



**A STUDY ON FACTORS AFFECTING WORK LIFE BALANCE
OF GOVERNMENT STAFF IN NAY PYI TAW, MYANMAR**

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

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SSBR/2023/MBA250980**

FEBRUARY 2025



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A Thesis Presented
by
MYO THANT

Submitted to the Swiss School of Business Research
in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION
(MBA)

FEBRUARY, 2025

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ACKNOWLEDGEMENT

Firstly, I would like to express my deepest gratitude to Dr. Paing Soe, President of Centre for Professional Development, Dr. Stephen Harrison, Dean of Swiss School of Business Research for acknowledging me to implement this study.

Secondly, I am heartily grateful to my supervisor, Dr. Win Thandar, Professor, Centre for Professional Development for her patience guidance, advice, immense knowledge, encouragement and advice she has provided throughout my time as her student in preparing to complete this study successfully. Without her insightful comments, regular feedback and for the hard questions, this study would not have come to a conclusion.

Furthermore, I would to extend my appreciation to all of the professors, associate professors, visiting lecturers, tutors and all the staff of Centre for Professional Development who have provided me with any administrative support and strength during academic years. I would also like to express my gratitude to my friends for helping me in data collection. Their help, encouragement, and credible ideas have been great supporters in the accomplishment of the thesis. Moreover, I would like to express my gratitude to classmates for their cooperation, hospitality, help with the homework, and encouragement throughout the academic year.

Finally, I have great pleasure in granting my gratitude to my colleagues for being there at times when I required inspiration, encouraging, and pushing me on my studying in Swiss School of Business Research. I would especially like to thank my family for their wonderful encouragement and assistance in helping me finish my degree.

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SSBR/2023/MBA250980

ABSTRACT

Work-life balance is becoming increasingly significant in human resource management. Achieving work-life balance for employees requires a clear understanding of both work and non-work responsibilities, along with proactive management that consistently addresses staff concerns regarding this balance. Government staff in Myanmar is struggling with numerous competing responsibilities, including caring for children, supporting a spouse, managing family duties, and attending to aging parents. The study was limited to one government organization and, therefore, may not have been generalizable to other government organizations in Myanmar. The objectives of this study are to examine the work-life balance conditions of government staff, analyze the relationship between influencing factors and work-life balance, and identify the key determinants affecting work-life balance among government employees in Nay Pyi Taw. The study explores the impact of workload, workplace communication, stress, well-being, human resource management practices, and family responsibilities on the work-life balance of government staff in Nay Pyi Taw. A total of 176 government employees participated in the study, with primary data collected using a simple random sampling method. This study utilized regression analysis to examine the relationships between various factors influencing work-life balance among government staff in Nay Pyi Taw. The study found that workload has a weak positive impact on work-life balance, while workplace communication and well-being exhibit a fairly strong positive effect. Workload stress doesn't significantly affect work-life balance, but stress reduction, mental health creativities, and job satisfaction are important. HRM practices, organizational culture, and family responsibilities also contribute to Work-Life Balance (WLB). Employees actively seek ways to balance their professional and personal obligations. This study recommended that Governments should introduce wellness initiatives, such as stress management and time management programs, and offer on-site wellness facilities. Implementing these policies and supporting WLB initiatives, such as flexible work arrangements, and job-sharing, can help employees balance professional and personal responsibilities. These initiatives can enhance employee loyalty, and contribute to long-term growth for organizations.

Keywords: *Work-life balance, Workplace communication, Human Resource Management Practices*

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ABBREVIATION

Abbreviations	Meaning
BPS	Basis Points
COR	Conservation of Resources
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
NGOs	Non-Government Organizations
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
US	United State
WLB	Work-life Balance

CHAPTER I

INTRODUCTION

Nowadays, work-life balance is a growing concern for both employers and workers. As seen by the increase in the proportion of women in the workforce and different career family members, demographic trends are leading to a more diverse workforce and a greater need for workers to manage their personal and professional life. Increased attrition rates due to work-life balance have forced firms to look beyond conventional HR strategies. Flexible work schedules, alternative work arrangements, leave policies situated on of family care duties, and employee assistance programs are all included in the bulk of the organization's welfare programs and compensation packages (Baral et al., 2011).

Employees with a work-life balance experience greater job satisfaction because they can focus on their work while at the office and do not have to worry about issues outside of work. Moreover, a healthy work-life balance will boost staff retention, helping the business avoid issues with staff turnover. The employee feelings play a crucial role in organizational efficiency, impacting areas like recruitment, employee quality, teamwork, commitment, innovation, productivity, and service quality. Work-life balance, integral to overall quality of life, is a key workplace concern as employees highly value support for balancing professional and personal life. Successfully managing work and personal responsibilities enhances job satisfaction and can be challenging but is essential for well-being. Achieving work-life balance leads to benefits such as lower turnover intentions, improved job performance, and satisfaction. Employees with psychological and physical well-being balance are more focused, which boosts their work output (Krishnan et al., 2018).

The work-life balance (WLB) program offers resources to enhance employees' health, welfare, and support for parental and childcare needs. Businesses are increasingly implementing measures such as telecommuting, flexible work schedules, job sharing, and family-friendly benefits to help employees balance their professional and personal lives (Silaban et al., 2021). Family responsibilities are perceived as significant for caring for family members and providing mutual support, similar to social support in the workplace. Instrumental family care involves practical assistance with daily tasks, while emotional support includes actions that demonstrate care and

encouragement (Russo et al., 2016). By focusing on government staff, this study can explore how the distinctive elements of these workplaces influence work-life balance and identify practices or interventions that may improve employee conditions.

1.1 Background of the Study

The Ministry of Hotels and Tourism was established on September 24, 1992 and consists of several key departments. Within the Minister's Office, there are six departments: Administration and Human Resources Management, Policy, Planning and Statistics, Internal Audit and Finance, Public Relations and Information, and e-Government. Furthermore, the Directorate of Hotels and Tourism oversees six departments, including Hotels and Tourism Supervising, Training and Education, Planning, International and Regional Cooperation, Tourism Promotion, and Administration and Budget. These departments work collaboratively to support the development, regulation, and promotion of the tourism sector. The Ministry of Hotels and Tourism is headquartered in Nay Pyi Taw and operates 36 branch offices across various states and regions in Myanmar. The Nay Pyi Taw office employs 316 staff members, working towards the ministry's objectives of developing and promoting the tourism sector. Nay Pyi Taw is home to numerous ministries; however, this study specifically focused on the Ministry of Hotels and Tourism. The data was collected from staff members who have resided in Nay Pyi Taw for more than three years.

The Ministry aims to position Myanmar as a leading international tourist destination by effectively creating and expanding domestic and international markets. It is also committed to protecting the rights of tour operators and tourists, ensuring they fulfill their obligations while maintaining the quality and safety of tourism services. To achieve sustainable growth, the Ministry focuses on enhancing coordination and cooperation within the tourism sector, both at national and international levels. The Ministry strives to create employment opportunities and develop human resources by raising awareness of tourism. It promotes responsible tourism, supporting sustainable development, eco-tourism, and environmental conservation. Furthermore, it encourages local business growth and small and medium enterprises (SMEs) by leveraging tourism as an economic driver and fostering Community-Based Tourism (CBT) initiatives. To ensure continuous improvement, the Ministry actively

collaborates with local and international institutions and tourism experts to conduct research aimed at advancing Myanmar's tourism industry.

As a developing nation, the public sector frequently works long hours without being paid for them, and employees are under a lot of stress from their burden. Workload can be categorized into two types: quantitative and qualitative. Quantitative workload refers to an excessive volume of tasks, while qualitative workload arises when employees perceive that their skills or capacities are inadequate to complete assigned tasks. Physical workload, in particular, can increase an employee's intention to leave their position. When job demands exceed employee capacity and expectations are high within tight deadlines, workload becomes a significant issue. Moreover, the superiors sometimes fail to provide clear instructions, and poor management skills can place an undue burden on employees. To address these challenges, the government should implement measures to reduce overtime, improve household well-being, and ensure civil servants are protected by labor regulations that cap the maximum weekly working hours. The impact of stress on workload and job performance is complex, with studies showing both positive and negative effects. However, as workload increases, employees' job performance tends to decline over time (Kesti, 2012).

