

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF APPLIED ECONOMICS  
MASTER OF PUBLIC ADMINISTRATION PROGRAMME**

**A STUDY ON THE FACTORS THAT AFFECT  
EMPLOYEES' WORK-LIFE BALANCE  
IN NON-PROFIT ORGANIZATIONS  
(Case Study in Phyu Sin Saydanar Action Group)**

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EMPA-14 (17<sup>th</sup> BATCH)**

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A thesis submitted as a partial fulfillment towards the requirement for the degree of  
Master of Public Administration (MPA)

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## **ABSTRACT**

Work-life balance is one of the important features to achieve organization's goals and employees' well-being. This study aimed to describe employees' work-life balance condition in non-profit organizations. Descriptive method was used and information was collected from 87 full time staffs at different positions of Phyu Sin Saydanar Action Group with structured questionnaire. The findings indicate that the condition of employees' work-life balance is fair and it is almost the same between male and female respondents. The results show that the respondents are most satisfied with work and work environment but they are not satisfied with the factors that can affect the employees' work-life balance such as perform ad hoc works, taking long hours to complete some tasks, needed to work beyond working hours, work brought home and too much workload.

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## LIST OF ABBREVIATIONS

ADB	Asian Development Bank
CSO	Civil Society Organizations
DTDA	Danish Trade Union Development Agency
ILO	International Labour Organization
INGOs	International Non-Government Organizations
KNUST	Kwame Nkrumah University of Science and Technology
LIFT	Livelihoods and Food Security Fund
LNGOs	Local Non-Government Organizations
MIMU	Myanmar Information Management Unit
MMK	Myanmar Kyat
MOLIP	Ministry of Labour, Immigration and Population
MOU	Memorandum of Understanding
MSH	Management Sciences for Health
NGOs	Non-Government Organizations
PSSAG	Phyu Sin Saydanar Action Group
SMART	Specific, Measureable, Attainable, Relevant and Time-bound
SSB	Social Security Board

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Rationale of the Study**

Work-life balance can be described as "satisfaction and good functioning at work and at home, with a minimum of role conflict" according to Clark (Clark, 2000). According to Marsh (2014), work-life balance is the perfect arrangement of an individual's private time and on-the job to facilitate personal satisfaction and health without negatively impacting professional success and productivity.

Work-life balance is an important feature of a healthy work environment. Maintaining work-life balance helps prevent burnout and reduce stress in the workplace. By developing a work environment which prioritize work-life balance, employers can save expenses, maintain a healthier and more productive workforce (Kohll, 2018) .

Healthy work environment can help to reduce common health issues in the work place which are chronic stress and burnout and increase productivity. When employees are continuously stressed, chronic stress can occur which can lead to mental health issues such as insomnia, anxiety and depression, as well as physical health issue such as hypertension, heart problems, pains and chronic aches. When an employee suffers excessed stress over a long period of time, burnout occurs which can lead to fatigue and a decrease in productivity. When an employee's work-life balance is steady, they will be much happier at work and increase productivity. That is why work-life balance plays as an important role in organizations (SpriggHR, 2020).

Poor work-life balance can cause harmful consequences such as health issues, loneliness, injuries and accidents, high labor turnover and low employee satisfaction, decline in organizational and personal productivity (Luenendonk, 2019).

There are different perceptions on work-life balance between developed and developing countries. In developed countries, gender stereotyping is consciously de-emphasizing which focus to give that there is no different work for man and woman. Household responsibilities are shared between spouses more or less equally. In terms of working hours, most prefer shorter work hours which tends to negotiate for tradeoffs between working hours and wages and most organizations in developed countries have

provision for a career break (Chandra, 2012). Maternity leave entitles up to one year with pay and the length of paternity leave ranges from 7 days to 196 days. The two countries, United States of America and Papua New Guinea are the only ones that have no maternity and paternity paid time off in the world (Ward, 2020).

In the developing countries especially in Asia, gender issues are common in work-life balance. Woman struggle more to get a space in work as socialization process reinforces traditional division of labor and gender-based division of labor is still the norm. In the Asian context, family takes precedence over work for women and for men, it is work over family. Although women have full-time jobs, household duties are put on women in most cases and who are often give up their career opportunity with the interest of their children's education and spouses' career. Working long hours is often assuming as a commitment to the work and negotiation for shorter working hours also thought that it is a sign of employees' weakness. In South Asia countries, maternity leave entitles up to 14 weeks with pay, paternity leave also up to fifteen days and there is no provision for long career break (Chandra, 2012).

Like other developing countries, work-life balance is difficult to find among employees in Myanmar due to culture context which is to care aged by families, take responsibilities for family and at the same time employees are trying to fulfill job responsibilities (Walsh & Ingyin Khaing Tin, 2017). Employed people in most families struggle to survive as some other members in family may have no job and family depends on their income only. There are poor provisions of elder care and child care by the government so that employees who have elder people and children in family have more responsibilities. In some cases, salary and responsibilities may be satisfied for employees but they may have stress depending on work nature, management style and work environment. In the real life, happiness and wellness are important for everyone to have a healthy life. People are employed in different organizations such as government, profit and non-profit. Work in non-profit organizations might not be the same from those business and governmental organizations. Profit organizations are trying to maximize profits for themselves and non-profit organizations are serving people who are unable to gain access to the public services provided by governmental organizations. Most conspicuous fact of non-profit sector is their financial depends on external sources such as donations and grants and if the organization cannot achieve their revenue goals through fundraising, they have to lay employee off and cut programs. Funding is becoming challenges and due to the nature of work, employees in non-profit sector are at risk of

increased anxiety, burnout and stress which can cause work-life imbalance (Zhou, 2020). Thus, it is interested to investigate how employed people in non-profit sector are survived between work and family.

## **1.2 Objective of the Study**

The objectives of the study are to identify the condition of employees' work-life balance and to analyze the factors that affect employees' work-life balance in Non-Profit Organizations.

## **1.3 Method of Study**

This study used a descriptive method with the primary and secondary data. Secondary data was extracted from academic journals, internet website, thesis and publications. Primary data was collected from 87 full time staffs of Phyu Sin Saydanar Action Group with the structured questionnaire.

## **1.4 Scope and Limitation of the Study**

This study focused on the staffs at different levels of Phyu Sin Saydanar Action Group. Targeted respondents were full-time employees. In this survey, part-time employees, volunteers from PSSAG and other NGOs staffs were excluded.

## **1.5 Organization of the Study**

The report of the study is formed with five chapters. Chapter 1 describes the rationale, objective, method, scope and limitation, and organization of the study. Chapter 2 reveals literature review about work-life balance concepts, the importance and impact of work-life balance, factors that affect work-life balance, management practices and review on previous studies. Chapter 3 describes the working conditions in Myanmar which includes employment conditions, legal framework for workers and non-government/non-profit organizations in Myanmar. Chapter 4 presents survey analysis which includes survey profile, survey design and survey result from the findings on work-life balance conditions and influencing factors. Chapter 5 consists of findings and recommendations.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Concept of Work-Life Balance**

There are many definitions of work-life balance can be found through many studies. Greenhaus (2003), defined work-life balance as to what extent an individual is equally engaged in and equally satisfied with his or her job and personal life. Work-life balance also defined as having enough time to meet commitments at both work and home (Guest, 2002). According to Maxwell (2005), work-life balance defined as everyone can find a rhythm to combine work with their aspirations or other responsibilities by adjusting their working patterns regardless of race, age or gender.

According to Scholarios (2004), work-life balance plays an important role in shaping employees' attitude towards life and also their organization. There are variety factors that affect the employees' performance and balance of life is one of them. Thus, employees who have high work-life balance are those who describe the same commitment and investment of time to non-work and work domains (Omar, 2013) (Virick, 2007).

Employees who obtain a balanced life and career usually have better performance compared to those who do not. Work-life balance has a great impact on a persons' work and life satisfaction and it can be challenging to balance a career with personal or family life (Broers, 2005).

Organizations brought up several assistance programs for employees to reduce their work-life conflict. These programs generated big outcomes to reduce the negative influence of imbalance between work and family (Harrington, 2007) (Leiter & Durup, 1996). Reduction in work-family conflict for men and women, structure and spousal support are working as important factors (Aycan & Eskin, 2005). According to Hughes and Bozionelos, work-life balance is not only the result of equalization between work and family commitment but also visiting friends, relatives, entertainment and creative activities (Hughes & Bozionelos, 2007).

The success of the organization mainly depends on employee performance as employees are major contributors of the organization. Work-life balance works a vital

role in shaping employee's attitude towards their organization and also life. The balance of life is one of factors that affect the performance of employees (Scholarios, 2004). According to Deery, organization gave serious attention to issues regarding to maintaining and obtaining work-life balance (Deery, 2008). He further described work-life balance as concept of complicated task as it can be seen from each the meaning of “work”, “life” and balance itself. On the other hand, Guest argued that there is possible to investigate work-life balance trend and development as it impacts the employee’s wellbeing and occupation results (Guest, 2002).

## **2.2 Importance and Impact of Work-Life Balance**

In the United States and the United Kingdom, various studies on work-life balance were conducted which showed most common consequences of work-life imbalance were depression, resulting in higher absenteeism and decreased productivity (Layous, Chancellor, Lyubomirsky, Wang, & Doraiswamy, 2011).

Low work-life balance can also cause to employees experiencing low morale and higher absenteeism (Brough, Driscoll, & Kalliath, 2005) and organizations experiencing lower productivity, poorer work quality and higher staff turnover (Seligman, 2011) (Hill, 2005).

Increased work demands lead to higher levels of stress which cause the work-life imbalance (Malik, Mckie, Beattie, & Hogg, 2010). Higher demands from work cause conflicts in family-work which also generate stress (Aryee, Srinivas, & Tan, 2005). This has negative impacts not only on their families but also the wellbeing of workers (Hochschild, 1997), as it increases anxiety of individuals at work and at home (Doby & Caplan, 2017) and leads to lower quality relationships with family members (e.g. Spouse or children) (Parasuraman & Greenhaus, 2002).

