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**AN ANALYSIS ON
WORK LIFE BALANCE OF NGO WORKERS IN
MYANMAR**

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AN ANALYSIS ON
WORK LIFE BALANCE OF NGO WORKERS IN MYANMAR

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ABSTRACT

Work-life balance is the important factor now's a day where people are facing difficulties to find time to relax and to enjoy life. A descriptive method was applied to determine the work-life balance of NGO workers in Myanmar. The objective of this study was to identify the level of work-life balance, work and family conflict, job satisfaction and work at stress among the NGOs' employee and to find out the relationship between socio demographic characteristics and the four factors. A total of 600 respondents were selected in study area via the web-based survey method. The questionnaire included the availability of work-life balancing, work-life conflict, job satisfaction, and stress of work. It was found that over half of the respondents satisfied with the flexibility of working hours, and getting support from family. However, some of the respondents were not satisfied with the training and workloads. There was a positive significant correlation between work-life balance and job satisfaction, and work-life conflict and stress at work. Moreover, there was the relationship between marital status and stress at work and designation level and their job satisfaction. Therefore, effective training programs and a healthy work environment should be provided for capacity building and enjoy a more loyal and productive workforce in order to create a better work-life balance.

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LIST OF ABBREVIATIONS

ADB	Asia Development Bank
AIDS	Acquired Immunodeficiency Syndrome
CBO	Community Based Organization
CSO	Civil Society Organization
DFID	Department for International Development
ECHO	European Consensus on Humanitarian Aid
EU	European Union
FIW	Family Interference with Work
HR	Human Resource
INGO	International Non Governmental Organization
JICA	Japan's International Cooperation Agency
LNGO	Local Non Governmental Organization
LRC	Local Resource Center
MIMU	Myanmar Information Management Unit
MOU	Memorandum of Understanding
NGO	Non Governmental Organization
SMIDB	Small and Medium Industrial Development Bank
UN	United Nations
UNFPA	United Nations Population Fund
USAID	The U.S. Agency for International Development
WLB	Work Life Balance

CHAPTER (I)

INTRODUCTION

1.1 Rationale of the Study

Today, all types of organizations are facing the challenge of how to develop and manage their employees in order to achieve more with less and make optimum use of their potential. Employees who have a better work-life balance often have a greater sense of responsibility, ownership and control of their working life. Organizations which have balanced work life balance initiatives are rewarded by increased employee loyalty and commitment. In addition, employees with a better work life balance feel more able to focus on their work and career development. However, many employees experience difficulties in attempting to balance employment responsibilities with their social life (Alexandra, Beauregard, & Henry, 2009). Thus, work-life balance is about effectively managing the juggling act between paid work and other activities including spending time with family.

Work life balance is the practices at workplace that appreciate and support the needs of employees in achieving a balance between the demands of their work and their lives. The concept of work life balance emerged from the realization that an individual's work life and personal life may have conflicting demands. Work life balance has an important area of Human Resource Management and has attracted increased attention from the government, researchers and management (Allen, 2006). Therefore, work-life balance is an important area of human resource management in any organization has great role and responsibility to help employees to balance their work and life.

Human resource management is one of the most imperative functional areas of management and a source to accomplish sustainable competitive advantage for an organization. Every organization is very keen to use its human resource in a productive and successful way to accomplish the proposed goals and objectives. In this worldwide time, human resources can move easily from one organization to the next (Moe Moe Ye Myint, 2019). Thus, it is important for managers to employ a

variety of human resource management policies in order to overcome work-life imbalance.

Work-life imbalance is often correlated with tensions, stress, job dissatisfaction and anxiety. Stress can be caused by both work related factors and home or family related factors and many employees experience difficulties juggling their work responsibilities with their home responsibilities which lead to leave an organization. Staff leaves an organization for many reasons, including career advancement, better job opportunities and retirement. These departures may be difficult to prevent. However, another key reason in particular with employees to leave their job is to find a better work life balance. A change to the family situation tends most often to impact upon employees and results in increasing difficulty in managing a balance between work and family responsibilities. It can lead to physical consequences such as hypertension, digestive troubles, chronic aches and pains and heart problems. Chronic stress can also negatively impact mental health because it is linked to a higher risk of depression, anxiety and insomnia (Hemalatha & Shumugasundaram, 2018).

On the other hand, a well-balanced integration of personal and professional life is seen as both a private and organizational purpose which catalyzes the employees' effectiveness. The examination of work-related variables within the work-life balance theory approaches issues like work schedule flexibility, task variety, autonomy and complexity, the number of worked hours (Migai, 2010). It can be pointed out that working longer hours is linked to a greater work-life imbalance and that the power to act autonomously is positively correlated with work-life balance. Consequently, there have been clear and positive links between workers' happiness and their productivity, job satisfaction makes workers more productive.

To get better productive in various sectors, Myanmar become more develop and open in many news opportunities now's a day. There is more competitive market in business, education and every sectors. Many different investments and foreign trade are also joining in Myanmar Foreign investment. Among them, the Non-governmental Organizations (NGOs) are working for multi-sector include health, livelihood and food security, peace building and conflict preventing, gender, research, law and justice, agriculture, disaster risk recovery, education, environmental changes, governance, information management, mine action, nutrition, water and sanitation, protection and so on. Most of NGOs are non-profit and directly effort toward generating social impact

depends on project life. Moreover, financial resources for those organizations typically come from government appropriations, grants and donations.

Moreover, there is different type of employment contracts among NGOs like open contract, fixed term contract, temporary contract, consultancy contract and so on according to the fund availability and project requirements. Based on organization and funding situations, NGOs' employee are face not only different management structures but also different challenges. As organizations are confronting increasing demands to raise efficiency and getting more responsive to customers and employees, NGOs' employee have many challenges of work pressure and work-life imbalance and furthermore resulting to their employees getting highly disappointed with their occupations.

The impact of working condition on NGOs' employee included decreased job satisfaction, increased turnover and these changes affected their ability to provide quality organization outcomes. Some have suggested that the basis for the current man power shortage is the result of unhealthy working condition. In addition, excessive job demands and ineffectiveness of the client-to-provider ratio and education level, interruptions and increased workload, lack of skillfulness and adversely influenced by reducing a NGOs' employee ability to address organization needs (Allen, 2006).

There were some previous studies on work life balance in private organizations. However, there are limited study on work-life balance of NGOs' employee. Therefore, work-life balance is a significant phenomenon for employee job satisfaction, work and family conflict and work stress that are of incredible concern today to different employees and organizations in both private and public sector. By understanding a work-life balance of employee, it can help to reduce stress in their work place that can lead to a more motivated and loyal workforce, increased productivity, reduced absenteeism, financial benefits to organizations with respect to reductions in organizational costs, and costs arising from adverse organization outcomes.

1.2 Objectives of the Study

The objectives of the study are to identify the level of work-life balance, work and family conflict, job satisfaction and work at stress among the NGOs' employee. To find out the relationship between socio demographic characteristics and the four factors

1.3 Method of Study

The study used descriptive method based on secondary and primary data. Secondary data were collected from various previous related literature and studies. To get the primary data, 600 respondents were interviewed by using google form online. The selection of respondents was carried out by using snowball sampling method because the study period was the COVID-19 outbreak period throughout the whole country especially in Yangon.

1.4 Scope and Limitations of the Study

This study focused work life balance of NGOs employee in Yangon because it has many different organizations. Data was collected by using structured questionnaire. The questionnaire included socio-demographic characteristics, work-life balance, work and family conflict, job satisfaction and work at stress. According to the list of the organizations and previous study, some NGOs did not involve especially Red Cross in this study. Thus, the respondents' responses could not accurately represent the employee perception for the whole population in the NGOs sector of Yangon Region. There are a total of 96 organizations (15 UNs, 55 INGOs, 19 Local NGOs and 4 Red Cross) in Yangon Region. Among them, UNs, INGOs, and Local NGOs were randomly selected according to their size and complexity. A total of 600 employees were taken from the total population of employees of selected NGOs. Among them, there were 360 respondents from International NGO, 140 respondents from local NGO and 100 respondents from UN. Moreover, the study used only the online survey method with questionnaire. This would limit some important information because of the limited responses to the questionnaire.

1.5 Organization of the Study

The study was organized into five chapters. As the introductory chapter, rationale, objectives, method of study, scope and limitations were mentioned in chapter one. Chapter two is that literature review related the study area. Overview on work-life balance of NGOs in Myanmar were defined in chapter three. The analysis of survey on work life balance of NGOs employee were conducted in chapter four. Finally, conclusion and recommendation were described in chapter five.

CHAPTER (II)

LITERATURE REVIEW

The concept of work-life balance, which maintains the balance between personal and professional life of an individual, is an important issue to be addressed. The work-life balance is not only a profound and permanent influence on the behavior of workers but also influences the effectiveness of organizations that can lead to job satisfaction. Work-life conflict has significant business costs in terms of declining turnover, low organizational productivity and can also affect the well-being of employees with lack of commitment, absenteeism, poor time management and poor retention that can also effect on psychological impact as stress at work and unhealthy working environment (Su Lat Han, 2019).

Today, NGOs are multicultural, multigenerational, diverse, gender inclusive and internationally mobile. Globalization has been the prime reason for this changing nature of workforce as it has opened up new avenues and broadened horizon for people with diverse origin. There has also been a change in the nature of work. The traditional work model characterized by stability and long term commitment with an organization is replaced by a new short-term contract which reflects job insecurity and lack of loyalty towards the organization. Such environmental changes are seen to have a profound effect on both the socio-cultural and psychological aspects of the workforce. The changing business environment along with a high-performance driven work culture has led to rising occupational stress and impaired overall well-being of the employee (Iqan lazar, 2010).

It results in conflict between the employee's personal value system driven by an individual's culture and the societal value system dominating the workplace directly influences the well-being of the employee. This chapter presents the link between the work-life balance practices and job satisfaction of organization. There are five sections in this chapter. This includes the concept of work-life balance, the challenges of work-life balance to work and family conflict, job satisfaction, stress at work and previous research studies with local and international studies.

2.1 Concept of Work Life Balance

The concept of work-life balance is crucial in the given environment as it emphasizes that Individual's job and life are equally important for his/her well-being. Quality of life of an individual is said to be influenced by quality of work and visa-versa. Both are seen as two sides of the same coin. Culture and society at large also has an influence on the quality of life of individuals as believed by social scientists. It can influence the motivation level of an individual to work harder in order to do better. Similarly, quality of work in which the individual is engaged has a direct impact on its psychological well-being, health and family life. Thus, quality of life provides life satisfaction as can be understood from the words of wisdom "Without work, all life goes rotten but when work is soul less, life stifles and dies" (Times of India, 2013).

Work life balance is a comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. Most psychologists would agree that the demands of an employee's career should not overwhelm the individual's ability to enjoy a satisfying personal life outside of the business environment. Work life balance practices are organizational changes designed to reduce work family conflict. These work life balance practices enable employees to be effective in both work and personal roles. The more control an employee has on their lives the more able they are to balance work and family (Iqan lazar, 2010). It can be seen that, a successful balance between work and non-work roles are beneficial for both employee and employer and this balance in work and life domains enhances quality of personal relationship and organizational outcomes.

Work life balance is a broad concept that encompasses prioritizing between work (including career and ambition) on one hand, and life (including areas such as health, leisure, family, pleasure and spiritual development) on the other. There are also two key concepts related to work life balance achievement and enjoyment. Achievement can be related to setting and achieving the goals we have in life i.e. buying a new house, job satisfaction, further education etc. Enjoyment is related not just to happiness, but also pride, satisfaction, celebration, love, and a sense of wellbeing. Life will often deliver the value and balance we desire when we are achieving and enjoying something every day in all the important areas of our lives (Osman, 2016). Therefore, a good working of work/life balance is meaningful daily achievement and enjoyment in each of our important life quadrants. These life

quadrants will vary for each person but may include, for example, work, family, friends and self.

According to Susi and Jawaharrani (2010), work life balance is 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. Moreover, work life balance is important in enhancing employee performance at work and home. Gender difference exists in work life balance needs because work and non-work responsibilities are different for male and females. Female demonstrated more need for work life balance as compared to male. An individual derive satisfaction in life from work and family domains. Thus, work balance practices effect overall organization and individual performance.

