YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF PERSONAL LIFE AND WORK LIFE ON EMPLOYEE JOB SATISFACTON AT CAPITAL HYPER MARKET IN YANGON

THIN THIRI

MBA II - 77

MBA 23rd BATCH

DECEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF PERSONAL LIFE AND WORK LIFE ON EMPLOYEE JOB SATISFACTION AT CAPITAL HYPER MARKET IN YANGON

THIN THIRI

MBA II - 77

MBA 23rd BATCH

DECEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF PERSONAL LIFE AND WORK LIFE ON EMPLOYEE JOB SATISFACTION AT CAPITAL HYPER MARKET IN YANGON

ACADEMIC YEAR (2017 – 2019)

Supervised by　　　　　　　　　　　　　**Submitted by**

Dr. Sanda Win　　　　　　　　　　　　　**Thin Thiri**

Professor　　　　　　　　　　　　　　　**MBA II – 77**

Department of Commerce　　　　　　　　**MBA 23rd Batch**

Meiktila University of Economics　　　　　**2017 – 2019**

YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF PERSONAL LIFE AND WORK LIFE ON EMPLOYEE JOB SATISFACTION AT CAPITAL HYPER MARKET IN YANGON

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

Supervised by   Submitted by

Dr. Sanda Win   Thin Thiri

Professor   MBA II – 77

Department of Commerce   MBA 23rd Batch

Meiktila University of Economics   2017 – 2019

ACCEPTANCE

This is to certify that the thesis entitled "**The Effect of Personal Life and Work Life on Employee Job Satisfaction at Capital Hyper Market in Yangon**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

……………

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

……………	……………
(Supervisor)	(Examiner)

……………	……………
(Examiner)	(Examiner)

DECEMBER, 2019

ABSTRACT

This study aims to examine the effect of personal life and work life on job satisfaction of employees and to analyze the effect of job satisfaction on intention to stay of employees at Capital Hyper Market in Yangon. Primary data is collected from sixty respondents at Capital Hyper Market by using structured questionnaires. This study found out that the family support has the positive impact on the job satisfaction. Work load has the negative impact on job satisfaction. While working environment has positive impact on it. The study also indicates that job satisfaction of employees lead to their intention to stay at Capital Hyper Market in Yangon. Therefore, the organization should consider to reduce employee work load and to provide better work life balance programs for the achievement of the job satisfaction of employees and promotion their intention to stay in the work place.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1

INTRODUCTON

Personal life and work life are two mutually intertwined areas of one's functioning. The condition which ensures their optimal (positive and harmonious) relations is their mutual balance, being the part of the life balance and representing a certain amount of time and energy the individual puts into each of those areas, as well as their feeling of fulfillment resulting from serving many social roles, work ones included. This balance consists of an active balance of diverse activity levels, both those realized in work environment and in personal life (family, social, educational, leisure, religious etc.). However, today's dynamic socioeconomic reality does not favor maintaining synergy between both areas, which often results in conflict and perceiving both areas as opposing ones. Work environment, consisting of many diverse organizations which employ workers, plays a significant role in counteracting that disharmony. Those organizations may facilitate balancing both areas by creating coherent personal policies aimed at shaping the balance and by eliminating the causes of conflicts between work and personal life.

Work-life balance refers to the effective management of multiple responsibilities at work, home and in the other aspects of life. It is an issue that is important both to the organizations and employees. Today, almost every working person has multiple roles through the domains of work and home, and many experiences work-life conflict in their daily life. The ability to balance between workplace's needs and personal life's needs is perceived as an important issue among workers globally (Mohd Noor, Stanton, & Young, 2009). It is believed that balancing a successful career with a personal or family life can be challenging and impact on a person's satisfaction in their works and personal life's roles (Broers, 2005).

Job satisfaction at work place has identified a number of factors such as reward system in work, perceived quality of supervision, working conditions, and individual determinates such as status and seniority, age group, marital status, and years of experience that cause people to become satisfied or dissatisfied with their job. As the satisfaction of the external customer depends on the satisfaction of the employee, it brings

success in the competitive markets in the establishments of employee's satisfaction that mostly rely on their feeling and attitude of balancing life and work at their job.

Organization encouraging work-life balance is a way to attract and retain employees who support the well-being of the organization. Work-life imbalance has negative results for effective functioning of organization. Job satisfaction is a reward that an employee aimed as a result of productive activity apart from income. Organization considers this variable to satisfy employees to retain the best workers. Employee's satisfaction towards organizational policies leads to greater organizational productivity as a result of employee performance. There is positive relationship between rewards and employees job satisfaction. Moreover, the satisfaction or dissatisfaction of the workers affects the performance of the organization and the job satisfaction provides positive attitudes and behaviors of the workers. Job satisfaction makes employee intention to stay at company and improve their creativity and productivity at the same time.

Work life balance is the drive for satisfaction of employees. Many organizations feel the need of work life balance which include retention of valuable work force, reduce work family conflict, and reduce employee stress, job satisfaction and better life balance. Work life balance practices need to be supported and encouraged at workplace culture. Strong and supportive organizational culture increase employee intent to remain in the organization. In this study, the effects of personal life and work life on job satisfaction of Capital Hyper Market in Yangon that intention employee to stay in the organization.

1.1   Rationale of the Study

The modern economy and the related social changes like technological advancement and increasing number of dual-earner families, has presented pressure on harmonizing personal, family and work life. In recent years, the workforce in Myanmar has undergone immense change as a result of recent economic changes, changes in foreign investment laws and increased competition has put pressure on organizations to perform, and on employees to increase their productivity. Organizations deal with these tough economic times by cutting expenditure, decreasing staff levels and increasing workload for the remaining employees (O'Connell, P. J. and Russell, H. 2005).

The retail sector in Myanmar is the largest private sector employer employing hundreds of thousands of people across different ages, sex, race, nationality and

employment experience. The reason to focus on this area of the private sector is due to the nature of work involved. Hours, pay, benefits, work practices and work conditions are all factors which influence the state of mind of employees working in retail Bergin, et al. (2017).

In considering the impact of work life balance on employee job satisfaction, it is at the core of issues central to human resource development. It is a measure of how happy employees are with their job and working environment. Keeping the morale high among employees can be of tremendous benefit to the company, as employees is more likely to produce more, take fewer days off, and stay loyal to the company. The current work scenario is marked by intense pressure, constant deadline, changing demographics; fast pace of change, increased use of technology and the virtual workplace. There are many factors found in improving and maintaining high employee satisfaction, which institutions do well to implement.

Nowadays, there are two hyper markets in Myanmar and this industry is very competitive in marker share across Myanmar. In this industry, it is very important to keep maintain the skillful employees through job satisfaction. Job satisfaction can keep employees engaged and satisfied takes more than just good pay and benefits. Therefore, job satisfaction for employees is crucial and they are working and supporting each other. Maintain the skillful employees through job satisfaction are very important for every organization. To sustain job satisfaction at work space and intention to stay of employees can benefits for Capital Hyper Market to get the competitive retail industry.

1.2   Objectives of the Study

The main objectives of the study are as follows:

1. To analyze the effect of personal life on job satisfaction of employees at Capital Hyper Market in Yangon.
2. To analyze the effect of work life on job satisfaction of employees at Capital Hyper Market in Yangon.
3. To examine the effect of job satisfaction on intention to stay of employees at Capital Hyper Market in Yangon.

1.3   Scope and Method of the Study

This study focuses on personal life, work life, job satisfaction and intention to stay of employees at Capital Hyper Market in Yangon according to the available facts and figures. Both primary and secondary data are used in this study. Due to the time constraint, this study mainly focuses on only 60 employees at Capital Hyper Market and emphasized on Yangon area, not the whole country.

The primary data are collected from 60 employees of Capital Hyper Market in Yangon with the structure questionnaire which is designed 5-point Likert Scale using simple random sampling method. The secondary data are collected from the various sources such as previous research paper, internet websites, published journals, relevant textbooks, international thesis.

1.4   Organization of the Study

This study consists of five chapters. Chapter one is introduction which includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. In chapter two, theoretical background of personal life, work life, job satisfaction and intention to stay are included. Chapter three consist the profile of Capital Hyper Market, personal life and work life of employees. Chapter four contains the analysis of the effect of personal life and work life on job satisfaction and intention to stay of employees at Capital Hyper Market. Chapter five consists of the conclusion which includes findings and discussions, suggestions, recommendation and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical background of personal life, work life, job satisfaction and employee intention to stay. This chapter expresses the definition of each variable and important of each variable. The conceptual framework of the study includes at the end of this chapter.