Increasing inability of employees’ to balance work and personal tasks can cause about organizational outcomes like increasing rate of absenteeism and turnover, decreasing productively, reducing job satisfaction, increasing health care cost and reduced degree on organizational commitment (Hobson, Delunas, & Kesic, 2007).

There are many advantages for both employers and employees by having work-life balance. For employees, its lead to reduced absenteeism, more happy-less stressed workforce, increased productivity, improvements in well-being and health, greater employee commitment, motivation and loyalty (AS, 2017). For employers, its lead to reduce staff turnover and recruitment cost, have better communication and team

work, reduce negative organizational stress, increase employee accountability and commitment on organization etc. (AS, 2017).

### **2.3 Factors that Affect Work-Life Balance**

Many studies showed that there are variety factors that affect work-life balance. These factors could be related to family-related, work-related, individual and family-work related. Many researchers found that work-family conflict affects family satisfaction and work satisfaction (Adams, King , & King, 1996) (Duxbury & Higgins, 2001) (Fisher-McAuley, Stanton, Jolton, & Gavin, 2003) (Haar & Bardoel, 2008).

#### **(a) Job Satisfaction**

Job satisfaction has defined as “the degree to which employee have a positive and effective orientation towards employment by organization” (Azeem & Akhtar, 2014). There are number of factors which can identify the level of satisfaction and dissatisfaction of people in the organization which are working conditions, years of experience, age group, reward system, supervision quality and provided working facilities (Feather & Rauter, 2004) (Robbins, Odendaal, & Roodt, 2003). In organizational research, job satisfaction is the most studied variable as employers want to know about the labor turnover rate and best workers of organization. Satisfaction with portions of a job that the employee likes or dislikes can be described as job satisfaction. There will be less attention to job factors when general satisfaction is high. Nevertheless, when job satisfaction is low, there is needed to examine the facts which express the low morale of employees and identifying dislike portions of a job. There are many ways to measure and investigate them. Employees’ job dissatisfaction is the reason for increasing labor turnover rate and also reducing the organization’s overall performance (ArunaShantha, 2019).

#### **(b) Work Environment Satisfaction**

Many studies indicated that work environment is one of the most critical factors which influence the level of job satisfaction and motivation of employees. Work environment have numerous facts which may influence both employee’s mental and physical well-being. There are some factors such as better salaries, having a trustful relationship between the management and employees, equity and fairness for every employee and having a reasonable work load can check for a good workplace. Working environment can be categorized into three components which are psychological work



environment, physical work environment and social work environment (Agbozo, Owusu, Atakorah, & Hoedoafia, 2017). High-quality services from employees can receive from supportive work environment which assist employees to carry out normal duties more productively and making to use the available sources and their knowledge, competences and skills at their best (Leshabari, Muhondwa, Mwangu, & Mbembati, 2008).

Physical work environment can be described as a place setting up with the physical or tangibles things such as office layout, machinery, space and also includes intangibles such as the level of temperature, lighting, ventilation, noise level to perform tasks. In the psychological work environment, three related psychological components are taken into consideration which are behavior (e.g. motivation, absence and effectiveness), intelligence (e.g. decision making, perception and attitudes) and affect (e.g. affective disorders, mood and emotions) (Agbozo, Owusu, Atakorah, & Hoedoafia, 2017). Descriptions and characters of psychological work environment include stress, cooperation, working requirements, conflict and well-being. The characters which mentioned in before and other factors like wages, career growth, the nature of work, compensation, benefits and promotions affect the level of employees' job satisfaction and organization productivity (Butler & Rose, 2011). The social work environments contend with the relationships between supervisors and supervisee, relationship among subordinates, communication styles, team work, readiness to assist others, personal respect (no discrimination based on age, racial background, gender and religion) and no sexual harassment. To improve employees' productivity, the role of managers is critical to address work barriers (Amabile & Kramer, 2011).

### **(c) Stress at Work**

Work stress is one of the most common influence factors on work-life balance in every organization. Generally, job stress can be identified as a bad reaction of employees when they have excess demands or pressures at work (Wickramasinghe, 2012). Work demand and time is one of the most factors which influence job stress. When employees have many tasks to perform and the deadline is around of the corner which make employees feel stress to complete their tasks on time (Larson, 2004). Role conflicts, job insecurity, poor working relationships, limited career growth, insufficient equipment and tools, excessive workload and difficult to balance work and family demands are the sources of work stress (Bruin & Taylor, 2005).

Higher levels of work-related stress can create organizational problems such as low efficiency, increased absenteeism and turnover as well as individual employee problems such as depression, alcoholism and mental illness (Jamal, 2005). Working environment with pressures which connected with psychologically activate stress can create burnout, reduced job satisfaction and lack of organizational commitment (Lazarus & Folkman, 1984).

#### **(d) Work Brought Home**

Managers need to ensure that their staff can finish their assigned jobs at work. Sometimes it will not be able to complete the tasks due to unforeseen personal situation and illness or employees misconduct working hours. Other reasons of employees may not able to complete tasks at work are environmental distraction, multitasking and poor management (Smallbusiness, 2020). Many studies indicated that there is a link between depression and taking work home. Some other reasons employees should not bring work home are it influences on job performance, it ceases mental and psychological recovery, it does not balance on family and work life, it damages relationship, cannot support for a better employee-employer relationship, cannot have enough time to eat and sleep well, and cannot focus and increase on self-esteem (Imafidon, 2015).

#### **(e) Family Condition**

Nowadays, there are many changes in society such as women participation in labor force, social network support and participation of men in doing household chores, altering family-role expectations, dual earner couples, change in family structure and changing social demographics. Work-life practice cannot be successful if individual does not aware work life entitlements and without using these changes (Beauregard & Gottlieb, 2009). Job and life satisfaction are related to work and family relations (Adams, King, & King, 1996). Study showed that family and friend could support both emotionally and physically to having general well-being (depression and anxiety) but could not for work related outcomes such as job satisfaction (Caplan, 1976). Support from family member is critical among the non-work sources of social support and it is also the primary source of support (Beehr, 1985).

#### **(f) Work Role**

At the workplace, work role is a required pattern for individual to perform tasks. Within the organization, a work role is comprised of expected outcomes from many activities which are mentioned as job description and also individual's required qualification to play in this work role (Larkin & Gould, 1999) .

Work role can also be defined within an organization where many groups of people work together, such as a particular section staff, senior management teams, association and individuals. Each group has an appointed task to perform and an expected role to play which is related to their job. Role theory researchers highlighted the importance of 'role behavior' in job satisfaction. Employee can suffer from stress and work imbalance by work role, role ambiguity and work conflict. Where there is not clearly defined on job descriptions and responsibilities which may lead to role conflict and ambiguity (Duxbury, 2009).

#### **(g) Work Responsibilities**

Frone studied to examine the factors which may support employees to control the work-home interface as well as to increase work-life conflict. The study showed that there was a negative relation between levels of professional commitment and work-life balance. The study also proved that we can have negative work-life balance when we have strong professional commitment which cause to increase the risk of work demands overflow into non-work activities. When there are conflicting demands between work and non-work responsibilities which can also create negative work-life balance (Frone, 2003).

#### **(h) Work Load**

Among employee's work stress, workload consists as one factor. Workload can be described as the number of tasks to perform or capable of being performed within a given period. When there is excess of job assignments workload is an element to create mental stress for employees. Workload and stress issues are turning into a vital attention. In big organizations, within a short period of time, employees are asked to complete several tasks which causes stress to employee (Shah, et al., 2011). Employees get more stressful at work when there is combination of deadlines and work overload (Idris, Dollard, & Winefield, 2010). According to Elloy and Smith, when employees are asked for several work demands which are beyond their capacity that can happen work overload. Work overload includes qualitative or quantitative. Qualitative overload is a situation where the

workload is high challenging to be finished while quantitative overload happens when there are so many jobs to be completed (Elloy & Smith, 2003).

Heavy workload is one of the factors which can affect work life balance. Employees who get the work load more than they can handle will experience fatigue and exhaustion which also can cause demotivation to employees. In addition, employees cannot produce output anymore once they are overworked (Aryee, Srinivas, & Tan, 2005). According to Duxbury and Higgins, there are three factors of heavy work load which create to be work life imbalance. The first one is role overload which arise when individual time and energy need to use more than normal to perform one or more of the roles. When demands from the work role make difficult to complete family obligations that is called interference from work to family, second factor of heavy work load to work-life imbalance. Conversely with second factor, when the demand from family prevent to carry on demands of work requirement which is interference from family to work, third component of heavy work load to work-life imbalance (Duxbury & Higgins, 2005).

Employees also experience emotional exhausted when there are extra job demands apart from their ordinary duties or responsibilities. Outdated technology, bad working environment or limitation of personal resources can create emotional exhaustion on employees. Difficult situation to overcome excessive stress can encourage employees to leave the organization. Weak performance of employee is the impact of negative attitudes and behaviors caused by burnout (Friadi, Nazaruddin, & Sadalia, 2019).

#### **2.4 Good Management Practices and Work-Life Balance**

The workplace which consists of the department heads, managers, supervisors, organization culture such as mission, vision, value, objectives etc. is known as management which can be different one organization to another (Freeman & Shaw, 2009). Generally, there are four areas in management practices which are operations, monitoring, targets and incentives. The operation area focuses on orientation of techniques and procedures which are recorded to upgrade operations(Gómez-Mejia, Balkin, & Cardy, 2004). Individual's performance appraisal, performance review and evaluation of management consequences are focused in monitoring area. The target section checks the target category, finds out whether objectives of targets are SMART or not (Stroh, Northcraft, & Neale, 2002). Promotion policy, salary and bonuses, performance management are included in incentives which are reviewed and defined the

best approach to identify strong performers through bonus rewards and other performance related payment programs (Freeman & Shaw, 2009).

