declaring Tuesdays and Thursdays work-from-home days. But that doesn't help the employee who needs to work from home on Fridays rather than Tuesdays and Thursdays. True employee autonomy would allow that person to choose a work-from-home day that best fits their needs. It's important to note that granting more autonomy in the

workplace doesn't mean absolving employees of standards. Any workplace should set clearly defined goals for employees to reach - autonomy at work just gives them more freedom in how to reach them (Keyes, 2007).

By letting employees work autonomously and in ways that suit their preferences, you help them reach their full potential. One person may thrive on group collaboration, while another can't concentrate until they're alone. An early riser may do their best work at 8 a.m., while a night owl has barely switched on their brain for the day at that hour. While rewards like salary are important, researchers have found that people are more determined to do a good job when they have work autonomy. When employers honor people's individual work style and let them make their own decisions, employees will be more motivated and fulfilled because the outcomes are likely to be perceived as the result of their own inherent abilities (Roepke et al., 2014).

2.3.2 Environmental Mastery

Environmental mastery can be explained in one question "How easy it is for you to manage your everyday activities? This dimension also analyses if the person is aware of surrounding opportunities. This dimension refers to one's ability to be comfortable in one's environment, and to control and manipulate it, if required to do so. People with environmental mastery are able to juggle the complex details of work and home logistics with order and is able to integrate new, positive opportunities into their existing routines. People who lack this dimension struggle to maintain order in life, much less integrate new opportunities, and feel little control over external pressures and processes. High scores indicate that the respondent makes effective use of opportunities and has a sense of mastery in managing environmental factors and activities, including managing everyday affairs and creating situations to benefit personal needs (Ryff and Singer, 2008).

Environmental mastery is a core dimension of wellbeing that relates to various aspects of individuals' lives. It refers to the degree to which individuals feel responsible for their own lives and have the competence to create environments that meet their personal development needs. Several studies have explored the relationship between environmental mastery and other aspects of wellbeing. For example, research with blind students found that environmental mastery is crucial for their wellbeing and development. In a study with older adults in residential care, environmental

mastery was found to be significantly associated with depression, with higher levels of environmental mastery predicting lower levels of depression. Additionally, a study using the affective profiles model found that individuals categorized as self-fulfilling, who had high levels of environmental mastery, reported higher levels of wellbeing and harmony in life compared to other profiles. These findings highlight the importance of environmental mastery in promoting wellbeing and suggest that strategies to enhance individuals' environmental mastery can have positive effects on their wellbeing (Keyes, 2007).

2.3.3 Purpose in Life

Life purpose asks whether you have goals in life. The person needs aims to live a “happy life”. People with life purpose have clear life goals and actionable objectives that embody a sense of direction. They believe in their life’s meaning and can articulate it clearly in the context of their past, present, and future. People who lack life purpose do not feel a sense of life’s meaning and do not understand how their past life impacts the present and future. They are unable to maintain goals or a sense of future direction. High scores reflect the respondent's strong goal orientation and conviction that life holds meaning. This means feeling that your life has a meaning both in the past, present, and future. People have beliefs that give life meaning. As well, one has dreams and goals that pursue. People also feel like know where they want to go. Purposeless people feel that their life is meaningless. They see no purpose in their past, present, or future. Most probably, they lack dreams and goals to achieve (Ryff and Singer, 2008).

Especially when contrasted with feeling that life is pointless, confusing, and worthless, it sounds pretty good to instead be able to find meaning in one’s life. It should not be a surprise, then, that hundreds of scientific studies have firmly linked meaning in life to lesser suffering and greater wellbeing, both psychologically and physically (Steger and Wong, 2012). On top of that, research has begun to show that people who report greater meaning in life are better relationship partners, neighbors, and citizens. In fact, several of the most prominent theories of wellbeing and human flourishing consider meaning in life to be a fundamental cornerstone of happiness and the best life people can attain (Diener and Seligman, 2004; Ryan and Deci, 2001; Ryff and Singer, 1998).

From a psychological point of view, meaning may help support health because those who feel their lives are more meaningful should be more likely to take care of themselves (Donnelly and Rickard, 2015). The mind–body connection has been an increasingly influential idea in the science and practice of human health. Due to the extensive and well-documented associations that meaning in life demonstrates with psychological health, we should expect a similar trend for physical health. Indeed, as one recent review determined, there are dozens of studies showing that people who feel their lives are meaningful enjoy better physical health (Roepke et al., 2014). This relationship takes many different forms, including subjective measures of how people rate their own health.

2.3.4 Personal Growth

Personal growth is assessing if an individual wants to get new experiences and knowledge whether individual is continually improving. People who feel personal growth have a sense of continued learning and advancement of self and external knowledge. They feel this as a process of realizing their true potential that is continually evolving over time indefinitely. They welcome new experiences and can incorporate changes into their behaviors and perspectives as they cultivate knowledge and purpose. People who lack a sense of personal growth often feel stagnated in development and bored with life. They are uninterested in or incapable of developing new behaviors and perspectives. High scores indicate that the respondent continues to develop, is welcoming to new experiences, and recognizes improvement in behavior and self over time (Ryff and Singer, 2008).

Personal growth means continually growing and developing oneself. It is the search for learning, new experiences and reaching potential. So, it means to improve self-knowledge, weaknesses, behaviours, develop emotional intelligence and productivity. Lack of personal development or insufficient personal growth produces a feeling of boredom, disinterest and stagnation. Perhaps it feel unable to develop productive behaviors or attitudes to cope with life’s challenges (Roepke et al., 2014).

Personal growth initiative is one of the interesting topics for the developmental psychologists especially from adolescent’s perspective. Robitschek (2003) defined personal growth initiative as an active and intentional involvement in the self-change process. Personal growth initiative is hypothetically assumed to have cognitive and behavioral aspects included general aims relating to personal plans and

change to accomplish those objectives. Research has demonstrated that people with higher levels of personal growth tend to have high level of psychological, emotional, and social well-being (Robitschek & Keyes, 2009) and minor levels of psychological and emotional distress (Robitschek & Kashubeck, 1999).

Personal growth initiative is an essential construct capable of enhancing well-being of individuals. The study of well-being has received ever increasing special attention in the last decade, predominantly integrated into the field of positive psychology (Seligman & Csikszentmihalyi, 2000). Lexical meaning of well-being is a contented state of being happy, healthy and prosperous and it refers optimal psychological experience and functioning (Deci & Ryan, 2008). Well-being is divided into two dimensions; psychological well-being and subjective well-being. A subjective well-being is indicates as the balance of negative and positive affect, and satisfaction whereas psychological well-being is how commitment to existential challenges is perceived (Keyes at al., 2002). Psychological well-being can be interrelated to cognitive function, personality, self-esteem, and mood, comprising of positive effects such as vigor, morale, and happiness, and negative affects for example depression and anxiety (Brown, 1992). However, psychological well-being was studied from various aspects; personal and cultural differences affecting psychological well-being, predictors of psychological well-being and change of psychological well-being over lifespan (Blanch & Oswald, 2008; Brown & Ryan, 2003; Diener & Diener, 1995; Kwan et al., 1997; Roothman et al., 2003; Sheldon & Niemiec, 2006; Shields & Price, 2005).

2.3.5 Self-Acceptance

Self-acceptance reflects that person knows and feels all right with who he/she truly is. Self-accepting individuals maintain a positive perspective toward their present and past selves, acknowledging and accepting both their positive and negative personality traits. People who lack self-acceptance generally feel disappointed or dissatisfied with themselves, shameful about their negative personality traits, negative about their pasts, and wish they were different. High scores reflect the respondent's positive attitude about his or her self. The level of self-acceptance greatly influences the level of satisfaction with life. Accepting oneself means recognizing and accepting all facets, personality, strengths and weaknesses. It also means having a positive attitude towards oneself. Furthermore, it means being at peace and comfortable with

past. Lack of self-acceptance denotes dissatisfaction with oneself, with past, or with certain aspects of oneself (Miller et al., 2011).

Self-acceptance is an individual's satisfaction or happiness with oneself, and is thought to be necessary for good mental health. Self-acceptance involves self-understanding, a realistic, albeit subjective, awareness of one's strengths and weaknesses. It results in an individual's feeling about oneself that they are of unique worth. Some psychological benefits of self-acceptance include mood regulation, a decrease in depressive symptoms, and an increase in positive emotions. In addition to psychological benefits, self-acceptance may have physical benefits as well. For example, the results of a 2008 study propose that older women with higher levels of environmental mastery, positive relations with others, and self-acceptance showed lower levels of glycosylated hemoglobin, which is a marker for glucose levels/insulin resistance (Uchino et al., 2016).

2.3.6 Positive Relationships with Others

Positive relationships with others are crucial for “happiness” and wellbeing. This dimension requires the person to be capable of understanding human relationships. People exemplify this dimension when they have trusting, intimate relationships with others that fulfill them, are empathetic and concerned about others’ wellbeing, and make personal compromises to nurture external relationships. People who lack positive relations with others find it challenging to open themselves to intimacy and often feel frustrated in personal relationships. High scores reflect the respondent's engagement in meaningful relationships with others that include reciprocal empathy, intimacy, and affection (Keyes, 2007).

Positive relationships are widely considered to be one of the pillars of wellbeing. Their boosting effect on emotional and physical health has repeatedly been documented by experimental and longitudinal studies. It is about the importance of creating satisfactory relationships, of quality, trust and closeness. As well, people understand that good interpersonal relationships require giving and receiving. People who score low on this dimension have few close and trusting relationships. They find it difficult to show affection, be open, and care about others. Therefore, they have a hard time creating strong emotional ties and they are not willing to compromise. This leads to frustration, social isolation, and a lack of support. It should note here that

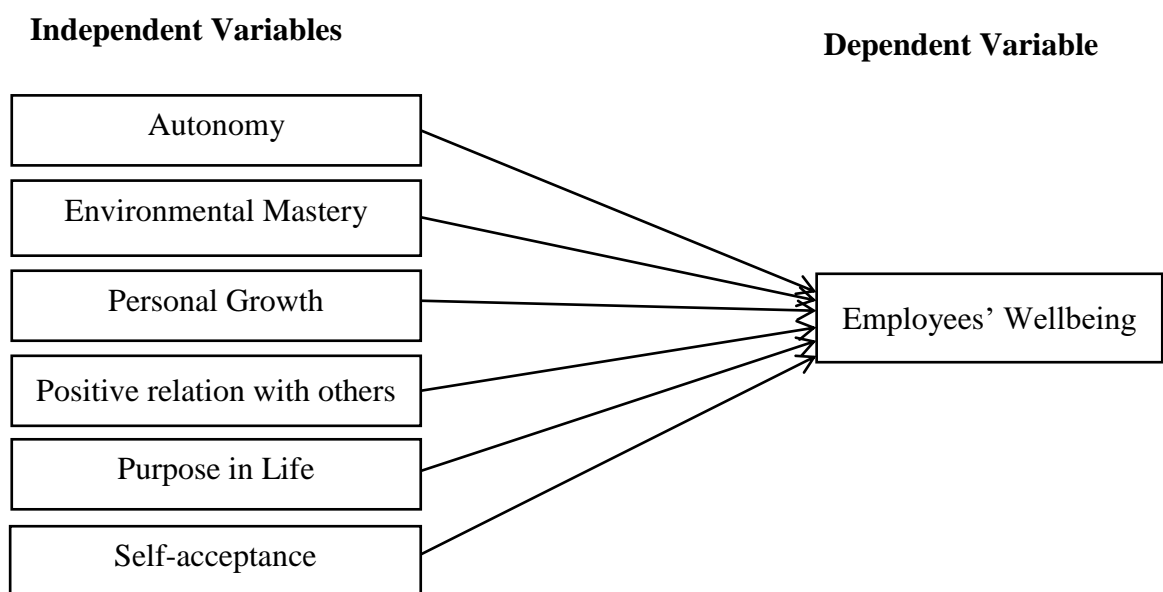
social isolation and lack of social support have been scientifically proven to increase the likelihood of illness and even reduce life expectancy (Ryff and Singer, 2008).

Admittedly, social relationships influence people on many levels and in many ways. Over the last decade, a multitude of research findings highlighted the fact that social relationships are closely tied to longevity, physical health, professional success and wellbeing (Holt-Lunstad & Smith, 2012; Keyes, 2007). Specifically, one of the ways in which social relationships influence physical health is through social networks since people seem to adopt healthy or harmful habits, create close interpersonal relationships and find work through their social network (Christakis & Fowler, 2009). People who are more socially active and experience more supportive and empowering relationships have better mental health, higher rates of subjective happiness, and lower rates of disease and mortality rates (Cohen & Syme, 1985; Collins et al., 1993; Kawachi & Berkman, 2001; Lakey & Cronin, 2008; Miller et al., 2011; Sarason et al., 1997; Seeman, 2000; Uchino et al., 2016; Vaux, 1988)

2.4 Conceptual Framework of the Study

This framework explores the factors affecting the well-being of government employees at the General Administration Department in Naypyitaw Council. This framework provides a theoretical basis for understanding how different internal and interpersonal factors contribute to the overall well-being of employees, particularly in a government administrative context.

Figure (2.2) Conceptual Framework for the study



Source: Adopted from Ryff and Singer (2008)

These six independent variables are interrelated and together influence the dependent variable: employees' well-being in significant ways. This framework assumes a positive and direct relationship between each psychological factor and well-being. It also implies that improving any of these factors through organizational strategies, leadership development, or employee support programs can enhance the holistic well-being of employees. By using this conceptual framework, the study aims to identify which of these factors most significantly contribute to the well-being of employees in the General Administration Department under the Naypyitaw Council. The findings will help inform future policies and practices to create a more supportive, productive, and psychologically healthy work environment.

2.5 Review on Previous Studies

Krisztina et al., (2020) examined the factors influencing well-being at work in Iran. The aim of the study was to clarify the most important notions, concepts and approaches of the workplace wellbeing, their connections to other HR activities with special regard to the role of the health preservation based on domestic and international literature. The results also expound the factors affecting the workplace wellbeing connected with the health preservation like commitment, stress, satisfaction, work-life balance, and health development.