According to Njeri & Mercy, (2014), workload refers to the amount of physical and mental effort required to complete a job assignment. It is closely associated with job responsibilities and is a key factor in employee work stress. Workload is also considered a significant contributor to mental stress among employees. Stress can influence work performance in both positive and negative ways; however, as workload increases, an employee's job performance often declines over time. The term "workload" also describes the intensity of a job assignment. Role overload occurs when employees experience stress due to managing multiple tasks and responsibilities simultaneously. Moreover, workload has a direct impact on an employee's intention to leave their job (Omar et al., 2020).

Achieving work-life balance for employees requires a clear understanding of both work and non-work responsibilities, along with proactive management that consistently addresses staff concerns regarding this balance. The discourse on personal time management highlights the structural, cultural, and practical constraints that influence an individual's freedom, often leading to working harder, longer, or reprioritizing commitments across different areas. HRM practices can lead to

employees recognizing the need for development, resulting in increased effective working time and reduced wasted time, thereby enhancing their capacity. Management should actively engage with employees to address issues that could negatively affect work-life balance. Understanding how employees navigate and balance their professional and personal lives is essential for fostering this balance. However, it is imperative to guarantee that management upholds and applies policies in a manner that supports employees (Njeri, 2014).

Employee job satisfaction should be based on a number of factors, such as compensation and benefits, the type of work, whether or not it is stressful, working conditions, contact with superiors and coworkers, suitable working hours, etc. Working conditions, which include organizational components, environmental aspects, and employee subjective variables, are all related to the way production is structured (Bakotic et al., 2013).

Employee well-being refers to the satisfaction individuals derive from their jobs and how they spend their time at work. Employer-provided supports, such as flexible work schedules and family-friendly policies, are designed to help employees balance work and personal responsibilities, potentially reducing job demands. While the term “work-life balance” is widely used, it has been criticized for implying a separation between labor and life. Similarly, “family-friendly” terminology has been reconsidered for its narrow focus on childcare. The term “work or non-work supports,” though less common, offers a broader perspective. Regardless of whether employees utilize these tools, organizations availability indications that employers’ value and care about their workforce’s well-being (Wood, 2018).

The communication methods used within an organization significantly influence workplace relationships and collaboration. Both formal and informal communication play a vital role in maintaining employees' engagement and mental and physical well-being. Face-to-face communication, one of the most common professional techniques, has a notable impact on employees' work-life balance. Research and experience suggest that managers and employees can adopt various strategies to enhance productivity, understanding, workplace atmosphere, and work-life balance. Even within formal organizational structures, informal communication naturally takes place and contributes to these outcomes (Jayakar¹ et al., 2012).

The significance of work-life balance (WLB) in the workplace has grown due to its negative consequences when neglected, including high employee turnover, reduced work engagement, poor-quality output, low productivity, and decreased job satisfaction. Despite this, certain groups are often excluded from research, such as single-earner parents, childless workers with eldercare responsibilities, blended families with children from previous relationships, families with joint custody arrangements, and grandparents raising grandchildren (Akinyele et al., 2016). WLB is positively influenced by factors such as the nature of the job, a supportive work environment, employee-friendly policies, and an inclusive organizational culture. Policies that prioritize employee well-being not only enhance work-life balance but also strengthen organizational commitment and job satisfaction (Agha, 2017).

The above factors cause employees to have positive or negative opinions of their jobs have an effect on how well their work and personal lives are balanced. Nevertheless, this study aims to examine the factors contributing to work-life imbalance among government staff in Myanmar, with an emphasis on workload, workplace communication, work stress, employee wellbeing, human resources management practices and family responsibilities towards work-life balance.

1.2 Problem Statement of the Study

Government staff in Myanmar are struggling with numerous competing responsibilities, including caring for children, supporting a spouse, managing family duties, and attending to aging parents. These challenges often create stress for individuals, families, and the communities they belong to. The conflict between work and personal life has become a critical issue, impacting not only employees but also their organizations and communities. Unsuccessful workplace communication further exacerbates these challenges, affecting both individuals and organizations on a global scale. The success of employees, teams, and organizations significantly relies on professional and effective communication among staff and between employees and supervisors. Poor communication often leads to a range of negative outcomes, such as reduced collaboration, gossip, rumors, low productivity, excessive absenteeism, and diminished employee morale. Addressing these communication gaps is crucial to fostering a productive work environment. All employees should be protected under

government labor laws, and all organizations, including government entities, must regulate working hours to ensure that overtime is managed effectively. For the various reasons of unbalance working conditions among government staff in Myanmar, the study intended to examine the situation of the work-life balance for government staff in Nay Pyi Taw by using workload, workplace communication, work stress, employee wellbeing, human resources management practices and family responsibilities towards work-life balance of government staff.

1.3 Objective of the Study

Achieving work-life balance is often a personal goal and aspiration for many individuals. However, it is not solely the responsibility of employees to achieve this balance. Organizations must now take into account work-life balance by creating supportive workplace standards and conditions. Employers are seen as key facilitators in helping employees integrate their work and family responsibilities. By fostering an encouraging environment, the organizations can promote a healthier and more sustainable work-life balance for their staff. To evaluate these aspects, the study will focus on the following three main research objectives:

- (a) To examine the work-life balance conditions of government staff in Nay Pyi Taw.
- (b) To analyze the relationship between the study's affecting factors and work-life balance of government staff in Nay Pyi Taw.
- (c) To identify the key factors influencing work-life balance among government staff in Nay Pyi Taw.

1.4 Research Questions of the Study

This study examines how workload, workplace communication, stress, well-being, human resource management practices, and family responsibilities impact the work-life balance of government staff in Nay Pyi Taw. It highlights key challenges employees face, including high stress levels caused by excessive workload and inadequate communication. Furthermore, it emphasizes the importance of supportive HRM practices and well-being initiatives in enhancing overall employee well-being. The research aims to assess the current work-life balance conditions of government staff through the following research questions.

- What is the current work-life balance conditions experienced by government staff in Nay Pyi Taw?
- Is there any relationship between involved factors and work-life balance of government staff in Nay Pyi Taw?
- What are the most significant factors that influence the work-life balance of government staff in Nay Pyi Taw?

1.5 Scope and Limitation of the Study

The study focused on examining the work-life balance of government staff in Myanmar, specifically within the Ministry of Hotels and Tourism in Nay Pyi Taw. The respondents represented diverse socio-economic and cultural backgrounds due to the Ministry's integration of travel and tour, transportation, hotel management, food and beverage services, and the tourism field. This diversity was expected to provide varying perspectives on working conditions. The research targeted 176 government staff members, many of whom lived away from their families, offering valuable insights into their work-life dynamics. Factors such as workload, workplace communication, work stress, employee well-being, human resource management practices, and family responsibilities were analyzed to obtain accurate outcomes. The study was limited to one government organization and, therefore, may not have been generalizable to other government organizations in Myanmar. Therefore, its conclusions may have differed from other studies and the work-life balance conditions in non-governmental organizations.

1.6 Organization of the Study

This study is structured into five chapters. Chapter One provides an introduction, covering the background of the study, problem statement, research objectives, research questions, scope and limitations, and the organization of the study. Chapter Two presents the literature review, key dimensions of the study, a review of empirical studies, and the conceptual framework related to work-life balance. Chapter Three outlines the research methodology, including the research design, data collection procedure, and ethical considerations. Chapter Four discusses the study area's profile, analyzes the factors influencing the work-life balance of government staff, and presents the findings from data analysis. Chapter Five

concludes the study by summarizing the key findings, offering recommendations, and suggesting directions for future research.

CHAPTER II

LITERATURE REVIEW

This chapter includes five sections which are the concept of the study of work-life balance, factors influencing on work-life balance (workload, work place communication, workload stress, employee wellbeing, HRM practices, and family responsibility), dimensions of the study, theories relating to work-life balance, empirical studies and conceptual framework of the study.