#### **(a) Management Support**

To enable employees to have balance between work and personal responsibilities and to strengthen loyalty and productivity, employers need to ensure that they create and maintain to have supportive and healthy work environments which can lead to many positive results such as more motivated, loyal workforce, increased productivity, reduced absenteeism and an increased public image (Russell & Bowman, 2000).

According to Armstrong's explanation, the management should understand that work-life balance is affected by many factors in which psychological forces is also included. Psychological force appears from within individual and other various forces from outside (Armstrong, 2003).

#### **(b) Communication with Employees on Work Issues**

Communication is very important to manage work-life balance. A good result for employees' work-life balance will not receive although there are perfect work-life balance benefits and programs in organization, if employees do not aware and understand these. In support of work-life balance, human resources professional should take account four important issues which are, the organization culture support of work-life benefits, the management endorsement of work-life benefits, the management understanding the impact of work-life balance on the workforce and employees' awareness and understanding of organization's work-life programs (Lockwood, 2003).

According to Walker (2012), staff are inspired by good communication. Management should provide full information about their work and non-work activities that can support for a healthy work-life balance. Employers should create flexible channels to receive information, feedback, reports, demands from employees and encourage them to do so. Decisions can make quickly and easily when employers and employees can exchange information without border and work together as well as other plan such as healthy work-life relationship.

### **2.5 Review on Previous Studies**

Malgorzata Kluczyk conducted the research in 2013, on " Assessing the impact of work-life balance determined by work-family conflict and family-work conflict on the

wellbeing of individuals employed in the private sector in Ireland". Quantitative methods were used and a sample population was chosen among respondents who were regardless of marital status, gender and with or without children by using a convenient sampling method. This study identified that high levels of work-family conflict and family-work conflict are associated with the existence of negative effects of poor work-life balance. This study revealed that the vital reasons of work-family conflicts were long working hours and inflexibility of work schedule. The study also found that employers can improve work-life balance by providing flexi-time, time off in lieu, other support such as childcare and eldercare.

Another study conducted in 2013 by Acheampone in Ghana to investigate work-life balance practices at Kwame Nkrumah University of Science and Technology (KNUST) and how it affects career progression of female lecturers. Both qualitative and quantitative method were used and data was collected from the female lecturers at KNUST. This study confirmed that work-life balance policies and career growth have positive relationship if the policies were implemented effectively. The support of family member plays a vital role to balance work-life demands and career progression of female lecturer. This study also recommended that management team should make a strong effort to implement work-life balance policies such as job share, reduced working hours and leave management to support for work-life balance and to achieve female lecturer's career goals and progression.

Njeri conducted a study in 2014 to investigate of factors affecting work-life balance in non-governmental organization in Kenya. Descriptive research method was used and data was collected with a structured questionnaire from 36 employees from the organization of Management Sciences for Health (MSH). The result showed that majority of the respondents agreed that employees felt a sense of pride and fulfillment in their work actives but disagree on many rules and procedures made work-life balance difficult. Majority of respondents were very satisfied with their respective professions and felt there was a strong work life boundary and their work not stressful as their work responsibilities were certain to promote a balanced work life. Half of the respondents reported that workload was not heavy to have work and family balance and majority disagreed that workload was emotionally challenging to maintain a work-life balance and they also reported that greater demands placed on employees at work place which affected work-life balance. Majority of respondents answered that management did not

provide feedback to staff concerning work-life balance but management demonstrated an understanding of employee work-life balance through family friendly policies.

Htwe Htwe Lin conducted a study in 2019 to analyze the influencing factors on work-life balance and job satisfaction of employee at Deco Land Co. Ltd. The study was used descriptive research method and data was collected with structured questions from 173 out of 300 employees from Deco Land Co. Ltd by using random sampling method. This study indicated that work factors such as role, responsibility and working conditions and personal factor such as family support influence on work-life balance of the employee. This study showed that job satisfaction also affects work-life balance of employees at Deco Land Co. Ltd. This study recommended that to promote employees' work-life balance and job satisfaction, the employer should provide social welfare activities and flexible working hours (Htwe Htwe Lin, 2019).

Yee Yee Thant studied in 2019 "to analyze the effect of organizational and social factors on work-life balance of employees and to analyze the effect of work-life balance on organizational commitment at Livelihoods and Food Security (LIFT) Fund". This study used descriptive method and primary data was collected from 106 respondents out of the total 116 employees from the different departments by using simple random sampling method. This study revealed that both organizational and social factors have positive correlation with employee's work-life balance. Organizational factors such as the work arrangement and colleagues and social factors such as family support are influence on the employees' work-life balance. Furthermore, the study proved that there is a direct relation between work-life balance and organizational commitment of employees at LIFT Fund. This study indicated that the organization should has clear work role, precise rules and procedures of work-life balance and provide flexible working hours to promote a healthy work-life balance for employees.

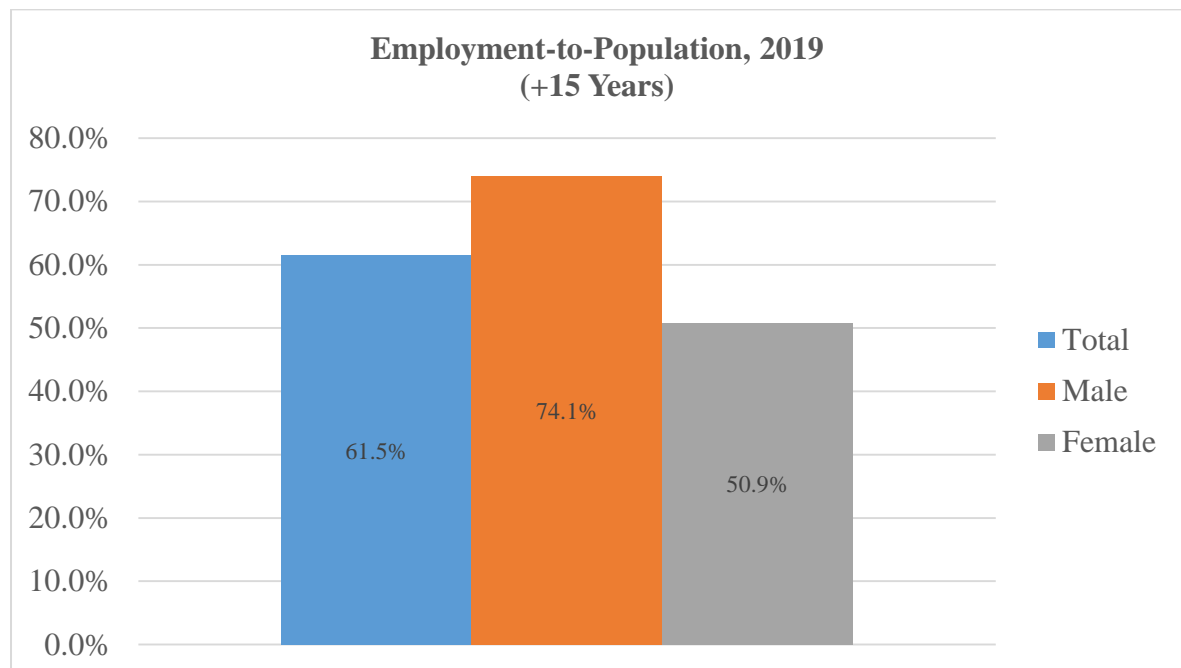
## CHAPTER 3

### WORKING CONDITIONS IN MYANMAR

#### 3.1 Employment Conditions in Myanmar

In 2019 in Myanmar, among persons aged 15 years and above, the rate of labor force participation was 63.2% and the employment-to-population ratio was 61.5% and these rates were more than 23.2% higher for male than female. Unemployment rate among persons aged 15 years and above for 2019 was 2.7% (MOLIP, 2020). The proportion of youths was 17.4% in 2017 where 15-24 aged group not in education, employment or training. Employment is strongly reliant on agriculture and on medium-skilled occupation. Figure (3.1) presents employment to population ratio and Figure (3.2) shows the unemployment ratio for the aged of 15 years and above for Myanmar, 2019.

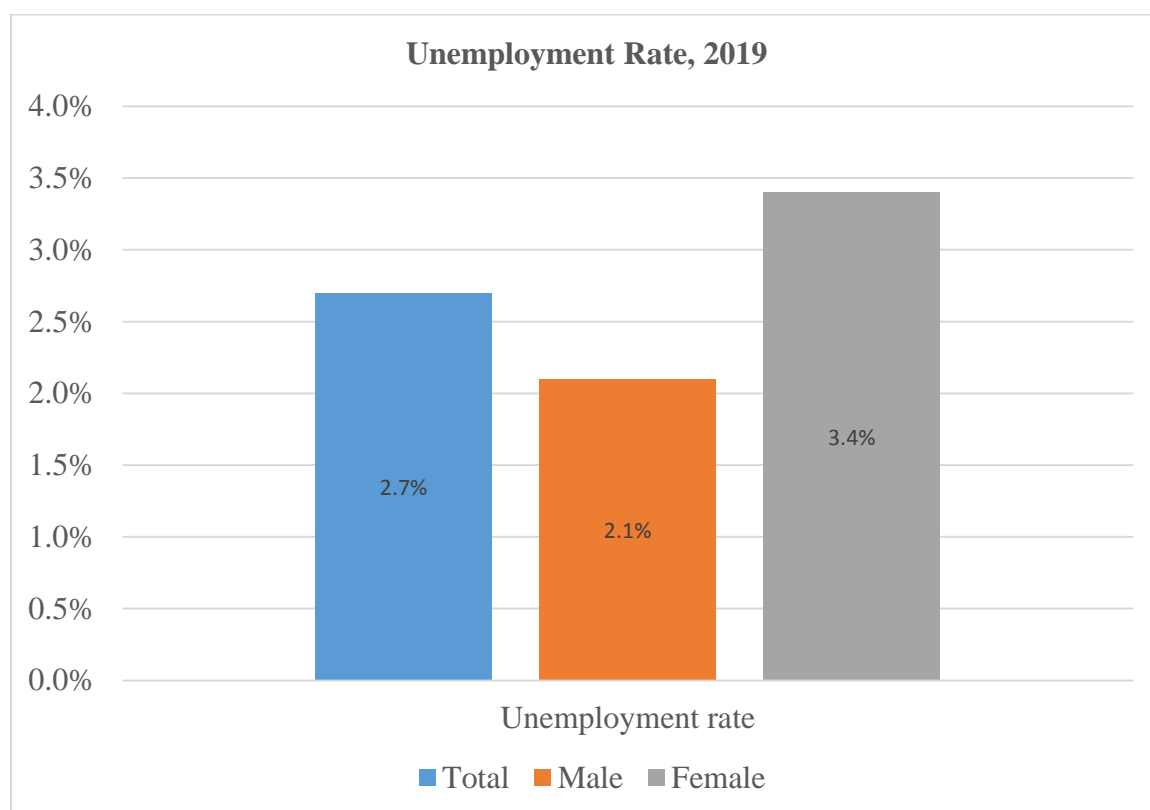
**Figure (3.1) Employment to Population Ratio (Aged 15 +) for Myanmar, 2019**