The time arrangement are a broad category of work-life balance options that focus on the element of time: the days, hours, start time, and end time of work. Included within this category are alternative work schedules. This is where employees work a full day but can vary their start and end of workday within defined guidelines. There is usually a 'core' of work hours when all employees are expected to be present. For example, employees working one extra hour every day and have half of Friday off. In this arrangement, the contractual 40-hour workweek is maintained and employees can then arrange for personal needs (eg. Banking) on their day off. Employees can fit work around their personal commitments and they can work at times when they are at their 'personal best'. Alternative work schedules can increase coverage or access for customers, co-workers on different shifts or business partners in other time zones (Major & Germano, 2006).

In addition, work-life environment is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life environment is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities, in addition to the demands of the workplace. Organizations are social systems where human resources are the most important factors for effectiveness and efficiency and need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. Job

satisfaction is critical to retaining and attracting well-qualified personnel. Exceptional organizations have leaders that create work environments where people can achieve work-life balance and well-being as they define it for themselves (Spinks, 2004). A satisfied work force is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional, damaging their financial performance. Job satisfaction and work life balance are more likely to drive employees to get better human resource management.

In the current study, work-life balance is measured using variety of scales developed by previous literatures and research studies. It was self-reported structure questionnaire including 8 items. It was developed a work-life balance scale which consisted of following five dimensions: personal, family and social needs, time management, team work, organizational benefit and support and type of work. Personal and social needs include exercise, hobbies, and recreational activities. Time management signifies the ability of an individual to balance time demands between work and personal life. Team work is measured by the work environment and culture prevailing at work place. Organizational benefits and support includes benefits and support offered by NGOs to employees. Type of work includes the type of work to be performed by the employee.

2.2 Concept of Work Life Conflict

Work-life conflict refers to the experience of conflict between work and life domain. It can be considered that both the direction and form of work-life conflict. While work certainly affects life, also life affects work. Family situations can define work orientation; motivation; abilities, emotional energy, and the demands people bring into the workplace. The experience of work interference with family was almost three times more frequently than the experience of family interference with work conflict among both genders (Frone, 2000). Work life conflict is a form of inter-role conflict in which the demands of work and life roles are incompatible in some respect so that the participation in one role is more difficult because of participation in the other role. Work-life conflict is experienced when demands from one role domain interfere with participation or performance of the other role. When one gives extra time and energy into the work role (or the family role), the family role (work role) is assumed to suffer (Gambles, Lewis, & Rapoport, 2006).

While the best predictors of conflict are work-related variables, the antecedents of FIW conflict are mainly family-related variables. It is classified into three types, i.e. conflict based on time, conflict based on stress and conflict based on behavior. All types are bidirectional, including work-to family conflict, work interference with family and family-to-work conflict, and family interference with work. There have both types of conflict are associated with health problems such as psychological strain, depression and anxiety, or lower sleep quality (Williams et al., 2006). As shown by previous studies, pressures arising from both the work and family roles can lead to conflict between these two domains. These pressures include time spent in work or family activities, stressors within the work or family domains, and more involvement in work or family life. A large proportion of work-family conflict research is largely based on the measurement of strain-based and/or time-based conflict. The theory of work life conflict is very relevant to this study as it touches on all the aspects of project culture and project scheduling. Either part of all these aspects can be overdone and lead to conflicts between balancing work and life leading to underperformance of the project teams (Lapierre, & Allen, 2006).

Other aspects like daily commute to the workplace and back, dealing with traffic jams, pressure to report on time, manage household duties due to increasing trend of dual career couples and nuclear families are some of the other challenges of modern life. As a fallout, there is psychological, emotional physical exhaustion which ultimately leads to anxiety, strained relationships and drained value systems. Lack of exercise, proper sleep and nutritious food further affects their overall well-being. At a deeper level, while individuals pursue such competitive life goals in search for happiness and contentment, however, it constantly eludes them. To revive oneself, it becomes crucial that the individuals must detach themselves from their work by not carrying out any work from home and even mentally switching off. It sounds rather difficult given the work environment which has become a part of the life due to the advent of technology (Voydanoff, 2005). If not managed well, life of individuals working in such an environment can lead them to become successful in their respective fields but unsuccessful in building a happy and healthy life eventually leading to loss of productivity and job satisfaction.

Based on above conflict, the questionnaire was included 8 items with the self-administered structure questionnaire in the current study. Scores of this items are reversed and lower mean scores indicate a higher degree of work and family conflict.

Each item of the questions is scores on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The range of the items scores are from 8 to 40.

2.3 Job Satisfaction

The concept of job satisfaction simply can be understood as the favorableness of the work environment for both the health of an organization and employee. In other words, it refers to the quality of life individual's lead at their work which refers to their economic, social or psychological aspects of work environment like working conditions, welfare facilities, growth and career prospects, empowerment, caring supervisor and job security to name a few. Thus, it is representative of such aspects of life of an individual at work which have an impact of his/her ability to perform other life roles such as that of a parent, spouse or sibling. It similarly assumes that the personal life also impacts job satisfaction. It encourages organizational practices that emphasize mechanisms for reduction of stress and developing better labor management relationships and are seen to give a perception to its members about the organization being supportive and caring in the process ensuring that the employee is productive and stays longer with the organization (Newstrom, 2008).

The genesis of this concept can be traced back to the 1950's when there were poor conditions of work and later on to the period of classical job design where employees were assigned specialized tasks with narrow job responsibilities, repetitive in nature. However, this division of labor isolated the workers and monotonous nature of work also resulted in higher level of dissatisfaction. This resulted in a conflict where the workers wanted to change their conditions but the organization failed to respond positively. As the workers became more educated, aware and gained more exposure due to globalization, their expectations also changed. Thus, organizations had no choice but to respond to the changing needs of the employees, redesign jobs to incorporate attributes desired by them and also create work environment supportive of such changes further humanizing the work environment and improving their job satisfaction (Newstrom, 2008).

The modern day approach to the job satisfaction was simulated through organization's efforts to reduce turnover, absenteeism and increase organizational effectiveness, productivity to enable the organization to gain a competitive edge in the business environment. With growing focus on cost effectiveness and maximizing productivity, it has become imperative for organizations to maximize the efficiency of

their workforce by motivating them to give their best and ensuring that they stick with the organization. More so as turnover has a huge cost linked to it which can be detrimental for the organization in the long run. Organizations know that productivity and performance suffers when employees are emotionally exhausted and unable to cope up with both work and family pressures (Forbes, 2013). Thus, to sustain business outcomes, organizations need to bear the onus for improving the quality of an employee's life at work and support them to do well in both work and non-work roles.

It involves both the relative presence of positive emotional state and relative absence of negative emotions and is easily influenced by environmental events. Conceptually, life satisfaction is said to be determined by the level of an individual's emotional exhaustion and well-being. Specifically, job satisfaction is understood to be the overall feeling and attitudes about one's life at a particular point in time ranging from negative to positive. It encompasses the satisfaction with past, with future and significant other's view of one's life (Forbes, 2013). Thus, it can be said that job satisfaction is determined by the employee's ability to continuously adjust to the changing demands of life and environment.

In fact, organizations worldwide today are aware that they can deal with challenging business environment only when their critical organizational assets human resources are performing their best. A lot of work is being done to enhance the efficiency and productivity of an employee. Recent study done in this context have related that employee's work-life balance is directly influenced by employee's job satisfaction and overall well-being. This further, makes it important for the organization to strategically look at the concept of employee well-being and job satisfaction to gain a competitive edge in the market. Therefore, the assessment of job satisfaction questionnaire have 15 items based on clear set of goals and aims, opportunity, training, develop new skills, reduction of stress, proper salary, recreational activities and effective professional life. The indicators were used self-reported structured questionnaire in the recent study.

2.4 Stress at Work

The work-related daily hassles and stressful life events can impact in achieving a good work life balance. Many of the demands experienced by the employee are highly idiosyncratic such as managing unpredictable and often dangerous situations and ensuring organization targets are met, as well as more

everyday duties such as completing extensive paperwork. Humans are active agents who strive to preserve, protect and retain limited resources through resource-enhancing strategies, and that stressful life events, specifically those related to the notion of loss, act to affect the individual's work life balance more rapidly than other factors (Hobfoll, 2004).

The gap between tasks and employees' expectations may cause employee work related stress, and this gap leads to work life imbalance due to work role ambiguity. Stress may arise because of the lack of information to perform the job and as a result of unpredictable outcome such as errors. The work role theory considers a supervisor to be a "key source" of role expectations and the guidance and information provided by the supervisor is of utmost importance to the employee in fulfilling their work role (Mueller, & Overmann, 2014). Therefore, lack of communication, or insufficient information with regard to job requirements on the part of the supervisor, the employee may suffer the consequences of work life imbalance. At the organization level, role ambiguity may be a source of employee distress, resulting in diminished work satisfaction.

Moreover, work role conflict occurs when an individual is called upon to perform several roles which may not allow enough time to execute the job outcomes as expected. Work role conflict, role ambiguity and role overload have negative implications for both supervisor and worker and thus create work imbalance and employee job satisfaction. Therefore, helping employees identify ways in which they can use their work role to close the gap between the work life balance and they wish requires a fruitful approach (Stroh, Northcraft & Neale, 2002).

Heavy workload can be emotionally challenging for employees to maintain a work-life balance. When the cumulative demands of multiple roles on the individual's time and energy are excessive, they may be the performance of one or more of the roles suffers. It is interference from work to family, when demands from the work role make the fulfillment of family obligations more difficult. It is also interference from family to work, when family demands inhibit performance of work requirements. Besides the ordinary job-description or responsibility, there are aspects of the job, which make other job demands on the employees to be emotionally exhaustive. Emotional exhaustion is brought about by outdated technology, dealing with incompetent employees or working under less supervision. Emotional exhaustion is closely linked with stress. Stress as a reaction by the individual to pressure, external

and internal, self-imposed, and which gives rise to physiological, psychological and behavioral changes. Stress is the response by the body to the demands placed on it; the individual's capacity to cope with this demand will determine the level of stress the person is faced with (Daniels, Lewis, & McCarraher, 2002). Therefore, job stress may be strain, tension, conflict and anxiety that can lead to be stressful to go to work and lack of confidence in the work so that they meet the job demands.

Job demands comes in play when one is faced with a situation where they are working very fast, working very hard and not having enough time to get the job done. It is expected that the organization is characterized by this type of work environment, as the workers perform a range of roles, regarded as tasks with low value, where work is repetitive and intense and employees must work under pressure to keep up with the targets, while having very little influence over their work (Walker, 2012). Therefore, job satisfaction can have an impact on work life balance and greater demands placed on employees can affect the work-life balance. Work-life balance might be generally poor in the organization and that this is a particularly strong predictor of poor psychological well-being and low job satisfaction. Highly demanding and long working hours are high levels of predictors of work life imbalance.

Stress at work indicator is measured using variety of scales developed by researchers in the current study. It included 9 items; the gap between tasks and employees' expectations, work role conflict, heavy workload, excessive job demands that it difficult to fulfill work responsibilities when family duties and responsibilities make work interference with personal life. The indicators are self-reported administered structured questionnaire based on psychological aspect that may positive or negative impact of work on personal life and personal life on work.

2.5 Review on Previous Studies

Prior to conduct this study, reviewing the literature was done to find out and understand the outline of work life balance related to the study topic. While searching the related literature, it was found that a considerable amount of work life balance studies had been conducted worldwide with different study design. These studies emphasized only on the work life balance of the staff. Some previous studies concerned were about job insecurity which was very stressful and employees cannot perform if they were under stressful conditions that can lead to physiological health and psychological well-being of employments. Thereafter, review on interventional

and local studies in relation to work life balance of the employee was delineated as boundaries.