Hagelstam (2017) investigated if and how the employer can support employee productivity with workplace wellbeing in Germany. The results indicated that respondents experience wellbeing at work, feel that the employer is concerned for their wellbeing and recognize efforts to support it, referring consistently to affiliation and leadership factors. They experience that WBW and employee productivity are related and have positive influence on each other. Based on the findings, suggestions on how to support employee productivity were presented: e.g. maintaining a thriving atmosphere, importance of recovery, offering training, considering rewards and recognitions and valuing esteem and affiliation factors.

Eliisa (2021) examined how the characteristics of self-managing organizations influence the experienced employee wellbeing by adopting a comprehensive perspective on how employee wellbeing is formed in organizations in Spain. The findings were categorized under five themes, derived from the theory of comprehensive employee wellbeing perspective, which consists of factors influencing employee wellbeing in organizations. The themes are the organization, leadership,

work community, work, and individual factors. To briefly summarize the results, several characteristics of self-managing organizations are identified to positively influence the experienced employee wellbeing regarding each of the themes. However, some characteristics also cause challenges and adverse impacts on the experienced employee wellbeing.

Another study done by Bazorova (2020) was about sustaining employees' wellbeing on remote working in the educational field in Russian companies. The author conducted quantitative and qualitative research in the form of a survey. The questions gathered the information about teachers' wellbeing, using the Short Warwick-Edinburgh Mental Wellbeing Scales, as well as other information about their satisfaction, motivation and factors that influenced the wellbeing negatively. Furthermore, an interview was arranged with one of the respondents to gather more in-depth information. The analysis was presented in the form of colour coding with three groups: the red, the yellow, and the green. The red included the respondents who showed worrying results in the well-being, yellow of moderate, and green of sufficient. The results found that communication, both with company and colleagues, environment and atmosphere within a company, sharing expertise, and keeping a healthy work-life balance played a major role in the wellbeing of online teachers working for Russian companies.

Marques (2013) investigated the antecedents of work-related wellbeing and the individual and organizational outcomes thereof for staff members of the University of Namibia. Content analysis of the qualitative data indicated that employment resources played a significant role in work engagement and turnover intention, both as contributing and restraining factors. Work overload and management style were identified as significant restraining factors which detracted from emotional and physical engagement. This study provides important knowledge pertaining to the antecedents and outcomes of engagement and turnover intentions which can be used to develop future intervention strategies to prevent burnout, detachment and withdrawal behaviour of staff members of the University of Namibia.

CHAPTER 3

BACKGROUND OF THE STUDY

This chapter presents background of the study which includes background history of General Administration Department, organizational structure, manpower and organizational support of GAD for employees' wellbeing.

3.1 Background History of General Administration Department

The General Administration Department (GAD) is central to the functioning of the administrative mechanism across the country. No other government organization has such a wide presence in the country. Even the Tatmadaw (army) is not spread among the general population to the same degree. As the Union administration's vertical core, the GAD supports coordination and communication among the Union government's ministries and also connects the capital, Nay Pyi Taw, to approximately 16,700 wards and village tracts. Within the Union government, the GAD is a part of the Ministry of Home Affairs (MoHA), and plays a wide range of roles - ranging from tax collection, to land management, and assorted registration and certification processes. The GAD also provides administrative support to the Union territory of Nay Pyi Taw (GAD, 2023).

Myanmar has had an extended history of general administrators stemming from the country's dynastic origins as a series of empires as well as the colonial rule of the British. Within the contexts of absolute monarchies and colonialism, followed by military government, general administration was premised on the need for bureaucratic units to support powerful executives - monarchs, colonial officers, and eventually regional military commanders - to fulfill general tasks and manage the state's engagement with the general public. Or, as J.S. Furnivall argued, historically, general administration in Burma entailed the presence of omni-competent administrators who performed all the essential functions of government: they tried civil cases as judges, and criminal cases as magistrates; they collected the revenue and were generally responsible for the promotion of welfare throughout their local charges.

Myanmar's first independent government was formed in January 1948. It was led by Prime Minister U Nu and comprised 20 ministries. The 1947 constitution created governments and councils (parliaments) in Shan, Kachin, Karen, and Kayah

states, eight Burman-majority divisions, and the Chin Special Division. These state and division councils had legislative powers, while the chief of the state/division was appointed by the prime minister, but in consultation with the respective council. The remaining ‘Frontier Areas’ were governed directly by the Frontier Areas Administration Department.

During this early post-colonial period, often referred to as ‘Parliamentary Government’, many of the colonial structures and processes for general administration were maintained. British-trained administrative officials, specifically from the Burma Civil Service, continued to play significant roles. Moreover, the Burmese Government Secretariat of the Ministry of Home Affairs was responsible for the country’s administrative functions. Accordingly, the country’s administrative systems functioned under the Chief Secretary from the Secretariat Office, with each division and state having its own Secretariat to oversee basic administration, led by a Secretary. The formation and structure of the Secretariat Office can be considered as a foundation of sorts for the GAD’s current structure. Moreover, a hierarchy of local administrators below these secretariats was maintained, with duties which continued largely as before, including general administration work, revenue collection and property registration. Interestingly, these local administrators also chaired local “Welfare Committees”, which were responsible for implementing local development projects using central government funds.

Following the assumption of power by the State Law and Order Restoration Council (SLORC) in September 1988, significant changes were made to the administrative systems of the country. Following precedents from the Ne Win regimes, the SLORC created a Law and Order Restoration Council (LORC) for each state and division, district, township, ward and village tract, which were comprised of army officers, GAD staff, and police officers. The current GAD was effectively created at this time, with the General Department once again named the General Administration Department (GAD) and hosted in a reformed Ministry of Home Affairs after Religious Affairs was moved into a new ministry.⁴⁶ In 1988, at the headquarters level, the GAD had five divisions (general, land and excise revenue collection, literature censorship and registration, finance, and personnel), and 14 state/division GAD offices, 50 district GAD offices, and 314 township GAD offices.

The 2010 State and Region Governments Law echoes constitutional provisions defining the GAD’s central role, and also provides greater definition for

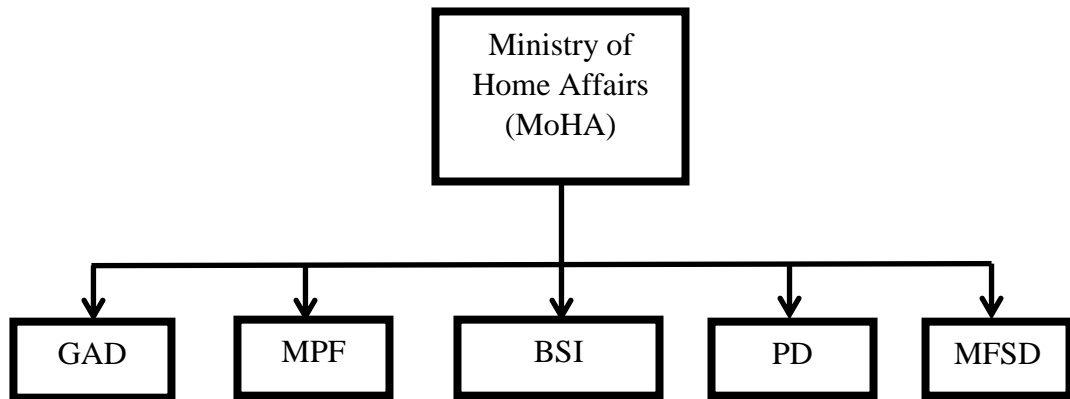
the GAD's roles and responsibilities, functions, and structures in the new level of subnational governance created by the 2008 Constitution - state and region governments. Primarily, this entails the GAD acting as the civil service for the new state and region governments by setting up three attendant offices to support their functioning. As discussed in greater detail in a subsequent section, this includes acting as the office for both the newly created state and region hluttaws (parliaments) as well as for the chief ministers and their attendant cabinets. Given these legal foundations as well as previous ones, the GAD should be understood as playing two institutional roles currently. The first is the continuation of an 'historic role' and the second, a nascent one, is defined around changes in subnational governance demands since April 2011, and the concomitant opening of the country to greater international development assistance.

The historic role has been relatively untouched by the provisions of the 2008 Constitution or related laws, and focuses on an eclectic variety of core mandates stretching from excise management to collecting assorted taxes, collecting demographic data, land management, and local dispute resolution. Moreover, as mentioned, this historic role sees the continuation of the GAD's core function of providing administration for the country's basic units of administration, districts and townships, and the supervision of all 16,700-plus wards and village tracts. This historic role will be detailed in the following section on the GAD's structures and functioning at the Union level, which notes that these core functions are centrally defined and controlled, but that the GAD bureaucracy at all levels are responsible for implementation.

The second role responds specifically to the creation of the 14 state and region governments, as well as the Union territory of Nay Pyi Taw, and the burgeoning demands arising from President's efforts to promote 'people-centered development' and the related infusion of international development assistance at the township and village levels. In terms of tangible changes, this means acting as the administration for state and region governments, something the GAD has never undertaken before, given the entirely new formation of chief minister posts and hluttaws (GAD,2023).

Ministry of Home Affairs (MoHA) is organized with five Departments: General Administration Department (GAD), Myanmar Police Force (MPF), Bureau of Special Investigation (BSI), Prison Department (PD), and Myanmar Fire Service Department (MFSD). Figure (3.1) shows the organizational structure of MoHA.

Figure (3.1) Organizational Structure of Ministry of Home Affairs



Source: Ministry of Home Affairs (2025)

According to Figure (3.1), MoHA is composed of five Departments: General Administration Department (GAD), Myanmar Police Force (MPF), Bureau of Special Investigation (BSI), Prison Department (PD) and Myanmar Fire Services Department (MFSD), headed by each Director General.

3.2 Organizational Structure of General Administration Department

The General Administration Department (GAD) is a core component of the administrative structure in Myanmar and operates under the Ministry of Home Affairs. It plays a central role in public administration, governance, and coordination between national and local levels of government. The GAD is a part of the Ministry of Home Affairs (MoHA). Constitutionally, the MoHA is one of three important ministries led by high ranking military officials. It is noteworthy that as part of the Ministry of Home Affairs, the GAD's sister organizations - the police, the Bureau of Special Investigation, and the prison and fire services - are all primarily focused on the security matters of the state. Within this group, the GAD officially places a very heavy ideational value on protecting peace and stability, albeit through public administration.

(i) Objectives of GAD

The General Administration Department (GAD) plays a crucial role in the governance and administrative structure of Myanmar. Its primary objectives are rooted in the principles of law, order, development, and public service. One of the core objectives of the GAD is to ensure the rule of law throughout the country. This

involves upholding legal standards, enforcing government policies, and maintaining the integrity of administrative processes. By safeguarding the rule of law, the GAD helps create a stable and just society where rights and responsibilities are clearly defined and respected.

Another key objective of the GAD is to ensure community peace and tranquility. This involves promoting social harmony, preventing conflicts, and facilitating effective communication between the government and local communities. Through its presence at various administrative levels, the GAD plays a pivotal role in conflict resolution and crisis management, ensuring that communities remain safe and peaceful. In addition to maintaining order, the GAD is actively engaged in regional development. It coordinates and implements development projects across urban and rural areas, contributing to improvements in infrastructure, public services, and local economies. This developmental role is vital in reducing regional disparities and promoting balanced national growth.

The GAD is committed to serving the public interest. It acts as a bridge between the government and the people, delivering essential public services and responding to the needs of citizens. Whether through land management, disaster response, or civil registration services, the department ensures that government functions are carried out efficiently and transparently. In fulfilling these objectives, the GAD strengthens public trust and contributes to effective and inclusive governance.

(ii) Responsibilities of GAD

The GAD's primary responsibility is the management of the country's public administrative structures, which are hierarchical and geographically defined. The 14 new state and region governments, which were created by the 2008 Constitution, rely upon the GAD to serve as their civil service. There are four main responsibilities of GAD as follows:

(a) Tasks assigned by the President Office and the Union Government

The General Administration Department (GAD) is entrusted with a wide range of responsibilities assigned by the President's Office and the Union Government, particularly in areas critical to national governance and stability. One of its major areas of responsibility involves handling state policy-related issues. In this role, the GAD serves as a key administrative mechanism for implementing and monitoring

government policies at the regional and local levels, ensuring that national priorities are translated into effective action throughout the country.

In addition, the GAD is tasked with addressing security-related issues. This includes cooperating with law enforcement agencies and local authorities to maintain peace, prevent unrest, and manage emergencies. The department plays a central role in gathering local intelligence, facilitating coordination between security forces, and implementing security directives issued by higher authorities. Governance-related issues also fall under the department's purview. The GAD supports good governance by overseeing the operations of local administrative bodies, ensuring transparency, accountability, and responsiveness in the execution of government functions. It helps to bridge the gap between central decision-makers and local communities, promoting efficiency in governance practices.

Furthermore, the GAD is responsible for various public administration-related issues. This includes supervising civil servants, managing administrative boundaries, and overseeing the delivery of essential government services such as land registration, licensing, and public records. Through these tasks, the GAD plays a vital role in strengthening institutional capacity and ensuring effective public sector management in line with directives from the President's Office and the Union Government.

(b) Functions entrusted by the Ministry of Home Affairs

According to the "Words Substitution Law (1988)" and under Notification Order No. (2/89), the Ministry of Home Affairs has entrusted the General Administration Department (GAD) with a range of critical functions aimed at maintaining public order, security, and legal compliance. One of the core responsibilities is to prohibit any actions that may threaten the rule of law and national stability. The GAD is also authorized to instruct the removal of public nuisances and to issue orders for the dispersal of unlawful crowds. In situations involving criminal investigations, the department has the authority to inform relevant officials to intercept postal items or telegrams if deemed necessary for the purpose of crime detection.

In addition, the GAD is empowered to allow legal action against individuals who violate specific provisions under Section 19(f) and Section 29 of the Arms Act. The department also has the authority to restrict access to disputed immovable properties, such as land or housing, if such disputes pose a threat to community peace

and tranquility. Moreover, the GAD can issue warrants to search for illegal gambling operations and is responsible for handling cases related to Buddhist monastic conduct, riots, and criminal activities in accordance with existing laws. It also records information related to disputed properties and manages exhibits that have not yet been submitted to the court. Through these functions, the GAD plays a vital role in reinforcing administrative law enforcement and supporting community safety and justice.