Source: Ministry of Labour, Immigration and Population, 2020.



**Figure (3.2) Unemployment Rate (Aged + 15) in Myanmar, 2019**



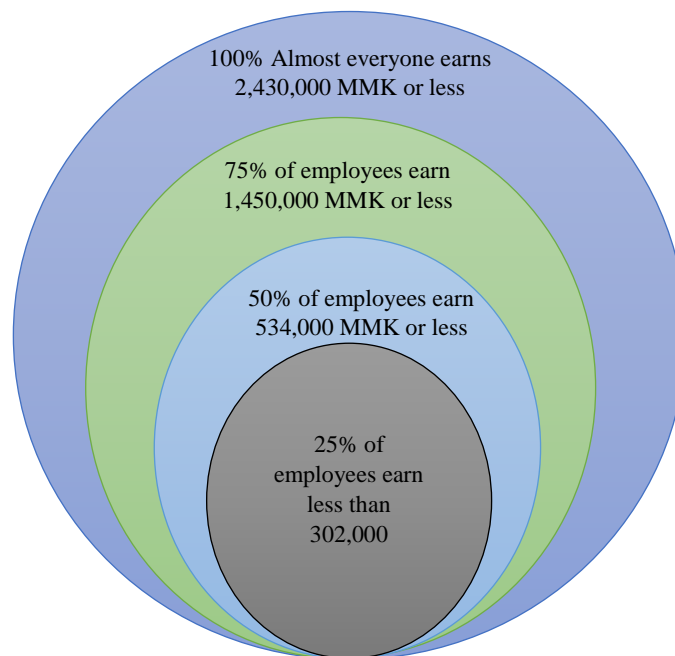
Source: Ministry of Labour, Immigration and Population, 2020

Employees in the public sector follow a 5-day, 35 hours per week and employees in private sector follow a 6-day, 44-hour per week (Nationsencyclopedia, n.d.). The maximum working hours for employees are different who working in shops, establishments, offices and those working in factories. However, employers seek permission from concerned authorities for altered working hours (Bernardo & Galang, 2020). Working hours exceeds 8 hours per day are considered as overtime but there is a restriction not more than 12 hours per week. For factories, if working hours exceeds 16 hours per week, the factory manager must seek approval for proposed overtime and payment from the Factories and General Labor Laws Inspection Department (DLAPIPER, 2019). The workers are paid double the normal rate plus a cost of living allowance when they need to work on public holiday (ILO, 2017).

Regardless of location or business type, the minimum wage rate shall be MMK 4,800 per working day with eight working hours, uniformly for workers. This minimum wage has issued notification 2/2018, by the national committee according to minimum wage law (2013). Only for small and family enterprises with less than 10 employees shall

apply for exemptions (Kham & Lorenz, 2018). According to the salary survey, salaries range from 138,000 MMK to 2,430,000 MMK per month and the median salary is 534,000 MMK per month which described that half of the population earning less than 534,000 MMK per month. The salary is different based on education level and year of working experience. The salary survey also showed that male employees earn average 19% higher than their female counterparts across all sectors (Salaryexplorer, 2020).

**Figure (3.3) Distribution of Salaries in Myanmar**



Source: Salary Explorer, 2020

In Myanmar, there are around 15 public holidays in a year and according to the law, employees are entitled 10 days as Annual leave, (6) days as casual leave and (30) days as medical per year. Pregnant mothers are entitled 14 weeks of maternity leave and fathers are entitled to 15 days of paternity leave (ILO, 2017). Except for civil servants, there are no obligations for pension payment. Under the notification 84/2015, the amount of severance payment for an employee ranges from the equivalent of a half months' pay to thirteen months pay based on their length of service (Gim, 2020).

Since 2011, Myanmar has been reformed in several sectors which cause changing the landscape of industrial relations. The country gets a high rate of capital formation and foreign direct investment which created plenty of new jobs in the formal sector. The number of extremely working poor is declining rapidly and a middle-class is on improvement. But the country still remains the most impoverished country in East Asia

and pacific region as its labor productivity rate is lower than other regional average (DTDA, 2019). The number of labour organization registered in Myanmar raised rapidly from 1,235 in 2013 to around 2,400 in 2018. The labour market survey 2015 indicated that the employment is divided by a formal sector, 24 % and a dominating informal economy (76%) (MOLES, CSO, & ILO, 2015).

**Table (3.1) Employment by Sector (+15 years) in 2015**

Characteristics	Unit	Total	Male	Female
Formal Sector	Number	5,222,140	2,992,440	2,229,700
	%	24.1	24.3	23.9
Informal Sector	Number	16,388,715	9,315,880	7,072,835
	%	75.6	75.6	75.7

Source: Myanmar Labour Force Survey, 2015

In 2015, at the national level, the proportion of the working age population with a graduate education qualification and above was 5.8% , had completed high school was 6.5% and had a primary or below primary level of education was 77% (MOLIP, 2015).

**Table (3.2) Proportion of Working Age Population in Percentage (aged 15 years and above) by Educational Level**

Domain	Illiterate	Below Primary	Primary	Middle	Vocational Certificate	High School	Graduate	Diploma Bachelor Degree & Above	Total
All-Myanmar	12.2	18.7	34.1	21.4	0.2	6.5	1.1	5.8	100.0
Urban	12.2	18.7	34.1	21.4	0.2	6.5	1.1	5.8	100.0
Rural	15.0	21.9	37.7	17.7	0.1	4.4	0.5	2.6	100.0
Male	10.0	18.0	34.5	24.1	0.3	7.4	1.1	4.6	100.0
Female	14.1	19.4	33.8	19.1	0.2	5.7	1.0	6.8	100.0

Source: Ministry of Labour, Immigration and Population, 2015

In 2017, the working aged population (aged 15 and above) was about 36.4 million. In terms of rural and urban areas, urban areas cover 29.1% of working age population

while rural area covers 70.9%. Among the aged of 15 and above population, employed persons accounted for 60.2%, employees constitute 39.9% of the employed persons while employers occupied 2.4%, own account for 34.0% and unpaid family workers accounted for 23.7%. In 2017, at the national level the informal employment was enormous which accounted for 83.0%. The unemployment rate in 2017 was 2.1% which raised by 1.3% from 2015 when the rate was 0.8% (MOLIP, 2017).

When the country improved economically, its population will more likely to reside in urban areas. Since 2010, rural-urban migration has been increased especially in Yangon from the last five years, migration accounted 80% of its population growth. Job opportunities has increased along with the economy improvement in urban areas, 70% migrants from the rural areas were employed in manufacturing sector and the remaining were in the services sector or as skilled labor (Kyan Htoo & Aye Myint Zu, 2016). Rural women have migrated in and around Yangon to employ in garment factors and the main reasons for migration for both male and female were employment and following family (MOIP, 2015) .

**Table (3.3) Employment by Age, Sex and Urban & Rural in 2017**

	<b>Male</b>	<b>Female</b>	<b>Urban</b>	<b>Rural</b>	<b>Total</b>
<b>Working-age population (000)</b>	<b>16,618</b>	<b>19,776</b>	<b>10,591</b>	<b>25,803</b>	<b>36,394</b>
<b>By age</b>					
15-24	4,115	4,513	2,408	6,220	8,628
25-34	3,593	4,196	2,174	5,615	7,789
35-44	3,230	3,733	2,030	4,933	6,963
45-54	2,630	3,172	1,816	3,986	5,802
55-64	1,800	2,284	1,185	2,899	4,084
65+	1,250	1,878	978	2,150	3,128
<b>Labour Force (000)</b>	<b>12,955</b>	<b>9,434</b>	<b>6,241</b>	<b>16,148</b>	<b>22,389</b>
<b>By Age</b>					
15-24	2,541	2,120	1,117	3,544	4,661
24+	10,414	7,314	5,124	12,604	17,728
<b>By Education (% distribution)</b>					
Less than Primary	24.7	24.9	13.2	29.3	24.8
Completed Primary	59.6	55.2	53.7	59.4	57.8
Completed Secondary	9.3	7.8	14.3	6.6	8.7
Tertiary (first stage or completed)	6.3	12.0	18.9	4.8	8.7
<b>By Employment Status (% distribution)</b>					
Employees	40.1	39.6	47.5	37.0	39.9
Employers	3.2	1.2	2.2	2.5	2.4
Own-account workers	41.1	24.2	35.4	33.5	34.0
Contributing family workers	15.5	35.0	14.9	27.0	23.7
<b>By Economic Sector (% distribution)</b>					
Agriculture, forestry and fishery	51.6	44.9	9.3	63.9	48.8
Mining and quarrying	1.7	0.5	0.8	1.4	1.2
Manufacturing	8.7	13.7	17.4	8.3	10.8
Electricity, gas, etc.	0.1	0.0	0.2	0.1	0.1
water supply and other	0.2	0.1	0.4	0.0	0.2