2.1 Concepts of Human Resource Management

Over the past decade, the HRM discourse has seen significant changes. HR managers now spend less time dealing with trade unions and more non-HRM specialists are taking on key HRM functions. HR task has not become a peripheral function, and fears about a decline in personnel managers' numbers and influence are unfounded. The most significant preoccupation for designated HR managers is recruitment, while non-specialist managers focus on training (Bratton et al., 2021).

Lawler et al., (2009) explored that HRM practices have roots in prehistoric societies, with tasks divided according to skills. The industrial revolution in the 1800s significantly contributed to the development of HRM systems. HRM and HR have replaced personnel management in managing people in organizations. HRM is a strategic approach for organizations' most valued assets, while personnel management primarily manages hiring and paying. HR departments now play a major role in staffing, training, and managing people to maximize their capabilities and fulfillment. HRM is applied in a global context and consists of three key components: 1) specific human resource practices, including recruitment, selection, and appraisal; 2) formal human resource policies, which guide and partially restrict the development of specific practices; 3) overarching human resource philosophies, which define the values that shape an organization's policies and practices.

2.1.1 Definitions and Terminology of the Study

HRM is a strategic approach to managing employment relations, which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage (Bratton et al., 2021).

HRD has long faced challenges in establishing a clear professional identity, particularly due to its applied and interdisciplinary nature. The need for a unifying definition that not only clarifies the profession's focus but also describes its boundaries, helping to shape its development and recognition (Chalofsky, 1992).

HRM practices involve the process of attracting, motivating, and retaining employees to ensure an organization's survival. These practices are designed and implemented to position human capital as a key driver in achieving organizational goals. HRM practices positively impact both employer and employee commitment. Furthermore, practices such as training and development and performance appraisal enhance employee performance, ultimately contributing to improved organizational success (Hassan, 2016).

Training is a systematic approach that enhances employees' knowledge and skills, improving their performance and behavior. Training helps employees develop competencies needed for current and future tasks, increasing efficiency and effectiveness. Organizations conduct extensive training programs to gain a competitive edge and achieve strategic goals and changing in employee performance (Hassan, 2016).

WLB is not just about work and life; it is a positive state of mind. In its broadest sense, it is defined as a satisfactory level of involvement or alignment between the various roles in a person's life. It encompasses the interaction between paid work and other activities, including unpaid responsibilities within families and the community, as well as leisure and personal development (Muster et al., 2011).

2.1.2 Human Resource Management Functions

The HRM strategy focuses on three key outcomes: high employee commitment, high-quality employees, and highly flexible employees. High employee commitment is vital for binding employees to the organization and achieving behavior outcomes like increased effort, cooperation, and organizational citizenship. High-quality employees are important for workplace learning and producing high-quality services and products. Flexibility ensures workers are receptive to innovation and change. The right-hand side of the model focuses on the link between HRM and performance, with only when all three outcomes are achieved can behavior change and superior performance outcomes be expected. A coherent strategy, fully integrated

into business strategy, and sponsored by line management at all levels is necessary for high productivity and industry-specific outcomes (Bratton et al., 2021).

According to Piwovar-Sulej, (2021), the nature and scope of these tasks depend on both the management's requirements for overseeing human resources and the skills demonstrated by HR personnel. Typically, human resource functions are categorized into three main areas:

- Administrative
- Operational Actions
- Strategic HR

In organizations without a dedicated HR department, similar levels of workforce efficiency and management effectiveness can be achieved by outsourcing HR functions or partnering with a professional HR organization. Human resource managers supervise to be a successful organization: a skilled and productive workforce. This approach involves recognizing employees as valuable assets rather than organizational expenses. Like any other resource, a talented workforce can be strategically utilized to enhance an organization's value. An efficiently managed human resources department provides the structure and expertise needed to address business challenges while managing an organization's most important resource and its employees. While various disciplines are associated with human resources, professionals often perform multiple roles across the six fundamental HR functions.

Bratton et al., (2021) revealed that HRM functions at two levels within an organization: recruiting, motivating, and developing competent employees. HRM activities provide employees with necessary knowledge, skills, and abilities, motivate them with satisfactory pay, benefits, and working conditions, and develop individuals to be effective employees. Conflict between employees, teams, or management is inevitable and can enhance performance. Conflict can be functional or dysfunctional, with functional conflict supporting group goals and dysfunctional conflict causing discontent. HRM specialists intervene to alter conflict levels and forms, ensuring conflict doesn't hinder organizational performance. HRM practices contribute to modern work organizations and are debated in the HRM model (Bratton et al., 2021).

2.1.3 Importance of Human Resource Management

Global competition is significant firms' strategies, as the industrial economy transitions to a knowledge economy. To enhance sustainable growth, researchers and practitioners are adapting to competitive conditions, focusing on human resource management practices. The strategic human resource management approach has emerged in the last two decades, addressing traditional constraints such as market control, finance requirements, short-term profitability, competitor surveillance, and recruiting well-educated labor under advantageous conditions' practices are perceived as sufficient, employees feel better fit with the organization and job. However, high anxiety may affect this relationship. the need for strategic human resources management in modern organizations to address changing environmental conditions and complex management-organization issues (Lawler et al., 2009).

HRM is a multifaceted concept with varying interpretations and significant theoretical implications. The 'soft' approach focuses on high commitment, workplace learning, and progressive leadership, whereas the 'hard' approach emphasizes calculative, quantitative, and strategic management. Both U.S. and British HRM models recognize human resources as valuable assets and view employee commitment as a key competitive advantage. HRM model emphasizes the interconnectedness and coherence of HRM activities, focusing on four components: selection, appraisal, development, and rewards. The model's weakness is its prescriptive nature, neglecting stakeholder interests and situational factors. However, it expresses the coherence of internal HRM policies and emphasizes matching them to the organization's external business strategy (Bratton et al., 2021).

Human resource management (HRM) admits the workforce as a important asset that contributes to an organization's success. It involves various functions and activities to ensure employees are managed effectively and equitably, benefiting individuals, the organization, and society. In today's active environment, HRM is enhancing and improving productivity is no longer solely about increasing output; it also involves optimizing efficiency and employee well-being. Moreover, evaluation processes ensure that HR programs remain accountable and effectively meet employees' needs in a cost-efficient manner. HRM is crucial for cost reduction, quality improvement, and productivity enhancement in organizations. Besides, effective training and development prepare employees for future roles, reducing skill

shortages. evaluation of HR programs measures employee satisfaction, knowledge acquisition, and business outcomes (Kumpikaitė, 2007).

2.2 Theories Relating to Work-life Balance

Organizations need create a stable personnel system with career development based on work performance, professional abilities, expertise, skills, and mental attitudes. Effective communication is essential for increasing employee productivity, as it facilitates cooperation and allows for accurate information collection. Workload also influences employee performance, with increased workload reducing performance and decreased workload increasing it. Efficient work-life balance helps organizations understand their employees' capabilities and impact on performance. Stress due to workload can reduce productivity and potentially cause stress, hindering employees' ability to perform effectively. Therefore, effective leadership, communication, and work-life balance are essential for fostering high-quality and high-performing employees (Vanesa et al., 2024).

According to previous studies, the researchers have developed various models to describe the dynamics of work-life balance (WLB), leading to the formulation of multiple theories based on these definitions. Several other theories are frequently applied to explore various aspects of WLB, as outlined below.

The theoretical discussion surrounding work-family balance has been influenced by various perspectives, including border theory (Clark, 2000), segmentation, spillover, compensation, instrumental, and conflict theories (Guest, 2002), work-family enrichment theory (Greenhaus & Powell, 2006), and the Conservation of Resources (COR) framework. Among these, work-family conflict theory has garnered significant attention within psychology. This field has witnessed numerous theoretical propositions and efforts to develop effective measurement tools (Bedada, 2018).

The compensation theory is "responsive compensation" describes a person's attempts to offset negative experiences in one role they perform by producing favorable experiences in the other role, like leisurely pursuits after work. Supplementary compensation happens when someone shifts their focus from an unfulfilling role to one that may be more fulfilling. This usually occurs when people seek for pleasant experiences at home because there aren't enough at work (Pacesila, 2014).