2.1 Work-Life Balance

A work-life balance refers to an employee's ability to maintain a healthy balance between work roles, personal responsibilities, and family life. Companies are increasingly recognizing the importance of helping employees to achieve the balance as more staffs are experiencing conflict between the work and personal roles. In today's age, many workers are seeing personal responsibilities increase, from childcare and elderly care, to volunteer work, and family commitments. This comes at a time when the work responsibilities are also increasing, resulting in a conflict between personal and work commitments and an increase in stress.

The result of a poor balance between work and personal life not only affects employees, but it also affects the companies that they work for. Employee stress can increase to the level of burnout, resulting in lower productivity at work, a higher potential for stress related health problems and absenteeism, with the associated costs related to these being passed on to the company. In addition to this, employees may also experience poor personal and co-worker relationships and reduced job satisfaction.

There are several ways in which companies can help to encourage a work-life balance for their employees, both in the policies that they implement and in ensuring that managers actively encourage employees to take advantage of these policies. Offering employees flexible working options helps employees design their work pattern to fit their personal commitments, ultimately reducing conflict between work and personal responsibilities.

An employee's satisfaction in personal life and the ability to meet personal commitments greatly affects the success as a worker, which greatly benefits the company.

Helping employees to achieve a good work life balance increases work satisfaction, increases the loyalty to employer, and helps the employers to achieve career longevity. A company which recognizes these benefits and implements policies to promote a work life balance is one which will not only see an increase in the productivity of their workforce but which also sees increased retention of staff and reduction in costs associated with high turnover.

2.2   Personal Life

There are three personal life variables which are family support, childcare or dependent care and self-management. Employees are facing several pressures from family and job. A person's involvement in different relationships influences a lot to maintain a balance between the work life and personal life. Both personal and professional lives are interrelated and difficult to be separated from each other.

Job and family life represent two of the most important aspects of an employee as job and family are closely interconnected domains of human life. Both domains (job and family) contribute uniquely to our understanding of human behavior. Moreover, meeting both the demands from work and family can be very challenging and lead to issues with work-life balance.

2.2.1   Family Support

According to Beauregard (2009), some workers do not know about family-friendly policies offered by their organization. Work domain characteristics had often been described as the main causes of work family conflict and imbalance but various changes in society such as women participation in labor force, dual earner couples, change in family structure, changing social demographics, altering family-role expectations, social network support and participation of men in performing household chores etc. also makes the individual life characteristics significant predictor of work life balance. Often work life balance practices do not achieve their desired aim because of lack of use. And these practices do not work if employees remain unaware of work life entitlements. There is a great deal of evidence on how male and female employees are perceived differently on taking family leaves because male employees give priority to work before family.

2.2.2 Childcare or Dependent Care

Janet(2003) has explained in his study that organizations have made various programs on work life balance and found that profit making organizations provides facilities like flexible work arrangements, competitive compensation, and advancement for men, women and minorities, long term saving and profit sharing programs and resource services to help with such things as day care, elder care. Nomaguchi (2004) indicated that having younger children was significant, but the number of children was not. There are more chances of imbalances when the respondents have more children but insignificant relation with the number of kids to work life balance.

Childcare is an important issue for working parents. Unavailability suitable childcare arrangement has been positively linked to reduced work life balance, and the degree of choice available regarding the form, quality and cost of childcare provision has also been positively associated with work life balance, Levy, in his study examined that the more childcare support a working woman has, the more positive her perceived work-life balance.

2.2.3 Self-Management

Self-management is a process by which individuals and families use knowledge and beliefs, self-regulation skills and abilities, and social facilitation to achieve health-related outcomes. Self-management takes place in the context of risk and protective factors specific to the condition, physical and social environment. Self-management is recognition that effectively using the spaces in our lives is vital, and that available resources, time and life are finite. It means becoming captains of our own ships.

Self-management describes a person's ability to consciously influence his/her own behavior in order to improve his/her productivity and performance capability. The associated criteria include recognizing and controlling one's own individual stress level and time budget. The demands of the international working environment are characterized by a constantly growing range of duties, an increasing workload and sensory overload. Our daily lives are filled with quick decision-making informed by a flood of information. To meet these demands and still carve out free space, new capacities and periods of relaxation, people have to effectively manage themselves and their time. A balance

between one's professional and private life produces greater satisfaction and increases performance capability.

2.3   Work Life

There are three work life variables which are work load, working hours and working environment. HR practices comprise the strategic operations of an organization. Employees are motivated through personal practices or a personal mission and goal, but they also align themselves with a department mission or practice. It is linked with organizational objectives to help an organization succeed to carry out the organizational mission. Implementing flexible work schedules, providing employees with telecommuting options and training supervisors to spot signs of workplace stress suggests the organizational culture supports employees achieving work-life balance.

2.3.1   Work Load

Javed et al. (2016) defined workload as the amount of work or tasks need to be done by employees in a certain period of time. They also found that this factor is contributing to the increase in turnover rate. A survey done in French reported that an increase in working hours and heavy workload created a depressed working environment in civil service, private and commercial sectors. Consequently, these factors give impacts to employees' personal life, intruding their holidays, time with family and friends. Additionally, relationships with partners and children are also exposed.

Eby, Casper, Lockwood and Bordeaux (2005) mentioned that high level of workload would give a negative impact on work-life balance and would reduce the quality of life of employees and social contact with family and friends. In a similar vein, employees will perceive more workloads in which they were instructed to handle duties which were beyond their nature of job. Hence, the demand of job that exceeds their capabilities will possibly likely contribute to intrusion of their work on their time with family since fewer time and energy left to spend for their family time. The relation between work and family gives a huge impact on well-being of the employee.

2.3.2 Working Hours

Working time preferences are highly relevant to life and job satisfaction. In addition, Ayub, N., & Rafif, S. (2011) analyzes the effect of working hours on job satisfaction for full-time employees. Pushpakumari, M.D. (2008) suggests that working hours are important only when actual and desired working time differ. Valcour(2007) found that the effects of working hours, job complexity, and control over work time on work-life balance satisfaction; that study implies in contrast to our results a general negative effect of the amount working hours on satisfaction. Researcher examined both working hours and their effect on work-life balance, finding a conflict between high performance practices and work-life balance policies.

2.3.3 Working Environment

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's job related activities, a sense of achievement from, variety in tasks and the intrinsic value of a task. Working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision-making process of the firm. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Some of the researchers argued that in organizations; can be observed that mostly employees have problems with their supervisors also show harsh behaviors to employees due to which they are not comfortable to share good and innovative ideas with their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance.

2.4   Job Satisfaction

Locke, E. A. (1976), described job satisfaction as a pleasurable or positive emotional state based on an appraisal of one's job experiences. Job satisfaction is the sense of achievement and arrogance felt by employees who get pleasure from their employment. By seeing the definition of Locke, it states that employee's feeling or emotion state has affected toward their jobs. Additionally, job satisfaction has emotional, cognitive, and behavioral components (Bernstein & Nash, 2008). The emotional component refers to feelings regarding the job, such as boredom, anxiety, and excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. The behavior component includes people's action in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work.

At the recent, every organization is giving importance to man power (human resource). If organization is having good, clever and trained human resource, then chances of the organization failure are decreased, without good human resource, all resources cannot be operated effectively. Therefore, people are very important among resources also the behavior is getting more important in organization. For effective management, it is necessary to understand people's behavior at work place. Management considers needs expectations from organization. When employees satisfy with the organization, they work effectively.

The first benefit of employee satisfaction is that individuals hardly think of leaving their current jobs. Employee satisfaction in a way is essential for employee retention. Organizations need to retain deserving and talented employees for long term growth and guaranteed success. Employers can hire new individuals but no one can deny the importance of experienced professionals. It is essential for organizations to have experienced people around who can guide fresher or individuals who have just joined.

Job satisfaction is necessary in order to achieve a high level of performance among employees. It leads to organizational commitment, the extent to which an individual identifies with an organization and is committed to its goals. Performance of employees is a major concern for all businesses in the world today. A high performance work is distinguishing factor of the leading organizations from the rest in the same industry. Committed employees display a willingness to work harder to achieve

organizational goals and a greater desire to stay employed at an organization. It also leads to employees' needs fulfillment. Job satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs (Kinicki, 2008).

2.5 Intention to Stay

Employee's intention to stay or remain with an organization is very significant for the progress and success of the organization. The goal of organization cannot be successfully achieved without the contributions and support of qualified talented employees. Without employees, organizations will not be able to produce business result, achieve organization goals, or meet its financial objectives (Johanim et al, 2012). Thus, managers need to recognize the value of their employees by encouraging them to remain for their resource talent to be used, and also discourage them from looking elsewhere for better opportunities.