(c) Principal Functions of the General Administration Department

The General Administration Department (GAD) is responsible for a wide range of principal functions that are essential to the administrative and governance framework of the country. These include land administration and excise administration, as well as the collection of four types of taxes, which are vital for generating government revenue. The GAD also oversees the systematic formation of villages and towns, ensuring organized settlement patterns and supporting regional planning efforts. It plays an active role in promoting rural development, facilitating infrastructure and service delivery in rural areas. In addition, the department is tasked with registering associations in accordance with the law, thereby regulating civil society organizations. It also manages the conferral of honorary titles and medals, recognizing individuals for their service to the nation. Furthermore, the GAD handles matters related to the Law on Restriction of Transferring Immovable Properties, ensuring that land and property transactions comply with legal provisions aimed at maintaining national security and protecting public interest.

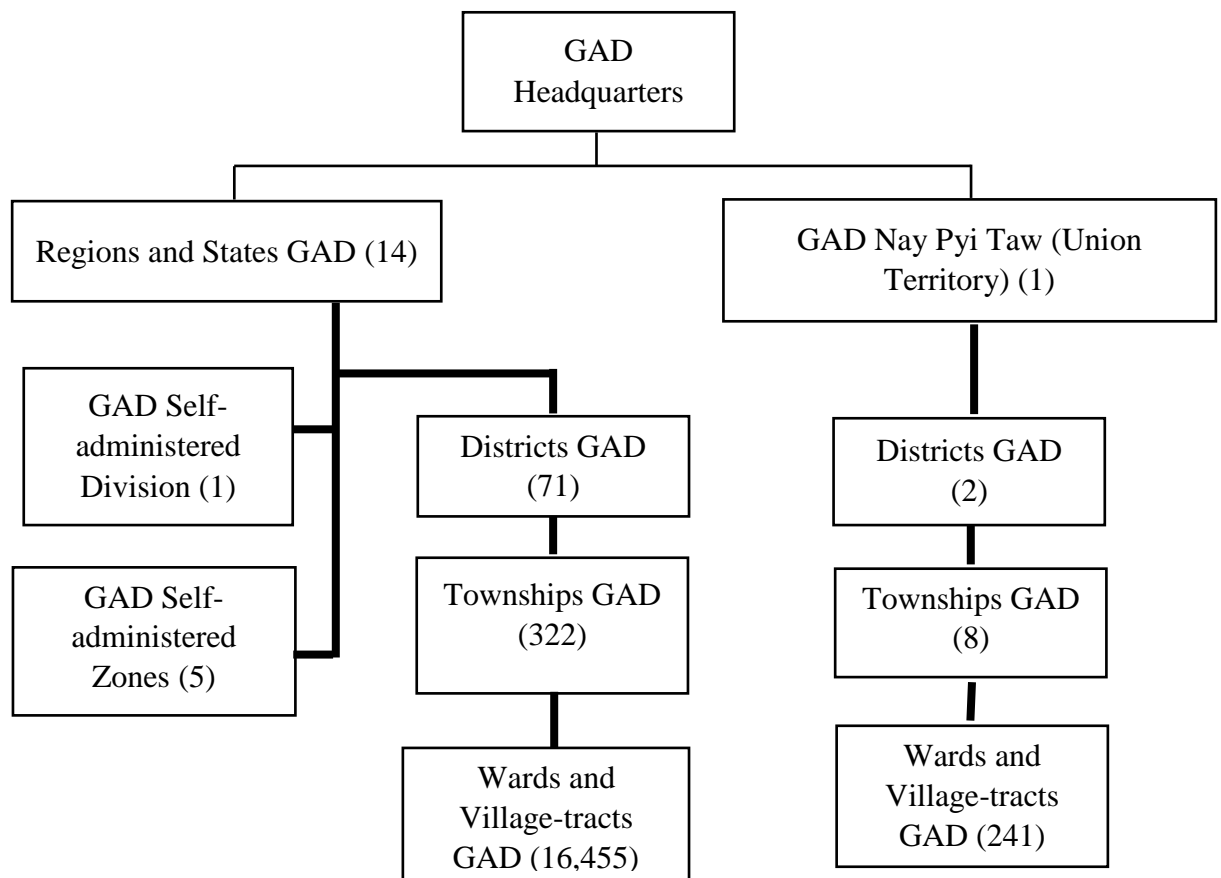
(d) Tasks delegated by other ministries

The General Administration Department (GAD) also undertakes several important tasks delegated by other ministries, reflecting its central role in supporting inter-ministerial functions at the local level. One such responsibility is the registration of water-crafts with engines not exceeding 20 horsepower, which has been delegated by the Department of Water Transport Administration under the Ministry of Transport and Communications. Additionally, the GAD plays a crucial role in rescue and rehabilitation operations during disasters or emergencies, as assigned by the Ministry of Social Welfare, Relief and Resettlement. It is also responsible for issuing licenses for cinema venues, a task delegated by the Ministry of Information to ensure proper regulation of entertainment establishments.

Furthermore, the GAD assists in administrative processes related to pensions, delegated by the Budget Department of the Ministry of Planning and Finance. These duties include the withdrawal of temporary pensions and gratuities in advance for retired civil servants, renewing pensions for individuals who were previously imprisoned and later released, processing the remaining pension payments for deceased pensioners, and handling the exchange of lump-sum pensions. Through these delegated tasks, the GAD supports a wide array of governmental functions that enhance public service delivery and administrative efficiency across sectors.

The 2008 Constitution created 14 new state and region governments. The GAD provides basic administrative and coordination functions for the region/state government, the region/state hluttaw, as well as Union ministries and state/region departments. Figure (3.2) illustrates the organizational structure of GAD.

Figure (3.2) Organizational Structure of GAD in Myanmar



Source: General Administration Department (2025)

The GAD maintains a ubiquitous presence built around its administrators, particularly at the all-important township level. The current legal basis for the GAD is the 2008 Constitution and the 2010 State and Region Governments Law and Self-

Administered Zone and Region Law. Under the 2008 Constitution, the GAD’s pre-existing role as a primary link between the Union government and subnational-levels of governance continues, as well as the GAD’s direct control of the country’s core administrative institutions: the districts and townships. Moreover, Myanmar’s tradition of hierarchical control over geographically defined administrative institutions was even expanded to include the GAD administration of state and region governments, as well as the Union territory that hosts the capital, Nay Pyi Taw.

3.3 Manpower in General Administration Department

The General Administration Department (GAD) has long been a cornerstone of Myanmar’s administrative structure, playing a crucial role in governance at multiple levels. A review of its manpower from 2015 to 2024 reveals significant trends in staffing, reflecting broader political and social dynamics.

Table (3.1) Manpower in General Administration Department

Sr. No.	Year	Manpower		
		Officer	Staff	Total
1	2015	17620	29110	46730
2	2016	17859	30831	48690
3	2017	18006	33017	51023
4	2018	18163	36697	54860
5	2019	18342	36723	55065
6	2020	18541	39279	57820
7	2021	18179	38258	56437
8	2022	18234	38487	56721
9	2023	18340	38908	57248
10	2024	18557	39711	58268

Source: General Administration Department (2025)

Between 2015 and 2020, the department experienced consistent growth in manpower, with both officers and staff increasing steadily. This upward trajectory peaked in 2020, when the total personnel reached 57,820, marking a substantial rise compared to the 2015 figure of 46,730. This expansion can be attributed to the government’s efforts to strengthen administrative capabilities and enhance bureaucratic efficiency. However, a noticeable decline began in 2021. That year, the

total manpower fell to 56,437, reversing the previous growth trend. The reduction in personnel continued through 2022 and 2023, though there was a slight recovery in 2024. The decrease after 2021 aligns with the period of political unrest in Myanmar, which has had a profound impact on the country's governance structures. The instability likely resulted in disruptions to administrative operations, including resignations, retirements, and difficulties in recruitment. Additionally, the political uncertainty may have hindered the department's ability to maintain its workforce at previous levels. Despite this, the latest figures for 2024 indicate a modest increase in manpower, suggesting efforts to stabilize the administrative workforce. Whether this trend continues depends on broader political developments and the government's ability to restore confidence in public administration. Overall, the fluctuation in GAD manpower reflects the interplay between governance priorities, political stability, and institutional capacity. Understanding these trends provides valuable insights into the challenges faced by Myanmar's administrative framework in recent years.

3.4 Organizational Support of GAD for Employees Wellbeing

In respect of forming service personnel organizations, the Union Government may lay down necessary policies, confirm the formation, prescribe the rank of the post of service personnel and time-scale pay with recommendation of the Civil Service Board, form the classes of service personnel in accord with the skill, technical know-how and nature of the work and review, scrutinize and amend such functions from time to time. The General Administration Department (GAD) has supported the well-being of its employees by implementing various initiatives aimed at improving their work environment, mental health, and overall job satisfaction.

The constitution from 2008 guarantees all persons' equal rights and equal legal protection and no discrimination against any Myanmar citizen by gender. The 2013 Minimum Wages Act requires employers to treat their men and woman employees equally, imploring them not to discriminate. According to the Minimum Wages Act (2013) states that every worker has the right to enjoy the minimum wage without discrimination based on sex. The minimum wage was raised by 33 % from 3,600 kyats per day in September 2015, which was the country's first national minimum wage, to 4,800 kyats in March 2018. The minimum wage in Myanmar was raised by 21% from 4800 kyats per day to 5800 kyats per day in October 2023. Table (3.3) shows average wages and working hours in Myanmar in 2024.

Table (3.2) Organizational Support by Wages

Sr. No.	Type of Support	Characteristics of Support
1	Minimum Wage	- 5800 kyats per day - Double paid for working on a public holiday
2	Additional Monthly Allowance	- 60000 kyats

Source: General Administration Department (2025)

Minimum wage is MMK 5800 per day for all organizations. The minimum wage is to be revised every two years. Working Hours is 48 hours/week or 8 hours/day and a maximum of 12 hours/week of overtime work. As per labor laws, at least one day per week shall be granted as a paid rest day. Usually, Sundays are the designated rest days. Due to the nature of employment or disposition of the employer's operations, the employer and employee may mutually agree on any other day of the week to be the rest day. Salaries are paid monthly or, depending on the size of the employing enterprise, between 5 and 10 days before the month's end. Workers who work on a public holiday are paid at double the standard rate plus a cost of living allowance. Public holidays that fall on a rest day or other holiday may not be taken on another day. Employees may take religious holidays for non-Buddhists based on an agreement between employer and workers. Union Government announced additional monthly allowances for all current and retired civil servants starting in August, 2024. The government employees received an additional allowance of 60,000 kyats because the government emphasizes the interests of the State and its people, and the government employees play vital roles. The retired government staffs are also eligible for the monthly allowance of 60,000 kyats.

The government has the responsibility to implemented civil-servant housing for ensuring that the civil servants working for the government to live in the places where they are posted. In the place where the civil-servant housings were not built, permanent civil servants will be provided with housing rental fees. Married civil servants will receive eight per cent of their basic salary, while single civil servants will be allowed four per cent. Table (3.3) shows the number of civil-servant housings built in 2015-2024 by the Government of Myanmar for Employees in GAD.

Table (3.3) Housings for Employees of GAD Built in 2015-2024

Year	Manpower	Apartment	Percent
2015	46730	1154	2.47
2016	48690	1212	2.49
2017	51023	1291	2.53
2018	54860	1393	2.54
2019	55065	1421	2.58
2020	57820	1607	2.78
2021	56437	1637	2.90
2022	56721	1832	3.23
2023	57248	2330	4.07
2024	58268	2861	4.91

Source: General Administration Department (2025)

Table (3.3) illustrates the trends in housing provision for civil servants employed under the General Administration Department (GAD) from the year 2015 to 2024. Specifically, it compares the total manpower of GAD each year with the number of apartments constructed for employees, and the percentage of personnel accommodated in departmental housing. This longitudinal dataset highlights both the progress made in civil-servant housing and the ongoing challenges associated with providing adequate accommodation to a growing workforce. Over the ten-year period, the GAD workforce has steadily increased from 46,730 in 2015 to 58,268 in 2024, representing a significant expansion in the administrative machinery of the state. Correspondingly, the construction of apartments for civil servants has also seen consistent growth, rising from 1,154 units in 2015 to 2,861 units in 2024. This trend indicates a parallel effort by the government to address the housing needs of its expanding employee base.

The percentage of employees housed in government-provided apartments has increased from 2.47% in 2015 to 4.91% in 2024. While this represents a near doubling of housing coverage over the decade, it also underscores the limitations in the government's ability to provide housing on a universal basis. Throughout the ten-year period, the percentage of GAD personnel accommodated in official apartments remained below 5%, indicating that more than 95% of employees had to rely on private housing or other arrangements. This persistent gap highlights the growing

need for comprehensive housing policies that not only aim at construction but also explore alternative solutions such as rent subsidies, housing loans, and public-private partnerships.

The annual increase in both manpower and apartment construction demonstrates a generally positive trajectory in government support for civil servant welfare. Notably, between 2021 and 2024, the number of apartments built increased sharply from 1,637 in 2021 to 2,861 in 2024. This increase coincided with an equally significant rise in housing coverage, from 2.90% in 2021 to 4.91% in 2024. These figures suggest a marked shift in policy emphasis or increased investment in civil service infrastructure during this period. Such developments may have been driven by recognition of the role that adequate housing plays in employee satisfaction, retention, and overall productivity within the public sector.

Despite these improvements, the data also makes it clear that housing provision has not kept pace with the overall growth in manpower. In many years, the rise in apartment construction slightly lagged behind the increase in personnel, which limited the rate of increase in the percentage coverage. For example, between 2016 and 2018, although the number of apartments grew from 1,212 to 1,393, the percentage of housing coverage rose only marginally from 2.49% to 2.54%. This slow increase indicates that housing development, while steady, was not sufficient to substantially reduce the housing gap in relative terms during those years.

The data reveals a positive yet cautious narrative regarding housing for civil servants within the GAD. The government has demonstrated a commitment to increasing the availability of departmental housing, as shown by the continuous rise in apartment construction and housing coverage over the decade. However, the scale of improvement remains limited when viewed against the total workforce. To meet the growing demand and ensure greater coverage, future strategies should consider a multifaceted approach that combines direct construction with innovative housing schemes and stronger partnerships with the private sector. Only through such comprehensive planning can the housing needs of civil servants be effectively met, thereby enhancing their well-being and reinforcing the strength of public administration.