Role theory has traditionally been used to analyze work-family conflicts, emphasizing the challenges of balancing demands from both domains. However, recent research has shifted towards examining the positive interplay between work and other aspects of life. In this context, the term "work-life" will be used to encompass all domains outside of work and family. Effective work-life harmony is characterized by high self-esteem, a sense of fulfillment, and overall well-being. Maintaining a healthy work-life balance is crucial for an individual's mental health (Akinyele et al., 2016).

2.3 Factors Effecting Work-life Balance

Globalization has led to increased demand for individuals to improve their performance potential, necessitating changes in work patterns and systems. Fatigue can result from heavy workloads, while too small workloads can lead to boredom. To improve employee performance, set work standards that align with workforce potential and appropriate working hours. Adequate work facilities, including equipment and tools, are crucial for supporting employee performance effectively and efficiently. Competent human resources and adequate work facilities are essential for a company's success (Dewi et al., 2024).

Job assignment is a multidimensional concept that impacts performance by describing the condition of work with tasks that must be completed within a specific time limit. It can be categorized into excessive or insufficient quantitative workload, where individuals feel unable to perform tasks or the task does not utilize their skills and potential, and excessive or insufficient qualitative workload, where individuals feel unable to perform tasks. Job is a process undertaken by individuals to complete a quantity of activities or tasks of a job or job group systematically, utilizing skills under normal conditions within a specific period. Workload indicators include time pressure, job conditions, and work standards. Munandar categorizes workload into intrinsic factors: physical demands, which affect employees' mental health, and task demands, which can cause fatigue due to shift work/night shifts (Lussianda et al., 2024).

Civil servants play a crucial role in Indonesia's governance, implementing government policies and providing public services. A civil servant is an Indonesian citizen appointed by an authorized official, entrusted with government duties, or

assigned other state duties, and remunerated according to applicable laws and regulations. Performance is definite as the quality and quantity of work achieved by an employee in carrying out their responsibilities. Performance indicators include work quality, work quantity, reliability, and attitude. Civil servants, which involves evaluating two elements as employee work objectives and employee work behavior (Lussianda et al., 2024).

Workload is a situation where individuals work more than they can complete within a specified time. Excessive workload occurs when work demands exceed the specified time and resources, leading to insufficient resources to complete tasks and responsibilities. It can increase system performance but also have detrimental effects on employees and system performance. Employees may feel they have insufficient knowledge and equipment to complete tasks, leading to emotional fatigue, exhaustion, and feelings of loneliness and frustration. Studies have found a positive correlation between excessive workload and job stress, highlighting the importance of managing workload effectively (Çelik et al., 2022).

Work-life balance (WLB) is a vital aspect of employee well-being, influencing job satisfaction, productivity, and overall quality of life. In the context of Myanmar's government sector, assessing work-life balance requires examining various factors that impact employees' ability to effectively manage professional and personal responsibilities. The following key factors should be considered:

2.3.1 Workload

Kartini et al., (2023) stated that work-life balance discusses to an individual's ability to effectively manage and fulfill responsibilities in both personal and professional domains. It involves maintaining harmony between work and personal life to prevent conflict and ensure well-being. This balance highlights how work and personal life can either complement or interfere with one another. Workload incorporates the physical and mental demands placed on employees, either individually or as part of a team. It includes daily tasks, long-term projects, or special responsibilities, each varying in complexity, intensity, and duration. Workload is categorized into three types: standard (manageable), excessive (beyond capacity), and minimal (below capacity). It must align with employees' skills to ensure effective task completion and support organizational goals.

Workload is a phenomenon where excessive demands exhaust an individual's energy, leading to unattainable recovery. It can result from mismatch between job and employee, lack of skills, or reasonable workload. Workload can be quantitative or qualitative, with quantitative workload referring to the amount needed to complete a task, and is directly related to exhaustion (Kusters, 2016). Workload refers to the volume of work results produced by employees within a specific section, and is a condition of work with job descriptions that must be completed within a certain time limit. Overload can cause tension and stress due to high expertise demands, high work speed, and volume. Workload indicators include task demands, effort, and performance, with studies focusing on achieving desired performance (Ibrahim et al., 2022).

Workload, a common factor in social service organizations, can both perpetuate and prevent violence. Workload can be confounded by other health and safety issues, such as worker efficacy and supervisor support. Research shows an increase in health risks as workloads increase and workers struggle to maintain professional responsibilities. Increased funding cuts in social services may contribute to occupational health concerns and the perpetuation of workplace violence. Workplace violence prevention and health and safety are crucial issues in the social service sector.

Workload has been found to affect workers beyond job functioning, impacting their overall well-being. Studies have shown that working only in the night shift and high job-related time pressure increase the risk of work-place violence. Workload also has associations with work-to-family conflict, where work-related issues interfere with family life (Turpin et al., 2021).

Workload is a multidimensional concept that impacts performance by describing the condition of work with tasks that must be completed within a specific time limit. It can be categorized into excessive or insufficient quantitative workload, where individuals feel unable to perform tasks or the task does not utilize their skills and potential, and excessive or insufficient qualitative workload, where individuals feel unable to perform tasks. Workload is a process undertaken by individuals to complete a quantity of activities or tasks of a job or job group systematically, utilizing skills under normal conditions within a specific period. Workload indicators include time pressure, job conditions, and work standards which affect employees' mental

health, and task demands, which can cause fatigue due to shift work/night shifts (Lussianda et al., 2024).

2.3.2 Workplace Communication

Communication is the process of transmitting information, ideas, emotions, and skills using symbols, words, pictures, figures, and graphics. It occurs when a source delivers a message to the recipient with a conscious intention to influence their behavior. Effective communication involves understanding the message, conveying it carefully, and enjoying the interaction. The purpose of communication is not just a message transaction, but also to foster human relationships. The act of influencing others is part of everyday life in offices, and effective communication often occurs not only to convey information or influence attitudes, but also to build good relationships (Ibrahim et al., 2022).

Communication is important for human life, as it helps individuals fulfill their needs and achieve life goals. Communication includes understanding, openness, enjoyment, and influence on attitude. Understanding involves accurately conveying messages, while openness indicates the flow of messages from superiors to subordinates. Enjoyment refers to the pleasant atmosphere during the communication process, fostering humane relationships. Influence on attitude involves changing a recipient's attitude based on the message's meaning, which is a part of daily life in offices (Lussianda et al., 2024).

Awaludin et al., (2025) found that interpersonal communication is a crucial factor in enhancing employee performance. Research shows that strong communication skills foster collaboration, improve team dynamics, and support effective problem-solving and motivation. For instance, effective communication during remote work has been found to enhance performance, while highlighted its significant role in the service sector. Moreover, strong communication boosts employee loyalty and engagement. However, some studies suggest that the impact of communication may vary depending on contextual or mediating factors such as job satisfaction and the work environment. Work-life balance is another important factor influencing employee performance. A well-maintained balance helps reduce stress, promotes overall well-being, and strengthens organizational commitment. It is also associated with increased job satisfaction, productivity, and employee loyalty.

Nevertheless, some research indicates that its impact on performance may be indirect, often mediated by variables like job satisfaction.

2.3.3 Workload Stress

Stress is a complex phenomenon that arises from various factors, including pressure, desires, evaluation, perception, and action. It can lead to alienation from work, decreased performance, and reactive behaviors. Stress is crucial in business life and should be addressed by sectors. Factors such as time and work pressure can increase stress, causing employees to struggle and alienate from their work. Stress and workload can lead to job loss, absenteeism, and negative behaviors. Effective management can minimize these effects. This study examines stress and workload, providing insights for organizations on how to manage these concepts effectively. It aims to define stress and workload concepts clearly. Stress in the workplace can have physical, mental, and spiritual effects on employees. Factors contributing to job stress include insufficient workload, time pressure, lack of supervisory mechanisms, and role ambiguity. Other factors include organizational culture incompatibility, unsuitability for the job, role conflict, responsibility anxiety, and wage dissatisfaction. The changing nature of business life affects work quality, workload, and stress levels. Employees may be exposed to external effects outside of work, affecting their productivity. Organizations should monitor these changes and establish internal units or external resources to maintain productivity (Çelik et al., 2022).