Employee's intention to stay is based on social exchange theory. Social exchange theory was developed by Thibaut and Kelley (1959). The theory explained the reasons why individuals had personal relationships with others. The theory also specified the appropriate time when the relationships started and ended. It also emphasized on personal relationships, its costs and rewards. Employee's staying in decision has found some positive effects on the job content, social atmosphere, work-life balance, career development. Intention to stay is defined as "employees' self-report intention to remain in an organization" (Ahmad, Uli, & Idris, 2010). It is also proven that employee's turnover will negatively impact the organization profitability and effectiveness (Price & Muller, 1986).

Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period of time. Mita (2014) defined employee retention as "a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements". Bidisha (2013) described it as "a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project".

Employee retention is an employer's retentive practice with an aspiration to persuade employees to remain with the organization (Sandhya & Kumar, 2011). Retaining skilled employees is a competitive challenge, particularly during the economic

recovery phase, and increases global competition with its demands for skilled workers (Dunnagan et al., 2013).

Without valuable employees, an organization cannot generate revenue and prosper. Retention is the most important target for the organization's Human Resource (HR) departments to achieve and be aware of people's perception. The high salary or pleasant working condition cannot promise employees to stay in the organization. Therefore, there are more other factors that influence people's intention to stay in the organization. Employees are willing to stay with the organization when their self-interest can be fulfilled better by their current organization than the alternative organizations elsewhere. Organizations provide employees with incentive benefits are less likely to suffer from high turnover rate (Cho et al.,2006).

Compensation system acts as important role in promotion organizations strategic goals and retaining the effective workforce. Financial reward is the main reason employees work for the organization. They sell their time, energy, intelligence in order to exchange the financial rewards, and continue their life. Financial rewards are frequently adopted by companies to keep employees (Farris, 2000). Satisfaction with compensation is more important, and more closely associated with overall satisfaction (Lovett, Coyle & Adams, 2004). Dissatisfaction with factors like monetary compensation was significantly related to organizational stress and depression, productivity loss and employees "intention to leave (Tyler & Cushway, 1992; Tzeng, 2002).

For employees who have higher organizational commitment, they will tie their own destiny to the organization destiny, and they will have more intention to stay in the organization rather than to quit the job. Turnover indicates a breach in the relationship between individuals and the organization (Chang, 1999). The cost of turnover in accounting firms, which includes opportunities costs, retraining and reselection and decreased morale of existing employees, may result in serious losses to the firms (Chang, 1999). Chang (1999) had proven that career commitment plays a strong role in predicting turnover intention in that when individuals are committed to their careers, they are less willing to leave their organization. Thus, high career committers tend to spend more time developing their skills in their existing organization thus express less intention to leave their organization.

2.6   Previous Studies

Research conducted by Swarnalatha, T. (2015), studied An Empirical Analysis of Work-Life Balance on Women Employees: A Study with Reference to Banking Sector at Chennai. The predicator variables for personal life and work life satisfaction of women employees in urban area are family support, and work place support, work life balance policies, work load and financial assistance. The predicator variables for personal life and work life satisfaction of women employees in rural area are family support, childcare, dependent care, self-management, work place support, work load, and financial assistance. This study concluded that the level of women employee satisfaction on work life balance in personal and work life satisfaction is higher for the women employees of nationalized banks than in private sector banks.

Good family support, better childcare and dependent care, self-management increases the level of satisfaction both urban area and rural area women employees in their personal environment. Family support plays major role in good childcare, dependent care and self-management. However, their level of satisfaction is not fulfilled up to their expected level in personal environment. The personal life satisfaction also leads to work satisfaction.

The work life balance policies provide way for good support from work place, decrease the work load i.e., give pleasure of doing work and assists to get good financial assistance from banks. Employees are more satisfied with the work environment with the financial assistance with less work load both in urban and rural areas. The work place support reduces the work load and helps to get financial assistance. Ultimately, the level of satisfaction in the work environment of both urban and rural area is increased by good work life balance policies, good support from work place lesser work load and better financial assistance. The work place support along with work life balance policies plays significant role in getting work life satisfaction for the employees of banking sector. In banking sector, the personal life satisfaction of the women employees depends upon family support, work place support, work load and their work satisfaction depends upon work place support, work load and financial assistant.

Research conducted by Hughes, et al (2015) found that the workers of various economic sectors and branches, often experience conflict between work and personal life, which means being overload with job responsibilities and as a result, devoting more time

and energy to work than to being with one's family, social duties, hobbies and interests, or even taking care of one's health. When workers show symptoms of conflict between their personal and work life, it generates negative consequences not only of an individual character, but also an organizational one. For the employers, the consequences of the conflict are closely related to the organization's functioning. Furthermore, workers' stress causes absences and increased employment fluctuation, and as far as the employees who work with the customers are concerned, it often leads to worsening the relationships with them. When the imbalance becomes too significant, it may even result in trained and experienced workers quitting the job, and as a result in additional expenses for the company (Tomaszewska-Lipiec, R. 2015).

Job satisfaction is defined as a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values (Noe, 2000). Porter et al., (1974) suggested satisfaction with the work itself was an important variable in differentiating between stayers and leavers. They further suggested that there is a negative relationship between job satisfaction and intention to leave. On the other hand, there is a positive relationship between job satisfaction and intention to stay in the positive aspect. Mobely (1982) found a weak-to-moderate negative relationship exists between job satisfaction and turnover. High job satisfaction leads to low turnover. In general, dissatisfied workers are more likely to quit than those who are satisfied. Brown (1986) also found that satisfaction with job contents was a significant contributor to the prediction of commitment to stay in one of the two universities studied. Cotton and Tuttle's (1986) meta-analysis indicated satisfaction with promotion and with co-workers was inversely related to turnover. They also found that satisfaction with supervision was highly inversely related to turnover.

2.7   Conceptual Framework of the Study

For the achievement of the objectives of the study, it explores the analysis of the personal life, work life and employee job satisfaction. Firstly, the personal life and work life need to be analyzed. And then it identifies job satisfaction of Capital Hyper Market in Yangon for the attainment of employee intention to stay.

In this study, the conceptual framework is for analyzing the personal life and work life in Capital Hyper Market which can be seen in Figure (2.1).

Figure (2.1)   Conceptual Framework of the Study
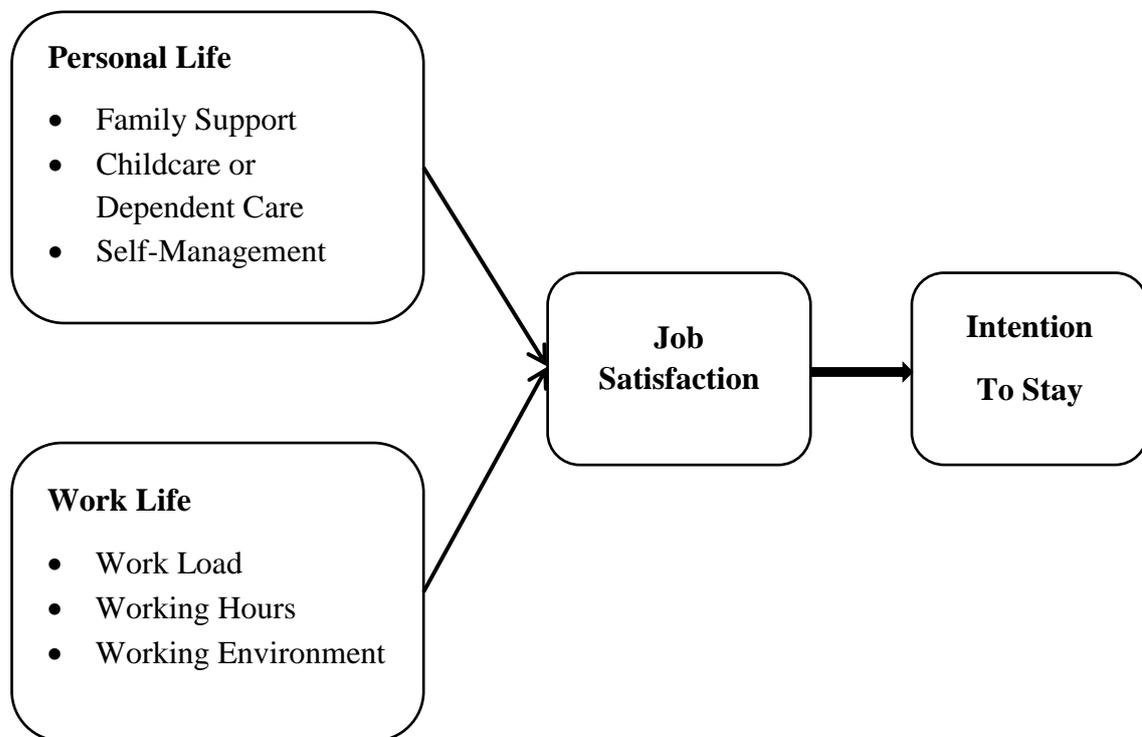
Source: Own Compilation, 2019

As shown in Figure (2.1) conceptual framework shows the independent variables are personal life and work life. Personal life includes family support, childcare or dependent care and self- management. Work life includes work load, working hours and working environment. And then, it explores the effect of personal life and work life on employee job satisfaction and it effect on employee intention to stay at Capital Hyper Market in Yangon.