Staff development training plays a vital role in career growth and professional development, significantly enhancing the well-being of employees within the General Administration Department (GAD). Investing in continuous learning and skill-

building ensures that employees remain motivated, efficient, and well-prepared for their responsibilities. Skill-building enables employees to manage workloads more efficiently, decreasing work-related anxiety. Training in communication and conflict resolution contributes to a healthier work environment. Employees receive specialized training through Institute of Development Administration (IDA), which focuses on governance and leadership development. This institution plays a crucial role in preparing officers and staff for their responsibilities in public administration. GAD has consistently invested in staff development through various training programs aimed at enhancing administrative, professional, and office skills.

Table (3.4) Staff Development Trainings in GAD

Year	Type of Training						Total	
	Administrative Skills		Professional Skills		Office Skills			
	Number of Training	Number of Trainee	Number of Training	Number of Trainee	Number of Training	Number of Trainee	Number of Training	Number of Trainee
2015	3	60	4	160	6	180	13	400
2016	3	60	6	240	6	180	15	480
2017	3	60	6	240	6	180	15	480
2018	3	60	6	240	6	180	15	480
2019	3	60	5	200	6	180	14	480
2020	1	20	2	80	3	90	6	190
2021	-	-	-	-	-	-	-	-
2022	1	20	4	160	3	90	8	270
2023	3	60	4	160	6	180	13	400
2024	3	60	6	240	6	180	15	480

Source: General Administration Department (2025)

GAD offers structured training sessions to improve administrative, professional, and office skills. Between 2015 and 2019, the department maintained a stable and structured approach to staff development. The number of training programs gradually increased, peaking at 2019 when a total of 14 training sessions were conducted, engaging 480 trainees. This period reflects the department's commitment

to strengthening employees' skills across different domains, with a particular focus on professional development and office management. However, 2020 saw a noticeable decline in training efforts, likely due to the early disruptions caused by the pandemic. The number of training sessions dropped significantly to six, with only 190 trainees participating. The downward trend culminated in 2021, when no training programs were conducted at all. This sharp decline coincides with the global outbreak of COVID-19, which forced institutions to suspend in-person gatherings, including skill development workshops. As restrictions eased and workplaces adapted to the new normal, training efforts resumed in 2022 with a gradual increase in the number of trainees. While the recovery process was slow, the department was able to organize eight training sessions, engaging 270 trainees, signaling an attempt to rebuild its development framework. By 2023 and 2024, staff development programs had returned to pre-pandemic levels. The number of training sessions and trainees mirrored figures from 2018 and 2019, reflecting renewed efforts by GAD to restore skill-building initiatives. The data suggests a strong recovery, indicating that the department has successfully reintroduced staff training programs after the setbacks caused by the pandemic. Overall, while 2021 marked a year of disruption, the GAD demonstrated resilience by reviving its staff development efforts and gradually restoring training programs in subsequent years. The department's ability to adapt to challenges reflects its commitment to ensuring that employees continue to receive professional training, contributing to administrative efficiency and institutional growth.

The working hours, leave entitled and pension schemes for employees in GAD are as same as employees in other government organizations of Myanmar. Leave entitled for government employees in GAD are same as other civil servants but it is easy to take time off during work to take care of personal or family matters. The Government employees in GAD received an additional allowance of 60,000 kyats per month same as other civil servants. Medical treatment for GAD employees is free in all SSB facilities except for retired workers. Retired workers have a co-payment of 50% of the cost of treatment. If the employee passes away, GAD supported funeral allowance in calculation with multiplication of average wages in past 4 months into number of contributed months by 18 plus one. In case of maternity, 60% of average salary of last 4 months is supported for GAD employees. Table (3.5) shows the organizational support in GAD for their employees.

Table (3.5) Departmental Support in GAD

Type of Support	Characteristics of Support
Educational Allowance	- 20000 kyats for Government official training programs - 50000 kyats per years for students family members - 100000 kyats per one distinction subject in Matriculation Examination for students family members

Source: GAD (2025)

Table (3.5) shows the departmental support for government employees in GAD. The GAD acknowledges the importance of education in personal and professional development and has implemented educational allowances to assist both its employees and their family members. Employees participating in official government training programs receive financial aid amounting to 20,000 kyats, enabling them to enhance their administrative skills and contribute more effectively to public service. Recognizing the financial burden of education, GAD extends assistance to employees' families by providing 50,000 kyats per year to help cover school-related expenses for their children. To motivate students to achieve academic excellence, GAD awards 100,000 kyats per subject for distinction in the Matriculation Examination. This reward system encourages hard work and academic success among the children of GAD employees. By implementing these financial provisions, the department not only supports its employees in their professional growth but also invests in the future of their families, fostering educational achievement and career advancement.

3.5 Profile of Naypyitaw Council

The Naypyitaw Council is the governing body responsible for administering Naypyitaw Union Territory, Myanmar's capital city. It operates under the President of Myanmar and plays a crucial role in managing the city's administrative affairs. The council is formed by the President, who appoints its members based on constitutional requirements. It includes both civilian and Armed Services personnel, ensuring a balanced representation. The Chairperson leads the council and reports directly to the President. The council oversees urban planning, infrastructure development, and public services in Naypyitaw. The council ensures law enforcement, municipal

management, and economic development within the Union Territory. It works closely with the General Administration Department (GAD), which provides administrative support.

Table (3.6) Manpower of GAD in Naypyitaw Council

Sr. No.	Year	Manpower		
		Officer	Staff	Total
1	2015	162	602	764
2	2016	178	639	817
3	2017	186	669	855
4	2018	197	697	894
5	2019	208	719	927
6	2020	234	758	992
7	2021	185	621	806
8	2022	197	715	912
9	2023	224	739	963
10	2024	235	793	1028

Source: GAD (2025)

Between 2015 and 2019, the workforce steadily grew, with the number of officers rising from 162 to 208, while staff increased from 602 to 719. This upward trend peaked in 2020, reaching a total of 992 employees, the highest recorded manpower within the department. The steady increase during this period suggests government efforts to enhance administrative efficiency and expand departmental functions. However, a sharp decline in manpower occurred in 2021, when numbers dropped significantly to 806 employees, with reductions in both officer and staff positions. This decline coincided with heightened political unrest, which disrupted various governmental operations, including the GAD's workforce stability. The uncertainty and administrative challenges during this period likely contributed to resignations, retirements, and reduced recruitment. In 2022, there was a modest recovery, with manpower rising to 912 employees, as efforts were made to stabilize the workforce. The trend continued in 2023 and 2024, showing gradual improvement, with 963 employees in 2023 and 1,028 in 2024 marking a return to pre-2020 levels. The resurgence in manpower suggests that the department has been actively working to restore its operational capacity and administrative structure despite ongoing

challenges. The shifts in manpower within the GAD in Naypyitaw Council not only reflect recruitment patterns but also the broader political and social conditions affecting governance in Myanmar. While the department has shown resilience in rebuilding its workforce, the long-term stability of its personnel will depend on broader political developments and institutional reforms.

CHAPTER 4

SURVEY ANALYSIS

Factors affecting wellbeing of government employees are analyzed in this chapter. In order to examine the factors affecting wellbeing of government employees, the respondents in General Administration Department of Naypyitaw Council are focusing as the target population.

4.1 Research Design

This study analyzed the factors affecting wellbeing of the government employees at GAD in Naypyitaw Council. In order to carry out the objectives, both secondary and primary data were used in this study. For collection primary data, 150 government employees at GAD in Naypyitaw Council are selected by using a simple random sampling method and asked by self-administered questionnaire based on the six-factor model of wellbeing adapted by Carol D.Ryff to evaluate the factors affecting the wellbeing of the respondents. The survey was conducted from January to March 2025.

The questionnaire consists of three parts: Section (A) is characteristics of respondents, and Section (B) is factors affecting wellbeing of government employees including autonomy, environmental mastery, life purpose, personal growth, self-acceptance and positive relation with others. Section (C) is wellbeing of the employees. The survey questionnaire was designed with five points Likert Scale (Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly agree = 5). Collected data were tabulated, analyzed and interpreted in the light of objective of the study by applying descriptive statistics. According to the Ryff and Singer (2008), wellbeing is interpreted depending on the mean value. Rating of 4.5-5.00 reflects the highest level of wellbeing. Rating of 3.5-4.49 reflects high level of wellbeing. Rating of 2.5-3.49 reflects moderate level of wellbeing. Rating of 1.5-2.49 reflects low level of wellbeing. Rating of 1-1.49 reflects the lowest level of wellbeing in employees. Correlation and regression tests were done to investigate the influencing factors on employees' wellbeing.

4.2 Characteristics of Respondents

The general socio-economic characteristics of 150 government employees in GAD of Naypyitaw Council are presented in this section. This includes gender, age, marital status, educational status, rank, monthly family income, number of family members and experience in GAD.

Table (4.1) Characteristics of Respondents

(n=150)

Sr. No.	Characteristics	Frequency	Percentage
1	Gender		
	Male	89	59.33
	Female	61	40.67
2	Age (Year)		
	≤30	35	2.33
	31-40	48	32.00
	41-50	41	27.33
	>50	26	17.33
3	Marital Status		
	Single	50	33.33
	Married	87	58.00
	Divorced	6	4.00
	Widowed	7	4.67
4	Educational Status		
	High School Level	18	12.00
	University Level	24	16.00
	Graduated	104	69.33
	Master Degree	4	2.67
5	Rank		
	Officer	36	24.00
	Staff	114	76.00

6	Experience in GAD (Year)		
	<5	19	12.67
	5-10	43	28.67
	>10	88	58.66
7	Monthly Income (Kyat)		
	<300000	14	9.33
	300000-500000	82	54.67
	500000-700000	34	22.67
>700000	20	13.33	
8	Family Members		
	1-3	38	25.33
	4-6	86	57.33
	>6	26	17.34

Source: Researcher's Survey Data (2025)

According to Table (4.1), gender of respondents reveals that out of a total of 150 participants, 89 are male (59.33%) and 61 are female (40.67%). This distribution suggests that while both genders are represented in the department's workforce, males form the majority. The higher proportion of male employees may reflect traditional employment patterns in administrative roles, where men have historically held a larger presence. However, the significant participation of female employees constituting over 40% indicates progress toward gender inclusivity within government administration. Examining employee well-being in relation to gender can help identify challenges and opportunities specific to each group. Workplace policies, career advancement opportunities, and professional development programs can be assessed to ensure they address the unique needs of both male and female employees. Additionally, fostering a more balanced gender representation in leadership and decision-making roles could further enhance workplace equity and employee satisfaction.

Ages of respondents are classified in four items: ≤ 30 years, 31-40 years, 41-50 years and > 50 years. Age of respondents shows that the largest proportion of participants belongs to the 31-40 years age group, making up 32.00% of the total 150 respondents. The second-largest age group, 41-50 years, accounts for 27.33% of respondents. The youngest group, those aged 30 years or younger, constitutes only

2.33% of respondents. Employees aged above 50 years represent 17.33% of the respondents. The age distribution highlights a workforce dominated by mid-career and senior employees, with a smaller proportion of younger staff. Understanding this demographic structure can help policymakers design targeted strategies for recruitment, professional development, and succession planning in the General Administration Department.

The study on employee well-being in the General Administration Department (GAD) examines respondents' marital status to understand its potential impact on workplace experiences. Marital status of respondents reveals that the majority (58%) are married, followed by 33.33% who are single. Meanwhile, smaller proportions of respondents are divorced (4.00%) and widowed (4.67%). By recognizing these demographic factors, GAD can improve employee well-being through inclusive policies that cater to different marital groups, ensuring a supportive and productive work environment. Understanding how marital status influences job satisfaction, stress levels, and career stability can help administrators design support systems tailored to employees' needs.

The study on employee well-being in the General Administration Department (GAD) includes an analysis of respondents' educational status, which provides valuable insights into workforce qualifications and professional development opportunities. Educational status of respondents shows that the majority of participants (69.33%) are graduates. The second-largest group, those with university-level education (16.00%), consists of individuals who have attended higher education institutions but may not have completed their degree programs. Meanwhile, 12.00% of the respondents have attained only a high school level education, representing a smaller portion of the workforce. A relatively small percentage (2.67%) holds a master's degree. The distribution of educational attainment among GAD employees highlights the department's reliance on a well-educated workforce, reinforcing the importance of continuous professional development and training programs. Understanding these educational backgrounds allows for better policy-making regarding skill development, promotions, and overall employee well-being.

The study on employee well-being in the General Administration Department (GAD) includes an analysis of respondents' ranks to understand workforce composition and potential differences in experiences across job levels. Rank of respondents shows that the majority (76.00%) are staff members, while (24.00%) hold

officer positions. This distribution highlights that the department relies heavily on its staff, who make up the bulk of the workforce and are likely responsible for operational and administrative tasks. Meanwhile, officers, though fewer in number, may occupy leadership or supervisory roles, contributing to decision-making and policy implementation within the department. Understanding rank distribution within GAD is crucial when assessing employee well-being, as rank often influences job responsibilities, salary, career growth opportunities, and workplace satisfaction. While officers may have greater access to training programs and career advancement, staff employees could face different challenges related to workload and administrative expectations.

The study on employee well-being in the General Administration Department (GAD) examines respondents' work experience, providing insights into the distribution of expertise within the workforce. Out of 150 respondents, the majority (58.66%) have more than 10 years of experience. The second-largest group consisting of (28.67%) has 5-10 years of experience. 12.67% have less than five years of experience. The dominance of highly experienced employees in the department suggests institutional stability and expertise, but it also raises considerations for succession planning and future recruitment strategies. Ensuring that newer employees receive adequate mentorship and skill development is essential for maintaining long-term efficiency in GAD.