Quality of work life practices among international non- governmental organizations in the health sector in Kenya was studied by Ng'Ang'A in 2010. His focus of the study was to find out the quality work life practices in international non-governmental organizations in the health sector in Kenya. Census survey was used, as it sought to study all the 45 international non-governmental organizations in the health sector in Kenya and a semi-structured questionnaire was used to gather primary data. Data was analyzed using frequency measures and percentages. It found that the quality of work practices in these organizations included; temporary part-time, referral services, compressed work schedules, phased return from maternity leave, in-house counseling for employees, on-site childcare, time off in lieu of notice, compassionate care leaves, temporary telecommuting, flexible working hours, job sharing, alternative work schedules, telecommuting, wellness programs. The findings also indicated that the most influential factors in determining the quality of work practices in these organizations were; availability of financial resources, work design variables, compliance to development partner policy and the culture of the organization. Therefore, the researcher recommended that the development partners should encourage the adoption of quality of work life practices by availing more financial resources, managers should be motivated in order to encourage and facilitate the use of the available quality of life practices (Ng'Ang'A, 2010). This study was slightly similar the current study as there were the relationship between the respondent's socio-demographic characteristics and their level of work-life balance.

Regarding the factors affecting work life balance in Non-Governmental Organizations (NGOs), Njeri 2014 investigated the case of management sciences for health (MSH) in East Africa. The objective of this study was to establish the effect of work role on work life balance, to determine the effect of work load on work life balance and to determine the effect of management practices on work life balance. A census sampling of 36 employees was done for the study and 30 responded which was a rate of 83.33%. Data was collected using a structured questionnaire which was analyzed using SPSS. This study found that the majority of the respondents agreed that employees felt a sense of pride and fulfillment in their work activities. Half of the respondents felt that workload was not heavy to have work and family balance. Majority also disagreed that workload was emotionally challenging to maintain a

work life balance. This study also explored how management practices affected work life balance and majority of the respondents felt that management did not provide feedback to staff concerning work life balance. The researcher recommended that management must constantly provide feedback to staff on benefits of work life balance; they must also provide detailed explanation on work assignments and non-work assignments to employees. Finally, there was need to have policies that encourage work life balance and ensure that they are supported through implementation of policies (Njeri, 2014).

To comprehensively study the developing concept of employee well-being, their satisfaction and the balance between work and life of employee, Kashyapa, Josephb, and Deshmukhc (2016) studied employee well-being, life satisfaction and the need for work-life balance in India. The purpose of this study was. This study was descriptive research while analyzing the data gathered through secondary sources and discussed their viewpoints. The researchers reviewed the concept of work life balance in both Indian and global context and analyses the practices of Indian Corporate related to work life balance. This study found to understand and explain the concept of employee well-being and its relationship with their job satisfaction and work life balance which enables the corporate to derive benefits related with higher retention and productivity ratios (Kashyapa, Josephb, & Deshmukhc, 2016). It was highlighted that employees were an asset to an organization and the organizations which help their employees to achieve greater work life balance have more satisfied employees.

The assessment of factors influencing work life balance of project team members in the health sector construction projects in Nyandarua central sub-county was conducted by Atsiaya and Wanyoike in Kenya. The objective of this study was to assess the factors influencing work life balance of project team members in health sector construction projects in Nyandarua central sub-county. Descriptive research design was adopted. Stratified random sampling was used to select respondents 72 from a target population of 250. A semi-structured questionnaire was used to collect data. Descriptive and inferential analysis was done using SPSS 23. The findings of this study that project culture did not adequately support employee performance and wellbeing (mean 3.44), projects were not scheduled in a manner for workers to take time off (mean 3.19), contractors sometimes accelerate and compress project schedules to finish early (mean= 4.23) and project scheduling flexibility was inadequate (mean=3.44). This study highlighted that existence of strong, significant

positive correlation between project culture, project scheduling and work life balance. The researchers recommended that projects should aim to build better supervisor employee relations, employee suggestions to improve work environment should be taken seriously and construction projects should be keen on cost analysis (Atsiaya & Wanyoike, 2017). Therefore, project culture can be improved by fostering work values, supervisory support can be enhanced by fostering team work and crashing project schedules complicates the implementation of the projects.

The effects of work life balance practices on employees' job satisfaction was studied by Mutheu, Kiflemariam, and Ngui to determine the effects of work life balance practices on job satisfaction of employees at Kenya Wildlife Service. The study was guided by Structural Functionalism theory, Compensation Theory and Work enrichment Theory. This study used a descriptive survey whose target population consisted of KWS headquarters employee's in top management, middle management and support staff. The survey questionnaire was administered randomly to employees at the headquarter offices of Kenya Wildlife Service. Out of the 141 questionnaires distributed for this research, 105 questionnaires were returned giving a response rate of 74.5%. Data was analyzed in SPSS and presented by use of means, standard deviations, correlations and regression coefficients. This study found that work life balance practices positively impacted on job satisfaction of employees at Kenya Wildlife Service. Therefore, this study highlighted that the management at Kenya Wildlife Service to should formulate and implement work life balance practices that enhanced employee job satisfaction and should be escalated to all departmental levels. The researchers recommended that a similar study be conducted especially on how work life balance practices has impacted on the job satisfaction of employees of other corporations for comparison of results (Mutheu, Kiflemariam, & Ngui, 2017). It was only focus on the job satisfaction for the employees, the recent study was emphasized the work-life balance, work-life conflict, job satisfaction and stress.

A study on work-life balance of employees in government hospital with special reference to Coimbatore District was conducted by Hemalatha and Shumugasundaram to attract and retain employees, an Organization has to develop a high work life Balance. Organization by adopting Work Life balance programmes ensure to create excellent work condition and job for its employees. This study findings that the psychological wellbeing, employee friendly working and Work time

are positively and significantly influencing the level of work-life balance among employees in government hospital. The researchers recommended that the government should provide good working conditions, fair compensation and rewards, better growth and opportunities and trainings and they should also take care of the welfare of their employees to improve the work life balance of employees in government hospital (Hemalatha & Shumugasundaram, 2018).

Regarding to the factors influencing on the quality of work life, she aimed to identify the level of the quality of work life in Maritime Education and Training Centers (METCs) for both private and public opened training centers in Yangon. A quantitative and qualitative approach and descriptive method were used. This study found that the level of QWL in METCs revealed in medium mean score. All findings of this study resulted between 2.5 and 3.4 in mean scores. It was also found that respondents are not disengaged in decisions making process which affect them in their area of work. The results of the studied also indicated that most respondents were provided adequate facilities and flexibility for employees to adjust their work with their family time by their employers. These findings proved that QWL in METCs was indeed neither unsatisfactory nor excellent (Nang Lon Lon Nyo, 2019). Even though this study was to study the factors influencing on the quality of work life, the current study was to determine the relationship between the work-life balance and job satisfaction.

To determine the level of employee engagement status among NGO workers, to examine the factors which cause employee engagement and to access the attitude of NGO workers to their organizations, Su Lat Han (2019) studied employee engagement status of NGO workers in Myanmar. This study determined that the level of employee engagement status among NGO workers, examine the factors which cause employee engagement and access the attitude of NGO workers to their organizations. A web-based survey was conducted in July 2019 by sending set of survey questionnaire email to NGO workers of different responsibilities in different organizations (LNGO/INGO) in Myanmar. This study found that employee engagement at an organization included mission attachment, reputation of an organization, capacity building and career development plan, recognition and reward on performance basis, opportunity on promotion, organizational leadership and management and culture of respect in-terms of respect each other, fun at work, team spirit and work-life balance. She recommended that it was needed to have the regular

assembly for organizational updates, utilize the culture of healthy organizations and apply the open-door policies and adequate assess to get that information, and better scheme for employee relation and communication channels (Su Lat Han, 2019). Although this study was studied the factors which cause employee engagement and to access the attitude of NGO workers to their organizations, the recent study was the relationship between the socio-demographic factors and the four factors.

To study the major root cause of stress both personal and work and to examine the stress management technique to release from the stress, she used both primary and secondary data and used by the descriptive method. The number of 223 working ladies from Multinational Corporation in Yangon and Nay Pyi Taw was selected by random sampling. This study found that the following three main factors make more stress to all working women which are (1) Child care and family issue, (2) Performance evaluation at job, (3) Job positions. Most of them are trying to release the stress by smoking which inappropriate way. Working women population has also in the growth stage. Working women face stress in balancing their personal life with work life. Thus, this study recommended that travelling and exploring new places solo, with family or with friends should be supported respondents' body and mind to be refreshed and increase work-life balance rhythm for human (Yin Yin Maw, 2019).

The work-life balance practices and job satisfaction of employees in private banks was conducted by Moe Moe Ye Myint, 2019 to identify work-life balance practices implemented by private banks in Myanmar and to analyze the relationship between work-life balance practices and job satisfaction of employees in private banks. The sample size was 160 employees which are randomly taken from the total population of employees of the selected banks. Data was analyzed and presented by the use of means, standard deviations, correlations and regression coefficients. This study found that private banks appreciate the role of work-life balance practices which are job design, flex time/work arrangement and fringe benefit plan. Work-life balance practices such as job design and fringe benefit plan have significant influence on job satisfaction of employees in private banks at 1% significance level. Flex time/work arrangement does not have a significant effect on job satisfaction of employees in private banks (Moe Moe Ye Myint, 2019). This study highlighted that feedback from supervisor is the most important job characteristics to employee job satisfaction in private banks. This study suggested that the formulation and implementation of work-life balance practices should be cascaded to the departmental levels and existing

practices should be enriched to ensure that they are comprehensive and suit the needs of employees. This study was only based on private banks, but the current study was focused on the whole NGOs in Yangon.

CHAPTER III

NGOS DEVELOPMENT IN MYANMAR

3.1 Global Development of NGOs in Myanmar

The roles of NGOs in transition to federal democracy needs to look the relations between NGOs and political parties and NLD government. The political landscape is changing quickly as new parties of alliances are formed. There are controversial and concerns about influence of NGOs in political and peace agenda and amending the constitution. The relationship between NGOs and political parties reflected varied characters of interests and strategic focused with different agendas. The distinctions between true and real NGOs and parties' organized organizations are controversial on making social commitments and changes. This situation drives the relationship between social actors and political parties or armed groups to be avoided of mistrust and suspicion (NOREF, 2019). Thus, many NGOs such as INGO, LNGO, UN and Red Cross are actively contributed in Myanmar by State and Region as shown in table (3.1).

According to the table, INGO is the most significance organization while the lowest implication is Red Cross in Myanmar. Yangon is the highest number of organization types in Myanmar NGOs with the total of 96. The second is Shan State with the total number 93. The third is Kayin/Mon with 92 and the fourth is middle Myanmar Dry Zone. Nay Pyi Taw is the lowest number of organization type in Myanmar in 2019. The remaining are shown in table (3.1).

Table (3.1) Numbers of NGOs in Myanmar by State and Region in 2019

Organization Type	INGO	LNGO	UN	Red Cross	Total
Country wide	116	77	22	9	224
Yangon	55	19	15	4	96
Naypyitaw	16	6	8	1	31
Bago	34	15	9	2	60
Ayeyarwady	46	13	7	4	70
Dry Zone	55	20	11	5	91
Kayin/Mon	55	19	12	6	92
Rakhine	45	16	15	5	81
Chin	26	11	9	1	47
Kachin	43	12	11	1	67
Kayah	27	9	7	3	46
Shan	63	18	10	2	93
Tanintharyi	31	8	10	1	50

Source: MIMU, 2019

3.1.1 International Non-Governmental Organizations in Myanmar

Myanmar is increasingly becoming the world’s donor darling, with foreign aid donors and their implementing partners rushing into the country to deliver development assistance. International news is awash with pledges from donors keen to support Myanmar’s nascent reforms and ease its transition to democracy. The past few years have seen international NGOs become increasingly active in Myanmar, going beyond emergency relief and humanitarian response to pursue longer-term development in a variety of sectors, including education, environment, health, livelihoods and civil society capacity building. More importantly, all of these NGOs are predominantly staffed by nationals. The Myanmar Information Management Unit, which provides information management services to strengthen aid coordination, also publishes vacancies for international NGOs at work in the country. The bulk of these job ads, however, are for Myanmar nationals. Here’s a rundown of some of the leading international humanitarian and development NGOs at work in Myanmar, based on staff size (Christian Aid, 2016). Therefore, primer of the current top global development NGOs in Myanmar is described in table (3.2).