**Table (3.3) Employment by Age, Sex and Urban & Rural in 2017 (Contd.)**

	Male	Female	Urban	Rural	Total
Construction	8.3	1.7	9.2	4.2	5.5
Wholesale and retail trade	10.9	23.0	31.2	10.1	15.9
Transportation and storage	7.7	0.4	9.3	2.9	4.7
Accommodation and food services	1.4	2.3	3.4	1.2	1.8
Information and communications	0.2	0.1	0.5	0.0	0.2
Financial and insurance activities	0.2	0.6	1.1	0.1	0.4
Real estate activities	0.2	0.1	0.4	0.1	0.2
Professional, technical	0.3	0.3	0.6	0.2	0.3
Administrative	1.0	0.9	2.6	0.3	0.9
Public administration and defense	0.8	0.5	1.3	0.4	0.7
Education	1.3	5.4	5.1	2.2	3.0
Human health and social work activities	0.4	0.9	1.7	0.2	0.6
Arts, Entertainment and Recreation	0.2	0.1	0.4	0.0	0.1
Other service activities	4.6	4.3	4.6	4.4	4.5
Activities of households as employers	0.1	0.1	0.2	0.0	0.1
Activities of extraterritorial	0.0	0.1	0.2	0.0	0.0

Source: Myanmar Annual Labour Force Survey, 2017

### **3.2 Legal Framework for Workers in Myanmar**

In Myanmar, over the last century there is a variety of different laws and rules enacted on employment regulation (DTDA, 2019). Under the state laws, workers have same entitlements and equal opportunities, some of them were extracted and mentioned below.

#### **(a) Constitution**

The Republic of Myanmar Constitution of 2008 includes sections which are related to the labour market which are (i) citizens shall enjoy equal opportunity in carrying out occupation, (ii) to protect the workers' right, the union shall enact necessary laws and (iii) Except for hard labour as a punishment for crime duly convicted and duties assigned by the Union in accord with the law in the interest of the public, the union prohibits forced labour. (Pyidaungsu Hluttaw, 2008).

**(b) Employment and Skills Development Law (2013)**

According to section 5 under Employment and Skills Development, there must sign an employment contract by an employer and a worker within 30 days after the employer has employed a worker for any job. Under the rule (14) of Employment and Skills Development Rules, the government published an employment contract template which includes all terms and conditions that needed to be included in employment agreement. The employment contract clarifies rights and obligations and agreed terms and conditions for employment relationships. Terms and conditions in this employment contract governs by other laws such as Leave and Holidays Act, Wages Act and the Minimum Wage Law. The fundamental terms and conditions which must include employment contracts are (1) type of employment, (2) wages or salary, (3) employment location, (4) working hours and overtime hour, (5) days off, holidays and leave, (6) terms for termination or resignation of service (7) responsibilities of employer (8) responsibilities of employee and (9) length of contract for employment. Other provisions which are related to the type of employment can include in the employer contract that are worker accommodation, uniform or dress code, meals program or arrangements, employee skill development training and transportation to and from work site. The signing employment contract must be submitted to the township or district labor office to ensure it is consistent with the law (Pyidaungsu Hluttaw, 2013).

In terms of termination of employment, section 5 mentioned that an employment contract must include termination of agreement as well as provisions on resigning and termination of service. If an employee would like to resign for job, he or she shall inform the employer 30 days in advance and if an employer desires to terminate the employment, he/she shall inform the employee 30 days in advance with reason (Pyidaungsu Hluttaw, 2013). Table (3.4) mentioned severance pay to workers when an employee is terminated or resigned from employment.

**Table (3.4) Severance Pay to Workers**

Duration of continuous employment		Severance payment rate (in months' salary, based on last salary)
From at least (years, unless specified)	To less than (in years)	
6 months	1	0.5
1	2	1
2	3	1.5
3	4	3
4	6	4
6	8	5
8	10	6
10	30	8
20	25	10
25	Over	13

Source: Employment and Skills Development Law, 2013

**(c) Child Law**

Employers need to aware age restrictions when hiring workers. No one under the age of 14 must employed according to the child law. Workers 14 to 15 years of age defined as child workers and workers 16 to 17 years of age defined as adolescent workers. In order to work legally for this age group, he/she must receive a certificate of fitness from a certifying surgeon. Under the governing laws, no one under 18 must not employ in hazardous sector (The State Law and Order Restoration Council, 1993).

**(d) Minimum Wage Law (2013) and Payment of Wages Law (2016)**

As stated in the minimum wage act and payment of wages law, calculation of wages includes wages or salaries, overtime pay, bonuses for good performance and other compensation or benefits which may determine as income. The minimum wage act covers employers with at least 15 employees, all full-time employees, all part-time workers and hourly workers but it does not cover civil service workers and seafarers. The current minimum wage is 600 MMK per hour and 4,800 kyat per day (Pyidaungsu Hluttaw, 2013).



Under Payment of Wages Law section 7-11 stated deduction of wages should not be made for absences which are covered by leave that is entitled and for which has been approved and deduction amount should not be more than 50% of the worker's monthly salary except for deductions due to the workers fail to perform his/her duty (Pyidaungsu Hluttaw, 2016).

**(e) Factories Act (1951) amended in 2016**

According to Factories Act section 59-66, adult workers in factories shall not be required to work more than 44 hours per week and adult workers in establishments/shops shall not exceed 48 hours per week. Workers should not work continuously more than five hours in a day and have rest at least thirty minutes after five hours working. No worker may work more than 10 days consecutively without a rest day (Pyidaungsu Hluttaw, 1951).

According to section 64 and 73 of Factories Act, overtime hours for workers in factories shall not exceed 20 hours per week and for workers in shops and establishments shall not work more than 12 hours and at maximum 16 hours for any one week except special circumstances which require overtime work. Wages for overtime are paid double their average earnings (Pyidaungsu Hluttaw, 1951).

In terms of occupational safety and health, section 12, 37 and 106 described roles and responsibilities for both employers and workers to ensure safety and health in the workplace. Under this act, the employers have responsibilities to provide protective equipment and other facilities at no cost to workers (Pyidaungsu Hluttaw, 1951).

**(f) Leave and Holidays Act (1951) amended in 2006**

The Leave and Holidays act covers all employees except shareholders, domestic workers, family members in small family enterprises (such as spouses, children, siblings or parents) and government workers not employed in government factories. Religious holidays for non-Buddhist may be taken based on agreement between employer and workers. Workers who are required to work on a public holiday shall be paid at double the normal rate plus a cost-of-living allowance (ILO, 1951).

After the first 12 continuous months of work, all workers are entitled 10 days of paid leave per year. Workers must be paid for unused leave based on average daily earnings when they resign or are terminated. Workers are entitled six days of paid casual leave per year which can be described as "unexpected or sudden" leave and can take for the health

issues of spouses or children or to attend the funeral of a family member. Entitlement of other leaves are medical leave up to 30 days per year after working for at least 6 months, for pregnant mothers 14 weeks of maternity leave and for fathers 15 days of paternity leave (ILO, 1951). Table 3.5 showed summary of public holidays and leaves in Myanmar.

**Table (3.5) Public Holidays and Leaves**

<b>Type of Paid Leave</b>	<b>Days/Year</b>
Public/Gazette Holidays	Changes yearly but around 15 days
Earned (Annual)	10
Casual (Funeral)	6
Medical	30
Maternity leave	14 weeks
Paternity leave	15 days

Source: Leave and Holidays Act, 1951

**(g) Social Security Law (2012)**

Within 30 days of the start of business, all companies with five workers or above must register with the Social Security Board of the Social Security Township Office and must pay regularly for contributions in order to protect workers in case of sickness, maternity, work injury or death. There are some sectors where non-profit organizations are included which got exception to participate in the Social Security Programme but can participate voluntarily (Pyidaungsu Hluttaw, 2012).

Below Table 3.6 described summary of benefits provided to workers registered at the Social Security Board.

**Table (3.6) Type of Benefits Provided to Workers Registered at The Social Security Board**

<b>Type</b>	<b>Qualification</b>	<b>Benefit</b>	<b>Duration</b>
Medical care	Medical exam (in case of voluntary registration) Worker must register at the SSB and regularly pay contributions.	Free medical care in Social Security clinics and hospitals. Reimbursement of care in other public hospitals under referral.	Up to 26 weeks
Sickness	6 months work. 4 months contribution,	Cash benefit at 60% of wages.	Up to 26 weeks.
Maternity	12 months work 6 months contribution	Mother: Free Medical care in permitted hospitals and clinics. Child: medical care in first year. Cash benefit for maternity leave at 66.67% of the average wage (over the previous 12 months). Additional bonus of 50%, 75% or 100% of the average wage at the time of delivery depending on the number of babies (1,2 or 3)	Up to 14 weeks.
Paternity	12 months work. 6 months contribution.	66.67% of average wages is cash benefit (over the previous 12 months), maternity bonus is added for the uninsured spouse.	Up to 15 days.
Funeral Grant	Being registered and regularly paying contributions at least 1 month prior to the claim.	Funeral allowance benefit. Average monthly wages or income in the past 4months x (number of contributed months/18) + 1.	Lump sum
Work injury -Temporary Disability	Temporarily incapable of work caused by work accident/ injury. At least 2 months of contribution.	Cash benefit at 66.67% of monthly average wage (previous 4 months)	Up to 12 months.
Work injury -Permanent Disability	Permanently incapable of work caused by work accident/injury. At least 2 months of contribution.	Cash benefit is 66.67% of monthly average wage (previous 4 months).	Varies by level of disability decided by the Medical board.
Work injury Survivor's benefit	Death of the worker due to a work accident/ disease. At least 2 months of contribution.	Between 30 and 80 times the average monthly wage of deceased over the past four months depending on the deceased's contribution period	Lump sum.