CHAPTER 3

PERSONAL LIFE AND WORK LIFE OF EMPLOYEES AT CAPITAL HYPER MARKET

This chapter mainly focuses on personal life and work life of employees at Capital Hyper Market. In this study 60 employees are survey to analyze their personal life, work life and job satisfaction in their work place. This chapter includes profile of Capital Hyper Market, research design, reliability analysis, profile of respondents, personal life and work life of the employees.

3.1 Profile of Capital Hyper Market

CDSG is one of Myanmar's most respected and prominent conglomerates, it can trace its roots back to a small trading business started in the 1960s. Since then, CDSG has grown into a diversified conglomerate with a presence operating business in multiple sectors: Food & Retail, Real Estate, Healthcare, Financial Services, and Portfolio Investments, with over 9,000 employees. CDSG was selected as a global growth company by the World Economic Forum in May 2014.

CDSG operates hypermarkets and supermarkets under the Capital brand. The first Capital hypermarket, located in Yangon's Dawbon Township, welcomed its first customers in 2008 as the first and largest hypermarket in Myanmar. Another Hypermarket situated in the Nay Pyi Taw has been opened since 2011.

CDSG's retail operations also include a number of Capital supermarkets. Although supermarkets are smaller than hypermarket, they provide an excellent shopping experience for customer. Capital hypermarkets and supermarkets are trying to offer excellence services for our customers from time to time. They provide reasonable prices, clean environment, attractive and innovative initiatives to make their customer happy in order to meet satisfaction.

3.2 Research Design

This study aims to analyze the effect of work life balance on employee job satisfaction and intention to stay at Capital Hyper Market in Yangon. To achieve these objectives, both primary and secondary data are used in this study. Secondary data are obtained from the text books, previous research papers, and internet websites. To get primary data, 60 respondents from Capital Hyper Market in Yangon are chosen as a sample size for this study. The respondents were surveyed by simple random sampling method. SPSS (Statistical Package for the Social Scientists) is a data management and statistical analysis tool that has a very versatile data processing capability. After the survey data were collected, these results will be entered in SPSS to analyze the results and test the reliability analysis. Descriptive research method and regression analysis was also used to analyze the data.

A structured questionnaire set is developed by combining instruments of the different variables. The questionnaires were divided into three parts. The first part of the questionnaire was measured the demographic and personal factors of the respondents. The second part was measured work life balance factors of personal life and work life. The third part was measured the effect of work life balance on employee job satisfaction and intention to stay at Capital Hyper Market. A five-point Likert-type scale was used to indicate the respondent's answers. (1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree).

3.3 Reliability Analysis

Reliability was undertaken in order to test the internal consistency of the variables in the questionnaire. Cronbach's alpha is a measure of internal reliability of the questionnaire. Cronbach's alpha was selected to conduct the reliability test, as it is the most common tool for internal consistency reliability coefficient in particular psychometric measurement. The reliability test is a process of measuring the consistency or repeatability of the scale. Cronbach's alpha test to see if multiple question Likert scale surveys are reliable. These questions measure latent variables – hidden or unobservable variables like: a person's conscientiousness, or openness. Cronbach's alpha will test if the test is accurately measuring the variable of interest.

Table (3.1) Reliability Analysis

Category	Cronbach's Alpha	Number of Items
Personal Life	0.808	15
Work Life	0.751	15
Job Satisfaction	0.815	5
Intention to Stay	0.833	5

Source: Survey Data, 2019

Cronbach's Alpha is very important and the range of Cronbach's Alpha should become from 0.1 to 10, but for research purpose, some researcher suggested that the minimum standard for reliability should be 0.7 or higher. Table (3.1) showed that the Cronbach's Alpha of all the factors more than 0.7. Therefore, it can be interpreted that overall items of questionnaires have accomplished with consistency and stability.

3.4   Profile of Respondents

In this study, 60 respondents were analyzed. The respondent's demographic factors are classified into seven categories such as gender, age, marital status, education level, and children or dependent, job position and service year were analyzed. The demographic factors of respondents are shown in Table (3.2).

Table (3.2) Demographic Profile of Respondents

No.	Particular	No. of Respondents	Percentage (%)
	Total	60	100
1.	**Gender**		
	Male	8	13.3
	Female	52	86.7
2.	**Age**		
	18-24 years	23	39
	25-31 years	30	50
	32-38 years	5	8.3
	39 and above	2	2.7
3.	**Marital Status**		
	Single	8	13.3
	Married	52	86.7
4.	**Education Level**		
	Bachelor Degree	30	50
	Master Degree	27	45
	PhD	2	4
	Other (Certificate, Diploma, etc.)	1	1
5.	**Children or Dependents**		
	Yes	50	83.3
	No	10	16.7
6.	**Job Position**		
	Manager	12	20
	Assistant Manager	9	15
	Supervisor	30	50
	General Manager	9	15
7.	**Service Years**		
	Under 1 year	20	33.3
	1 – 3 years	21	35
	3 – 5 years	9	15
	5 years and above	10	16.7

Source: Survey Data, 2019

According to the gender of respondents, a lower participation of male was noted and major participations of respondents are female. The reason is that, in retail organizations, the ratio of female workers is higher than the ratio of male. The majority of the respondents are middle age and it represents half of total respondents. It is because most of middle aged people are working and employers are looking for young and experienced employees in today's business.

Most of the respondents are married and they have children and dependents. Moreover, most of the respondents are graduated. It means that most of the graduates are working outside although they are married women. The reason is that most of married couples tend to work so that they can take care of their children and dependents very well. The majority of the respondents are supervisors and general managers. It is because most of the employees are graduated and experienced young people.

With relation to the service years in the Capital Hyper Market, it is found out that most of the respondents 1 to 3 years of working experience. It indicates that the turnover rate is low and the employees are willing to work at. The reason is that the employees look for not only financial incentives, but also, non-financial incentives which are provided by the company.

3.5   Personal Life of Employees

In this study, to identify the personal life of employees who are working at the Capital Hyper Market in Yangon. The questionnaires focus mainly on three different variables; family support, childcare or dependent care and self-management of the employees. This section is to explore the mean and standard deviation of the three personal life variables.

3.5.1   Family Support

The following Table (3.3) shows the mean values and standard deviation of family support of employees at Capital Hyper Market in Yangon. There are five questions to analyze the family support of employees and each question for family support shown as follows.

Table (3.3) Family Support

No.	Description	Mean	Standard Deviation
1.	Sharing household activities and child caring responsibilities	3.76	0.81
2.	Family helps in cleaning	3.76	0.81
3.	Assistant for buying grocery	3.70	0.69
4.	Family support in cooking	3.66	0.85
5.	Transport support from family	4.03	0.78
	Overall Mean	3.78	

Source: Survey Data, 2019

According to the results shown in Table (3.3), most of the employees receive the support from family with overall mean value of 3.78. Their family equally shares household activities and child caring activities. Their family helps them to clean the house. They get good assistant for purchasing grocery items, also in cooking. It is because most of the Myanmar women tend to do some housework despite of their age. The transport support from family is the highest mean score; the reason is that it reduces a lot of travelling time and high traffic jam in Yangon.

3.5.2 Childcare or Dependent Care

The following Table (3.4) shows the mean values and standard deviation of childcare or dependent care of employees at Capital Hyper Market in Yangon. There are five questions to analyze and each question is shown as follows.

Table (3.4) Childcare or Dependent Care

No.	Description	Mean	Standard Deviation
1.	Taking care of aged parents	3.83	1.02
2.	Patient to hear kid's conversation	3.65	0.86
3.	Full attention towards children and age parents	3.66	0.98
4.	Taking leave for child illness	3.75	0.98
5.	Taking leave to give attention to dependents	3.68	0.89
	Overall Mean	3.71	

Source: Survey Data, 2019

According to the results shown in Table (3.4), most of the employees need to taking care their children and dependents. Therefore, they do not hesitate to take leaves and take care of their parents and children. In a family, most of people consider their parents and children as their first priority; therefore, they tend to give full attention towards their children and aged parents. It is because most parents and children live together and dependent each other according to Myanmar culture by helping and supporting each other.

3.5.3 Self-Management

The following Table (3.5) shows the mean values and standard deviation of self-management of employees at Capital Hyper Market in Yangon. There are five questions to analyze employees' self-management. Each question concern about the employee self-management is shown as follows.