The study on employee well-being in the General Administration Department (GAD) includes an analysis of respondents' monthly family income, offering insights into economic stability and financial conditions. The majority (54.67%) fall within the income range of 300,000-500,000 kyats per month. The second-largest group consisting of (22.67%) earns between 500,000-700,000 kyats, (13.33%) report earning more than 700,000 kyats per month and (9.33%) earn less than 300,000 kyats per month. Understanding these income distributions provides valuable insights into the financial well-being of GAD employees. Income levels impact job satisfaction, mental well-being, and career stability, making it an important factor in assessing overall workforce conditions. Future policy recommendations could focus on salary adjustments, financial assistance programs, and professional development opportunities to help employees improve their earnings and economic security.

The study on employee well-being in the General Administration Department (GAD) includes an analysis of respondents' family sizes, which provides insights into

household structures and potential financial or social factors influencing workplace dynamics. Out of a total of 150 respondents, the majority (57.33%) live in households with 4 to 6 family members. The second-largest group (25.33%) consists of employees with 1 to 3 family members. Meanwhile, (17.34%) have more than 6 family members. Understanding these family size distributions helps in assessing employees' economic conditions and their need for workplace support. Policies related to family benefits, financial assistance, and flexible work arrangements can be tailored to ensure employee well-being based on their household responsibilities.

4.3 Tests for Assumption

Before conducting regression analysis, several assumption tests are essential to ensure the validity of the model. A reliability test, such as Cronbach's Alpha, is used to assess the internal consistency of measurement items. Normality tests check whether the residuals of the regression model are normally distributed, while multicollinearity tests, often assessed through Variance Inflation Factor (VIF), determine whether independent variables are highly correlated, which could distort the regression results.

4.3.1 Reliability Test

Reliability test concerns the extent to which a measurement of a phenomenon provides stable and consistent result (Carmines & Zeller, 1979). The most commonly used internal consistency measure is the Cronbach Alpha coefficient. In this study, factors affecting employees wellbeing such as autonomy, environmental mastery, personal growth, purpose in life, self-acceptance and positive relation with others, and overall wellbeing are measured. Each factor includes different number of items and each item is measured on five-point Likert scale. A scale consists of more than one item. Only when items within the scale are internally consistent, they can be reliable. Because of Cronbach Alpha value can be interpreted as a correlation coefficient, it ranges in value from 0 to 1. Cronbach's Alpha values near to zero indicate low reliability while the values close to one indicate high reliability. Cronbach Alpha value is a measure of internal consistency. If alpha value is equal or more than 0.7, this variable is accepted as a reliable variable. The summary of the reliability test based on Cronbach Alpha Coefficient for the scale items in the study are mentioned in the Table (4.2).

Table (4.2) Reliability Test

Sr. No.	Variables	No. of Items	Cronbach's Alpha
1	Autonomy	5	0.974
2	Environmental Mastery	7	0.946
3	Personal Growth	7	0.969
4	Purpose in Life	7	0.946
5	Self-acceptance	7	0.949
6	Positive Relation with Others	7	0.957
7	Overall Wellbeing	7	0.963

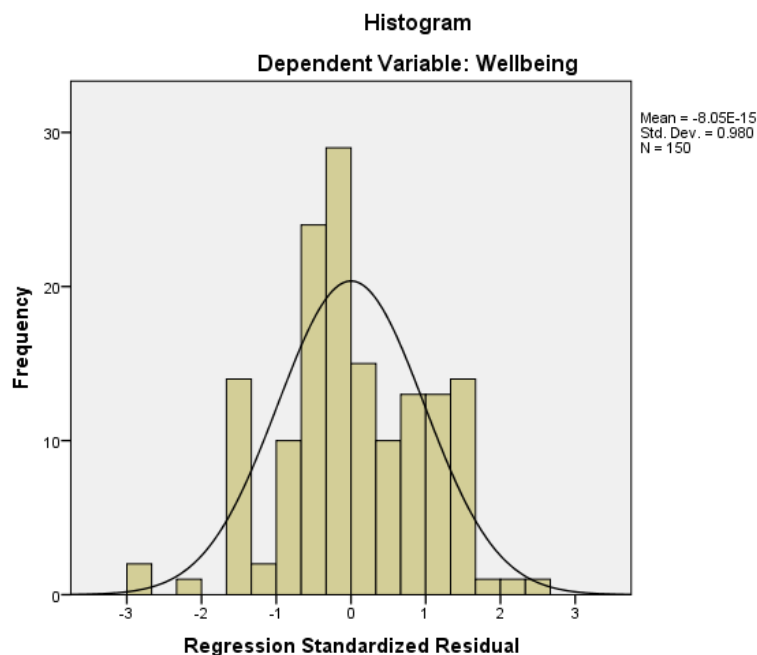
Source: Researcher's Survey Data (2025)

According to Table (4.2), it is found that the Cronbach's alpha values for all values are higher than the cut-off value of 0.7, indicating high reliability and thus it can be expected that the scales used in this study are producing highly reliable data.

4.3.2 Normality Test

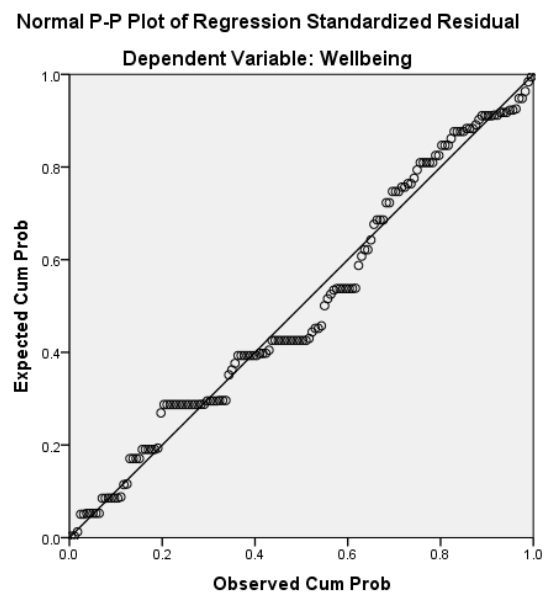
The results of checking the assumptions for multiple regressions analysis are described as follows. Checking the normality of residuals in multiple linear regressions is essential because it ensures that the error terms (residuals) are normally distributed, which an assumption for valid hypothesis is testing.

Figure (4.1) Histogram for Residuals of Wellbeing



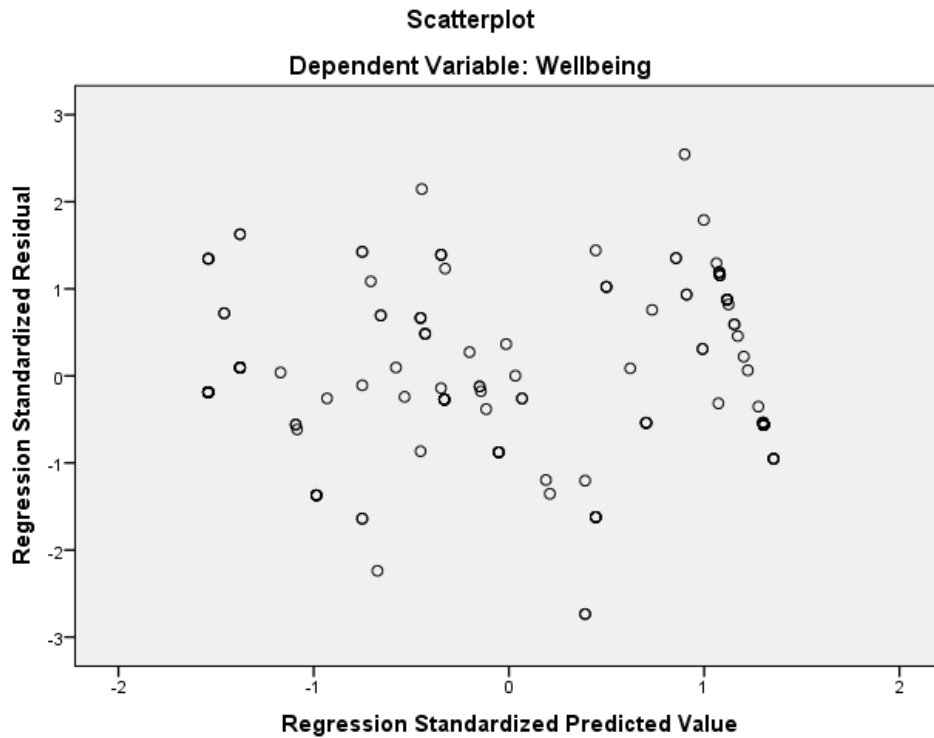
According to Figure (4.1), residuals appear mostly symmetric with a bell shape, suggesting normality. Slight deviations at the tails are acceptable. Minor deviations from normality are generally acceptable in large sample sizes because of the Central Limit Theorem. Thus, based on this visual inspection, the normality assumption for regression analysis appears to be met. Figure (4.2) shows P-P Plot of regression residuals of wellbeing.

Figure (4.2) P-P Plot of Regression Residuals of Wellbeing



According to Figure (4.2), points closely follow the diagonal line, indicating that the residuals are approximately normally distributed. Figure (4.1) and Figure (4.2) show Histogram and Normal P-P plot, it can be concluded that the normality assumption appears to be generally reasonable.

Figure (4.3) Scatterplot of Residual against Predicted Values



The scatterplot of regression standardized residuals versus predicted values indicates that the assumption of homoscedasticity (constant variance of residuals) is likely met. The residuals appear to be randomly scattered around zero with no clear pattern or funnel shape, and their spread is relatively even across all levels of predicted values. This suggests that the variance of errors remains constant, which is a key assumption in linear regression. Therefore, based on this plot, the data shows evidence of homoscedasticity.

4.4 Factors Influencing Wellbeing of Government Employees

This section presents the factors influencing wellbeing of government employees at GAD in Naypyitaw Council including autonomy, environmental mastery, personal growth, purpose in life, self-acceptance and positive relation with others.

4.4.1 Personal Autonomy

Table (4.3) presents an analysis of employees' perceptions regarding autonomy within the General Administration Department, based on their responses to five statements related to independence in decision-making and expression. The result

provides insight into how freely employees feel they can express opinions and act independently in their professional environment.

Table (4.3) Personal Autonomy of Employees

Sr. No.	Statement		SD	D	N	A	SA
1	I am not afraid to voice my opinions about working condition, even when they are in opposition to the opinions of most people.	Freq:	45	37	29	39	-
		%	30	24.7	19.3	26	-
2	My decisions are not usually influenced by what everyone else is doing.	Freq:	43	42	48	17	-
		%	28.7	26	34	11.3	-
3	I do not worry about what other people think of me in works.	Freq:	28	56	43	23	-
		%	18.7	37.3	28.7	15.3	-
4	I tend to be influenced by people with strong opinions.	Freq:	-	-	38	76	36
		%	-	-	25.3	50.7	24
5	I have confidence in my opinions, even if they are contrary to the general consensus.	Freq:	34	42	61	13	-
		%	22.7	28	40.7	8.6	-
Overall Mean = 2.69							

Source: Researcher's Survey Data (2025)

With an overall mean score of 2.69, which is below the neutral midpoint on the Likert scale, the data suggests that personal autonomy among the surveyed employees is generally low to moderate. One of the indicators of limited autonomy is the response to the statement regarding the freedom to express opinions that may oppose the majority view. 30% of respondents strongly disagreed, and 24.7% disagreed, suggesting that more than half of the employees (54.7%) are uncomfortable voicing dissenting opinions. Only 26% expressed agreement, while no respondents strongly agreed, indicating a hesitancy to challenge workplace norms or authority, possibly due to organizational culture or fear of repercussions.

In terms of decision-making independence, 28.7% strongly disagreed and 26% disagreed that their choices are not influenced by others, while only 11.3% agreed. This means over 54% of employees admit to being swayed by the behavior or decisions of their peers, suggesting a high degree of conformity and a low level of individual agency in decision-making. The result also reveals a significant concern with peer perception. When asked whether they worry about what others think of them at work, 37.3% disagreed with the idea that they are unaffected, and 18.7%

strongly disagreed. Only 15.3% felt confident that they do not worry about others' opinions. This emphasis on social approval further contributes to reduced autonomy, as employees may alter their behavior to align with perceived expectations.

One of the strongest patterns emerges in the admission of being influenced by individuals with strong opinions. 50.7% agreed and 24% strongly agreed, making a combined 74.7% who acknowledge this tendency. This indicates that dominant personalities within the workplace may significantly shape group dynamics and decisions, potentially overshadowing quieter or more independent voices. Confidence in one's own opinions, even when contrary to the majority, was low. While 40.7% of respondents remained neutral, 22.7% strongly disagreed and 28% disagreed. Only 8.6% agreed with the statement, indicating that very few employees feel empowered to stand by their beliefs when faced with opposition, which is a critical component of autonomy.

The findings show a workplace environment where personal autonomy is constrained by social conformity, concern for approval, and influence from dominant individuals. With most responses leaning toward disagreement or neutrality on statements related to independent action and self-assurance, it is evident that employees feel limited in their ability to act freely and confidently. These findings suggest that organizations should prioritize fostering a more open and psychologically safe environment, where diverse opinions are encouraged and respected. Doing so could help increase employees' sense of autonomy, which is closely linked to motivation, job satisfaction, and overall wellbeing.

4.4.2 Environmental Mastery

Table (4.4) provides a detailed account of the respondents' perceptions regarding environmental mastery, a key component of psychological well-being, in the General Administration Department. Environmental mastery refers to an individual's ability to manage life situations effectively, maintain control over their surroundings, and shape their environment to meet personal needs.

Table (4.4) Environmental Mastery of Employees

Sr. No.	Statement	SD	D	N	A	SA	
1	In general, I feel I am pleased of the situation in which I live.	Freq:	-	-	16	93	41
		%	-	-	10.7	6.2	27.3
2	The demands of everyday life not get me down.	Freq:	-	-	26	82	42
		%	-	-	17.3	54.7	21
3	I am fit very well with the people and the community around me.	Freq:	-	-	18	88	44
		%	-	-	12	58.7	29.3
4	I am quite good at managing the many responsibilities of my daily life.	Freq:	-	-	62	54	34
		%	-	-	41.3	36	22.7
5	I do not feel overwhelmed by my responsibilities.	Freq:	-	-	48	68	34
		%	-	-	32	45.3	22.7
6	I have not difficulty arranging my life in a way that is satisfying to me.	Freq:	-	37	42	59	12
		%	-	24.7	28	39.3	8
7	I have not been able to build a home and a lifestyle for myself that is much to my liking.	Freq:	26	43	28	53	-
		%	17.3	28.7	18.7	35.3	-
Overall Mean= 3.82							

Source: Researcher's Survey Data (2025)

The overall mean score of 3.82 indicates a moderately high level of environmental mastery among the surveyed employees, suggesting that many of them feel capable and in control of their surroundings and responsibilities. A closer examination of individual items reveals that the majority of respondents expressed positive sentiments regarding their ability to handle daily life. For instance, a combined 82% of employees agreed (54.7%) or strongly agreed (21%) that everyday demands do not get them down. Similarly, regarding the ability to integrate well into their community, 58.7% agreed and 29.3% strongly agreed—demonstrating that 88% of respondents feel socially adapted and connected to their surroundings.