Hassan et al., (2024) revealed that a company's overall performance does not necessarily lead to higher employee job satisfaction. While management strategies such as pipeline management and performance appraisals aim to improve outcomes, they can also introduce challenges. Workloads, elevated stress levels, and disruptions to work-life balance were key factors that can negatively impact employee performance. Research has identified a causal link between work-life balance, workload, work-related stress, and employee performance, with findings indicating both direct and indirect correlations. This highlights the importance of recognizing and addressing stressors within organizational practices.

2.3.4 Employee Wellbeing

The mental health, social functioning, and patient care performance of nurses are all significantly impacted by their workload. To comprehend the ways in which workload issues affect the health of nurses in key regions of a hospital in Saudi Arabia and to improve health and wellbeing, healthcare firms are progressively putting workplace wellness programs into place. However, the Saudi Arabian health sector lacks a concept for wellbeing programs. Nursing well-being can be impacted by a number of factors, including age, job responsibilities, skills, work environment, and patient expectations. Organizational employee wellness programs, incorporating coping strategies to alleviate emotional labor and stress, can improve staff opinions and raise awareness about workload and well-being. Understanding nurses' experiences can help identify workload factors in need of improvement and provide a baseline for work (Chetty, 2021).

Employees desire a valued environment with supportive managers, which can improve their motivation and work efficiency. However, workload can also be heavily influenced by individual differences. Various methods can be developed to overcome workload and minimize its effects, such as social support programs, counseling centers, training and development programs, and social solidarity with managers and colleagues. These strategies can help organizations identify and manage problems and improve overall employee well-being (Çelik et al., 2022). Regarding employee well-being, previous studies on the quality of working life have been conducted to assess job stress, job dissatisfaction, and the extent of burnout experienced by employees (Holden et al., 2010). Employee wellbeing is important components of the overall physical, mental, and social wellness of individuals in the workforce. Wellbeing goes beyond the absence of illness of employee and it includes factors that contribute to a fulfilling and meaningful life, such as job satisfaction, engagement, and a sense of purpose. Increasingly, work-life balance, employee health, and wellbeing are recognized as organizational priorities, as they are linked to higher productivity, enhanced creativity, and improved employee retention all of which contribute to organizational success (Zheng, 2024).

2.3.5 Human Resources Management Practices

High workloads in education can negatively impact employees, as per the Job Demands Resources model. However, job resources can reduce these negative effects by promoting personal growth and development. Human Resource Management (HRM) is a strategic approach to employment, development, and employee well-being. Improving HRM can reduce burnout and enhance employee well-being. Perceived HR practices can act as job resources, buffering the relationship between workload and burnout. The influence of employees' perceived HRM on the relationship between workload and stress, focusing on whether perceived HRM can have a moderating role. It approaches the individual level, focusing on how employees perceive HR practices to enhance their well-being. This research is of societal relevance for employers in education, as it aims to understand how perceived HRM contributes to the well-being of employees experiencing workload. As job demands in education are high, this study provides a starting point for investing in HR practices to enhance employee well-being (Kusters, 2016).

Human resource management is the planning, organizing, coordinating, implementing, and supervising of the procurement, development, remuneration, integration, maintenance, and separation of labor to achieve organizational goals. Human resources are the most important and controlling element in the organization. They are highly contextual and require special attention, management, handling, and treatment because of their role in implementing company operational activities and policies to achieve the organization's target (Ibrahim et al., 2022).

2.3.6 Family Responsibility

Work-family conflict is a type of role conflict that occurs when the demands of work and family responsibilities create opposing pressures on an individual. If not effectively managed, work-family conflict can lead to significant mental stress for employees. This stress can negatively impact job performance, resulting in decreased productivity, higher absenteeism, reduced organizational commitment, and, in some cases, employee resignation. Job responsibility is shaped by a worker's interaction with task demands, the work environment, skills, behavior, and perceptions. It represents the set of job responsibilities that must be completed within a specific timeframe. Work stress, often arising from excessive workload or extended working

hours, can lead to feelings of exhaustion and emotional strain. This stress can have both positive and negative effects on an organization and is often characterized by emotional instability, feelings of isolation, sleep disturbances, difficulty relaxing, anxiety, tension, and nervousness (Masye Tualai et al., 2022).

Individual performance is vital to organizational success, as it reflects an employee's efficiency and productivity in meeting job responsibilities and advancing company objectives. Women employees, in particular, often struggle with time constraints due to the competing demands of work and family. Work-family conflict arises when the demands of these two roles are incompatible, causing job responsibilities to interfere with domestic duties and family obligations to affect other aspects of life. BPS, the institution responsible for providing statistical data, must ensure its employees deliver timely and accurate data while publishing official statistics on key areas such as inflation, tourism, transportation, employment, and poverty within designated time frames (Linda et al., 2023).

2.4 Review of Empirical Studies

The outcomes of this research contribute to a comprehensive conclusion of the study. Previous studies and their key concepts are examined within the literature review, focusing on the work-life balance (WLB) of government staff in Nay Pyi Taw. The studies referenced below are directly relevant to this investigation. WLB practices encompass strategies that enhance employees' autonomy and flexibility in managing competing demands. Key concerns such as rising stress levels, job competition, and job insecurities significantly impact WLB and must be effectively addressed in the workplace. These factors play a critical role in shaping employees' well-being and work-life balance. To assess the WLB of government employees, this thesis examines six key factors: workload, workplace communication, workload stress, employee wellbeing, HRM practices, and family responsibilities. Analyzing these elements provides a structured approach to deriving meaningful insights and appropriate conclusions for the study.

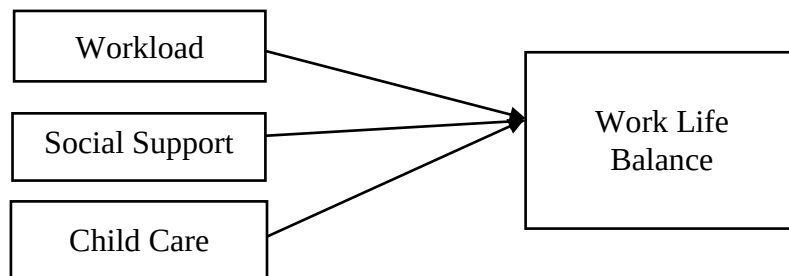
2.4.1 The Factors Affecting Work-life Balance Among School Teachers

Umma et al., (2021) studied factors affecting the work-life balance among school teachers of a government school in Sri Lanka which includes three factors such

as workload, social support and child care. The study aims to assess the factors affecting work-life balance of school teachers, selecting three key variables through literature review. Work-life balance is crucial for organizational success, as imbalances can lead to dissatisfaction in both personal and professional life. The findings showed that workload, social support, and childcare all have significant effects on work-life balance. Work-life balance was also found to be significantly negatively correlated with workload and childcare. The findings showed that social support and work-life balance have a positive, statistically significant link. The workload, social support, and childcare have a significant impact on work-life balance, according to the multiple regression study.

The research's findings showed that school administrators give teachers' work-life balance a lot of thought. The following figure (2.1) presented the conceptual framework of Umma et al., (2021).

Figure (2.1) Conceptual framework of the study



Source: Umma et al., (2021)

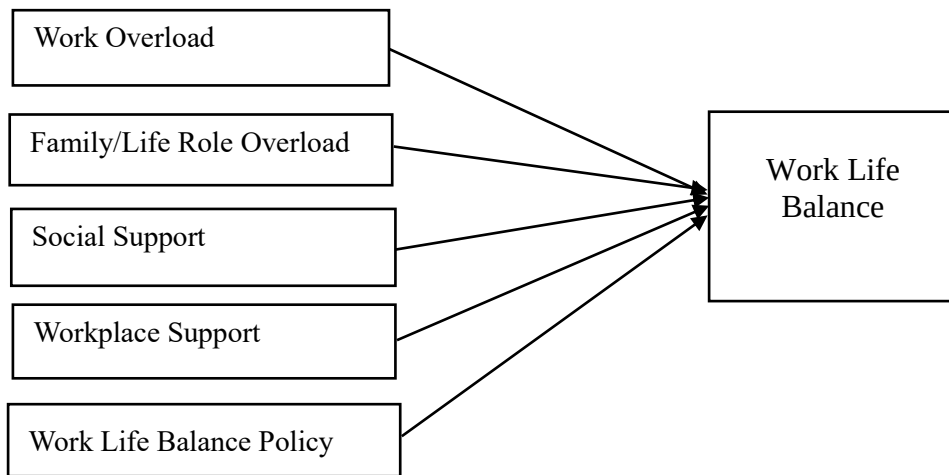
According to the aforementioned data, a number of factors influence work-life balance variable and to explain the variation in the work-family balance of school teachers in Sri Lanka, three independent variables were employed. Based on this, the study determined that the most pertinent and significant elements of work-life balance within the study setting were workload, social support, and childcare (Umma et al., 2021).