Table (3.5) Self-Management

No.	Description	Mean	Standard Deviation
1.	Spend time for self-development	4.18	0.77
2.	Enough time for think and plan for daily activities	3.78	0.94
3.	Sufficient time to take care of myself	4.00	0.86
4.	Having time for leisure activities	3.78	0.94
5.	Sufficient time to relax myself	3.95	0.85
Overall Mean		3.93	

Source: Survey Data, 2019

According to the results shown in Table (3.5), most of the employees have enough time for their self-development according to the highest mean score. Employees have enough time to think, plan and to schedule their day-to-day activities. It is because the employers have specific working time. Even though they have to work overtime, they earn financial incentives for it. They can manage sufficient time to take care of themselves, to engage in any leisure activities. The reason is that the employers provide both financial and non-financial incentives such as such as annual holidays, bonus, worthy salary for their effort, appreciation.

3.6   Work Life of Employees

This study is asked to measure the work life of employees at Capital Hyper Market. The questionnaires focus mainly on three different variables; work load, working hours and working environment. This section is to explore the mean and standard deviation of the three work life variables.

3.6.1   Work Load

The following Table (3.6) shows the mean values and standard deviation of work load of employees at Capital Hyper Market in Yangon. There are five questions to analyze work load and each question for employees' work load at Capital Hyper Market in Yangon is shown as follows.

Table (3.6) Work Load

No.	Description	Mean	Standard Deviation
1.	Work load reduce family time	3.10	1.05
2.	More work load than ability	3.56	0.83
3.	Responsibility increases work load	3.75	0.77
4.	New ideas create work pressure	3.80	0.85
5.	Stress on delay of work	3.93	0.79
Overall Mean		3.62	

Source: Survey Data, 2019

According to the results shown in Table (3.6), most of the employees get stress when there is a delay in the completion of their work with the highest mean of 3.93. It is because most of the respondent are married and they have children and aged parents, they are hardly able some work and delay in completion especially during their children's or parents' illness. As the consequences, they start to feel pressured when it comes to generating new ideas. The employees feel pressured because of their responsibility. The reason is that the responsibility of a manager and a staff is different, therefore, the higher the position they get promoted, the greater responsibility they have.

3.6.2 Working Hours

The following Table (3.7) shows the mean values and standard deviation of working hours of employees of Capital Hyper Market in Yangon. There are five questions to analyze the working hours of Capital Hyper Market and each question concerning about the working hours of employee is shown as follows.

Table (3.7) Working Hours

No.	Description	Mean	Standard Deviation
1.	No need to work on holidays and weekends	3.50	1.42
2.	No responsibility at break time	3.00	1.02
3.	Flexible working hours	3.58	1.18
4.	Working hours can't reduce family times	3.43	1.15
5.	Suitable working hours	3.46	1.04
	Overall Mean	3.39	

Source: Survey Data, 2019

According to the results shown in Table (3.7), the organization provides flexible working hours with the highest mean score, 3.58. The reason is that most of the respondents are married and they have children and parents. Unless the organization provides such a flexible working environment, the output can be low because they set their dependents as first priority. Most of the employees do not need to work on holidays and weekends. Therefore, in their organization, working hours cannot reduce their family time. It is because the employers know the employees' needs and wants and they cannot let their experienced employees swift to other companies due to strict policies.

3.6.3 Working Environment

The following Table (3.8) shows the mean values and standard deviation of the working environment of employees at Capital Hyper Market in Yangon. There are five questions to analyze employees working environment and each question of working environment is shown as follows.

Table (3.8) Working Environment

No.	Description	Mean	Standard Deviation
1.	Good working environment	3.76	0.81
2.	Work place is enjoyable	3.76	0.81
3.	Nice work environment to come job	3.70	0.69
4.	Treat fairly and respect each other	3.66	0.85
5.	Duties are equally divide between co-workers	4.03	0.78
Overall Mean		3.78	

Source: Survey Data, 2019

According to the results shown in Table (3.8), the highest mean score, 4.03 indicates that duties are equally divided between co-workers. Employees have good working environment and they enjoy their work place. The reason is that the employers hire enough man power not to overload to their employees. Employees feel that their working environment is very nice to come. Moreover, employees receive fair treatment and respect each other. The reason is that the employees understand and help each other, most of them are married women are closer than other female employees. They share each other family's situation and have support mentally and physically.

CHAPTER 4

ANALYSIS ON THE EFFECT OF JOB SATISFACTION ON INTENTION TO STAY

In this chapter, the study finds out two core parts; effect of personal life & Work life on job satisfaction and effect of job satisfaction on intention to stay. It is also analyzed the relationship of job satisfaction and employees' intention to stay at Capital Hyper Market in Yangon.

4.1   Job Satisfaction

The following Table (4.1) shows the mean values and standard deviation of job satisfaction of employees at Capital Hyper Market in Yangon. There are five questions to analyze the employees' job satisfaction. Each question for job satisfaction of employees at Capital Hyper Market in Yangon shown as follows.

Table (4.1) Job Satisfaction

No.	Description	Mean	Standard Deviation
1.	Real interests in job	3.71	0.82
2.	Feels satisfied in job	3.95	0.85
3.	Current job meet expectation	3.90	0.75
4.	Work situation is not frustration in life	3.70	0.80
5.	Satisfied in work and personal life	3.75	0.87
Overall Mean		3.80	

Source: Survey Data, 2019

According to the results shown in Table (4.1), most of the employees are satisfy their job with overall mean value of 3.80. Employees are interest their job at Capital Hyper Market in Yangon. Moreover, employees current job meet their expectation at their working environment. They also feel their current work situation is not a source for frustration in their personal life. Most of the employees are satisfying the separation of their professional life and personal life without any conflicts. In the organization, most of

the employees are satisfying their working hours and working environment with the highest mean of 3.95.

4.2 Intention to Stay

The following Table (4.2) shows the mean values and standard deviation of employees' intention to stay at Capital Hyper Market in Yangon. There are five questions to analyze employee intention to stay at the Capital Hyper Market in Yangon. Each question for intention to stay of employees at their organization shown as follows.

Table (4.2) Intention to Stay

No.	Description	Mean	Standard Deviation
1.	Hate to quit from this job	3.35	0.91
2.	Plan to work at present job	3.50	1.01
3.	No plan to leave from this organization	3.38	1.13
4.	Happy to spend career in this organization	3.21	1.09
5.	Current job is better than new job	2.96	1.20
Overall Mean		3.28	

Source: Survey Data, 2019

According to the results shown in Table (4.2), most of the employees are intention to stay at Capital Hyper Market in Yangon with overall mean value of 3.28. Employees are hate to quite from their current organization. They do not plan to leave from Capital Hyper Market in Yangon. The results shown, most of the employees will be happy to spend the rest of their career with this organization. Moreover, employees are sure that new job will not be better than the current job for them. As long as possible, most of the employees are planning to work at their current job in that organization with the highest mean value of 3.50.

4.3 Analysis on the Effect of Personal Life on Job Satisfaction

In this study, Linear Regression Model is applied to analyze the effect of personal life on job satisfaction of employees at Capital Hyper Market in Yangon. The results from generating this model are shown in Table (4.3).

Table (4.3) Analysis on the Effect of Personal Life on Job Satisfaction

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.680	0.551		1.235	0.222	
Family Support	0.592***	0.147	0.509	4.021	0.000	1.538
Childcare or Dependent Care	0.056	0.089	0.064	0.626	0.534	1.013
Self-Management	0.170	0.116	0.186	1.470	0.147	1.545
R	0.646					
R Square	0.418					
Adjusted R Square	0.386					
F Value	13.385***					
Durbin-Watson	2.239					

Source: Survey Data, 2019

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

According to the results shown in the Table (4.3), the results indicate that family support has significant relationship with job satisfaction at 1% significant level. Family support and job satisfaction have positive relationship. That means the increase in family support by 1 unit, job satisfaction of employee also will increase by 0.592 units. It indicates the family support has the greatest influence on the employee job satisfaction.

Moreover, employee satisfied their job when their family or spouse helps household activities and child caring responsibility. Employee satisfied their job, when their family helps them to clean the house and got good assistance for purchasing grocery items (rice, wheat, etc). Cooking activities is easier for the employee because they get support from their family. Employee satisfied their job, when they get transport support

from their spouse and family at their office. Therefore, family support has significant and positive effect on the job satisfaction.

Among the factors of personal life, family support variable has the positive and the strongest significance with job satisfaction. The finding depicts that the respondents feel satisfied by family support. The other personal life factors are found out to have no significant relationships with job satisfaction. According to this, the employees of Capital Hyper Market are satisfied their job because they have full family support.