Employees also appear to manage their responsibilities well: 36% agreed and 22.7% strongly agreed that they are good at handling multiple tasks, totaling nearly 59% with a positive view. However, 41.3% remained neutral on this item, which may indicate some uncertainty or variability in managing workload depending on individual circumstances. In terms of emotional resilience, 45.3% agreed and 22.7%

strongly agreed that they do not feel overwhelmed by responsibilities, representing a total of 68% who perceive themselves as emotionally stable when facing daily demands. Moreover, 39.3% agreed and 8% strongly agreed that they have no difficulty arranging their life in a satisfying way, though a notable 28% remained neutral and 24.7% disagreed, which slightly tempers the overall positive trend.

On the item about building a home and lifestyle to their liking, 35.3% agreed, but 28.7% disagreed and 18.7% were neutral. This suggests that while many employees are satisfied with their personal environments, a considerable portion still struggle with achieving their ideal living or lifestyle conditions possibly due to external constraints such as income, work-life balance, or social pressures. The findings suggest that employees generally feel capable of managing their lives and responsibilities, with strong support in areas such as emotional resilience, community integration, and daily task management. However, a few indicators, particularly concerning life satisfaction and lifestyle arrangements, reveal that not all employees feel fully in control or content with their environments. To strengthen environmental mastery further, organizations could offer programs in time management, personal development, and work-life balance initiatives that support employees in shaping more satisfying and manageable personal and professional lives.

4.4.3 Personal Growth

Table (4.5) illustrates the perception of personal growth among employees in the General Administration Department, drawing on seven statements related to self-improvement, openness to new experiences, and lifelong learning. Personal growth, as a dimension of psychological well-being, reflects an individual's willingness and capacity to develop over time through learning, self-reflection, and adaptation to new challenges.

Table (4.5) Personal Growth of Employees

Sr. No.	Statement		SD	D	N	A	SA
1	I am interested in activities that will expand my horizons.	Freq:	-	-	36	86	28
		%	-	-	24	57.3	18.7
2	I think it is important to have new experiences that challenge how you think about yourself and the world.	Freq:	-	-	29	75	46
		%	-	-	19.3	50	30.7
3	When I think about it, I have really improved much as a person over the years.	Freq:	-	-	87	47	16
		%	-	-	58	31.3	10.7
4	I have the sense that I have developed a lot as a person over time.	Freq:	-	-	34	59	57
		%	-	-	22.7	39.3	38
5	I am not enjoying being in new situations that require me to change my old familiar ways of doing things.	Freq:	-	37	46	67	-
		%	-	24.7	30.7	44.6	-
6	For me, life has been a continuous process of learning, changing, and growth.	Freq:	-	-	77	46	27
		%	-	-	51.3	30.7	18
7	I did not gave up trying to make big improvements or changes in my life a long time ago.	Freq:	-	-	68	49	33
		%	-	-	45.3	32.7	22
Overall Mean=3.77							

Source: Researcher's Survey Data (2025)

The overall mean score of 3.77 suggests a moderately high level of personal growth, indicating that most employees feel engaged in a process of learning, change, and self-development in their lives and careers. A substantial portion of respondents exhibit a strong interest in expanding their horizons. Specifically, 57.3% agreed and 18.7% strongly agreed that they are interested in engaging in activities that broaden their perspective, showing a combined 76% who are growth-oriented. Similarly, the importance of seeking new experiences that challenge personal beliefs was affirmed by 50% agreement and 30.7% strong agreement, totaling over 80% of respondents with a proactive mindset toward intellectual and personal challenges.

The sense of long-term self-improvement is somewhat mixed. While 31.3% agreed and 10.7% strongly agreed that they have improved much over the years, a majority of 58% remained neutral. This suggests that although employees may not feel significantly transformed, they are not necessarily dismissive of growth either perhaps reflecting a more modest or realistic self-assessment. More encouraging is the response to the feeling of personal development over time, where 39.3% agreed and 38% strongly agreed, indicating that 77.3% of employees believe they have grown as individuals. This reflects a clear internal recognition of progress and adaptability.

An item that explores resistance to change reveals that 44.6% of respondents enjoy being in new situations requiring them to adapt their methods, while 30.7% were neutral and 24.7% disagreed. This suggests that although most are open to change, a notable minority still prefer stability over disruption of familiar routines. The idea of life as a continuous process of learning and change was affirmed by 30.7% agreement and 18% strong agreement, though 51.3% remained neutral. Similarly, when asked if they continue trying to make big improvements in life, 32.7% agreed and 22% strongly agreed, while 45.3% were neutral. This pattern indicates that while many employees have a growth mindset, a significant proportion may feel uncertain about or disconnected from a clear path of continuous personal development.

The result suggests that a majority of employees demonstrate a healthy orientation toward personal growth. They are eager for new experiences, open to change, and recognize their own development. However, the relatively high number of neutral responses across some statements indicates room for strengthening this dimension, possibly through training, mentorship, and opportunities for challenging yet supportive experiences. By fostering a culture that encourages reflection, skill enhancement, and goal setting, organizations can help employees unlock their full growth potential.

4.4.4 Purpose in Life

Table (4.6) presents insights into the perception of purpose in life among employees in the General Administration Department. Purpose in life, a central element of psychological well-being, refers to the presence of goals, direction, and a sense of meaning that guides an individual's actions and decisions. This table evaluates employees' sense of purpose in life, a critical dimension of psychological

wellbeing that reflects their clarity of goals, future orientation, and perceived meaningfulness of daily activities.

Table (4.6) Purpose in Life of Employees

Sr. No.	Statement		SD	D	N	A	SA
1	I live life one day at a time and don't really think about the future.	Freq:	-	-	-	66	84
		%	-	-	-	44	56
2	I have a sense of direction and purpose in life.	Freq:	-	-	-	76	74
		%	-	-	-	50.7	49.3
3	My daily activities don't seem trivial and unimportant to me.	Freq:	-	68	47	35	-
		%	-	45.3	31.3	23.4	-
4	I have a good sense of what it is I'm trying to accomplish in life.	Freq:	-	-	33	68	49
		%	-	-	22	45.3	32.7
5	I enjoy making plans for the future and working to make them a reality.	Freq:	-	-	-	69	81
		%	-	-	-	46	54
6	Some people wander aimlessly through life, but I am not one of them.	Freq:	-	-	-	59	91
		%	-	-	-	39.3	60.7
7	I sometimes feel as if I've done all there is to do in life.	Freq:	-	74	54	22	-
		%	-	49.3	36	14.7	-
Overall Mean= 3.98							

Source: Researcher's Survey Data (2025)

The overall mean score of 3.98 indicates a high level of perceived purpose, suggesting that most employees feel focused, future-oriented, and engaged in meaningful pursuits both personally and professionally. The responses strongly reflect goal-directedness and future planning. A remarkable 56% of respondents strongly agreed and 44% agreed that they do not merely live one day at a time without thinking of the future. This full 100% agreement clearly demonstrates that the vast majority are future-conscious and deliberate in their actions. This is further supported by the statement that they enjoy making plans for the future, where 54% strongly agreed and 46% agreed, again yielding 100% agreement.

Similarly, a high sense of direction is evident: 50.7% agreed and 49.3% strongly agreed that they have a sense of purpose and direction, reflecting internal clarity and goal alignment. Additionally, 45.3% agreed and 32.7% strongly agreed

that they have a good sense of what they are trying to accomplish in life, while only 22% remained neutral suggesting most employees are actively pursuing meaningful life objectives. The belief in having a clear path in life is further affirmed by the statement about not wandering aimlessly, where 60.7% strongly agreed and 39.3% agreed, once again showing complete affirmation of purposeful living. This overwhelming agreement highlights a strong psychological orientation toward meaningful engagement with life.

However, the statement concerning the triviality of daily activities shows a different trend. Here, 45.3% disagreed and 31.3% were neutral that their activities are not trivial implying that for a substantial proportion of employees, daily tasks may feel monotonous or disconnected from larger life goals. Only 23.4% agreed that their activities are important, suggesting a potential disconnect between long-term purpose and day-to-day work experience. When asked if they feel they've done all there is to do in life, 49.3% disagreed and 36% were neutral, with only 14.7% agreeing. While the majority do not feel finished with their growth or contributions, the high neutrality suggests some employees may be in a phase of uncertainty or reflection regarding their life's journey and aspirations.

The findings reflect a strong overall sense of purpose among employees, particularly in terms of having direction, making plans, and living with intent. Most employees see themselves as future-oriented individuals actively working toward meaningful goals. However, some inconsistencies—such as feelings about the significance of daily activities—point to opportunities for organizations to enhance job design and align day-to-day tasks more closely with individual values and long-term aspirations. This alignment could further strengthen motivation, satisfaction, and overall wellbeing.

4.4.5 Self-Acceptance

Table (4.7) presents the perceptions of employees in the General Administration Department regarding self-acceptance, a fundamental component of psychological well-being. Self-acceptance refers to the ability to maintain a positive attitude toward oneself, recognizing personal strengths and weaknesses while feeling satisfied with one's past and present life experiences.

Table (4.7) Self-Acceptance of Employees

Sr. No.	Statement		SD	D	N	A	SA
1	When I look at the story of my life, I am pleased with how things have turned out.	Freq:	-	-	34	68	48
		%	-	-	22.7	45.3	32
2	In general, I feel confident and positive about myself.	Freq:	-	-	-	67	83
		%	-	-	-	44.7	55.3
3	I don't feel like many of the people I know have gotten more out of life than I have.	Freq:	26	21	34	51	18
		%	17.3	14	22.7	34	12
4	I like most aspects of my personality.	Freq:	-	-	52	44	54
		%	-	-	34.7	29.3	36
5	In many ways, I don't feel disappointed about my achievements in life.	Freq:	-	-	-	67	83
		%	-	-	-	44.7	55.3
6	My attitude about myself is probably as positive as most people feel about themselves.	Freq:	-	-	-	43	107
		%	-	-	-	28.7	71.3
7	When I compare myself to friends and acquaintances, it makes me feel good about who I am.	Freq:	-	37	46	51	16
		%	-	24.7	30.7	34	10.6
Overall Mean=4.04							

Source: Researcher's Survey Data (2025)

With an overall mean score of 4.04, the results suggest that the employees surveyed possess a high level of self-acceptance, indicating they are generally satisfied with who they are, both personally and in terms of life accomplishments. The responses to individual statements reinforce this positive trend. For example, a combined 77.3% of employees either agreed (45.3%) or strongly agreed (32%) that they are pleased with how their life has turned out, suggesting that most individuals feel content with their life journey. This sense of life satisfaction is further supported by the second item, where 100% of respondents agreed or strongly agreed that they feel confident and positive about themselves 44.7% agreed, and 55.3% strongly agreed. This exceptionally strong response highlights a widespread sense of self-worth and confidence within the employee group.

Likewise, 100% of respondents agreed (44.7%) or strongly agreed (55.3%) that they do not feel disappointed about their life achievements, indicating a high level of personal pride and satisfaction with accomplishments. Additionally, 71.3% strongly agreed and 28.7% agreed that their attitude about themselves is as positive as that of others, another sign of healthy self-regard and emotional balance. However, certain items reveal more diverse perspectives. When comparing their lives to others, only 34% agreed and 12% strongly agreed that they don't feel others have gotten more out of life while 17.3% disagreed and 14% strongly disagreed. This suggests that while most employees are confident in their personal journeys, a portion still experiences some comparative self-doubt or insecurity when assessing their life outcomes against peers.

Additionally, 36% of employees strongly agreed and 29.3% agreed that they like most aspects of their personality, but 34.7% responded neutrally. The high neutrality may indicate that while most employees maintain a favorable self-image, some remain uncertain or ambivalent about specific personal traits. On the final item, only 10.6% strongly agreed and 34% agreed that comparing themselves to friends makes them feel good, while a significant portion (24.7% disagreed and 30.7% were neutral) did not share this sentiment. This reflects that social comparisons still negatively affect the self-evaluation of a subset of employees, potentially impacting their sense of confidence and satisfaction.

The findings show that the majority of employees enjoy a high degree of self-acceptance, particularly in terms of self-confidence, pride in achievements, and general life satisfaction. However, responses also highlight that social comparison and ambivalence toward personality traits may influence self-perception in a minority of employees. To strengthen self-acceptance across the board, organizations could invest in personal development programs, confidence-building workshops, and promote inclusive work cultures that reduce unhealthy competition and foster mutual respect.

4.4.6 Positive Relations with Others

Table (4.8) explores employees' perceptions of their positive relations with others: a core dimension of psychological well-being that reflects the quality of one's interpersonal relationships, including trust, emotional closeness, and the capacity for empathy and connection.

Table (4.8) Positive Relations with Others

Sr. No.	Statement		SD	D	N	A	SA
1	Most people see me as loving and affectionate.	Freq:	-	-	29	94	27
		%	-	-	19.3	62.7	18
2	Maintaining close relationships has not been difficult and frustrating for me.	Freq:	-	-	-	84	66
		%	-	-	-	56	44
3	I don't feel lonely because I have few close friends with whom to share my concerns.	Freq:	-	-	-	77	73
		%	-	-	-	51.3	48.7
4	I enjoy personal and mutual conversations with family members or friends.	Freq:	-	-	-	84	66
		%	-	-	-	56	44
5	People would describe me as a giving person, willing to share my time with others.	Freq:	-	-	44	57	49
		%	-	-	29.3	38	32.7
6	I have experienced many warm and trusting relationships with others.	Freq:	-	-	-	78	72
		%	-	-	-	52	48
7	I know that I can trust my friends, and they know they can trust me.	Freq:	-	-	-	68	82
		%	-	-	-	45.3	54.7
Overall Mean=4.35							

Source: Researcher's Survey Data (2025)

The overall mean score of 4.35 indicates a high level of positive social interaction, suggesting that employees generally experience strong, healthy, and supportive relationships in both their personal and professional lives. The responses reflect a consistently positive social outlook. A majority of employees perceive themselves as emotionally expressive and affectionate, with 62.7% agreeing and 18% strongly agreeing that most people see them as loving, making a combined 80.7% who believe they are viewed warmly by others. This high percentage indicates a culture of openness and emotional receptivity among staff.