Source: Social Security Law, 2012

### **3.3 Non-Government/Non-Profit Organizations in Myanmar**

Non-government organizations also describe as civil societies which are organized on community, national and international level and that is neither a part of government nor making profit. In nature, these organizations are to serve specific social and political purposes and are cooperate rather than commercial (Folger, 2020).

In developing countries, due to lack of budget and ineffective management, public services cannot cover to some people. Non-profit organizations often serve disadvantage people who are unable to gain access to the public services provided by governmental organizations. Over the last two decades, non-profit organizations have become significant players in development policy and also play an important role in the social and economic well-being. Non-Government Organizations are described as non-profit making while business organizations need to maximize profits for themselves and governmental organizations aim to provide services to all citizens (Bossart, 2019).

Non-profit organizations are working for vulnerable communities such as children, elderly people, women and low socio-economic people for better outcomes in their social and economic well- beings by providing services, goods, resources and technical assistances to meet community needs. Non-profit organizations vary in their missions, visions, internal management, scope of engagement, source of funding, relations with developing states and targeted areas of operations (Ameen, Nusair, & Thura Aye, 2019).

In Myanmar, there are three types of civil society organizations which are community-based organization and local and international non-government organizations (NGOs) (ADB, 2015). Most conspicuous fact of non-profit sector is the financial depends on external sources such as donations and grants and if the organization cannot achieve their revenue goals through fundraising, they have to lay employee off and cut programs (Zhou, 2020).

The community-based organizations are formed at the village level and are voluntary or informal associations to perform functions of social and religious functions that includes health, education etc. Most of these associations are religious-based and provide assistance for funerals and family or community. There is no paid staff in this organization and members are beneficiaries. In Myanmar, the estimation number of community-based organization is at 214,000 (Heidel, 2006).

Local non-government organizations (LNGOs) are founded in population centers, townships or cities and network with communities. LNGOs are not registered with the

government and employ skilled staff with pay. These organizations have networks with national and regional non-governmental organizations, international non-government organization (INGOs) and also have links to ethnic armed groups in ethnic areas. Big LNGOs are registered with government ministries and implement projects by coordination and collaboration with other development agencies and the government in diverse sectors that include health care, education, rural development and agriculture etc. The estimation number of LNGOs in Myanmar is 270 at a time (ADB, 2015).

International non-governmental organizations are working in humanitarian response and longer-term development in a multi sectors which include health, environment, livelihoods, education, advocacy and capacity building for civil society. Since 1990s, INGOs present in small numbers and more had entered Myanmar in two waves which were after cyclone Nargis in 2008 and forming new government in 2011 (ADB, 2015). In 2017, there was over 110 INGOs in Myanmar according to Myanmar Information Management Unit (MIMU, n.d.).

There are some LNGOs and big INGOs have registered with the government or have a memorandum of understanding (MOU) with one or more ministry. The number of organizations which enter into MOU with government ministries are increasingly, primarily around social welfare and development work related to agriculture, health and education. LNGOs make strong networks with regional and international actors which are active in multi sector such as HIV prevention, governance, rule of law, peace building, legal accountability etc. These networks generally are based or have a presence in Yangon but they are also active at township or village level (ADB, 2015).

The intensity of Myanmar civil society organizations depends on their network with local communities and having a full understanding of the stakeholders and local dynamics, its vital role in service delivery, the increasing networks within the sector and the commitment and creativity formed from many years of struggling in an extremely challenging environment. Civil society organizations should be highly capable service providers to the underserved and poor particularly who are in conflict-affected areas and areas which not cover services provided by government. There was initiatives capacity building on civil society with the support of INGOs (ADB, 2015).

Finally, Myanmar civil society has increased in participation and collaborations in regional and international initiatives as the country has opened to the world. These initiatives are around issues such as regional integration, climate change, business and human rights, international financial institutions and gender equality (ADB, 2015).

## **CHAPTER 4**

### **SURVEY ANALYSIS**

This chapter describes survey profile, survey design and findings generated by descriptive analysis of the survey data.

#### **4.1 Survey Profile**

This study focused to investigate in Phyu Sin Saydanar Action Group (PSSAG) which is a registered local NGO established in September 2014. PSSAG is a dynamic and dedication organization, headquarter is in Yangon with current operations in Kayin, Rakhine, Ayeyarwady, Sagain (Ngagaland) Regions/States with 87 local staffs. PSSAG is providing humanitarian assistances to the most vulnerable communities in Myanmar in the sector of health, education, WASH, shelters construction, food and NFI distribution. Focusing on the needs and interest of the community, PSSAG has been implemented its activities by cooperating with Government, United Nations, International Non-Government Organizations, Local Non-Government Organizations and Civil Society Organizations. PSSAG has significant capabilities in emergency response and development works as well (Phyu Sin Saydanar Action Group , n.d.). Like other organizations, PSSAG has organized with different departments such as Admin & Logistics, Finance, Human Resource, Program and Fundraising etc. Among them, the program department is often required the staffs' commitment on some level of out of hours to achieve the organization's goals.

#### **4.2 Survey Design**

In this study, descriptive analysis was used to identify work-life balance of employees of Phyu Sin Saydnar Action Group. Information was collected from total (87) staffs at different levels with structured questionnaire which consists of three parts. The first part is to access socio-economic characteristics of the respondents which included (12) questions and the second part included 40 questions using five point likert scale to identify the condition of the respondents' work-life balance and to analyze the factors that

affects work-life balance of the respondents. The final part included 11 questions using five point likert scale to investigate good management practices on work-life balance in the organization which was responded by (13) respondents who are at manager level and above in PSSAG. Positive questions of five point likert scales are using by a scale of 1 to 5, where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. Negative questions of five point likert scales are using by a scale of 5 to 1, where 5= strongly disagree, 4= disagree, 3= neutral, 2= agree and 1= strongly agree.

### 4.3 Survey Result

#### 4.3.1 Socio-Economic Characteristics of the Respondents

Socio-economic characteristics of (87) respondents such as gender, age, marital status, education level, etc. present in Table (4.1).

**Table (4.1) Socio-Economic Characteristics of the Respondents**

Particular	Number of Respondents	Percentage
<b>Gender</b>		
Male	41	47.1
Female	46	52.9
<b>Age (years)</b>		
21-30	45	51.7
31-40	32	36.8
41-50	10	11.5
<b>Marital Status</b>		
Married	33	37.9
Single	54	62.1
<b>Number of Children</b>		
0	59	67.8
1	13	14.9
2	11	12.6
3	4	4.6
<b>Number of Family Member</b>		
1-3	23	26.4
4-6	46	52.9
7-10	18	20.7
<b>Family with Elder People</b>		
Yes	59	67.8
No	28	32.2

**Table (4.1) Socio-Economic Characteristics of the Respondents (Contd.)**

<b>Education</b>		
Under Graduate	23	26.4
Graduate	47	54.0
Post Graduate	17	19.7
<b>Position</b>		
Assistant	41	47.1
Associate	7	8.0
Officer	15	17.2
Coordinator	5	5.7
Manager	12	13.8
Section Head	1	1.1
Other (Engineer, Nurse)	6	6.9
<b>Department</b>		
Admin & Logistics	5	5.7
Finance	7	8.0
Fundraising	1	1.1
Program	71	81.6
Human Resource	3	3.4
<b>Work Experience in PSSAG</b>		
Below 1 year	33	37.9
1-3 year	44	50.6
3-6 year	10	11.5
<b>Monthly Salary (MMK)</b>		
Below 300,000	14	16.1
300,001-500,000	37	43.5
500,001-800,000	17	19.5
800,001-1,000,000	7	8.0
1,000,001-1,500,000	9	10.3
Above 1,500,000	3	3.4
<b>Dependency of Family</b>		
Yes	73	83.9
No	14	16.1

Source: Survey Result, 2020



As shown in Table (4.1), among the total respondents, female respondents are more than male respondents which is 52.9% and 47.1% respectively. The respondents from the aged group of 21-30 is 51.7%, follows by the aged group of 31-40 is 36.8% and from the aged group of 41-50 is 11.5%. Most of the respondents are single which is 62.1% and married are 37.9%. Among the married respondents who have one child is 14.9% and follows by the respondents who have 2 children is 12.6% and 3 children is 4.6%. Among the total respondents, 52.9% have 4-6 family members, 26.4% have 1-3 family members and 20.7% have 7-10 family members. Majority of the respondents have elder people in family which is 67.8%. In terms of education level, 54.0% of the respondents are graduated, 26.4% are undergraduate and 19.7% are post graduate. Among the respondents, 47.1% are working in assistant position in PSSAG and 81.6% are working in program department. In terms of service year with PSSAG, 50.6% of the total respondents have 1-3 years, 37.9% have less than a year and 11.5% have 3-6 years. In terms of salary, majority of the respondents earn monthly between MMK 300,001 and MMK 500,000 which is 43.5%. According to the survey findings, about 84% of the respondents have been depended by their family.

### **4.3.2 Work-Life Balance of the Respondents**

#### **(a) Work Satisfaction**

There are 8 questions of five point likert scale to assess the respondent's work satisfaction. Table (4.2) presents the finding of work satisfactions among the respondents.