4.4   Analysis on the Effect of Work Life on Job Satisfaction

In this study, Linear Regression Model is applied to analyze the effect of work life on job satisfaction of employees at Capital Hyper Market in Yangon. The results from generating this model are shown in Table (4.4).

Table (4.4) Analysis on the Effect of Work Life on Job Satisfaction

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.326	0.628		2.111	0.039	
Work Load	-0.069	0.116	-0.061	-0.592	0.556	1.005
Working Hours	0.068	0.094	0.094	0.719	0.475	1.596
Working Environment	0.659***	0.152	0.566	4.335	0.000	1.590
R	0.632					
R Square	0.400					
Adjusted R Square	0.367					
F Value	12.419***					
Durbin-Watson	2.240					

Source: Survey Data, 2019

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

According to the results shown in the Table (4.4), the results indicate that working environment has significant relationship with job satisfaction at 1% significant level. Working environment and job satisfaction have positive relationship. That means the

29

increase in working environment by 1 unit, job satisfaction of employee also will increase by 0.659 units. It indicates the working environment has the greatest influence on the employee job satisfaction.

The finding indicate that most of the employees are satisfied their work place and work environment provided by the organization. Employees believe that their working environment is very nice to come. Moreover, employee satisfied their working environment because they received fair treatment, respect each other and duties are equally divided between co-workers. Therefore, working environment has significant and positive effect on the job satisfaction.

Work load has expected negative sign. The negative relationship means that the increase in the time of work load leads to less job satisfaction. If the employees need to work more than they handle, that can reduce the job satisfaction. Because work load cannot be balance the work and the people daily life. Moreover, they can reduce spending time with their family, exercising, vacationing, and attending recreational events because of the work load. The increase in work load by 1 unit, job satisfaction of employees also will decrease by 0.069 units. Therefore, there is negative relationship between work load and job satisfaction.

Among the factors of work life, working environment has the positive and the strongest significance with job satisfaction. The finding depicts that the respondents feel satisfied by their working environment. The other work life factors are found out to have no significant relationships with job satisfaction. According to this, the employees of Capital Hyper Market are satisfied their job because they have good working environment.

4.5   Analysis on the Effect of Job Satisfaction on Intention to Stay

In this study, Linear Regression Model is applied to analyze the effect of job satisfaction on intention to stay of employees at Capital Hyper Market in Yangon. The results from generating this model are shown in Table (4.5).

Table (4.5) Analysis on the Effect of Job Satisfaction on Intention to Stay

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.607	0.576		1.055	0.296	
Job Satisfaction	0.704***	0.149	0.526	4.711	0.000	1.000
R	0.526					
R Square	0.277					
Adjusted R Square	0.264					
F Value	22.196***					
Durbin-Watson	1.785					

Source: Survey Data, 2019

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

According to the results shown in the Table (4.5), job satisfaction has significant relationship with intention to stay at 1% significant level. Job satisfaction and intention to stay have positive relationship. That means the increase in job satisfaction by 1 unit, intention to stay of employee also will increase by 0.704 units. It indicates the job satisfaction has the greatest influence on the intention to stay of employees at Capital Hyper market.

Employee satisfaction their job, because of their current job meet their expectation. Moreover, work situation is not frustration in their life because their working environment is nice to come. Although, employee has some opportunities from other organization there will be difficult to switch because they are satisfied with their current job. When employees satisfied with the organization, they work effectively at their work. Most of the employee has work-life balance while they are working the current organization.

Therefore, job satisfaction has significant and positive effect on intention to stay. The results show that, job satisfaction significantly influences on intention to stay at Capital Hyper Market. Employees satisfaction is a way to essential for employee intention to stay in the organization. When the respondents feel that they have high level of job satisfaction, their intention to stay at the organization will be high.

CHAPTER 5

CONCLUSION

This chapter consists of three parts. The first part of the chapter is about findings and discussions from the analysis results of personal life and work life on job satisfaction, and job satisfaction on intention to stay of employees at Capital Hyper Market in Yangon. The second part presents about suggestions and recommendations. The third part includes needs for further research.

5.1   Findings and Discussions

This study explores the level of personal life, work life, job satisfaction and intention to stay of employees at Capital Hyper Market. These findings and discussions are not all employees' perception and it is only based on respondents' perception. It shows that majority of the respondents are female employees. The result provides that Capital Hyper Market hired young and active employees rather than older employees. This study points out the majority of the respondents are educated and reach the university. Most of the respondents are well-experienced employees.

There are three main objectives in this study. The first objective is to analyze the effect of personal life on job satisfaction of employees at Capital Hyper Market in Yangon. To achieve the first objective of the study, it explored the personal life of the employees which have three variables: family support, childcare or dependent care and self-management. Among the family support, the highest mean value is transport support from family. Moreover, taking care of aged parents is the highest mean value in the childcare or dependent care. The highest mean value of the self-management is spend time for self-development. After the analysis on the effect of personal life on job satisfaction of employees, it found that family support is positively impact on the job satisfaction.

The second objective is to analyze the effect of work life on job satisfaction of employees at Capital Hyper Market in Yangon. To achieve the second objective of the study, it explored the work life of the employees which have three variables: work load, working hours and working environment. Among the work load, the highest mean value

is stress on delay of work. Moreover, flexible working hours is the highest mean value in working hours. The highest mean value of the working environment is duties are equally dividing between co-workers. After the analysis on the effect of work life on job satisfaction of employees, it found that working environment is positively impact on the job satisfaction and work load is negatively impact on the job satisfaction. If the employees have more workload, that can reduce job satisfaction.

The third objective is to examine the relationship between job satisfaction and intention to stay of employees at Capital Hyper Market in Yangon. After the analysis on the relationship between job satisfaction and intention to stay of employees, it found that job satisfaction is positive relationship with intention to stay. The study shows employees of Capital Hyper Market have intention to stay at their work because they plan to stay and please to work at the organization for long time. It shows that employees of Capital Hyper Market have job satisfaction and they are proud of their work. It points out when employees is having satisfaction in their job, it turns to stay at the organization for long time.

5.2   Suggestions and Recommendations

According to the survey, there are three main points to suggest and recommend for the employees and organization. First point is for the employee suggestion, second and third points are for the organization suggestions. For the personal life, it needs to suggest for the employees at Capital Hyper Market in Yangon. And the results of the work life, job satisfaction and intention to stay are needed to suggest and recommend for the organization.

Firstly, it is about the personal life of the employees. Among the personal life variables, childcare or dependent care can mainly impact on the job satisfaction of employees. For the employees who have children or dependent, they need to give attention to their children or dependent. It can be risky for the organization. Thus, employees need to give their attention to work and family equally. That will lead to balance between their personal life and work life. If their professional life and personal life is balance which will increase their job satisfaction at the work place.

Secondly, it explored about the work life so that this part is the recommendation for the organization. Among the work life variables, workload has negative impact on the

job satisfaction. In the organization, employees are satisfied with the working hours and working environment, but for work load they feel that they have to handle more than they can. For this reason, employee can leave their current organization. Thus, organization needs to change the way to assign work load for all of the employees to get the employees' job satisfaction at the organization. Working environment is also important for the employees because most of them spend more time at work. Therefore, it is important to have a comfortable workplace, ignites passion and gives a sense of fulfillment. By analyzing all factors, it can be concluded that working environment has the greatest influence on work life balance with the highest effect on job satisfaction.

Finally, it analyzed the effect of personal life and work life of employees on job satisfaction. There are three variables for personal life and the other three variables for work life which can influence to the job satisfaction for the organization. Among them the most influencing variable for job satisfaction of employee is personal life. When employees need to care their children, their parents and dependent, at that time they want to work low stress working environment and flexible working hours. If the organization provide childcare center at work for the employees who have children and provide benefit program for the elder care that can be the great job satisfaction for employees. Moreover, organization should provide the transportation for the employees. That will be better ways for the organization to their employee for balance between their work life and personal life to get their job satisfaction.

Moreover, in this study suggests that even though the level of job satisfaction has directly impact on their intention to stay, organization should create more work-life balance programs for employees to increase their job satisfaction at the organization. Because the higher the level of job satisfaction, will lead to the happier employees and that will be employee to stay at the organization as long as possible. This information may aid in reducing turnover intention, and therefore increase employee job satisfaction and intention to stay of employees at their current organization.

5.3   Needs for Further Research

This study is focuses on the effect of personal life and work life on job satisfaction and employees' intention to stay at Capital Hyper Market in Yangon area only. Thus, conducting this kind of research in other regions of Myanmar can be useful to compare and contrast the relationship between different areas. Further research is needed to collect data from a larger population and employees at Capital Hyper Market in order to increase the reliability of survey results if costs and time allows.