2.4.2 The Factors Affecting Work-life Balance in selected NGO's

This research investigated factors affecting work-life balance in selected NGOs in Ethiopia. Results showed low work-life balance among employees. Work Overload, Life role Overload, Social Support, and Work-Life Balance Policies significantly predicted overall work-life balance. Staff are recruited from local communities and Addis Ababa, often traveling or Non-Governmental Organizations in Ethiopia operate in various areas to provide humanitarian services to needy local

communities. These communities often have remote locations and limited access to basic amenities. Living in these communities, the organization's operations require time-consuming tasks, requiring employees to work beyond their working hours. They also have to balance their work with family responsibilities, such as daily household tasks and childcare. Challenges include lack of transportation, home assistance, and the need for housemaster model presented a framework for understanding work-life balance. This Figure (2.2) Conceptual framework of the study framework likely included several key components in below model.

Figure (2.2) Conceptual framework of the study



Source: Bedada, 2018

The findings reveal that the factors examined included work overload, family role overload, work-family balance, work support and work-life balance policies, and overall work-life balance. Results indicated that NGO employees perceived their work-life balance as low. Most variables, except for workplace and work support, demonstrated potential predictive power for changes in an employee's work-life balance. Employees' perceptions of work-life balance resources were comparatively greater, which could account for their lower levels of stress related to work and family responsibilities. The stated levels of work and family role overload, however, cannot be discounted notwithstanding their weakness. Workplace Support was not a significant predictor. The study recommends organizations assess practices, enforce consistent policies, and design trainings to improve employee work-life balance (Bedada, 2018).

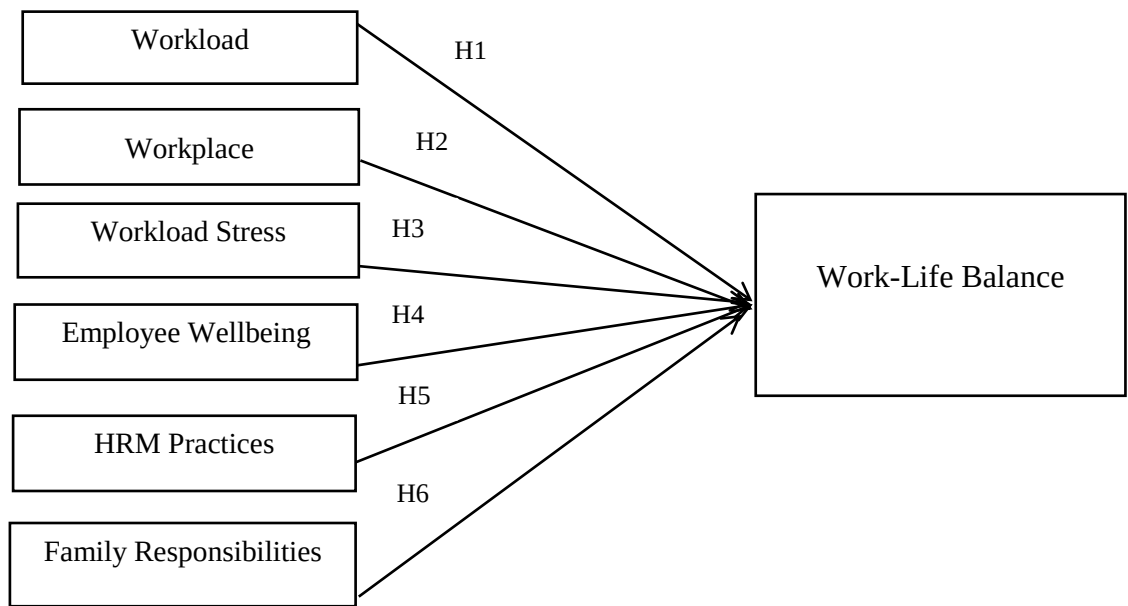
2.4.3 Research on Work-life Balance and the Concept in Green HRM

According to Datta, (2015), the concept of green human resource management, with a particular focus on green work-life balance. Taking a theoretical approach, it presents a review based on data gathered from books, journals, online sources, and previous research. Green work-life balance is an emerging aspect of green HRM that extends beyond simply promoting eco-friendly practices among employees. It recognizes them as all-inclusive individuals with personal lives, consumer habits, and behaviors. By adopting green WLB, employees integrate and practice sustainable values, attitudes, and behaviors in both their professional and personal spheres. This approach ensures a comprehensive and environmentally conscious HRM strategy, benefiting organizations, employees, society, and the environment. While work-life balance is widely embraced by organizations globally, Green WLB remains a relatively new concept that has yet to be implemented on a large scale. The adoption of this policy would be a significant step toward achieving environmental sustainability and organizational goals, ultimately contributing to a greener world.

2.5 Conceptual Framework of the Study

To measure the work-life balance of government organizations in Myanmar, six factors were developed based on previous studies. This selection formed the framework by integrating employees' feelings, workplace conditions, and personal life, aiming to enhance both personal and family life while enabling them to fulfill their job responsibilities and home-related duties effectively. The study recognized this concept, as the operational model was presented in the corresponding figure. According to previous studies, a conceptual model was developed to examine the work-life balance of government staff in Nay Pyi Taw. The independent variables included workload, workplace communication, workload stress, employee well-being, HRM practices, and family responsibilities. This model analyzed how these factors influenced the work-life balance of employees at the Ministry of Hotels and Tourism. Figure 2.3 illustrated the hypothesized model of the study.

Figure 2.3: Conceptual Framework of the Study



The six hypotheses were formulated to assess the work-life balance of government staff. These hypotheses aimed to demonstrate the significance of work-life balance for government organizations and to explore how employees can effectively balance their personal lives and job responsibilities. By examining key influencing factors, the study sought to provide understandings into the challenges faced by government staff and the strategies needed to enhance both employee wellbeing and organizational efficiency. The following Table (2.1) shows hypotheses of the study.

Table (2.1) Hypotheses of the Study

Hypothesis 1	Workload has a positive significant effect on work-life balance.
Hypothesis 2	Workplace communication has a positive significant effect on work-life balance.
Hypothesis 3	Workload stress has a positive significant effect on work-life balance.
Hypothesis 4	Employee wellbeing has a positive significant effect on work-life balance.
Hypothesis 5	Human resource management practices have a positive significant effect on work-life balance.
Hypothesis 6	Family responsibilities has a positive significant effect on work-life balance.

CHAPTER III

RESEARCH METHODOLOGY

This chapter consists of four sections. The first section presents the research method, explaining the approach used in the study. The next section discusses the research design, data source, data collection and sampling method. Then, the questionnaire development and the ethical considerations section highlights the measures taken to ensure confidentiality, informed consent, and research integrity. These sections provide a comprehensive understanding of the research process of the study.

3.1 Research Method

This study examines the work-life balance conditions of government staff using a quantitative research approach. The study employs a questionnaire to collect essential data and information on work-life balance among government employees. It follows a hypothetical framework using a quantitative method. Based on a literature-driven approach, the research is designed and conducted through quantitative analysis, utilizing the Statistical Package for Social Sciences (SPSS-27). This research designed to assess the relationship between work-life balance among government staff by examining independent variables such as workload, workplace communication, workload stress, employee well-being, HRM practices, and family responsibilities. The study was structured around well-defined research questions and hypotheses, ensuring a strong foundation for analysis. Grounded in a comprehensive literature review and conceptual model, the study was adopted a quantitative research approach to ensure reliability and validity in the findings.