According to the table (3.2), Pact is the largest global NGO in terms of staff number and projects in Myanmar today, is active in 2,636 villages across 30 townships, including Kayah State, and Magway, Mandalay, Sagaing and Yangon regions. It is widely recognized as one of the first global NGOs to provide microfinance loans in Myanmar. The second largest, International medical organization Médecins Sans Frontières (MSF) delivers emergency aid to people affected by armed conflict, epidemics and natural disasters. MSF is the largest HIV and AIDS provider in Myanmar, and offers basic health and reproductive care, tuberculosis and malaria treatments, and emergency referrals. Population Services International is the third largest global NGOs at work in Myanmar today, Population Services International has been operating in the country for 20 years to help reduce Myanmar's disease burden, Population Service International's efforts largely focus on addressing HIV and AIDS, malaria, pneumonia and diarrhea, and improving reproductive and maternal health. In addition, the International Committee of the Red Cross is the first primer organization in Myanmar since 1986. Much of its work in the country involves visiting detainees, improving prison conditions, organizing relief operations and reuniting separated families (Christian Aid, 2016).

Table (3.2) Global Development NGOs Established in Myanmar

No	Jobs	Founded	Started	Headquarters	Myanmar Office	Staff	Main Sources of Funding
1	Pact	1971	1997	United States	Yangon	3,100	U.S. Agency for International Development, 3MDG, UNAIDS, Chevron, The Coca-Cola Foundation, Ooredoo and ABB.
2	Médecins Sans Frontières	1971	1992	Switzerland	Yangon	1,300	The Global Fund, ECHO and other EU institutions, Norwegian Ministry of Foreign Affairs, Swedish International Development Agency, private and government funds.
3	Population Services International	1970	1995	United States	Yangon	1,280	USAID, U.K. Department for International Development, The Global Fund, United Nations Population Fund, The Bill and Melinda Gates Foundation, DANIDA
4	World Vision	1950	1991	United States	Yangon	950	Children's sponsorships, government funds.
5	Marine Stops International	1976	1998	United Kingdom	Yangon	600	Australian Department of Foreign Affairs and Trade, DfID, USAID, United Nations, Netherlands
6	Save the Child	1919	1995	United Kingdom	Yangon	500	USAID, U.K. DfID, European Union, Japan's Ministry of Foreign Affairs, Australian DFAT, SIDA, Save the Children members
7	Action Contre Le Faim	1979	1994	France	Yangon	450	Danish International Development Agency, U.K. DfID, ECHO, EuropeAid, individual donations
8	Malteser Int'	1953	2001	Germany	Yangon	350	Asian Development Bank, ECHO, EuropeAid, BMZ, GIZ
9	CARE Int'	1945	1995	Switzerland	Yangon	255	Australian DFAT, USAID, ECHO, United Nations
10	Solidarités Int'	1980	2008	France	Yangon	220	DANIDA, U.K. DfID, ECHO, UNICEF
11	International Committee of the Red Cross	1863	1986	Switzerland	Yangon	195	Government contributions, ECHO, national societies, private sources
12	International Rescue Committee	1980	2008	France	Yangon	175	Netherlands Refugee Foundation, NoVo Foundation, The Bill & Melinda Gates Foundation, European Union, SIDA

Source: Devex, 2021

3.1.2 Local Non-Governmental Organizations in Myanmar

NGOs in Myanmar are important stakeholders who have unique social capitals to building the state and social development in Myanmar. They play vital role for community development and bridging the gaps for the people to access basic education, health care, economic development and natural resources management. The social volunteerism spirit is a fundamental driven factor of NGOs in Myanmar to carry out social changes in both rural and urban communities. There are various controversial issues on the role and existence of NGOs in the agenda of politics and religious with dilemma. The social concerns of individuals and institutions have been emerged in the time of crises and disasters in last three decades such as cyclones, floods, civil wars and inter-communal conflicts to see the people as human beings and they deserve basic needs of foods, shelters and clothing (Asia Development Bank, 2015).

Local NGOs typically originate from cities, townships, or population centers and maintain connections with communities. These groups are usually unregistered with the government, often have paid and skilled staff, and are increasingly connected to regional and national NGO networks, and/or with international NGOs. In ethnic areas, many local NGOs have links to ethnic armed groups. Several large NGOs are registered with government ministries and at times work with the government and development agencies to implement projects in diverse sectors, including health care, rural development, education, and agriculture. International NGOs are increasingly active in Myanmar, working in humanitarian response and longer-term development in a multitude of sectors, including the environment, health, education, livelihoods, rule of law, advocacy, and civil society capacity building. International NGOs, present in small numbers since the 1990s, have entered Myanmar in two recent waves: in the aftermath of Cyclone Nargis in 2008. In 2010s, numbers and engagements of social organizations has grown and broadly engaged not only in development sectors but also in peace and conflict transformation with challenging environments, transition from military government to civic government (Christian Aid, 2016).

Later on, these organizations have been working as networks, working groups, thematic groups, and sector-wise engagements to influence to develop effective policies and implementing them. In 2011, there were 120 organizations which worked for social development, peace building and civic engagement. In 2016, there were

about 500 organizations worked for social development, civic engagement, advocacy and peace building. Now a day, studies have counted community based organization in Myanmar is more than 214,000 which always fill service-delivery roles. CBOs, CSOs, NGOs in Myanmar have also been working as the forms of networks which are HIV-relate networks (2000s), Post-Nargis networks (2008), Policy advocacy networks, Gender and women's networks, Civil society umbrella networks, consortium and partnerships, media networks, producers' networks, and alliances. These networks played vital roles to make changing through advocacy, capacity building, networking and coordination, communications, monitoring, learning and research on thematic focused. Each network has significant distinctiveness of influencing policy development and engagement in state building, federal-democratic institutions (Myanmar Civil Society Forum, 2014).

The relationship between NGOs and Myanmar government is increasing vertically and horizontally beyond 2010. A former president (2010-2015) made democratic reforms in the country and provided huge space of enabling environment for NGOs in Myanmar to play vital role of development. The State Counsellor led government (2016 up to now) knows also the role of NGOs are vital to fill the gaps of delivering social services. The organizational registration law and Association Law (2013) has been opened up the NGOs in Myanmar to work legalized and freely to deliver basic services in different sectors. Different development partners have also been providing institutional capacities, financial contributions and technical services to create enabling environments in the name of local empowerments which is shaping decentralization and democratization with diversity. Development partner such as ADB, EU, JICA, USAID, and other individual international organizations have been worked closely with CBOs, CSOs, NGOs with strategic agendas beyond 2020 national election on inclusive economic growth, sustainable development, and peace building. Each development partners and individual agencies has particular ways of working with stakeholders in Myanmar including NGOs and government of Myanmar. In 2014, more than 250 local organizations in Myanmar have met and urged the government to take account of actions on law reform and enforcement, peace building and conflict management, media freedom, governance and accountability, economic reform and effectiveness of international development assistance (European Union, 2018).

3.2 Nature and Type of Non-Governmental Organizations in Myanmar

A non-governmental organization is an organization that is neither part of the government nor conventional for profit-making. Non-governmental organizations, sometimes referred to as civil societies, are organized at community, national and international level to serve specific social and political purposes and cooperate, rather than commercial, in nature.

Although the word "NGO" has varying meanings, it is widely understood to include non-profit and non-criminal, private organizations that work outside government control. Furthermore, other concepts describe NGOs as non-religious and non-military partnerships. Some non-governmental organizations depend mainly on volunteers while others have a paying workforce. The World Bank defines two large classes of NGO's:

1. Operational NGOs focusing on projects for development.
2. Advocacy Organizations, formed to support common causes.

In Myanmar the non-profits operating on behalf of others are named local NGOs to differentiate them from both the government-created mass organizations and the multinational NGOs. Local NGOs are organizations that operate in a disinterested manner, not for the immediate benefit of the members and workers of the organization, and to better the lives of others. It is appropriate to divide the NGOs into three categories; the first would be local NGOs operating within the country with government registration, and the second, foreign NGOs or INGOs operating with the government via Memorandum of Understanding (MOU).

All INGOs in Myanmar operate under some type of framework agreement with the government, it is a Memorandum of Understanding (MOU) or a Letter of Agreement with the ministry that relate the area within project implementation. MOUs are one to three years long normally. It's not uncommon for INGOs to control under an expired or pending MOU for periods of time. Most of the INGOs in Myanmar work with the Ministry of Health, Ministry of Agriculture, or Ministry of welfare. Some INGOs work exclusively with one ministry, but some organizations with many different projects in multiple sectors often have MOUs with multiple ministries.

The Government of Myanmar announced "Guidelines for UN agencies, International Organizations, and NGOs/INGOs," in 2006 including provisions that INGOs need to register officially with the Ministry of Home Affairs and all aid funds

should be funneled through the Myanmar Foreign Trade Bank (INGO Forum, 2018). The funding of Non-Governmental Organizations are transferred through Myanmar Foreign Trade Bank and respective home offices transferred through neighborhood countries.

Main Donors for Myanmar NGOs are Japan's International Cooperation Agency (JICA), EU and ECHO, USAID, DFID, AusAID, The UN System, The World Bank, etc. Every donor has very strict rules on spending of funding, each amount of funding need to report exactly which is the most important ethic. During the implementation stage, most of the INGOs used to work with partner organizations which are local NGOs. Partnership can build the capacity of local organizations and lead to participatory method for community (Christian Aid, 2016).

INGOs used to work closely with government and maintain the relationship in each level. Advocacy with central government on specific projects and work closely with local government in each project implementations in community. INGOs have to follow the laws of Myanmar Government such as

- The Association Law of 2014 and its by-law 2015;
- The Internal Revenue Department circular in The Mirror (29 Sept, 2014);
- The Income Tax Law of 1974 as amended in 2014;
- The Union Tax Law 2015;
- The Commercial Tax Law 1990 as amended in 2015;
- The Social Security Law of 2012;
- The Leave and Holidays Act of 1951; (revised in 2006 and 2014)
- The Employment and Skill Development Law 2013;
- The Settlement of Labour Dispute Law 2012;
- Labour Organization Law 2011;
- The Shops and Establishments Act 1951;
- 2011 Guidelines for UN Agencies, International Organizations and NGO/INGOs on
- Cooperation Programme in Myanmar; and,
- 2006 Guidelines for Systematic and Smooth Implementation of Socio-Economic

Development Activities in Cooperation with UN Agencies, International Organizations and NGOs/INGOs. Each organization have different rules and regulations depending on each organizations procedures and have many different

rules and regulations. Based on funding situations, NGOs have different operations. Mostly according to the country of Home offices and main donor funds. Finance, HR and Procurement policies have different styles and steps based on the amount of material and also relate to the guideline of donors (Christian Aid, 2016).

3.3 Employment in Non-Governmental Organizations

According to the census data, it shows women are crucial to the development of Myanmar. Only half of women are in the labor force today, 50.5% compared with 85.6% of men. Myanmar will create its very own brand of economic growth powered by a "gender dividend" by recognizing women's potential and allowing them to reach the labor market. If jobs are created the gender gap can be unlocked immediately. Janet Jackson, Myanmar's UNFPA delegate, said that women need equal access to positions in education, work, credit, property, and decision-making (Asian Development Bank, 2016).

The findings come from the 2014 Myanmar Population and Housing Census Thematic Report on Labour Force. The report also examines Myanmar's total labour force participation rate (men and women), which is among the lowest in ASEAN. Only 63.6 % of the population is economically active, compared to 80.9 % in Cambodia and 77.4 % in Lao (Asian Development Bank, 2016).

According to the latest Integrated Household Living Conditions Survey findings, the labor force participation rate in 2010 in all sectors was 67%, which was around two-thirds of the population aged 15 or older. There was a difference between urban and rural participation rates, at 60% and 70%, respectively. Given the large differences between the male and female labor force participation rates, underemployment was also more prevalent among females (at 41%) than among males (at 35%) (Asian Development Bank, 2016).

Although the labor force participation rate and the employment-to-population ratio are important indicators, they provide only a partial picture of women's and men's experiences in the labor market. In addition, it is important to look at gender differences in the quality and conditions of work. Despite gradual progress in female labor force participation, pervasive and persistent gender differences remain in productivity and earnings across sectors and jobs. Women all over the world appear to be concentrated in low-productivity jobs, working or running small farms;

overrepresented among unpaid family workers and in the informal sector; and rarely rising to positions of power in the labor market (Asian Development Bank, 2016).