Maintaining close relationships also appears to be largely effortless for the group. A full 100% of respondents agreed (56%) or strongly agreed (44%) that it is not difficult or frustrating for them to sustain close connections, showing a remarkable degree of emotional competence and relational stability. Similarly, 51.3% agreed and 48.7% strongly agreed that they do not feel lonely due to a lack of close friendships demonstrating that all employees feel emotionally supported and socially

connected. The trend continues with regard to personal and mutual conversations: 56% agreed and 44% strongly agreed that they enjoy deep conversations with friends or family. This suggests that these employees value and actively participate in meaningful interpersonal communication, a key aspect of relational wellbeing.

In terms of generosity and willingness to invest time in others, 38% of employees agreed and 32.7% strongly agreed that people see them as giving, though 29.3% remained neutral. While the majority still perceive themselves as generous, the neutral response rate indicates a moderate portion of employees may feel uncertain about how they are viewed in terms of selflessness or may see room for improvement in this area. Trust in relationships is another area of strength. A combined 100% of respondents agreed (52%) or strongly agreed (48%) that they have experienced many warm and trusting relationships. Furthermore, 54.7% strongly agreed and 45.3% agreed that they can trust their friends and are trusted in return, showing exceptionally high levels of interpersonal trust, a crucial foundation for emotional security and collaboration.

The findings suggest that employees enjoy a high degree of interpersonal wellbeing, characterized by emotional openness, mutual trust, strong friendships, and meaningful communication. The near-universal agreement across statements demonstrates a supportive and socially healthy environment. While a small portion remains neutral in terms of how giving they are perceived to be, the overall results indicate that the workforce is well-connected and emotionally resilient. To maintain and enhance these positive relationships, organizations should continue to encourage team-building activities, peer support systems, and inclusive communication practices that reinforce relational harmony and collective wellbeing.

4.5 Employees Wellbeing in GAD

Table (4.9) offers valuable insights into the overall employee well-being within the General Administration Department (GAD), focusing on key indicators such as job satisfaction, work-life balance, stress levels, career development opportunities, and emotional well-being.

Table (4.9) Employee Wellbeing

Sr. No.	Statement		SD	D	N	A	SA
1	I feel satisfied with my current job role and responsibilities.	Freq:	-	36	27	39	48
		%	-	24	18	26	32
2	I can maintain a healthy balance between my work and personal life.	Freq:	-	12	28	52	58
		%	-	8	18.7	34.7	38.6
3	I don't feel stress due to work-related pressure.	Freq:	-	49	52	49	-
		%	-	32.7	34.6	32.7	-
4	GAD offers sufficient opportunities for career development.	Freq:	-	-	24	68	58
		%	-	-	16	45.3	38.7
5	I feel valued and appreciated in my workplace.	Freq:	-	-	41	68	41
		%	-	-	27.3	45.4	27.3
6	My job contributes positively to my mental and emotional well-being.	Freq:	-	-	-	78	72
		%	-	-	-	52	48
7	I feel motivated to advance in my career within this organization.	Freq:	-	-	-	86	64
		%	-	-	-	57.3	42.7
Overall Mean=3.98							

Source: Researcher's Survey Data (2025)

The overall mean score of 3.98 reflects a high level of wellbeing, indicating that the majority of employees perceive their work environment and experience as positive and supportive. With job satisfaction, 26% of respondents agreed and 32% strongly agreed that they are satisfied with their current roles and responsibilities, totaling 58% expressing satisfaction. However, 24% disagreed and 18% were neutral, suggesting that while most employees are content, a notable minority may feel misaligned with their roles or are looking for changes in their responsibilities.

In terms of work-life balance, the responses are more positive. A total of 73.3% of respondents either agreed (34.7%) or strongly agreed (38.6%) that they can maintain a healthy balance between work and personal life. Only 26.7% expressed disagreement or neutrality, showing that most employees are able to manage their time and commitments effectively: an important factor in long-term wellbeing. Work-related stress remains a more contentious area. Only 32.7% agreed they don't feel stress, and the same percentage (32.7%) disagreed, while 34.6% were neutral. This nearly even split indicates a significant portion of employees do experience stress or

are unsure about the impact of work pressure on their wellbeing. This highlights the need for stress management interventions and improved workload distribution within the department.

On the positive side, 84% of respondents agreed or strongly agreed that GAD offers sufficient career development opportunities, with 45.3% agreeing and 38.7% strongly agreeing. This suggests employees perceive their organization as supportive of growth and professional advancement, which is a strong motivator for engagement and retention. The sense of being valued is also notable: 45.4% agreed and 27.3% strongly agreed they feel appreciated at work, adding up to 72.7%. However, 27.3% were neutral, which may reflect inconsistency in recognition practices or a gap in feedback from supervisors.

Employees also reported that their work has a positive influence on their mental and emotional wellbeing. An overwhelming 100% of respondents agreed (52%) or strongly agreed (48%) that their job contributes positively in this regard, suggesting a psychologically healthy work environment for most. Motivation for career advancement within the organization is strong, with 57.3% agreeing and 42.7% strongly agreeing. This total 100% agreement reveals that employees are forward-looking and enthusiastic about growing within GAD, which bodes well for organizational stability and talent retention.

The findings reflect an overall strong sense of employee wellbeing, characterized by emotional resilience, motivation, growth orientation, and a supportive work-life environment. Nonetheless, the issues of job role clarity and stress deserve further attention. Addressing these areas through targeted interventions—such as workload balancing, stress reduction programs, and continuous feedback mechanisms—could elevate wellbeing even further and ensure sustained employee satisfaction and productivity.

4.6 Analysis of Factors Affecting Employees Wellbeing at GAD

This study has six independent variables: autonomy, environmental mastery, personal growth, self-acceptance, positive relations with others, and dependent variable of employees' wellbeing. In this study, correlation coefficient analysis is applied to determine the relationship between factors and dependent variable. Multiple regression analysis is applied to investigate the factors affecting wellbeing of government employees at General Administration Department in Naypyitaw Council.

The Pearson correlation analysis in Table (4.10) examines the factors affecting wellbeing of government employees at General Administration Department in Naypyitaw Council. The correlation coefficients indicate the strength and direction of associations between various factors such as autonomy, environmental mastery, personal growth, self-acceptance, positive relations with others, and wellbeing of the government employees in GAD.

Table (4.10) Pearson Correlation between Various Factors and Wellbeing of Employees

Factors	Correlation Coefficient	P-value
Personal Autonomy	-0.969 ^{***}	0.000
Environmental Mastery	0.975 ^{***}	0.000
Personal Growth	0.972 ^{***}	0.000
Purpose in Life	-0.946 ^{***}	0.000
Self-Acceptance	0.980 ^{***}	0.000
Positive Relations with Others	0.970 ^{***}	0.000

***Significant at 1% level

Source: Survey Data (2024)

The findings indicate that all four factors: environmental mastery, personal growth, self-acceptance, and positive relations with others are significantly associated with wellbeing, with correlation coefficients ranging from 0.946 to 0.980, all at a 1% significance level. Among these, Self-Acceptance exhibits the highest correlation (0.980), suggesting that employees who have a positive self-view and accept themselves tends to experience greater overall wellbeing. This aligns with psychological research indicating that self-acceptance fosters resilience, satisfaction, and emotional stability in professional settings. Environmental Mastery follows closely with a correlation of 0.975, implying that employees who feel in control of their work environment and can effectively manage workplace demands tend to report higher wellbeing. This underscores the importance of organizational support, structured workflows, and a conducive work atmosphere. Personal Growth (0.972) and Positive Relations with Others (0.970) also show strong correlations, suggesting that employees who engage in continuous learning and maintain meaningful workplace relationships experience enhanced wellbeing. These findings highlight the

role of professional development programs and interpersonal connections in fostering a positive work culture.

Personal Autonomy and Purpose in Life exhibit strong negative correlations with wellbeing ($r = -0.969$ and $r = -0.946$, respectively). While these findings are statistically significant, the negative direction suggests a counterintuitive or complex relationship. One possible explanation is that higher autonomy or an intense focus on life purpose may sometimes correlate with workplace stress, conflict with organizational norms, or personal pressure, which could reduce perceived wellbeing in certain environments. Alternatively, these variables may be measured or perceived in ways that differ from the typical positive framing, such as autonomy being associated with social isolation or excessive responsibility.

Table (4.11) Regression Analysis of the Factors Affecting Wellbeing of Employees

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std Error	Beta			
Constant	-1.180	0.195		-6.038	0.000	
Personal Autonomy	-0.279***	0.064	-0.356	-4.386	0.000	8.669
Environmental Mastery	0.408***	0.053	0.445	7.691	0.000	9.837
Personal Growth	0.273***	0.086	0.258	3.177	0.002	8.732
Purpose in Life	-0.493***	0.063	-0.403	-7.802	0.000	3.777
Self-acceptance	0.612***	0.062	0.598	9.933	0.000	2.278
Positive Relations with Others	0.646***	0.083	0.453	7.751	0.000	3.433
R Square	0.984					
Adj R Square	0.983					
F Value	1461.180***					

Source: Survey Data (2025)

$P < 0.01$, $P < 0.05$; Dependent variable: Wellbeing *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

According to Table (4.11), it is found that the value of F is 1461.180 and p-value is 0.000, which means that the model of the study is fit. Moreover, there is no multicollinearity problem because the value of VIF is less than 10. R square (proportion of the variance in the dependent variable accounted for the model) is 0.984. This would indicate that the selected variables account for 98.4% of the variance in employee wellbeing. Adjusted R² is 0.983 which indicated that selected variables could explain 98.3% of the variation in employees' wellbeing. The higher the standardized coefficient beta brings the higher the effect and contribution on employees' wellbeing.

Among the independent variables, self-acceptance has a positive and significant effect on employees' wellbeing at 1% significant level. Self-acceptance exhibits the strongest positive impact on wellbeing, with a standardized coefficient (β) of 0.598 and a highly significant p-value of 0.000 which indicate that employees' wellbeing would increase by 0.598 unit for every unit change in the self-acceptance when all other variables are constant. This suggests that employees who accept themselves and maintain a positive self-view tend to experience greater overall wellbeing.

Similarly, positive relations with others ($\beta = 0.453$) and environmental mastery ($\beta = 0.445$) show strong positive and significant effect on employees' wellbeing at 1% significant level which indicate that employees' wellbeing would increase by 0.453 unit for every unit change in the positive relations with others and 0.445 unit for every unit change in the environmental mastery when all other variables are constant. Employees who feel in control of their environment and maintain meaningful workplace relationships are more likely to report higher levels of satisfaction and emotional stability.

Personal growth ($\beta = 0.258$) also contributes positively and significant effect on employees' wellbeing at 1% significant level which indicate that employees' wellbeing would increase by 0.258 unit for every unit change in the personal growth when all other variables are constant. This fact has reinforced the importance of continuous learning and professional development. However, its impact is relatively lower compared to other factors.

Interestingly, autonomy ($\beta = -0.356$) and purpose in life ($\beta = -0.403$) show negative associations with wellbeing at 1% significant level which indicate that employees' wellbeing would decrease by 0.356 unit for every unit change in the

autonomy and 0.403 unit for every unit change in the purpose in life when all other variables are constant. This suggests that employees who prioritize autonomy or focus heavily on their life's purpose may experience challenges in workplace satisfaction. The negative impact of autonomy could indicate that excessive independence or lack of structured guidance leads to uncertainty or stress. Similarly, a strong focus on purpose might create pressure or unrealistic expectations, potentially diminishing overall wellbeing.

Overall, the findings highlight the importance of self-acceptance, positive relationships, and environmental mastery in fostering employee wellbeing. While autonomy and purpose in life are traditionally seen as positive attributes, their negative association in this study suggests that organizations should balance independence with structured support and help employees align their purpose with realistic expectations.

CHAPTER 5

CONCLUSION

This chapter describes the conclusion of the study. This chapter follows the findings, suggestions and need for further studied. For collection of primary data, 150 government employees at GAD in Naypyitaw Council are selected by using a simple random sampling method and asked by self-administered questionnaire based on the six-factor model of wellbeing adapted by Carol D.Ryff to evaluate the factors affecting the wellbeing of the respondents.

5.1 Findings and Discussion

This study focuses on the factors affecting on wellbeing of government employees at GAD in Naypyitaw Council. To investigate the factors affecting on wellbeing of Government employees, correlation and regressions analysis were carried out. Firstly, factors affecting on employees' wellbeing such as autonomy, environmental mastery, personal growth, purpose in life, self-acceptance and positive relations with others were studied. The findings indicate that positive relations with others received the highest mean score of 4.35, suggesting that employees generally experience strong interpersonal connections and supportive relationships in their workplace. Self-acceptance follows closely with a mean score of 4.04, indicating that employees generally have a positive self-view and feel confident in their personal and professional identities.

Purpose in life scored 3.98, reflecting that employees largely feel their work is meaningful and aligned with their personal goals. Environmental mastery and personal growth received mean scores of 3.82 and 3.77, respectively. These scores suggest that employees feel relatively capable of managing their work environment and have opportunities for professional development. Autonomy, with the lowest mean score of 2.69, indicates that employees may feel limited in their ability to make independent decisions or voice their opinions freely. Overall, the findings highlight a generally positive perception of employee wellbeing, with strong interpersonal relationships and self-acceptance playing a key role. However, autonomy appears to be an area that may require attention to enhance employees' sense of independence and control over their work.