**Table (4.2) Work Satisfaction among the Respondents**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>Male (Mean)</b>	<b>Female (Mean)</b>
1	My salary is good.	3.52	3.66	3.39
2	The organization offers high salary than other Local Non-Profit Organizations.	3.29	3.37	3.22
3	The organization really take care of staff benefits such as leave, insurance and medical allowance etc.	3.77	3.80	3.74
4	I am satisfied my job which can utilize to the best of my skills and abilities.	3.90	3.90	3.89
5	The organization has many opportunities for my career growth and advancement.	3.93	3.93	3.93
6	My direct supervisor values my opinion.	3.71	3.73	3.70
7	The organization provides me the materials and equipment to perform my job well.	3.77	3.83	3.72
8	I like this organization culture.	3.84	3.93	3.76
	<b>Overall Mean</b>	<b>3.72</b>	<b>3.77</b>	<b>3.67</b>

Source: Survey Result, 2020

As can be seen in Table (4.2), all respondents generally have work satisfaction and level of satisfaction is not quite different among male and female respondents. However, male respondents' scores are higher than the females' in all questions. Specifically, the respondents are most satisfied their organization on having opportunities

for career growth and advancement, and having chance to utilize their skills and abilities but they are less satisfied on their salary.

**(b) Work Environment Satisfaction**

There are 5 questions of five point likert scale to measure work environment satisfaction among the respondents. The result illustrates in table (4.3).

**Table (4.3) Work Environment Satisfaction among the Respondents**

No.	Particular	Mean	Male (Mean)	Female (Mean)
1	The organization can create good communication from managers to employees.	3.85	3.90	3.80
2	My supervisor promotes a good atmosphere of teamwork and trusts subordinates.	3.85	3.88	3.83
3	My co-workers are competent in their working area of expertise and support me with clear feedback.	3.77	3.88	3.67
4	Employee health and safety is a high priority in this organization.	3.83	3.95	3.72
5	I work in a safe environment.	3.84	3.85	3.83
	<b>Overall Mean</b>	<b>3.82</b>	<b>3.89</b>	<b>3.76</b>

Source: Survey Result, 2020

According to the results show in table (4.3), the respondents are most satisfied about the organization can create good communication from managers to employees and supervisors promote a good atmosphere of team work and trusts subordinate. The result also shows that the respondents are less satisfied on their co-workers are competent in working area of expertise and support them with clear feedback. Generally, the respondents are satisfied with their work environment and the level of work environment satisfaction is not much different between male and female respondents in all questions.

### (c) Stress at Work

Respondents are assessed with seven questions of five point likert scale to identify stress at work. Table (4.4) indicates the results of stress at work among the respondents.

**Table (4.4) Stress at Work among the Respondents**

No.	Particular	Mean	Male (Mean)	Female (Mean)
1	I receive help and support from colleagues.	3.59	3.49	3.68
2	I can perform my job without interruption.	3.37	3.23	3.50
3	There is no friction or anger amongst colleagues.	3.49	3.56	3.43
4*	I often feel under pressure at work.	2.97	3.10	2.85
5*	The workload placed on me is more than I can handle.	3.23	3.22	3.24
6*	I have to do frequently ad hoc works.	2.85	2.88	2.83
7*	The needs and demands of my family interfere with my work related activities.	3.40	3.44	3.37
	<b>Overall Mean</b>	<b>3.27</b>	<b>3.27</b>	<b>3.27</b>

Source: Survey Result, 2020

(\*=-negative questions)

According to the findings, the respondents have some level of stress at work which is the same between male and female respondents. The results show that the respondents are most satisfied about they can receive help and support from colleagues. The results also indicate that the respondents have to do frequently ad hoc works. Moreover, it shows that the female respondents feel under pressure at work more than male respondents.

#### (d) Work Brought Home

There are one positive and two negative questions of five point likert scale to assess work brought home among the respondents. Table (4.5) illustrates the results.

**Table (4.5) Work Brought Home among the Respondents**

No.	Particular	Mean	Male (Mean)	Female (Mean)
1	I leave my work at work.	3.02	3.22	2.83
2*	I sometimes bring work home, but it's just a few things I may not have finished up.	3.08	3.02	3.13
3*	I often complete additional work at home beyond work hours to try to keep up.	3.18	3.27	3.09
	<b>Overall Mean</b>	<b>3.09</b>	<b>3.17</b>	<b>3.01</b>

Source: Survey Result, 2020.

(\*=-negative questions)

The findings show that there is work brought home among the respondents and generally male respondents bring work to home more than female respondents as male respondents do not need to do household chores and can share their private hours for work. The results show that as the number of times on work brought home, female respondents bring work home frequently than male respondents as the female respondents have to do house works for the family and they cannot work at work as overtime.

#### (e) Family Condition

There are five positives and four negative questions of five point likert scale to assess family condition of the respondents. Findings show in Table (4.6).

**Table (4.6) Family Condition among the Respondents**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>Male (Mean)</b>	<b>Female (Mean)</b>
1*	I have to do household chores.	2.91	3.26	2.56
2	My income is enough for my family expenses.	2.13	2.07	2.20
3*	I do other job outside of my organization to receive additional income.	3.00	3.02	2.98
4	I take full responsibilities of my family.	3.33	3.41	3.26
5*	I feel stress sometime because of my family responsibilities.	3.13	3.00	3.26
6	I can give my time for family.	3.33	3.29	3.37
7*	I often arrive late at the office.	3.18	3.09	3.27
8	Family understands when I am working overtime.	3.81	3.76	3.87
9	My family members are very supportive to each other and feel loved.	3.89	3.83	3.96
	<b>Overall Mean</b>	<b>3.19</b>	<b>3.19</b>	<b>3.19</b>

Source: Survey Result, 2020

(\*=-negative questions)

As shown in Table (4.6), family condition of all the respondents generally fair and there is the same level of family condition between male and female respondents. The results show that the respondents are most satisfied about their family members are very supportive to each other and feel loved and they are less satisfied on their income is enough for the family expenses. According to the results, female respondents have to do household chores more than male respondents.

### (f) Work Role

There are one positive and four negative questions of five likert scale to find out the work role of the respondents. The results are shown in Table (4.7).

**Table (4.7) Work Role among the Respondents**

No.	Particular	Mean	Male (Mean)	Female (Mean)
1	My role and responsibilities are clearly defined.	3.68	3.76	3.61
2*	Many rules and procedures make me difficult to complete my tasks.	3.33	3.29	3.37
3*	My work involves a lot of time away from my home.	2.91	2.73	3.07
4*	My job is stressful.	3.20	3.29	3.11
5*	Sometime I need to perform tasks which have no relation with my work role.	3.16	3.27	3.06
	<b>Overall Mean</b>	<b>3.25</b>	<b>3.26</b>	<b>3.24</b>

Source: Survey Result, 2020

(\*=-negative questions)

According to the Table (4.7), the respondents are generally satisfied with their work role and the level of satisfaction on the work role is almost the same between male and female respondents. It shows that the respondents are most satisfied about their role and responsibilities are clearly defined. Specifically, it shows that male respondent's work involves a lot of time away from his home than female respondents as the male respondents can travel at any time, generally they do not do housework and take care of children and family like the female respondents do.

### (g) Work Load

There are three negative questions of five likert scale to assess work load among the respondents. The findings indicate in Table (4.8).

**Table (4.8) Work Load among the Respondents**

No	Particular	Mean	Male (Mean)	Female (Mean)
1*	The workload is too much to have family time.	3.32	3.20	3.43
2*	The workload is unevenly distributed, so it's piled up.	3.44	3.34	3.53
3*	The workload makes me to work for long working hours, on overtime and even on holiday.	3.43	3.39	3.46
	<b>Overall Mean</b>	<b>3.39</b>	<b>3.31</b>	<b>3.47</b>

Source: Survey Result, 2020

(\*=-negative questions)

As shown in Table (4.8), respondents have some level of workload and generally the workload is not much different between male and female respondents. It shows that female respondents' scores are higher than male respondents in all questions. The results show that among the three questions, the respondents most agree about the workload is too much to have family time.

#### **(h) Good Management Practices**

In this section, there are six positive and five negative questions of five point likert scale to investigate management practices in this organization and these are responded by (13) employees who are at manager level and above. The results indicate in Table (4.9).



**Table (4.9) Good Management Practices**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>Male (Mean)</b>	<b>Female (Mean)</b>
1	The management provides feedback to staff concerns on work-life balance.	3.63	3.98	3.29
2	The management demonstrates an understanding of employee work-life balance.	3.77	3.83	3.71
3	The management provides flexible working hours.	3.78	4.00	3.56
4	The management takes appropriate action on the issues affecting employees' work-life balance.	3.63	3.83	3.43
5	Polices are applied in same way at all levels in this organization.	3.63	3.83	3.43
6	The organization encourages involvements of employee's family members in work/organization's celebrations or organization arranged occasions/ functions where employee's family members can participate.	3.56	3.83	3.29
7*	Lack of management policy to encourage work-life balance.	3.15	3.17	3.14
8*	Lack of management support in encouraging work-life balance	3.28	3.00	3.57
9*	Lack of management respect to work-life balance.	3.45	3.33	3.57
10*	Lack of management appreciation to work-life balance.	3.38	3.33	3.43
11*	There are some difficulties to promote work-life balance in this organization.	2.67	2.33	3.00
	<b>Overall Mean</b>	<b>3.45</b>	<b>3.49</b>	<b>3.40</b>

Source: Survey Result, 2020

(\* = negative questions)

According to the findings, the management prioritize its staffs' work-life balance and have policies to support employees' work-life balance which practice the same at all level. The results show that the management support and respect it's employee work-life balance by demonstrating and providing employees' benefits and flexible working hours and take suitable action to solve any issue on employees' work-life balance. Moreover, the management agrees that there are not too many difficulties to promote employee's work-life balance in this organization.

**(i) Work-Life Balance among the Respondents**

The condition of the respondents' work-life balance is assessed by eight factors as shown in Table (4.10).