Creation of human resources is central to human capital and long-term sustainability. This moves the country from a resource-based economy to a knowledge-based economy or an innovated one. The production of human capital thus plays a leading role in the effective implementation of economic policies and efficient innovations. (Policies of Growth and Development of Myanmar for Planning Department). Creating quality jobs in private sector and providing the productive environment will support the economic development of the country (Myanmar Sustainable Development Plan (2018 - 2030) (Myanmar Ministry of Planning and Finance, 2018).

Myanmar become more develop and open too many news opportunities now's a day. There was more competition in business, education and every sectors. Many different investments are also coming to Myanmar. The more Non-governmental Organizations (NGOs) are working in Myanmar. As non-governmental organizations are non-profit, they direct effort toward generating social impact depends on project life. Financial resources for those organizations typically come from government appropriations, grants and donations. Services are provided to nonpaying clients and a major problem for many organizations is securing a steady stream of funds to continue operating. It is easy to measure dollars and cent but in metrics of success in non-profits are much more ambiguous (Myanmar Ministry of Planning and Finance, 2018).

Depend on organization and funding situations, NGOs are different to each other's. Different management structures and different challenges are facing among employees. In Myanmar, people are spending more than half of their life in their work. More than 10,000 staffs and over 20,000 volunteers are working in NGOs. Male and female staffs may find it challenging to meet the demands of family-related activities and work-related activities in addition to higher competitiveness and challenges (Myanmar Ministry of Planning and Finance, 2018).

There are various NGOs in Myanmar, and they have many different kinds of projects and different styles of managements, employments and employers are also facing different challenges. NGOs have a lot of diversity on ethnicity, religions and nationality, more difficult for management team to manage and need to have lots of rules and regulations. Employees have to follow the strict code of conducts, tight

timelines, strict budgeting and diversity management which makes employees unbalance their work and life (Myanmar Ministry of Planning and Finance, 2018).

Another society culture in Myanmar also pressure to men to become the challenge on their work life balance. Since long time ago, Myanmar people culturally accepted that men have to lead the household especially in financial sector. That's already one stressful factor for men in Myanmar. Now the country become democracy where women are also working, earning money and support the family. Both men and women are working in most households so that taking care of family, children and house works become responsibility for both men and women. Even though single men and women are standing on their own, now a day. Work life balance become challenge for both men and women in different way (Asian Development Bank, 2016).

As with most thing in life, moderation is key. Organizations across the globe are beginning to understand and respond to the demand for greater work-life balance, which is expected only to increase over the next decade. Once viewed as a women's issue only, work-life balance (or "integration") is now a central driver of career success and job choices for both men and women, and therefore, an essential consideration for organizations (Myanmar Ministry of Planning and Finance, 2018). Therefore, it is vital for the organizations to understand what work-life balance really means and the role it plays in achieving success of the organization.

3.4 Work Life Balance Elements in Myanmar Labour Laws

The employment relationship in Myanmar is governed by contract. An employer and a worker shall sign a contract within 30 days after the employer has employed a worker for any job. A decent employment practice requires discussion and agreement between an employer and a worker on the contract provisions before signing and commencement of the contract (Myanmar Insider, 2017).

(1) Regulating Employment

In Myanmar, the work relationship is regulated by the employment contract. The employer and the worker shall enter into an employment contract within 30 days after the employer has hired a worker for some kind of job. Effective work practice needs discussion and agreement between employers and a worker on the provisions of the contract before signing and entering into the contract (Myanmar Insider, 2017).

(2) Hiring Employees

Regarding the age Restrictions, no one can be working below the age of 14. "Child worker" is described as a juvenile between the ages of 14 and 15, who must obtain a fitness certificate from a certifying surgeon in order to operate legally. The Child Law specifies that children have the right to willingly participate in work allowed by the statute, as well as the rights to hours of employment, rest, and leisure. A child worker will only work 4 hours a day, however, and might not operate from 6:00PM till 6:00AM. A child laborer might not be working in another factory on the same day after finishing work in one factory (Myanmar Insider, 2017).

Workers aged 16 to 17 are known as adolescent workers "adolescent workers," and a certifying surgeon must assess them as fit to work. All staff under the age of 18 must hold an Identification card or note of their health certificate when they work. No one under the age of 18 can engage in work deemed to be dangerous under the laws regulating it. Employers must keep a register of all child workers in their enterprise, which must include:

- The name of the worker and the names of parents;
- The type of work;
- Working hours;
- Proof of certificate of fitness (Myanmar Insider, 2017).

(3) Wages

For example, when estimating overtime pay and assessing compensation, the concept of wages is essential for policy makers, employers, and workers and unions. The Minimum Wage Act (2013) and Payment of Wages Law (2016) state that calculation of wages includes:

- Wages or salaries;
- Overtime pay;
- Bonuses for good work or good character (eg, consistently arriving on time)
- Other compensation or benefits that may be determined as income.

A wage calculation does not include:

- Pension payments;
- Gratuity for services;
- Social security cash benefits;
- Allowances for travel;

- Meals;
- Medical treatment or other services;
- Accommodation;
- Electricity or water service;
- Duties and taxes;
- Work-related expenses
- Bonuses due at the end of contracts;
- Recreation;
- Contributory dues paid by the employer to the worker under the existing laws
- Severance pay and gratuities (Myanmar Insider, 2017).

(4) Working Hours and Overtime

According to the working hours, adult employees are not expected to work more than 8 hours a day, or 44 hours a week, in factories. Adult employees are not expected to work in shops / establishments for more than 8 hours a day, or 48 hours a week (Myanmar Insider, 2017).

(5) Resting Time is Unpaid

Working times within a working day must be identified and structured so that employees do not work at a stretch for more than five hours without having a minimum of 30 minutes' rest. The workday consisting of work times and rest cycles that not exceed a total of 10 hours, but it is structured (Myanmar Insider, 2017).

(6) Occupational Safety and Health

Employers and employers all have essential positions and duties to ensure occupational safety and health. The employer must provide employees with protective equipment and other facilities provided by the Factories Act, at no expense. Employers and workers shall coordinate with the Board of Social Security to develop safety and health policies and worker education to avoid injury and illness to the workplace. Workers have the right to interrupt work and withdraw if they feel that a work situation puts them at risk, and that is not considered a strike (Myanmar Insider, 2017).

(7) Termination of Employment

An employment contract must contain conditions relating to the resignation and termination of service and the termination of the contract. If an employee decides to withdraw from work, he or she shall inform the employer with sound justification 30 days in advance. If an employer intends to terminate the job, he or she shall, for good justification, notify the employee 30 days in advance. If an employer intends to terminate the job, he or she shall, for good justification, notify the employee 30 days in advance. Where there is an agreement between an employer and a worker on terminating their jobs, they shall inform the labor and labor exchange office concerned 30 days in advance (Myanmar Insider, 2017).

Myanmar government also found a law for labor organizations and the law mentioned for the rights of the employees. Executive Committee of the organization have to represent the workers, protect the rights and interests of the workers, develop knowledge relating to the functions and duties of workers, to provide job training and skill-training to improve the qualification to support the development of productivity (Pyidaungsu Hluttaw, 2011).

Labor organizations has right to draw constitution and rules, organizing administration activities, negotiate with the employees, assist as much as possible if the labour organizations request for help for the interest of workers. However, the employer shall not exercise any acts designed to promote the establishment or functioning of labour organizations under his domination or control by financial or other means. The law also mentioned that The Union Government may provide assistance to a labour organization as appropriate. However, the right of labour organization to carry out activities independently according to law shall be regarded. Employment and skill development law, Ministry of Labour, Immigration and Population mentioned a lot about balancing the employment work and life. Employment contract have to involve;

- (1) Title of Job
- (2) Probation period
- (3) Wages/Salary
- (4) Place of work
- (5) Duration of the Contract
- (6) Working Hours
- (7) Rest days, Holidays and Leave

- (8) Overtime work
- (9) Arrangements for meals during the period of work
- (10) Accommodation
- (11) Medical Treatment
- (12) Ferry service and travel
- (13) Rules to be followed by employee
- (14) Agreement by worker regarding the duration shall work after attending any training course arranged by the employer.
- (15) Resigning and being discharged.
- (16) Termination of Contract
- (17) Responsibilities according to rules in the Contract
- (18) Annulment of the Contract by mutual agreement of employer and worker
- (19) Other matters
- (20) Adding, changing or amending the rules of the Contract
- (21) Miscellaneous

Employer shall perform technical training to improve the capabilities of new employees as well as those already working in compliance with the company's specifications and skills development agency (Pyidaungsu Hluttaw, 2011).

Employer may:-

- In introducing training programs to improve employee skills, undertaking in-house / in-plant training, comprehensive on-the-job training, sending its employees to outside training courses, performing information technology training either individually or in groups of individual employers or groups of staff.
- Employ young people who are (16) years of age as apprentices in compliance with the guidelines set down by the Regulations of Skills Development Agency and train them in the various skilled occupations (Pyidaungsu Hluttaw, 2011).

CHAPTER IV

SURVEY ANALYSIS

4.1 Background Information of Study Area

Yangon was selected as study area to analyze the work life balance of NGO workers in Myanmar. There are 224 registered UN, International and Local NGOs in Myanmar as per the information of The Myanmar Information Management Unit (MIMU). Although there are 224 (UN, International and Local NGOs) in country wide, almost all of the head office of organizations are based in Yangon, have highest number of UN, International and Local NGOs. Total 96 organizations (15 UNs, 55 INGOs, 19 Local NGOs and 4 Red Cross) are operating in Yangon. Staffs from head offices usually need to pass more procedures, more communication with donors, home office, take more different responsibilities, and meet more different challenges and competitions among colleagues. Moreover, life of townspeople is not as simple as the life in rural areas. Yangon itself has expensive living costs, used to have the big challenges among people. So, NGO works in Yangon will have challenges on their work life balance.

4.2 Survey Design

Study design was descriptive study design. This study includes primary data and secondary data sources. To get the primary data, it was collected by using snowball sampling method. For the secondary data, this study based on previous academic papers, bulletin, internet websites, journals, personal blogs, publications and research studies. A total of (600) staffs was selected from Yangon which can represent the most relevant and effective results so that the study focused on the staffs who are working with UN, International and Local NGOs in Yangon as shown in Table (4.1). According to the table, there were 360 respondents from International NGO (60% of total respondents), 140 respondents from local NGO (23.3% of total respondents) and 100 respondents from UN (16.7% of total respondents).

Table (4.1) Number of Respondent by Organization

Organization	No. of Respondents	Percentage (%)
UN	100	16.7%
INGO	360	60%
Local NGO	140	23.3%
Total	600	100%

Source: Survey Data, 2020

Questionnaire were formulated by reviewing the literatures and related studies. The contents of questionnaire were modified as necessary. The contents of questionnaire were consists of two parts as shown in Table 4.2. Regarding the socio-demographic characteristics (Gender, Age, Marital Status, Do you have children, How many children, Highest Education, Year of work, Years of work at current organization, Current Organization, level of management, Number of employees, Field of profession and Monthly Income) it has 13 items and the perception on availability of work-life balancing, work and family conflicts, job satisfaction, and stress at work. The content validity index (Scale-CVI) of the revised questionnaires was 9.4.

Table (4.2) Contents of Questionnaire

Part	Contents	Items
I	Socio-demographic data (Gender, Age, Marital Status, Do you have children, How many children, Highest Education, Year of work, Years of work at current organization, Current Organization, level of management, Number of employees, Field of profession and Monthly Income)	13
II	Perception on the work life balance of NGO workers (i) availability of work-life balancing (ii) work and family conflicts (iii) job satisfaction (iv) stress at work	8 8 15 9
	Total	53

Source: Survey Data, 2020

The work life balance of NGO workers assessment was done by using self-reported structure questionnaire with five-point Likert scale. Immediate after filling the questionnaire, data were checked for completeness, errors and inconsistencies. The overall level of work life balance of NGO workers contained 40 items. Four subscales were used to measure the responses for a five-point Likert scale score ranging from 1 to 5 (5=strongly agree, 4=agree, 3=neutral, 2=disagree and 1=strongly disagree). In this study, the correlation between work-life balance and job satisfaction, and work-life conflict and stress at work were calculated by using Pearson correlation test. *P* value of 0.05 was identified as statistically significant for all statistics.