In this research, only three personal life and work life variables are used to analyze job satisfaction and intention to stay. There are many contexts that are still left to investigate more rigorously links to job satisfaction and intention to stay uncovered in this study. The other additional contexts could provide more understanding on job satisfaction and intention to stay. Moreover, the further research should be conducted more contexts such as organizational commitments and loyalty for more study on perception of work-life balance, job satisfaction and their intention to stay.

REFERENCES

Adikaram, D. S. R., & Jayatilake, L. V. (2016). Impact of Work Life balance on Employee Job Satisfaction in Private Sector Commercial Banks of Sri Lanka. *International Journal of Scientific Research and Innovative Technology. 3(11)*, 18-33.

Allan, C., Loudoun, R., & Peetz, D. (2007). Influences on Work/non-work Conflict. *Journal of Sociology. 43(3)*: 219-239.

Awan, A. J., Brorsson, M., Vlassov, V., & Ayguade, E. (2016). Micro-architectural Characterization of Apache Spark on Batch and Stream Processing Workloads. *IEEE International Conferences on Big Data and Cloud Computing, Social Computing and Networking, Sustainable Computing and Communications. 2(1)*, 59-66.

Ayub, N., & Rafif, S. (2011). The Relationship between Work Motivation and Job Satisfaction. *Pakistan Business Review. 13(2)*, 332-347.

Beauregard, S., & Gottlieb, R. (2009). Food Policy for People: Incorporating Food Sovereignty Principles into State Governance. *Senior Comprehensive Report, Urban and Environmental Policy Institute, Occidental College, Los Angeles.*

Bergin, A., Garcia-Rodriguez, A., Morgenroth, E. L., & Smith, D. (2017). Modelling the Medium-to Long-term Potential Macroeconomic Impact of Brexit on Ireland. *The Economic and Social Review. 48(3)*, 305-316.

Bernstein, D. A., & Nash, P. W. (2008). *Essentials of Psychology.* Boston: Cengage Learning.

Bidisha, L. D and Mukulesh, B. (2013) Employee Retention: A Review of Literature. *Journal of Business and Management. 14(2)*, 8-16.

Broers, C. M. (2005). *Career and Family: The Role of Social Support,* Griffith University (Doctoral disseratation, PhD Thesis).

Brown, R.R. (1986). *Individual, Situational, and Demographic Factors Predicting Faculty Commitment To The University.* Doctoral dissertation, University of Oregon.

Burkes. R, (2010). Do Managerial Men Benefit from Organization Values Supporting Work-Personal Life Balance? *Gender in Management*: *An International Journa. 25(2)*, 91-99.

Chang, E. (1999). Career Commitment as a Complex Moderator of Organizational Commitment and Turnover Intention. *Human relations. 52(10)*, 1257-1278.

Chan Myae Tint Swe (2018). *The Effect of Work Life Balance on Employee Job Satisfaction of Asia Royal Hospital*. Unpublished MBA Thesis. Yangon University of Economics, Yangon: Online MBA.

Cho, S. D., Cheong, K. J., & Kim, K. (2009). A Psychological Contract Breach and Turnover Intention of Telemarketers in South Korea. *Journal of Business and Policy Research. 4(1)*, 66-78.

Clark, S. C. (2000). Work/family Border Theory: A new Theory of Work/family Balance. *Human relations. 53(6)*, 747-770

Colquitt, J. A., LePine, J. A., & Noe, R. A. (2000). Toward an Integrative Theory of Training Motivation: A Meta-analytic Path Analysis of 20 years of Research. *Journal of Applied Psychology. 85(5)*, 678-690.

Cotton, J. L., & Tuttle, J. M. (1986). Employee Turnover: A meta-analysis and Review with Implications for Research. *Academy of Management Review. 11(1)*, 55-70.

Dunnagan, K., Maragakis, M., Schneiderjohn, N., Turner, C. and Vance, C.M. (2013). Meeting the Global Imperative of Local Leadership Talent Development in Hong Kong, Singapore, and India. *Global Business & Organizational Excellence. 32(2)*, 52-60.

Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family Research in IUO/OB. *Journal of Vocational Behavior. 66(5)*, 124–197.

Farris, G. R. (1987). The Validity of the Job Characteristic Model: A Review and Meta-analyses. *Personnel Psychology. 4(2)*, 287–322.

Galea, C., Houkes, I., & De Rijk, A. (2014). An insider's point of view: How a System of Flexible Working Hours Helps Employees to Strike a Proper Balance Between Work and Personal life. *The International Journal of Human Resource Management*, *25(8)*. 1090-1111.

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict Between Work and Family Roles. *Academy of Management Review*. *10*, 76-88.

Hein Htet (2018). *Employee Perception of Work-Life Balance and Job Satisfaction of Synapse Original Creative Agency*. Unpublished MBA Thesis. Yangon University of Economics, Yangon.

Hnin Hnin Phyo (2019). *The Effect of Work-Life Balance on Job Satisfaction of Academic Staff in Yangon University of Education*. Unpublished MBA Thesis. Yangon University of Economics, Yangon.

Johari, J. O. H. A. N. I. M., Yean, T. F., Adnan, Z. U. R. I. N. A., Yahya, K. K., & Ahmad, M. N. (2012). Promoting Employee Intention to Stay: Do Human Resource Management Practices Matter. *International Journal of Economics and Management*. *6(2)*, 396-416.

Johari, J., Yean, T. F., Adnan, Z., Yahya, K. K., & Ahmad, M. N. (2012). Promoting Employee Intention to Stay: Do Human Resource Management Practices Matter. *International Journal Economics and Management*. *6(2)*, 396-416.

Kinicki, A. & Kreitner, R. (2008). *Organizational Behavior: Key Concepts, Skills and Best Practices* (3rd ed.). New York: McGraw-Hill.

Lane, K. A., Esser, J., Holte, B., & McCusker, M. A. (2010). A Study of Nurse Faculty Job Satisfaction in Community Colleges in Florida. *Teaching and Learning in Nursing*. *5(1)*, 16-26.

Levy, S. M., Slager, S. L., Warren, J. J., Levy, B. T., & Nowak, A. J. (2002). Associations of Pacifier Use, Digit Sucking, and Child Care Attendance with Cessation of Breastfeeding. *Journal of Family Practice*. *51(5)*, 465-465.

Locke, E. A. (1976). The Nature and Causes of Job Satisfaction. *Handbook of Industrial and Organizational Psychology*. *1(3)*, 1297-1343.

Lovett, S., Coyle, T., & Adams, R. (2004). Job Satisfaction and Technology in Mexico. *Journal of World Business*. *39(3)*, 217-232.

Milkie, M. A., Mattingly, M. J., Nomaguchi, K. M., Bianchi, S. M., & Robinson, J. P. (2004). The Time Squeeze: Parental Statuses and Feelings about Time with Children. *Journal of Marriage and Family*. *66(3)*, 739-761.

Mita, M., Aarti K., & Ravneeta, D. (2014). Study on Employee Retention and Commitment, International. *Journal of Advance Research in Computer Science and Management Studies*. *2(2)*, 154-164.

Mobley, W. H. (1982). *Employee Turnover: Causes, Consequences, And Control.* Redding. MA: Addison Wesley Publishing Company.

Mustapha, N., Ahmad, A., Uli, J., & Idris, K. (2010). Mediating Effects of Work-family Factors in the Relationship between Organizational Characteristics and Intention to Stay. *European Journal of Social Sciences*. *16(1)*, 117-136.

Mustapha, N., Ahmad, A., Uli, J., & Iis, K. (2010). Job characteristics as Antecedents of Intention to Stay and Mediating Effects of Work Family Facilitation and Family Satisfaction among Single Mothers in Malaysia. *International Journal of Business and Social Science*. *1(3)*, 23-42.

Nasyira. M. N., Othman. M., And Ghazali. H. (2011). Predictors of Intention to Stay for Employees of Causal Dining Restaurant in Klang Valley Area, International Foodorganisations in Malaysia. *International Journal of Business, Management and Social Sciences*. *2(1)*, 24-32.

Noe, R. A. (2000). *Human Resource Management: Gaining A Competitive Advantage.* McGraw-Hill.

O'Connell, P. J., & Russell, H. (2005). *Equality at Work: Workplace Equality Policies, Flexible Working Arrangements and the Quality of Work*. *4(2)*, 15-22.

Padma, S., & Reddy, M. S. (2013). Role of Family Support in Balancing Personal and Work Life of Women Employees. *International Journal of Computational Engineering & Management*. *16(3)*, 93-97.

Polach, J. (2003). HRD's Role in Work-Life Integration Issues: Moving the Workforce to a Change in Mindset. *Human Resource Development International*. *6(1)*, 57-68.