3.2 Research Design

The research design follows a quantitative approach, and the data analysis is not only linked to the theoretical framework but also correlated with the literature review and conceptual model of the study. The numerical data is analyzed using SPSS through descriptive analysis, reliability analysis and regression analysis, with results predominantly presented in outputs. Descriptive statistics explain frequencies and percentages to assess the consistency of components, while reliability analysis ensures

the validity of the variables involved in the research. All respondent data is entered into SPSS, and this study carefully examines the dataset to ensure accuracy without missing information. The study primarily uses questionnaires to explore the relationships between predictor and dependent variables through regression analysis. The results are presented in tables and figures, accompanied by quantitative descriptions and interpretations.

3.3 Data Sources

The study is conducted by collecting and analyzing both primary and secondary data. The quantitative research approach involves numerical statistical analysis, allowing researchers to either accept or reject the hypotheses based on the results. The findings of the hypotheses are then validated to determine the study's outcomes.

Primary data is collected from government staff, including clerks, deputy staff officers, staff officers, assistant directors, deputy directors, and directors working in government organizations in Nay Pyi Taw. This data provides insights into the conditions and daily lives of government employees. Collecting primary data is time-consuming and not always feasible, but it enhances trustworthiness and supports the organization of large surveys and further studies. Without recorded data, it becomes difficult to interpret findings or communicate facts effectively. Additionally, direct access to research subjects is not always possible. For this study, data is collected using a questionnaire survey designed and developed by the author. A total of 200 questionnaires are distributed in the study area during the second week of February 2025.

Secondary data is gathered from brochures, pamphlets, books, promotional documents, and documentaries, as well as advertisements published by the Ministry of Hotels and Tourism. For the literature review, this study references published articles, handbooks, and various websites. The quality of the data depends on its source and the method of presentation. Peer-reviewed journals contain papers evaluated by leading experts, while professional and academic journals may include confidential articles. However, secondary data consists of information previously documented by other researchers. The study utilizes extensive library resources, internet searches, and relevant materials from the press, including brochures,

pamphlets, books, and articles, to examine the work-life balance conditions of staff and gather other valuable perceptions.

3.4 Data Collection and Sampling Method

The questionnaire survey was conducted in the second week of February 2025, during which the author distributed 200 questionnaires to participants. However, only 176 completed questionnaires were returned and included in the study. The respondents answered survey questions related to the work-life balance of government staff using a five-point Likert scale. The collected data enabled the researcher to analyse the relationship between the independent and dependent variables of the study.

The Ministry of Hotels and Tourism in Naypyidaw had a total of 316 staff members. Using Taro Yamane's formula, a sample size of 176 respondents was determined. Data was collected from these participants through a simple random sampling method, ensuring that each individual in the population had an equal chance of being selected. The sample size was calculated with a 5 percent precision level and a 95 percent confidence level, based on Taro Yamane's formula (Yamane, 1967). The formula from Yamane is:

$$\begin{aligned} n &= N / [1 + N (e^2)] \\ n &= 316 / [1 + 316 (0.05)^2] \\ n &= 176 \text{ staff members} \end{aligned}$$

Where:

$$\begin{aligned} N &= \text{the sample size} \\ N &= \text{the population size} \\ e &= \text{the level of precision (e=0.05)} \end{aligned}$$

The population size of The Ministry of Hotels and Tourism in Nay Pyi Taw was 316, which was used for the calculation, resulting in a sample of 176 respondents. The primary objective of this survey was to investigate the relationship between "work-life balance and influencing factors of work-life balance," and the collected data was analyzed using SPSS. In this study, all 176 staff members were assigned unique identifiers and were randomly selected, typically using tools such as simple random sampling method.

3.5 Questionnaire Design

The design of the questionnaire was developed based on a review of the literature and the conceptual framework of the study. The questionnaire consisted of two sections, covering the demographic characteristics of government staff, including gender, age, marital status, education, work experience, monthly income, and overtime conditions. The questionnaire used a five-point Likert scale ranging from 1 to 5: strongly disagree, disagree, neutral, agree, and strongly agree. It was developed using validated scales from existing literature and consisted of 39 items.

Section one presented the demographic characteristics of the respondents. Section two measured workload with 6 items, workplace communication with 5 items, work stress with 5 items, employee well-being with 5 items, human resource management practices with 5 items, family responsibility with 6 items, and work-life balance with 7 items. The questionnaire included two parts designed to measure the relationship between the dependent and independent variables. These two sections were closely aligned with the conceptual model and hypotheses of the study.

3.6 Ethical Considerations

This study obeys the strict ethical standards to ensure the integrity, confidentiality, and voluntary participation of government staff and organizations regarding work-life balance. The author is required to request permission before data collection through an unofficial letter. Upon receiving approval, the author strictly adheres to the organization's guidelines, ensuring confidentiality and maintaining the privacy of all collected data. Participants are provided with clear information about the study's purpose, objectives, and procedures, and their identities are kept confidential. Participation is voluntary, and data is securely stored and used only for the study's purpose. The study is conducted with transparency, honesty, and minimal harm to participants. Sensitive topics are handled with care, and participants have the option to skip questions they feel uncomfortable answering. The research follows ethical guidelines established by relevant institutions and data protection laws of organization.

CHAPTER IV

ANALYSIS AND RESULTS

4.1 Description of Respondent Characteristics

The demographic data collected from 176 respondents provides key insights into the composition of participants based on gender, age, marital status, education background, job position, working experience, monthly income, occupation, organization, monthly income and overtime rate. The following table indicate the information respondents.

Table (4.1) Demographic Characteristics of Respondents

No.	Description	Category	Frequency	Percentage
1	Gender	Male	74	42.00
		Female	102	58.00
		Total	176	100.00
2	Age	Less than 20 years	12	6.80
		20-35 years	57	32.40
		36-45 years	41	23.30
		46-55 years	36	20.50
		Above 55 years	30	17.00
		Total	176	100.00
3	Marital Status	Single	82	46.60
		Married	94	53.40
		Total	176	100.00
4	Education Background	Undergraduate	10	5.70
		Bachelor Degree	141	80.10
		Master Degree	24	13.60
		Doctoral Degree	1	.60
		Total	176	100.00
5	Job Position	Clerk	45	25.60
		Deputy Staff Officer	37	21.00
		Staff Officer	60	34.10
		Assistant Director	17	9.70
		Deputy Director	9	5.10
		Director	8	4.50
		Total	176	100.00
6	Working Experience	1-5 Years	27	15.30
		6-10 Years	52	29.50
		11-15 Years	50	28.40
		16-20 Years	34	19.30
		Above 20 Years	13	7.40
		Total	176	100.00

7	Monthly Income	Less than 200,000 MMK	14	8.00
		200,001-300,000 MMK	59	33.50
		300,001- 400,000 MMK	71	40.30
		400,001-500,000MMK	23	13.10
		Above 500,000 MMK	9	5.10
		Total	176	100.00
8	Overtime Rate	Never	64	36.40
		Once a week	48	27.30
		Twice a week	46	26.10
		Thrice a week	18	10.20
		Total	176	100.00

Survey Data, 2025

The table provides an overview of the demographic distribution of respondents in the study, highlighting key factors such as gender, age, marital status, education, job position, work experience, income, and overtime rate.

According to the result of gender, among the 176 respondents, 42% are male (74 individuals) and 58% are female (102 individuals). This indicates a higher representation of female respondents in the study.

There are five categories of age distribution. The largest age group falls within 20-35 years (32.4%), followed by 36-45 years (23.3%) and 46-55 years (20.5%). The youngest age group, below 20 years, makes up only 6.8%, while those above 55 years account for 17%. The majority of respondents are in their early to mid-career stages.

In the mention of marital status, a slight majority of the respondents, 53.4% (94 respondents), are married, while 46.6% (82 respondents) are single and a balanced representation of different life stages.