4.3 Analysis on Survey Results

The analysis was carried out to access the work life balance of NGO workers in Yangon, structured with demographic characteristics of respondents in accordance with the requirements of the specific research questions.

4.3.1 Demographic Characteristics of Respondents

The demographic characteristic of the respondents includes gender, age, marital status, do you have children, how many children, highest education, year of work, years of work at current organization, current organization, level of management, number of employees, field of profession and monthly income.

Table (4.3) Number of Respondents by Gender

Gender	No. of Respondents	Percentage (%)
Male	378	63%
Female	222	37%
Total	600	100%

Source: Survey Data, 2020

According to the Table (4.3), (63%) of the respondents were Female and 222 (37%) of the respondents were Male in this study. It may be man are more likely to be suitable as the nature of NGOs work, and woman are more likely to be a good housekeeper as their family.

Table (4.4) Number of Respondents by Age Group

Age group	No. of Respondents	Percentage (%)
20 to 30 year	272	45.3%
31 to 40 year	254	42.3%
41 to 50 year	64	10.7%
50 and above	10	1.7%
Total	600	100%

Source: Survey Data, 2020

According to the Table (4.4), 272 respondents are (20-30 years), 254 respondents are (31-40 years), 64 respondents are (41-50 years) and 10 respondents are above 50 years old. The age group (20 to 30 year) and the age group (31 to 40 years) were the largest group of respondents which can say that most of the staffs in UN, International and local NGO staffs are in the young adult age group (20 to 40 year) because most organization were more likely to prefer actively young age employee but they may have lack of experiences.

Table (4.5) Number of Respondents by Marital Status and Number of Children

Marital Status	No. of Children from Respondents				Total
	No Children	One	Two	Three	
Single	376 (62.7%)	-	-	-	376 (62.7%)
Married	72 (12%)	76 (12.7%)	52 (8.7%)	8 (1.3%)	208 (34.7%)
Separated/Divorced	4 (0.6%)	10 (1.7%)			14 (2.3%)
Not Mentioning		2 (0.3%)			2 (0.3%)
Total	452 (75.3%)	88 (14.7%)	52 (8.7%)	8 (1.3%)	600 (100%)

Source: Survey Data, 2020

According to the Table (4.5), result of marital status indicated that most of the respondents 62.7 percent were single compared to 34.7 percent were married, 2.3 percent were separated or divorced and 0.3 percent did not mention the marital status. Among them, 452 (75.3%) of the respondents did not have children. However, 88 (14.7%) of the respondents had only one child, 52 (8.7%) of the respondents had 2 children and 8 (1.3%) of the respondents had 3 children. It can be seen that although most of respondents were married, they did not have children that may not be burden

for their work and worried about for their children because they had usually trip and overtime in their work according to the nature of these work.

Table (4.6) Number of Respondents by Education

Education	No. of Respondents	Percentage (%)
Diploma	24	4%
Post Graduate	96	16%
Graduate	308	51.3%
Master	172	28.7%
Total	600	100%

Source: Survey Data, 2020

According to the Table (4.6), 28.7% of respondents were Master degree holders, 51.3% of respondents were graduated, 16.0% of respondents were post-graduate and only 4% of respondents were diploma holder. Based on the educational level, they may get more salary and high position in the organization.

Table (4.7) Number of Respondents by Service Year

Year	No. of Respondents	
	Year at NGO Sector	Year at Current Organization
Less than 3 year	120 (20%)	352 (58.7%)
3 to 5 year	120 (20%)	128 (21.3%)
5 to 10 year	198 (33%)	96 (16%)
11 to 15 year	132 (22%)	18 (3%)
16 year and above	30 (5%)	6 (1%)
Total	600 (100%)	600 (100%)

Source: Survey Data, 2020

According to the Table (4.7), for the year of service, only 5 percent of the respondents had more than 16 years of experience in NGO sector, 22 percent had 11 to 15 years experiences, 33 percent had 5 to 10 years experiences, 20 percent had 3 to 5 years experiences and 20 percent had less than 3 years experiences. Moreover, regarding the years of work at current organization, only 1 percent of total respondents had more than 16 years of experience in NGO sector, 3 percent had 11 to 15 years experiences, 16 percent had 5 to 10 years experiences, 21.3 percent had 3 to

5 years experiences and 58.7 percent had less than 3 years experiences. It can be the more they had experiences, the more they get higher position and allowance.

Table (4.8) Number of Respondents by Designation

Designation	No. of Respondents	Percentage (%)
Mid-level management	302	50.3%
Senior level management	110	18.3%
Executive level management	22	3.7%
Non-Management (Technical)	166	27.7%
Total	600	100%

Source: Survey Data, 2020

According to the Table (4.8), 302 respondents were working as mid-level management staffs, 110 respondents were senior level management, 22 respondents were executive level management and 166 staffs were non-management (Technical) staffs which most of the respondents were mid-level management staffs. The higher designation may get higher opportunity but they may have job stress and work and family unbalance.

Table (4.9) Number of Respondents by Field of Profession

Field of Profession	No. of Respondents	Percentage (%)
Program	180	30%
Communication	40	6.7%
Finance	70	11.7%
HR/Administration	40	6.7%
IT	10	1.7%
M&E	78	13%
Management	50	8.3%
Procurement / Logistic	8	1.3%
Technical	70	11.7%
Others	54	9%
Total	600	100%

Source: Survey Data, 2020

According to the field of profession of the respondents in table (4.9), 40 respondents were profession in communication, 70 were finance, 40 were HR or admin, 10 were IT, 78 were M&E, 50 were management, 8 were procurement or logistic, 180 were program, 70 were technical and 54 were others such as Consultant, Researcher, Internship, etc. In this study, the highest proportion of the respondents were at the program, the second was at the M&E and the third was at the Finance and Technical in field of profession.

Table (4.10) Number of Respondents by Monthly Income

Monthly Income	No. of Respondents	Percentage (%)
Under 500,000/-MMK	76	12.7%
500,001 – 1,000,000/- MMK	150	25%
1,000,001 – 1,500,000/- MMK	122	20.3%
1,500,001 – 2,000,000/- MMK	88	14.7%
2,000,001 – 2,500,000/- MMK	66	11%
2,500,001 – 3,000,000/- MMK	56	9.3%
Above 3,000,00/- MMK	42	7%
Total	600	100%

Source: Survey Data, 2020

According to the Table (4.10), 12.7 percent of respondent had under 500,000/- MMK monthly income, 25 percent had 500,001 - 1,000,000/- MMK, 20.3 percent had 1,000,001 - 1,500,000/- MMK, 14.7 percent had 1,500,001 - 2,000,000/- MMK, 11 percent had 2,000,001 - 2,500,000/- MMK, 9.3 percent had 2,500,001 - 3,000,000/- MMK and only 7 percent had more than 3,000,00/- MMK income per month. Technical. It can be seen that employee who are high income have a level of subjective well-being that is substantially higher than employee who are low income. Thus, high pay leads to high levels of job satisfaction is not without debate.

4.3.2 The Assessment of the Level of Four Factors

To identify the level of work-life balance, work and family conflict, job satisfaction and work at stress among the NGOs' employee, it presents the link between the work-life balance practices and job satisfaction of organization. In addition, work-life balance is measured using variety of scales developed by previous

literatures and research studies. The indicators were used self-reported structured questionnaire including the concept of work-life balance, the challenges of work-life balance to work and family conflict, job satisfaction, stress at work. It was developed the scales which consisted of following five dimensions: personal, family and social needs, time management, team work, organizational benefit and support and type of work. Moreover, scores of this items are reversed and higher mean scores indicate a higher degree of the four factors assessment. Each item of the questions is scores on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Thus, the higher overall mean scores indicated that it is not only the better availability of work life balance and job satisfaction but also the work and family conflict and stress at job in this study.

A. Availability of work-life balancing

Table (4.11) shows the mean and standard deviation of the items on the availability of work life balance includes time for self, flexible from work, family support and desire to manage to set boundaries between personal life and work life. This study overall mean score was 3.54 which indicated that the better perception of work-life balancing among the respondents.

According to the survey results, flexibility to work from home using computer shows the result of 3.96 mean score which is approaching very closely to agree. According to the result, almost all of the organizations of respondents allowed flexibility to work from home which might especially be the pandemic crisis. In addition, about flexible working time shows 3.37 out of 5 mean value which mean that over half of the respondents have flexible working time and have regular and compressed work week.

It can be seen that most of the UN, International, and local NGOs allow flexible working hours to employees. Though the organization allows flexible time, some of the positions could not take flexible hours according to the workload and different kind's responsibilities. The rest of the respondents seems that they could not get flexible working hours in their job. Therefore, it is needed to find the solutions to have boundaries between personal life and work life. Solutions include discussion and advocacy with employers to have flexible working time, find times to enjoy, find times for personal hobbies and try to set effective time management.

To find times for hobbies and interests, 3.49 mean score was received which mean that many respondents had time to enjoy and relax with their hobbies and interests. To set boundaries between work and life shows 3.51 mean scores indicated that more than half of the respondents were able to separate their personal life and work life. Satisfaction of current work life balance shows 3.54 mean score that some respondents did not satisfied with their current work life balance, even though, more than half of the respondents are satisfied.

The item of missing quality times with friends because of work receive was 3.48 mean score. It can be stated that some respondents still missing fun time with friends because of work. They were more priority work and work related matters than fun times. Fun time with friends can relax the mind of a person, reduce stress and anxiety. However, more than half of the respondents could still catch the fun times with friends because they believed that a good friend is the gift of the God.

Most of the respondents get the support from the family (mean scores=3.61). It can be indicated that family support is very important to every human being since childhood till old age. Family can support both mentally and physically to get the achievements in life. Family support is also a very important factor to work life balance. With the support of the family, people can overcome the difficulties, complete the tasks successfully and also get some happiness.

Table (4.11) Availability of Work-life Balancing

	Availability of work-life balancing	Mean	Standard Deviation
1	My work allows me flexible time - e.g. part-time work, rostered hours, night/day shifts	3.37	1.084
2	I have compressed work week - e.g. working approximately 40 hours in fewer than 5 days	3.37	1.006
3	My work allows flexibility to work from home using a computer	3.96	0.987
4	It is easy for me to find times for hobbies and interests	3.49	1.009
5	I am able to set boundaries between work and life	3.51	0.915
6	I am satisfied with my current work-life balance	3.54	0.947
7	I do not missed out quality times with my friends because of work.	3.48	0.870
8	My family support me handling life related issues	3.61	0.980
Overall Mean Score		3.54	

Source: Survey Data, 2020

B. Work and Family Conflicts

Table 4.12 describes the respondents' response of mean and standard deviation of the work and family conflicts includes overlapping family duties and work duties, overlapping demands, time and pressure, etc. The overall mean score was 3.42 which indicated work and family conflicts are lower in this study.

The first question about missing quality times with my family because of pressure of work get indicated that the mean score was 3.42. Over half of respondents could find time for family, able to balance the work and family life, whereas some of the respondents still could not find time for families. Therefore, everyone need to give time to family and work in life. Sometimes, pressure from work can lead the people to miss the time to spend with family. They should reconsider the time management to be able to set work and family time separately.

In term of the second question, my work schedule allows me to spend time with my family described that mean score was 3.54. If the work schedule is too tight, employees may not able to find times for family because work schedule is directly related to spend time for the family. Some of the respondent did not have tight schedules but they still could not find time for family. They should reconsider the time management to be able to set work and family time separately. Sometimes people should try not to bring work pressure to home. Therefore, they need to accomplish time management with the balance of work schedule and family time in order to get well-being life.

Third question, difficult to fulfil family duties because of work shows 3.41 mean scores and fourth question, do not need to change the plans for family activities because of work shows 3.25 which are related to above two questions. Over half of the respondents could give time for family, maintain the work schedule properly and work does not disturb family time, where some respondents still need to set boundaries between work and family life. It can be seen that the work schedules and pressures can affect the family time, family related duties and pressure can also effect the performance at work.