Porter, L. W., Steers, R.M., Mowday, R. T., & Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians. *Journal of Applied Psychology*. *59(5)*. 603-609.

Price, J. L., & Mueller, C. W. (1986). *Absenteeism and Turnover of Hospital Employees.* JAI Press.

Pushpakumari, M. D. (2008). The Impact of Job Satisfaction on Job Performance: An Empirical Analysis. *City Forum. 9(1)*, 89-105.

Ransome, P. (2007). Conceptualizing Boundaries Between 'Life' and 'Work' International *Journal of Human Resource Management. 18(2)*, 43-54.

Sandhya, K., & Kumar, D. P. (2011). Employee Retention by Motivation. *Indian Journal of science and technology. 4(12)*, 1778-1782.

Shujat, S., Cheema, F., & Bhutto, F. (2011). Impact of Work Life Balance on Employee Job Satisfaction in Private Banking Sector of Karachi. *Journal of Management and Social Sciences. 7(2),* 8-15.

Stanton, P. M., Noor, K. M., & Young, S. H. (2009). Work-life Balance and Job Satisfaction: A Study among Academics in Malaysian Higher Education Institutions. *Journal of Management and Social Sciences. 5(2)*, 23-37

Swarnalatha, T. (2015). *An Empirical Analysis of Work-Life Balance on Women Employees: A Study with Reference to Banking Sector at Chennai,Tirunelvelis*. Manonmaniam Sundaranar University.

Thazin Maung (2018). *The Effect of Work-Life Balance on the Well-Being of Employees in Yoma Strategic Holdings.Ltd*. Unpublished MBA Thesis. Yangon University of Economics, Yangon.

Thibaut, J. W. & Kelley, H. H., (1959). *The Social Psychology of Groups*. New York: John Wiley and Sons, Inc.

Tomaszewska-Lipiec, R. (2015). The Changing Role of Work Environment in Balancing Workers' Personal and Work Life. *Journal of Work Life Balance. 1(3)*, 22-30.

Hughes, E. L., & Parkes, K. R. (2007). Work Hours and Well-being: The Roles of Work-time Control and Work–family Interference. *Work & Stress. 21(3)*, 264-278.

Tun Yar Zar Aung (2019), *Emotional Intelligence of Employees at Telenor Myanmar Limited.* Unpublished MBA Thesis. Yangon University of Economics, Yangon.

Tzeng, H. M. (2002). The Influence of Nurses' Working Motivation and Job Satisfaction on Intention to Quit: An Empirical Investigation in Taiwan. *International Journal of Nursing Studies*. *39(8)*, 867-878.

Valcour, M. (2007). Work-based Resources as Moderators of the Relationship between Work Hours and Satisfaction with Work-family Balance. *Journal of Applied Psycholog*. *92*(6), 1512–1523.

APPENDICES

Appendix I: Survey Questionnaire

The Effect of Personal Life and Work Life on Employee Job Satisfaction at Capital Hyper Market in Yangon

Part I: Demographic Factor

Please tick [√] the appropriate answer for each of the following questions.

1. Gender

   ☐ Male   ☐ Female

2. Age

   ☐ 18-24   ☐ 25-31   ☐ 32-38   ☐ 39 and above

3. Marital status

   ☐ Single   ☐ Married

4. Educational level

   ☐ Bachelor   ☐ Master   ☐ PhD   ☐ Other

5. Do you have any children or other dependents?

   ☐ Yes   ☐ No

6. Job position at Capital Hyper Market

   ☐ Manager   ☐ Assistant Manager ☐ Supervisor ☐ General   Manager   &
Other

7. Service Year

   ☐ Under 1 year   ☐ 1-3 years   ☐ 3-5 years   ☐ 5 years and above

Part II. Personal Life and Work Life

Please tick the number to indicate the extent to which you agree with the following statements.

1. Strongly disagree   2. Disagree   3. Neither disagree nor agree

4. Agree   5. Strongly agree

No.	Personal Life	1	2	3	4	5
(a)	**Family Support**					
1	My spouse/family equally shares household activities and child caring responsibilities.					
2	My family helps me to clean the house.					
3	I get good assistance for purchasing Grocery items (rice, wheat, etc)					
4	Cooking activity is easier for me because I am getting support from my family.					
5	I get the support from my spouse/family to pick up and drop me at my office.					
(b)	**Childcare or dependent care**					
1	I can take care of aged parents.					
2	I am patience to hear my kids' conversation with me.					
3	I have time to give full attention towards children and age parents.					
4	I take time off/ leave when my child is suffering from illness.					
5	I can take leave when I have to give attention to the dependent.					
(c)	**Self-Management**					
1	I can spend the time I want on my own self development.					
2	I have enough time to think, plan and to schedule my day-to-day activities.					

No.		1	2	3	4	5
3	I can manage sufficient time to take care of myself.					
4	I have time and energy to engage in any leisure activities that I want to do.					
5	I can manage sufficient time to relax myself.					

No.	Work Life	1	2	3	4	5
(a)	**Work Load**					
1	My job keeps me away from my family too much.					
2	I feel I have more to do than I can handle comfortably.					
3	My responsibility at work increases my workload.					
4	Coming up with new ideas to get appreciated in the organization creates work pressure.					
5	I get stressed when there is a delay in the completion of work.					
(b)	**Working Hours**					
1	I don't have to work on holidays and weekends.					
2	I don't need to pay attention to my jobs even at break time.					
3	Our organization offer adjusted and flexible working hours.					
4	In my organization, working hours can't reduce family times.					
5	Our organization offer suitable working hours.					
(c)	**Working Environment**					
1	I have a good working environment.					
2	I enjoy my working place.					
3	I feel that my work environment is very nice to come.					
4	At work, everyone is treated fairly and with respect.					
5	In my organization, duties are equally divided between co-workers.					

Part III: Effect of Personal Life and Work Life on Job Satisfaction

No.	Job Satisfaction	1	2	3	4	5
1	I find my job very interesting.					
2	Generally, I am satisfied with my job.					
3	My current job meets my expectation.					
4	My current work situation is not a source of frustration in my life.					
5	I am satisfied with the separation of both my professional and personal life without any conflicts.					

Part IV: Effect of Job Satisfaction on Intention to Stay

No.	Intention To Stay	1	2	3	4	5
1	I would hate to quit this job.					
2	As long as possible, I plan to work at my present job.					
3	I do not plan to leave this organization soon.					
4	I would be very happy to spend the rest of my career with this organization.					
5	I am sure that new jobs will not be better than current job.					

Thank you for taking your time to answer the questions

APPENDIX II

Regression Analysis Model I: Effect of Personal Life on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.646[a]	.418	.386	.489	.418	13.385	3	56	.000	2.239

a. Predictors: (Constant): Self-Management Mean, Childcare or Dependent care Mean, Family Support Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.605	3	3.202	13.385	.000[b]
	Residual	13.394	56	.239		
	Total	22.999	59			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant): Self-Management Mean, Childcare or Dependent care Mean, Family Support Mean

Coefficient[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.680	.551		1.235	.222		
	Family Support Mean	.592	.147	.509	4.021	.000	.650	1.538
	Childcare or Dependent care Mean	.056	.089	.064	.626	.534	.987	1.013
	Self-Management Mean	.170	.116	.186	1.470	.147	.647	1.545

a. Dependent Variable: Job Satisfaction Mean

Regression Analysis Model II: Effect of Work Life on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.632[a]	.400	.367	.49661	.400	12.419	3	56	.000	2.240

a. Predictors: (Constant): Working Environment Mean, Work Load Mean, Working Hours Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.188	3	3.063	12.419	.000[b]
	Residual	13.811	56	.247		
	Total	22.999	59			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant): Working Environment Mean, Work Load Mean, Working Hours Mean

Coefficient[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.326	.628		2.111	.039		
	Work Load Mean	-.069	.116	-.061	-.592	.556	.995	1.005
	Working Hours Mean	.068	.094	.094	.719	.475	.626	1.596
	Working Environment Mean	.659	.152	.566	4.335	.000	.629	1.590

b. Dependent Variable: Job Satisfaction Mean

Regression Analysis Model III: Effect of Job Satisfaction on Intention to Stay

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.526[a]	.277	.264	.71626	.277	22.196	1	58	.000	1.785

a. Predictors: (Constant), Job Satisfaction Mean

b. Dependent Variable: Intention to Stay Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.387	1	11.387	22.196	.000[b]
	Residual	29.756	58	.513		
	Total	41.143	59			

a. Dependent Variable: Intention to Stay Mean

b. Predictors: (Constant), Job Satisfaction Mean

Coefficient[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.607	.576		1.055	.296		
	Job Satisfaction Mean	.704	.149	.526	4.711	.000	1.000	1.000

a. Dependent Variable: Intention to Stay Mean