**Table (4.10) Condition of Work-Life Balance among the Respondents**

No.	Particular	Mean	Male (Mean)	Female (Mean)
1	Work satisfaction	3.72	3.77	3.67
2	Work environment satisfaction	3.82	3.89	3.76
3	Stress at work	3.27	3.27	3.27
4	Work brought home	3.09	3.17	3.01
5	Family condition	3.19	3.19	3.19
6	Work role	3.25	3.26	3.24
7	Work load	3.39	3.31	3.47
8	Good management practices	3.45	3.49	3.40
	<b>Overall Mean</b>	<b>3.38</b>	<b>3.39</b>	<b>3.37</b>

Source: Survey Result, 2020

According to the findings show in Table (4.10), the work-life balance condition of the respondents is fair and the condition of work-life balance is almost the same between male and female respondents. It shows that the respondents are most satisfied with their work environment satisfaction and less satisfied with work brought home. The results show that all the factors which identify the condition of the respondents' work-life balance are fair status but among them, the mean score of stress at work, work brought home, family condition and work role are below the overall mean score.

## **CHAPTER 5**

### **CONCLUSION**

#### **5.1 Findings**

Organizations in all sectors across worldwide recognize that work-life balance is an important feature of a healthy work environment and by creating this they can achieve their strategic goals. Work-life imbalance can cause health issues, low employee satisfaction, high labor turnover and decline in organizational and personal productivity. Like employees in other sectors, employees in non-profit sector are at risk of increased anxiety, burnout and stress which can cause work-life imbalance due to nature of work and other challenges. This study was carried out to identify the condition of employees' work-life balance and to analyze the factors that affect employees' work-life balance in Non-Profit Organizations. Target respondents were 87 full time staffs of Phyu Sin Saydanar Action Group (PSSAG).

The findings on the respondents' socio-economic condition showed that most of the respondents are female which was 52.9% and from the aged group of 21-30 years which was 51.7%, and have 4-6 family members which was 52.9% respectively. Most of the respondents were single which accounted 62.1% and have elder people in family was 67.8%. Among the married respondents, 14.9% have one child. In terms of education level, 54.0% of respondents graduated. Most of the respondents had 1-3 service years in PSSAG which was 50.6% and 81.6% of the respondents were working in program section. Among the respondents, 47.1% worked in assistant position. There was 43.5% of the respondents who earned monthly salary between MMK 300,001 and MMK 500,000. The conspicuous fact that 83.9% of the respondents have been depended by their family.

The findings indicated that the respondents most satisfied their organization on having opportunities for career growth and advancement, having chance to utilize their skills and abilities, creating good communication from managers to employees, promoting a good atmosphere of team work and receiving help and support from colleagues. The results also showed that the respondents were less satisfied on their salary and their co-workers are competent in working area of expertise and support them with

clear feedback. The findings also showed that the respondents have to do frequently ad hoc works. Moreover, it showed that male respondents bring work to home more than female respondents. But as the number of times on work brought home, female respondents bring work home frequently than male respondents as they have to do house works for the family and cannot work at work as overtime and the results also indicated that the female respondents feel under pressure at work more than male respondents.

In terms of family condition, the results showed that the respondents are most satisfied about their family members are very supportive to each other and feel loved and they are less satisfied on their income is enough for the family expenses. In terms of work role, it showed that the respondents are most satisfied about their role and responsibilities are clearly defined. Specifically, it showed that male respondent's work involves a lot of time away from his home than female respondents as they can travel at any time, generally they do not do housework and take care of children and family like the female respondents do. And the respondents agreed about the workload is too much to have family time.

In terms of management practice in this organization, the management prioritize its staffs' work-life balance and have policies to support employees' work-life balance which practice the same at all level. Moreover, the management agrees that there are not too difficulties to promote employee's work-life balance in this organization.

The findings also showed that the condition of the employees' work-life balance is fair and it is almost the same between male and female respondents. It showed that the respondents are most satisfied with their work environment satisfaction and less satisfied with work brought home. The results also showed that all the factors which identify the condition of the respondents' work-life balance are fair status but among them, the mean score of stress at work, work brought home, family condition and work role are below the overall mean score.

## **5.2 Recommendations**

This survey was focused on the staffs at different levels in Phyu Sin Saydanar Action Group, therefore it is not represented the entire non-profit organizations, but it will give some consideration to organization's management team on employees' work-life balance.

The respondents are most satisfied on work and work environment. The management should keep this condition by continuing provide opportunities of career growth, suitable training for their skills advancement and promoting a good and healthy work atmosphere. The management should continue in prioritization of their staffs' safety, security and balance of work and personal life.

The management team should ensure that employees use flexible working hours to avoid work-family conflict and get stress because some of the staffs work brought home to complete their tasks. The supervisor/manager also should ensure that tasks are distributed equally among the team members to avoid workload placed more on some of the respondents. The management should ensure that working procedures are not difficult and complicated to follow.

Management and employees should ensure that there is a strong work life boundary to enable to promote work-life balance and to achieve organizational goals. It is suggested that the management to continue providing feedback to employees regarding work-life balance and any issue which affect work-life balance should always be communicated, advised and solved as required.

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## APPENDIX – I

### SURVEY QUESTIONNAIRE

#### **Work-Life Balance Condition in Non-Profit Organization**

Dear respondents, I am a postgraduate student at the Yangon Institute of Economics and this survey is part of my Master of Public Administration Degree. The survey focuses to assess Work-Life Balance and to determine the level of work factors that affect Work-Life Balance in Non- Profit Organizations in Myanmar. The full questionnaire should take approximately twenty minutes to complete. Your participation is voluntary and entirely confidential. Only the overall findings of this research will be included in my final Thesis. Thank you very much for your time and participation.

#### **(a) General Information (Please mark only in one block for each question)**

##### (1) Gender

- Male
- Female

##### (2) Age

- Under 20
- 21-30
- 31-40
- 41-50
- 51-60
- Above 60

##### (3) Marital Status

- Single
- Married
- Separated
- Divorced
- Widowed

(4) No. of children I have

- 0
- 1
- 2
- 3
- 4
- Above 4

(5) No. of family member in my household

- 1-3
- 4-6
- 7-10
- Above 10

(6) Family with Elder People

- Yes
- No

(7) Education level

- Under graduate
- Graduate
- Post Graduate
- Doctorate
- Other: \_\_\_\_\_

(8) Position

- Assistant  
Associate
- Officer
- Coordinator
- Manager
- Section Head
- Other: \_\_\_\_\_

(9) Department

- Administrative & Logistics
- Finance
- Fundraising
- Program
- Liaison
- Human Resources
- Other: \_\_\_\_\_

(10) Work experience in Phyu Sin Saydanar Action Group (PSSAG)

- Below 1 year
- 1-3 year
- 3-6 year
- Above 6 year

(11) Monthly Salary (MMK)

- Below 300,000
- 300,001-500,000
- 500,001-800,000
- 800,001-1,000,000
- 1,000,001-1,500,000
- Above 1,500,000

(12) Dependency of Family

- Yes
- No



**(B) Work-Life Balance of Respondents**

Please rate your level of agreement with the following statement.

<b>Work Satisfaction</b>						
<b>No.</b>	<b>Particular</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	The organization has many opportunities for my career growth and advancement.					
2	The organization really take care of staff benefits such as leave, insurance and medical allowance etc.					
3	I am satisfied my job which can utilize to the best of my skills and abilities.					
4	My salary is good.					
5	The organization offers higher salary than other Local Non-Profit Organizations.					
6	My direct supervisor values my opinion.					
7	The organization provides me the materials and equipment to perform my job well.					
8	I like this organization culture.					
<b>Work Environment Satisfaction</b>						
1	The organization can create good communication from managers to employees.					

2	My supervisor promotes a good atmosphere of teamwork and trusts subordinates.					
3	My co-workers are competent in their working area of expertise and support me with clear feedback.					
4	Employee health and safety is a high priority in this organization.					
5	I work in a safe environment.					
<b>Stress at Work</b>						
1	I receive help and support from colleagues.					
2	I can perform my job without interruption.					
3	I often feel under pressure at work.					
4	The workload placed on me is more than I can handle.					
5	There is no friction or anger amongst colleagues.					
6	I have to do frequently ad hoc works.					
7	The needs and demands of my family interfere with my work-related activities.					

<b>Work Brought Home</b>						
1	I leave my work at work					
2	I sometimes bring work home, but it's just a few things I may not have finished up.					
3	I often complete additional work at home beyond work hours to try to keep up.					
<b>Family Condition</b>						
1	I have to do household chores.					
2	My income is enough for my family expenses.					
3	I do other job outside of my organization to receive additional income.					
4	I take full responsibilities of my family.					
5	I feel stress sometime because of my family responsibilities.					
6	I can give my time for family.					
7	I often arrive late at the office.					
8	Family understands when I am working overtime.					
9	My family members are very supportive to each other and feel loved.					

<b>Work role and work load</b>						
1	My role and responsibilities are clearly defined.					
2	Many rules and procedures make me difficult to complete my tasks.					
3	My work involves a lot time away from my home.					
4	My job is stressful.					
5	Sometime I need to perform tasks which have no relation with my work role.					
6	The workload is too much to have family time.					
7	The workload is unevenly distributed, so it's piled up.					
8	The workload makes me to work for long working hours, on overtime and even on holiday.					

**(c) Management Practices (Please response by staff at manager level and above)**

Please rate your level of agreement with the following statement.

<b>No.</b>	<b>Particular</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	The management provides feedback to staff concerns on work-life balance.					
2	The management demonstrates an understanding of employee work-life balance.					
3	The management provides flexible working hours.					
4	The management takes appropriate action on the issues affecting employees' work-life balance.					
5	Polices are applied in same way at all levels in this organization.					

6	The organization encourages involvements of employee's family members in work/organization's celebrations or organization arranged occasions/ functions where employee's family members can participate.					
7	Lack of management policy to encourage work-life balance.					
8	Lack of management support in encouraging work-life balance					
9	Lack of management respect to work-life balance.					
10	Lack of management appreciation to work-life balance.					
11	There are some difficulties to promote work-life balance in this organization.					