The statement of “demands of family doesn’t interfere with work-related activities” shows mean score 3.58 which means more than half of the respondents can separate family activities and work. In term of the question, “do not need to put off doing things at work because of demands on my time at home” displays mean scores 3.46 which means that over half of the respondents could focus on work during working hours and family duties does not interfere work. As the question of “home life doesn’t interfere with responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime” shows mean scores 3.69 which means that most of the respondents could work effectively without worrying about family matters on working hours.

The lowest mean score 3.01 indicated that the family-related strain interferes with ability to perform job-related duties, which means half of the respondents were facing interferes from family related strain such as family problems, issues and matters to perform the job better. Both work life and personal life can interfere each other, if there is no boundaries, employees will feel overwhelming which can cause the effect to performance, mental and physical health.

Table (4.12) Work and Family Conflicts

Challenges to WLB - Work and Family Conflicts		Mean	Standard Deviation
1	I do not missed out quality times with my family because of pressure of work.	3.42	0.945
2	My work schedule allows me to spend time with my family	3.54	0.896
3	It's not difficult to fulfil family duties because of work	3.41	0.888
4	I don't need to change my plans for family activities because of work	3.25	1.002
5	The demands of my family doesn't interfere with my work-related activities	3.58	0.836
6	I don't need to put off doing things at work because of demands on my time at home	3.46	0.846
7	My home life doesn't interfere with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime	3.69	0.826
8	Family-related strain interferes with my ability to perform job-related duties	3.01	0.953
Overall Mean Score		3.42	

Source: Survey Data, 2020

C. Job Satisfaction

Table 4.13 shows the respondents' response of mean and standard deviation of job satisfaction includes having clear set of goals and aims, opportunity to use my abilities, a good job, feel excessive levels of stress, career opportunities, satisfied with the training, develop new skills, growing as a professional, fair of salary, satisfied to organization, encourages recreational activities, evaluate the employee's performance, and transparent and smart. The overall mean score was 3.56 in this study. It was indicated that there was the higher job satisfaction for the respondents in this study. The highest mean score referred to have a clear set of goals and aims that enable me to do my job and conduct performance appraisal to evaluate the employee's performance (mean = 3.86) while the lowest mean score referred to do not feel excessive levels of stress at work (mean score=3.24).

The highest mean score indicated that a clear set of goals and aims that enable me to do job (mean score = 3.86). Most of the respondents perceived what they are doing and really know the goals on their job. Only few respondents were not very clear about the aim and goals of their job that they need to focus more. Thus, employees need to really know what they are doing, what are the aim and get the achievement to satisfy in job. Likewise, organization used to conduct performance appraisal to evaluate the employee's performance shows 3.86 mean score which mean almost all of the organization of the respondents conduct performance appraisal to evaluate the employee's performance, rewards and actions are taken in this process.

The second question was opportunity to use abilities and skills at work (mean score= 3.79). Most of the respondent get the chance to show their abilities and skills at their work. In terms of question three, acknowledged by line manager shows 3.72 mean score which means most of the respondents get acknowledgements from their line manager when they do good job and show good performance. This is an important factor for an employee to get job satisfaction and also the encouragement to keep up the good work.

Regarding the workload, more than half of the respondents had manageable workload, where the rest of the respondents were much workload more than they could handle (mean score = 3.35). In terms of the question, satisfied with the career opportunities available in organization, mean score shows 3.5 which means over half of the respondents felt satisfied about the career opportunities that their organization support. The rest of the respondents were not satisfied with career opportunities available in their organization. Therefore, management team should consider carefully and provide good career opportunities to employees because this is directly related to the professionalism of employee, performance of employees and staff turnover rate.

For the question seven, satisfied with the training received in order to perform well at present job describes 3.41 mean score indicated that more than half of the respondents were satisfied with the training received in their organization. Even though UN and NGO organizations are famous about the staff training, some of the respondents did not get the enough training to perform well in their tasks the present study. Organizations need to reconsider and plan well to support the staffs to get necessary trainings. Employees also need to raise the voices to get the rights to do better performance.

More than half of the respondents get encouragements from organization to develop new skills (mean score = 3.75). It can be seen that organizations were more encourage employees to develop new skills on their own way although not enough trainings are support inside organization. In this case, employees can build their own capacity to develop by attending online classes, attend classes, training out of office hours and also self-studies. In terms of the question, job is reliable and secure shows mean score 3.52 which means more than half of the respondent perceived that their work was reliable and secure, so that they were confident and feel safe to work in their organization. At the statement of the question, “growing as a professional in current job” shows 3.74 mean scores which mean most of the respondents developed and grew as their professional during working with their organization. This is also the important facts on job satisfaction because employee feel confidence and satisfy with their job which can be happy working environment.

Over half of the respondents responded that they felt satisfy about their salary and feel fair with their job responsibilities while the result of the respondents still feel their salary are not fair compare to their workload and responsibilities (mean score= 3.43). Regarding question twelve, satisfaction to my organization over the current employee benefit package like (leave, insurance, additional allowance, medical allowance and so on) shows 3.57 mean scores which can say that more than half of the respondents were satisfied about the employee benefit package they received from their organizations.

Half of the respondent responded that their organization did not encourage recreational activities for employees (mean score=3.31). Recreational activities are important for employees to get new energy, get break time, build trust among colleagues, increase team spirit and lead to better performance at work. More than half of the respondents perceived that their management team is transparent and smart, nearly half of the respondent do not think their management team is not transparent and smart (mean scores=3.40). This is also the very important to the employees to get the satisfaction at job because management team is playing decision making role in every organization, if they are not transparent, many problems can happen within the organization.

The lowest mean score also indicated that half of the respondents felt excessive levels stress about work (mean score = 3.24). Therefore, job satisfaction is also one of the important matter to work life balance because people mostly feel

satisfy and happy once they are ok at work. Working environment became more and more important in these days because people spend most of their times at job every day, job is the financial support for people survival.

Table (4.13) Job Satisfaction

Job Satisfaction		Mean	Standard Deviation
1	I have a clear set of goals and aims that enable me to do my job.	3.86	0.781
2	I have the opportunity to use my abilities and skills at work.	3.79	0.881
3	When I have done a good job it is acknowledged by my line manager.	3.72	0.896
4	The workload never placed on me more than I can handle.	3.35	0.991
5	I do not feel excessive levels of stress at work.	3.24	1.027
6	I am satisfied with the career opportunities available to me in my organization.	3.50	1.006
7	I am satisfied with the training I receive in order to perform well my present job.	3.41	1.015
8	My work encouraged me to develop new skills	3.75	0.954
9	I think that my job is reliable and secure.	3.52	0.962
10	I am growing as a professional in my current job	3.74	0.877
11	It is fair of salary against the job and responsibilities.	3.43	0.983
12	I am satisfied to my organization over the current employee benefit package like (leave, insurance, additional allowance, medical allowance and so on)	3.57	1.030
13	My Organization encourages recreational activities.	3.31	0.929
14	My organization used to conduct performance appraisal to evaluate the employee's performance.	3.86	0.901
15	The management team in my organization is transparent and smart.	3.40	0.957
Overall Mean Score		3.56	

Source: Survey Data, 2020

D. Stress at Work

Table 4.14 shows the respondents' response of mean and standard deviation of how much respondents were feeling stress and what are the causes. It included nine questions. The overall mean score was 3.71 in this study. It was highlighted that the lower perception for stress at work among the respondents.

The first question was about being able to concentrate on work which can cause the stress at work because it can affect the performance at work. Mean score for this question was 3.85 which can say that almost all of the respondents were able to concentrate on their work, just few people are difficult to concentrate. The second question about, not losing much sleep over worry on work, family and life conflicts shows 3.36 mean score, which mean over half of the respondents do not stress out and lose sleep because of work life and personal life conflicts.

In terms of the third question, not feeling stress to go to work result means scores 3.50, it says that more than half of the respondents were happy to go to work and not stress out to go to work, while some of the respondents were still feeling stress to go to work. Next question number four, feel capable of making decisions about things in work and life which is an important factor not to have much stress, people feel confident and satisfy once they are able to make their own decision on their life. The mean score for this question was 3.72 which says that most of the respondents were capable of making decisions about things in work and life and they have strong confident to decide for their life.

Regarding question number five, most of the respondent believed that they could overcome difficulties in work (mean scores = 3.87), that almost all of the respondents felt confident their skills and abilities that they can overcome difficulties at work. In terms of question six, enjoy the days at office shows 3.70 mean scores that says more than half of the respondents were enjoy their days at office, whereas the rest of the respondents still did not enjoy at office. Therefore, it is necessary to enjoy and happy at their days at office which can cause positive mindset. Positive mindset can get better performance, better team spirit and more work done.

Most of the respondents responded that they perceived happy working with their colleagues (mean scores = 3.77). Feeling reasonably happy working with colleagues is the important factor to reduce the level of stress, as most of the respondent's life time spent at work and colleagues to meet most of the hours in each

days. If they have problems with colleagues or not good communication, it can directly effect to work, performance and find not easy to pass a day at office.

Regarding not losing confidence while working shows mean scores 3.75 which can say that most of the respondents felt reasonably confident on their work and professionalism. Last question number nine, thinking self as a worthy person to current position, almost all of the respondents feel and confident that they are worthy to the current position (mean score = 3.83). It can be seen that most of the respondents usually felt confident at work once it's sure that they are worthy to the position and work done successfully on the tasks related to this position.

Table (4.14) Stress at Work

Stress at Work		Mean	Standard Deviation
1	I am able to concentrate on my work	3.85	0.763
2	I do not lose much sleep over worry on work, family and life conflicts	3.36	0.983
3	I do not feel stressful to go to work	3.50	0.999
4	I felt capable of making decisions about things in work and life	3.72	0.727
5	I felt I can overcome my difficulties in work	3.87	0.676
6	I am able to enjoy my days at office	3.70	0.752
7	I been feeling reasonably happy working with my colleagues	3.77	0.815
8	I do not lose confidence while I am working	3.75	0.881
9	I thinking of myself as a worthy person to my current position	3.83	0.859
Overall Mean Score		3.71	

Source: Survey Data, 2020

4.3.3 Correlation between Work-life Balance and Job Satisfaction, Work-life Conflict and Stress at Work

There are four independent variables; work-life balance, job satisfaction, work-life conflict and stress at work in the study. To meet the objective, Pearson

correlation coefficient test was used to investigate the relationship between these variables. It was a statistical measure of relationship between two factors. The correlation coefficient (r) ranges from -1.0 to +1.0. When the value of r is -1.0, it indicates a perfect negative linear relationship while r value of +1.0 indicates a perfect positive linear relationship. When the r value equal to 0 means that there is no correlation indicated among the variables. P value of 0.05 was identified as statistically significant for all statistics.

According to the table (4.16), it was found that there were total mean scores between the work-life balance and job satisfaction of the respondent's mean was 28.22 and the mean was 53.44 respectively. Using Pearson's rho correlation result, there was a statistical correlation coefficient between work-life balance and job satisfaction of the respondents (p -value = 0.000). It was indicated that there was a perfect positive linear relationship between these two variables ($r=0.658$). Moreover, there were total mean scores between the work-life conflict and stress at work of the respondent's mean was 27.36 and the mean was 33.34 respectively. There was also a statistical correlation coefficient between work-life conflict and stress at work of the respondents (p -value = 0.000) and there was a perfect positive linear relationship between these two variables ($r=0.655$).

Therefore, the relationship work-life balance between and job satisfaction is clear. The current research shows that job satisfaction found to be positively correlated with employee performance and work-life balance. Employees with high job satisfaction will work in healthier mood and they are ready to learn more skills which can lead to promotion in their job performance. It also clarified the positive toward their job and higher motivation, the higher work-life balance will have. On the other hand, many of the previous studies have found that a positive relationship existed between work-life conflict and stress at work. The relationship between work-life conflict and stress at work is not new in the current study and it was investigated extensively a long time ago. It was indicated that when employees able to unbalance between their work and other activities they cannot put big contribution to their organizations so, that influences to their job performance.