The study also shows the overall mean score of 3.98 in overall wellbeing of employees suggests a generally positive perception of well-being among employees, with strong agreement on many aspects of their work experience. High scores in areas such as career development, emotional well-being, motivation, and work-life balance reflect a healthy and supportive work environment. Nonetheless, attention should be paid to managing work-related stress and ensuring employees feel fully aligned and satisfied with their job roles.

Correlation and regression analysis reveals that self-acceptance, environmental mastery, and positive relationships are the most powerful drivers of employee wellbeing at GAD. Regression highlights self-acceptance and positive relationships as the most robust enhancers of wellbeing, while autonomy and purpose require deeper investigation due to unexpected negative associations. The model underscores that holistic wellbeing strategies focusing on self-worth, social support, and control over one's environment are critical for organizational success. Overall, the findings highlight a generally positive perception of employee wellbeing, with strong interpersonal relationships and self-acceptance playing a key role. However, autonomy appears to be an area that may require attention to enhance employees' sense of independence and control over their work. These insights can help guide organizational strategies aimed at improving workplace satisfaction and overall employee wellbeing.

5.2 Recommendations and Suggestion

Based on the findings in this study, several recommendations can be made to enhance wellbeing of employees in General Administration Department. The findings reveal that self-acceptance emerged as the most powerful positive predictor of well-being, therefore, GAD should focus on Implementing self-reflection and personal development programs, such as coaching or counseling sessions that help employees recognize their strengths and feel content with their progress. Celebrating individual and team achievements regularly can reinforce a positive self-image and appreciation for diverse talents. It needs to reduce internal competition and instead fostering a collaborative environment where employees feel secure, respected, and valued.

The study found that positive relations with others significantly influence employee well-being. GAD should encourage team-building activities, inter-departmental collaboration, and regular social engagement initiatives to deepen

interpersonal bonds. Moreover, developing mentoring programs where experienced staff support and guide newer employees can foster trust and mutual respect. In addition, offering communication and empathy training can help employees build stronger, more constructive workplace relationships.

The findings show that environmental mastery reflects employees' ability to manage life demands effectively. To strengthen this capacity, GAD should provide continuous skill-building opportunities, including time management, stress management, and problem-solving workshops. It should allow for greater autonomy in task execution, while also ensuring sufficient resources and support systems are available. Moreover, implementing clear, structured workflows and performance expectations can reduce uncertainty and enhancing confidence in handling responsibilities.

Personal growth also plays a significant role in employee well-being. To promote this, GAD should offer challenging and meaningful work assignments that allow for professional development, design individual development plans that align employee interests with organizational goals, and encourage lifelong learning by subsidizing participation in external training, certifications, or higher education. Surprisingly, purpose in life showed a significant negative relationship with well-being. This may suggest that employees with intense focus on long-term goals might experience stress or disillusionment if those goals feel out of reach. To mitigate this, GAD have to encourage a balanced approach to goal setting, combining long-term ambitions with short-term, achievable milestones, provide career counseling and periodic goal reviews to help employees realign their purpose in realistic and fulfilling ways, and emphasize the value of daily contributions, helping employees find meaning in routine tasks, not just in future aspirations.

The findings describe autonomy also revealed a negative association with well-being, possibly due to unstructured decision-making expectations or lack of support. To address this, GAD have to redefine autonomy by ensuring that it is accompanied by guidance, accountability frameworks, and access to decision-making tools, train managers to balance delegation with mentorship, preventing employees from feeling isolated in their autonomy, and consider conducting focus groups to better understand how autonomy is currently experienced and perceived by employees.

The regression results underscore that psychological dimensions of well-being are deeply interconnected and highly impactful in shaping the employee experience within GAD. To cultivate a workforce that is both productive and emotionally resilient, GAD must adopt a multi-dimensional approach: nurturing self-acceptance, strengthening relationships, enabling personal growth, and supporting mastery over daily responsibilities. At the same time, it is critical to reframe autonomy and purpose to ensure they contribute positively, not counterproductively, to well-being. A comprehensive and psychologically informed well-being strategy, rooted in these insights, will help GAD foster a more motivated, satisfied, and thriving workforce.

5.3 Need for Further Studies

While the present study provides significant insights into the key psychological and environmental factors influencing employee well-being such as autonomy, environmental mastery, personal growth, purpose in life, self-acceptance, and positive relationships, there remain several areas that warrant further investigation. Firstly, the study relies heavily on self-reported data, which, although valuable, may be influenced by social desirability bias or individual perception differences. Future research could incorporate qualitative methods such as interviews or focus groups to deepen the understanding of how employees internalize and express well-being in the workplace.

Secondly, the regression analysis revealed unexpected negative associations for some variables (e.g., autonomy and purpose in life), which suggests the presence of mediating or moderating variables not captured in the current model. Additional research is needed to explore how factors such as organizational culture, leadership style, workload, or job security may influence or interact with psychological constructs in affecting well-being. Moreover, the current study is cross-sectional in nature. To establish causal relationships and observe changes over time, longitudinal studies would be beneficial. This would help in determining whether improvements in specific variables (like self-acceptance or environmental mastery) lead to sustained increases in employee well-being.

Additionally, the study was limited to employees within the General Administration Department. For broader generalizability, future research should consider comparing across departments or organizations, or examining sector-specific differences (e.g., public vs. private sector). Finally, advanced statistical techniques

such as structural equation modeling (SEM) or hierarchical regression could offer deeper insights and address multicollinearity more effectively. In conclusion, while this study lays a strong foundation, further research is essential to validate, refine, and expand the findings, ensuring more comprehensive and actionable strategies for enhancing employee well-being in diverse organizational contexts.

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APPENDIX - A
QUESTIONNAIRE

Dear Sir/Madam,

I am a student from MPA program at University of Co-operative and management, Sagaing Department of Co-operative Studies. This survey aimed to assess the knowledge, attitude and practice of fire safety preparedness among people in Aungmyaythazan Township and is dedicated for educational purpose only. All individual responses will be kept confidential. Thank you so much for your participation.

Please tick () the appropriate answer in the box where applicable.

Section (I): Personal Information

1. Gender

- (a) Male
- (b) Female

2. Age

- (a) 20-30
- (b) 31-40
- (c) 41-50
- (d) >50

3. Education

- (a) Basic Education
- (b) University
- (c) Bachelor Degree
- (d) Master Degree

4. Marital Status

- (a) Single
- (b) Married
- (c) Divorced
- (d) Widow

5. Rank

- (a) Officer
- (b) Staff

6. Experience in GAD (Year

- (a) <5
- (b) 5-10
- (c) >10

7. Family Income per month

- (a) ≤300000
- (b) 300001-500000
- (c) 500001-700000
- (d) >700000

8. Number of Family Member

- (a) 1-3
- (b) 3-6
- (c) >6

Section (II): Ryff's Six-Factor of Wellbeing

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

Sr. No.	Questionnaire	Score
Autonomy		
1	I am not afraid to voice my opinions about working condition, even when they are in opposition to the opinions of most people.	1 2 3 4 5
2	My decisions are not usually influenced by what everyone else is doing.	1 2 3 4 5
3	I do not worry about what other people think of me in works.	1 2 3 4 5
4	I tend to be influenced by people with strong opinions.	1 2 3 4 5
5	I have confidence in my opinions, even if they are contrary to the general consensus.	1 2 3 4 5
Environmental Mastery		
6	In general, I feel I am pleased of the situation in which I live.	1 2 3 4 5
7	The demands of everyday life not get me down.	1 2 3 4 5
8	I am fit very well with the people and the community around me.	1 2 3 4 5
9	I am quite good at managing the many responsibilities of my daily life.	1 2 3 4 5
10	I do not feel overwhelmed by my responsibilities.	1 2 3 4 5
11	I have not difficulty arranging my life in a way that is satisfying to me.	1 2 3 4 5
12	I have not been able to build a home and a lifestyle for myself that is	1 2 3 4 5

	much to my liking.	
Personal Growth		
13	I am interested in activities that will expand my horizons.	1 2 3 4 5
14	I think it is important to have new experiences that challenge how you think about yourself and the world.	1 2 3 4 5
15	When I think about it, I have really improved much as a person over the years.	1 2 3 4 5
16	I have the sense that I have developed a lot as a person over time.	1 2 3 4 5
17	I am not enjoying being in new situations that require me to change my old familiar ways of doing things.	1 2 3 4 5
18	For me, life has been a continuous process of learning, changing, and growth.	1 2 3 4 5
19	I did not gave up trying to make big improvements or changes in my life a long time ago.	1 2 3 4 5
Purpose in Life		
20	I live life one day at a time and don't really think about the future.	1 2 3 4 5
21	I have a sense of direction and purpose in life.	1 2 3 4 5
22	My daily activities don't seem trivial and unimportant to me.	1 2 3 4 5
23	I have a good sense of what it is I'm trying to accomplish in life.	1 2 3 4 5
24	I enjoy making plans for the future and working to make them a reality.	1 2 3 4 5
25	Some people wander aimlessly through life, but I am not one of them.	1 2 3 4 5
26	I sometimes feel as if I've done all there is to do in life.	1 2 3 4 5
Self-Acceptance		
27	When I look at the story of my life, I am pleased with how things have turned out.	1 2 3 4 5
28	In general, I feel confident and positive about myself.	1 2 3 4 5
29	I don't feel like many of the people I know have gotten more out of life than I have.	1 2 3 4 5
30	I like most aspects of my personality.	1 2 3 4 5
31	In many ways, I don't feel disappointed about my achievements in life.	1 2 3 4 5
32	My attitude about myself is probably as positive as most people feel about themselves.	1 2 3 4 5
33	When I compare myself to friends and acquaintances, it makes me feel	1 2 3 4 5

	good about who I am.	
Positive Relations with Others		
34	Most people see me as loving and affectionate.	1 2 3 4 5
35	Maintaining close relationships has not been difficult and frustrating for me.	1 2 3 4 5
36	I don't feel lonely because I have few close friends with whom to share my concerns.	1 2 3 4 5
37	I enjoy personal and mutual conversations with family members or friends.	1 2 3 4 5
38	People would describe me as a giving person, willing to share my time with others.	1 2 3 4 5
39	I have experienced many warm and trusting relationships with others.	1 2 3 4 5
40	I know that I can trust my friends, and they know they can trust me.	1 2 3 4 5

Section (III): Wellbeing of Employees

1	I feel satisfied with my current job role and responsibilities.	1 2 3 4 5
2	I can maintain a healthy balance between my work and personal life.	1 2 3 4 5
3	I don't feel stress due to work-related pressure.	1 2 3 4 5
4	GAD offers sufficient opportunities for career development.	1 2 3 4 5
5	I feel valued and appreciated in my workplace.	1 2 3 4 5
6	My job contributes positively to my mental and emotional well-being.	1 2 3 4 5
7	I feel motivated to advance in my career within this organization.	1 2 3 4 5

APPENDIX – B

Descriptive Statistics

	Mean	Std. Deviation	N
Wellbeing	3.9762	.72114	150
Autonomy	2.6880	.91885	150
Environmental Mastery	3.8190	.78677	150
Personal Growth	3.7676	.68051	150
Purpose in Life	3.9838	.58972	150
Self-acceptance	4.0467	.70502	150
Positive Relations with Others	4.3448	.50533	150

Correlations

		Wellbeing	Autonomy	Environmental Mastery	Personal Growth	Purpose in Life	Self- acceptance	Positive Relations with Others
Pearson Correlation	Wellbeing	1.000	.969	.975	.972	.946	.980	.970
	Autonomy	.969	1.000	.973	.986	.955	.978	.967
	Environmental Mastery	.975	.973	1.000	.977	.960	.967	.956
	Personal Growth	.972	.986	.977	1.000	.962	.966	.971
	Purpose in Life	.946	.955	.960	.962	1.000	.959	.973
	Self-acceptance	.980	.978	.967	.966	.959	1.000	.966
	Positive Relations with Others	.970	.967	.956	.971	.973	.966	1.000
	Sig. (1- tailed)							
Wellbeing	.	.000	.000	.000	.000	.000	.000	
Autonomy	.000	.	.000	.000	.000	.000	.000	
Environmental Mastery	.000	.000	.	.000	.000	.000	.000	
Personal Growth	.000	.000	.000	.	.000	.000	.000	
Purpose in Life	.000	.000	.000	.000	.	.000	.000	
Self-acceptance	.000	.000	.000	.000	.000	.	.000	
Positive Relations with Others	.000	.000	.000	.000	.000	.000	.	

N	Wellbeing	150	150	150	150	150	150	150
	Autonomy	150	150	150	150	150	150	150
	Environmental Mastery	150	150	150	150	150	150	150
	Personal Growth	150	150	150	150	150	150	150
	Purpose in Life	150	150	150	150	150	150	150
	Self-acceptance	150	150	150	150	150	150	150
	Positive Relations with Others	150	150	150	150	150	150	150

Model Summary

Model	R	R Square	Adjusted R Square	Change Statistics					Durbin-Watson
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.992 ^a	.984	.983	.984	1461.180	6	143	.000	.545

Predictors: (Constant), Autonomy, Environmental Mastery, Personal Growth, Purpose in Life, Self-acceptance, Positive Relations with Others

Dependent Variable: Wellbeing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.243	6	12.707	1461.180	.000 ^b
	Residual	1.244	143	.009		
	Total	77.486	149			

a. Dependent Variable: Wellbeing

b. Predictors: (Constant), Autonomy, Environmental Mastery, Personal Growth, Purpose in Life, Self-acceptance, Positive Relations with Others

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF

1 (Constant)	-										
	1.180	.195		-6.038	.000						
Autonomy	-.279	.064	-.356	-4.386	.000	.969	-.344	-.046	.017	8.669	
Environmental Mastery	.408	.053	.445	7.691	.000	.975	.541	.081	.034	9.837	
Personal Growth	.273	.086	.258	3.177	.002	.972	.257	.034	.017	8.732	
Purpose in Life	-.493	.063	-.403	-7.802	.000	.946	-.546	-.083	.042	3.777	
Self-acceptance	.612	.062	.598	9.933	.000	.980	.639	.105	.031	2.278	
Positive Relations with Others	.646	.083	.453	7.751	.000	.970	.544	.082	.033	3.433	

a. Dependent Variable: Werllbeing

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Wellbeing