Table (4.15) Correlation between Work-life Balance and Job Satisfaction, Work-life Conflict and Stress at Work

Variables	n	Mean	Standard Deviation	r -value	P -value
Work-life balance	600	28.22	4.95	0.658	0.000
Job satisfaction	600	53.44	9.60		
Work-life conflict	600	27.36	4.93	0.655	0.000
Stress at work	600	33.34	5.31		

Correlation is significant at the 0.01 level

Source: SPSS data, 2020

4.3.4 The Relationship between Socio-demographic Characteristics and the Four Factors

In order to meet the objective, the relationship between socio-demographic characteristics and the four factors, Fisher excel test were considered as the data obtained for outcome variable.

The stress at work among the respondents was assessed with nine questions which were summed up to obtain the total perception scores. The total score was divided into two groups (high and low) based on mean score. The mean score above was high perception and under mean score was low perception. Total mean scores at and below 27 were fair and mean scores at and above 27 were good. It was also found that there was statistically association between their marital status and stress at work ($p=0.001$). It can be seen that married staff have higher levels of stress at work than the single staff. The single staff feel less stress and burnout because the marital status has effect on the emotional exhaustion. Obviously, the more they have children, the more they have stress at work in their organization.

Moreover, job satisfaction among the respondents was assessed with fifteen questions which were summed up to obtain the total perception scores. The total score was divided into two groups (high and low) based on mean score. The mean score above was high perception and under mean score was low perception. Total mean scores at and below 36 were fair and mean scores at and above 36 were good. It was also found that there was statistically association between their designation level and

job satisfaction ($p=0.001$). It can be noted that the degree of job satisfaction was directly related to a staff's present and aspirational position.

Table (4.16) The Relationship between Socio-demographic Characteristics and the Four Factors

Socio-demographic Characteristics	High		Low		df	Fisher excel test	P - value
	N	%	n	%			
Marital status (n=600)					3	28.69	0.001
Single	250	74.1	126	27.6			
Separate	8	60	5	40			
Married	52	20	156	80			
Not mentioning	1	50	1	50			
Designation (n=600)					3	19.34	0.001
Mid-level management	140	31.3	162	68.8			
Non-management	86	53.3	80	46.7			
Senior level management	70	75.5	40	24.5			
Executive level management	22	100	0	0			

Source: SPSS data, 202

CHAPTER V

CONCLUSION

5.1 Findings

The fast changes of political landscape in Myanmar, there are controversial and concerns about influence of NGOs in political and peace agenda and amending the constitution. The relationship between NGOs and political parties reflected varied characters of interests and strategic focused with different agendas. Then, more NGOs actively contributed in Myanmar by State and Region and more donors including their implementing partners came into Myanmar to deliver more development aids.

Myanmar NGOs' staff has continuously been a major challenge in organizational demand. It embraces compelling ways to persuade workers to accomplish and provide higher job performance. They are the basic source of benefits and competitive advantage in NGOs. Though it can be determined by work-life balance, the level of effectiveness and efficiency can be measured in a given organization via employees' satisfaction. Work-life balance is considered most important topic in most of the boardrooms and also in government hall nowadays. As for that, in the coming decade, it is predicted that it will become as one of the most important issues to manage by the human resource management. It is essential particularly when institutes have to manage extraordinarily technical professional because their high loyalty and commitment is required for achievement of the institute. In line it can be enterprise for fulfilment of the workers.

Regarding the work-life balance, the highest mean score referred to my work allows flexibility to work from home using a computer (mean = 3.96) while the lowest mean score referred to I have compressed work week (mean score=3.37). The overall mean score was 3.54 in the current study. Therefore, the respondents felt confident their skills and abilities that they could overcome difficulties at work, they felt worthy to the current position, concentrate well on their work, feeling happy working with their colleagues, felt reasonably confident on their work and professionalism, felt capable of making decisions about things in their work and life,

enjoy the days at office, happy to go to office and not lose much sleep over worry about work and life.

As regard as work-life conflict, the highest mean score referred to my home life doesn't interfere with my responsibilities at work (mean = 3.69) while the lowest mean score referred to family-related strain interferes with my ability to perform job-related duties (mean score=3.01). The overall mean score was 3.42 in this study. Consequently, nearly half of the respondents felt stress about the overall worry work, family and life conflicts. The factors effecting the respondents stress about work, family and life conflicts must be address to be able to get work life balance for all respondents. The respondents could also try themselves proper time management, set the boundaries between work life and personal life, solve the problems separately by not carrying work stress to personal life and not carry personal stress to work.

Concerning job satisfaction, the highest mean score referred to have a clear set of goals and aims that enable me to do my job and conduct performance appraisal to evaluate the employee's performance (mean = 3.86) while the lowest mean score referred to do not feel excessive levels of stress at work (mean score=3.24). The overall mean score was 3.56 in this study. However, nearly half of the respondents did not feel satisfied about workload, salary, training, recreational activities provided by organization and management of the management team in organization. Transparency of management team in UN and NGO are very important as management team is decision makers at the organization. They could consider the workload of each employee, capacity building and salary scale. Even though donor funds are playing in main role for salary scale of UN, NGO sector, strong policies and smart management team definitely can be the good answer to this issue.

In stress at work, the highest mean score referred to overcome my difficulties in work (mean = 3.87) while the lowest mean score referred to do not lose much sleep over worry on work, family and life conflicts (mean score=3.36). The overall mean score was 3.71 in this study. Thus, more than half of the respondents can separate work issues and family issues that support their work life balance. Home life doesn't interfere with responsibilities at work (such as getting to work on time, accomplishing daily tasks, and working overtime), demands of family doesn't interfere with work-related activities, work schedule allows respondents to spend time with family, no need to put off doing things at work because of the demands from family, do not missed out quality times with family because of work pressures and not difficult to

fulfil family duties because of work. However, nearly half of the respondents having conflicts between work and family duties, they need to change the plans for family activities because of work and family-related strain interferes with ability to perform job-related duties.

Generally, it was also found that there was statistically association between their marital status and stress at work ($p=0.001$). It can be seen that married staff have higher levels of stress at work than the single staff. Therefore, the married staff have to work harder to make a family living, policies that provide work life balance for married staff can be developed. Furthermore, it was also found that there was statistically association between their designation level and job satisfaction ($p=0.001$). thus, individual's satisfaction at job can be highly influenced by his or her occupational level such as greater autonomy, responsibility, and greater opportunity for satisfying motivator needs can be seen in one at a higher occupational level.

Moreover, there was clear indication that work-life balance and work-life conflict variables were positively significant relationship with job satisfaction and stress at work variables. Therefore, the work life balance has much impact on employee job satisfaction. Some factors of work life conflict such as employee intention to leave job, work pressure and long working hours have negative relation with employee job satisfaction and stress at work. It cannot be denied that NGOs' staff need to have a positive environment in the work place for leading a balance life with their family. A satisfied and work life balanced employee can be more productive, energetic and successful which will gain profit to the organization and also for the employees to their successful and quality of life.

5.2 Recommendations

Based on the findings of this study, it can be seen that, improve sustainable development of human resource management such as long-term orientation, care of employees, care of environment, profitability, employee participation and social dialogue, employees' development, external partnership, flexibility, compliance beyond labor regulations, employee cooperation, fairness, and equality can lead to work-life balance in NGOs in Myanmar.

The findings of the current study indicated that most respondents were satisfied with the flexibility of working hours and their current work life balance. They had time for their own interests and hobbies, their families support them, did not

miss out quality times with family and friends because of work. The respondents expressed the career opportunities they received in organization, acknowledgement from line manager, employment benefits, encouragement to develop new skills and security of work. Therefore, organization should maintain environments that support for their employees can save on costs, experience fewer cases of absenteeism, and enjoy a more loyal and productive workforce in order to create a better work-life balance.

Some of the respondents were not satisfied with the training they received from organization and feeling that their workloads were more than they could handle and salary was not fair compare to their responsibilities. Thus, management teams should have a plan that is necessary trainings for employees for capacity building and reconsider the workloads of employees, where employees also need to speak out through line manager. They also should review the salary scale which need to be update with market rate, should do salary scale research with HR. Even though UN, NGO budgets are depending on donors funding, proper researches and strong organization policies can be the answer to have update salary scale.

In addition, some respondents need to change plans for family activities because of work, family-related strain interferes with ability to perform job well, stress at work and less encouragement form organization about recreational activities. Therefore, the respondents should take self-time to spent time with family such as travelling or going out together and having dinner together. Respondents should talk to line manager once they have family plan and should use the leave days for family activities because it can help to reduce stress to lead work life balance.

Finally, further researches should study on other sector, both NGO and private sector, to assess work-life balance practices and job satisfaction. A qualitative study should also be explored the influencing factors of work-life balance practices and job satisfaction in the future.

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Appendix

Survey Questionnaire

Biographical Data

1. Gender Male Female
2. Age -----
3. Marital Status Single Married Separated/Divorced
 Not Mentioning
4. Do you have children Yes No
5. If, Yes
How many children do you have? -----
6. Highest Education
 Post Graduate Diploma Graduate Master PhD
7. Year of work at LNGO/INGO/ UN sector
 < 3 yrs 3~5 yrs 5~10 yrs >10 yrs
8. Years of work at current organization
 < 3 yrs 3~5 yrs 5~10 yrs >10 yrs
9. Your Current Organization is
 UN INGO Local NGO
10. Level of management in current organization
 Mid-level management Senior level management
 Executive level management Non-Management (Technical)
11. Number of employees in your current organization -----
12. Field of profession
 Management Program Technical Finance Procurement/Logistic
- Logistic
 HR/Administration M&E IT Communication Others
13. Monthly Income
 < 500,000 500,001 – 1,000,000 1,000,001 – 1,500,000
 1,500,001 – 2,000,000 2,000,001 – 2,500,000
 2,500,001 – 3,000,000 > 3,000,00

Instructions: Please rate how strongly you agree or disagree with each of the following statements by placing a tick (×) in the appropriate box.

1 = strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= strongly agree

Availability of work-life balancing					
1	My work allows me flexible time - e.g. part-time work, rostered hours, night/day shifts				
2	I have compressed work week - e.g. working approx 40 hours in fewer than 5 days				
3	My work allows flexibility to work from home using a computer				
4	It is easy for me to find times for hobbies and interests				
5	I am able to set boundaries between work and life				
6	I am satisfied with my current work-life balance				
7	I do not missed out quality times with my friends because of work.				
8	My family support me handling life related issues				

Challenges to – WLB - Work and Family Conflicts					
1	I do not missed out quality times with my family because of pressure of work.				
2	My work schedule allows me to spend time with my family				
3	It's not difficult to fulfil family duties because of work				
4	I don't need to change my plans for family activities because of work				
5	The demands of my family doesn't interfere with my work-related activities				
6	I don't need to put off doing things at work because of demands on my time at home				

7	My home life doesn't interfere with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime					
8	Family-related strain interferes with my ability to perform job-related duties					

Job Satisfaction						
1	I have a clear set of goals and aims that enable me to do my job.					
2	I have the opportunity to use my abilities and skills at work.					
3	When I have done a good job it is acknowledged by my line manager.					
4	The workload never placed on me more than I can handle.					
5	I do not feel excessive levels of stress at work.					
6	I am satisfied with the career opportunities available to me in my organization.					
7	I am satisfied with the training I receive in order to perform well my present job.					
8	I am encouraged to develop new skills.					
9	I think that my job is reliable and secure.					
10	I am growing as a professional in my current job					
11	It is fair of salary against the job and responsibilities.					
12	I am satisfied to my organization over the current employee benefit package like (leave, insurance, additional allowance, medical allowance and so on)					
13	My Organization encourages recreational activities.					
14	My organization used to conduct performance appraisal to evaluate the employee's performance.					
15	The management team in my organization is transparent and smart.					

Factor Influencing WLB – Stress

1	I am able to concentrate on my work					
2	I do not lose much sleep over worry on work, family and life conflicts					
3	I do not feel stressful to go to work					
4	I felt capable of making decisions about things in work and life					
5	I felt I can overcome my difficulties in work					
6	I am able to enjoy my days at office					
7	I been feeling reasonably happy working with my colleagues					
8	I do not lose confidence while I am working					
9	I thinking of myself as a worthy person to my current position					