There are four groups in educational background. The majority of respondents hold a Bachelor's degree (80.1%), followed by Master's degree holders (13.6%). A small percentage have undergraduate education (5.7%), and only 0.6% hold a Doctoral degree. This indicates that most respondents have a strong educational background, primarily at the undergraduate and postgraduate levels.

Job position involves six groups. The highest percentage of respondents work as Staff Officers (34.1%), followed by Clerks (25.6%) and Deputy Staff Officers (21.0%). Higher-ranking positions, such as Assistant Director (9.7%), Deputy Director (5.1%), and Director (4.5%), are less represented. This indicates that most respondents hold mid to lower-level positions within their organizations.

In the groups of work experience, there is a significant proportion of respondents have been working for 6-10 years (29.5%) and 11-15 years (28.4%),

followed by those with 16-20 years of experience (19.3%). Only 15.3% have 1-5 years of experience, and 7.4% have worked for over 20 years. Generally, the most respondents are well-experienced employees.

For monthly income, outcomes, the largest portion of respondents earns between 300,001 - 400,000 MMK (40.3%), followed by 200,001 - 300,000 MMK (33.5%). Only 5.1% earn above 500,000 MMK, while 8% earn less than 200,000 MMK. This distribution reflects that most employees fall within the middle-income category.

Lastly, overtime rate mentioned that most respondents never work overtime (36.4%), while 27.3% work overtime once a week and 26.1% work overtime twice a week. A smaller proportion (10.2%) works overtime three times a week. This suggests that while some employees have regular overtime work, a significant portion does not engage in extra work hours.

4.2 Statistical Analysis and Interpretation of Results

This study serves as a guide for conducting research, outlining the process of completing a study, measuring operational factors, selecting the target group, calculating sample size, collecting data for descriptive statistical analysis, interpreting results, and evaluating findings. A quantitative research method was employed, with a survey questionnaire designed based on previous literature. In Nay Pyi Taw, there are an estimated 316 government staff, and data was collected from 176 respondents using a simple random sampling method. The questionnaire was divided into two sections: the first focused on respondents' demographic information, while the second examined aspects of work-life balance, including independent variables. The study employed descriptive analysis to interpret numerical data and determine category-wise case percentages.

According to Best (1977), the mean values of five-points Likert scale items were interpreted as follows:

The score among 1.00-1.80 means strongly disagree.

The score among 1.81-2.60 means disagrees.

The score among 2.61-3.40 means neither agree nor disagrees

The score among 3.41-4.20 means agrees.

The score among 4.21-5.00 means strongly agree.

Data processing was conducted using SPSS-27, and responses were measured using a 5-point Likert scale, where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA).

4.2.1 Descriptive Analysis of Variables

Descriptive statistics is often used to analyze the percentage variables. Otherwise, descriptive statistics enable the research to identify a measure of central tendency (mean) and measure of dispersion (standard deviation) of the involved items of variables characteristics.

Table (4.2) Respondent perception on workload

No.	Description	Mean	Std. Deviation
1	My work duty is too heavy for me.	3.07	.980
2	My work is manageable within regular working hours.	3.35	.913
3	The workload distribution among staff members is fair.	3.47	.925
4	My job obligations are clearly defined.	3.47	1.002
5	I rarely have to work overtime to complete my tasks.	3.23	1.178
6	I feel that my assigned tasks are achievable.	3.12	.999
	Overall Mean Value	3.28	

Survey Data, 2025

The descriptive analysis of workload, as presented in Table 4.2, provides perceptions of staff on work-life balance at their work. The overall mean values for the six statements indicate neither agree nor disagrees among respondents with (3.28). The statement "The workload distribution among staff members is fair" and "My job obligations are clearly defined" received the maximum mean score of 3.47, suggesting that employees generally perceive their workload as fairly distributed and their responsibilities as well-defined.

On the other hand, the statement "My work duty is too heavy for me" received a mean score of 3.07, indicating that while some employees feel burdened by their workload, others may not share the same sentiment. Similarly, the statement "I feel that my assigned tasks are achievable" has a mean of 3.12, implying neither agree nor

disagrees of confidence in task completion. The lowest-rated statement is "I rarely have to work overtime to complete my tasks", with a mean of 3.23 and a relatively high standard deviation of 1.178, Overall, the findings shown that while employees generally find their workload manageable, there are concerns regarding work intensity and the necessity of working beyond regular hours.

Table (4.3) Respondent perception on workplace communication

No.	Description	Mean	Std. Deviation
1	My colleagues are friendly and respectful.	3.36	1.044
2	I receive clear instructions from my supervisors.	3.37	.796
3	I have good communication with my colleagues and supervisors.	3.48	.814
4	Workplace communication helps in reducing unnecessary work pressure.	3.77	.831
5	I feel comfortable discussing work-life conditions with my supervisor.	3.26	1.136
	Overall Mean Value	3.45	

Survey Data, 2025

The descriptive analysis of workplace communication, as presented in Table 4.3, provides perceptions of staff on work-life balance at their work. The overall mean values for the five statements indicate agrees among respondents with (3.45). The highest-rated statement, "workplace communication helps in reducing unnecessary work pressure" (Mean = 3.77), employees recognize effective communication as a key factor in easing work-related stress. Moreover, employees report good communication with colleagues and supervisors (Mean = 3.48) and feel that they receive clear instructions from their supervisors (Mean = 3.37), indicating a structured flow of information within the workplace. The statement "My colleagues are friendly and respectful" (Mean = 3.36) further supports a positive work environment. The lowest-rated statement, "I feel comfortable discussing work-life conditions with my supervisor" (Mean = 3.26, Std. Deviation = 1.136), while communication is generally effective, some employees may feel hesitant or uncomfortable discussing personal or work-life balance issues with their supervisors. The relatively high standard deviations in some statements indicate varying experiences among employees.

Finally, workplace communication is effective in facilitating teamwork and reducing stress, though improvements may be needed in fostering open discussions about work-life concerns.

Table (4.4) Respondent perception on workload stress communication

No.	Description	Mean	Std. Deviation
1	I frequently feel stressed due to excessive work assignment.	3.14	1.325
2	My work obligations make it hard to relax after work.	3.00	1.136
3	Work-related stress affects my personal and family life.	3.69	.900
4	I receive sufficient support from my organization to manage work stress.	2.68	1.020
5	My workplace promotes stress management initiatives.	2.99	.878
Overall Mean Value		3.10	

Survey Data, 2025

The descriptive analysis of workload stress, as shown in Table 4.4, reflects staff perceptions of work-life balance in their workplace. The overall mean value for the five statements indicates minimum level respondents, with a mean score of 3.10. The highest-rated statement, "work-related stress affects my personal and family life" (Mean = 3.69), indicates that many employees experience a significant spillover of workplace stress into their personal lives. Similarly, statements such as "I frequently feel stressed due to excessive work assignments" (Mean = 3.14) and "My work obligations make it hard to relax after work" (Mean = 3.00) neither agree nor disagrees of stress among employees. However, the lowest-rated statement, "I receive sufficient support from the organization to manage work stress" (Mean = 2.68), suggests that employees feel a lack of organizational support in handling stress. The statement "My workplace promotes stress management initiatives" (Mean = 2.99) implies that while some initiatives exist, they may be insufficient or ineffective in addressing employee stress. As the results, workload stress is a concern for employees, particularly in its impact on personal well-being. The relatively low

ratings for organizational support such as workplace policies and resources may be needed to help employees better manage their stress.

Table (4.5) Respondent perception on employee wellbeing

No.	Description	Mean	Std. Deviation
1	My work schedule allows me to take care of my physical and mental well-being.	3.23	.924
2	The organization provides wellness programs to support employees.	3.19	.905
3	Work-life balance programs help employees in maintaining a healthy balance between work and personal life.	3.53	.906
4	My organization provides a supportive work environment.	3.53	.907
5	My overall well-being has been affected by my work demands.	3.39	1.020
6	My organization's training programs improved my ability to live a balanced life.	3.26	1.042
	Overall Mean Value	3.36	

Survey Data, 2025

The descriptive analysis of employee well-being, as presented in Table 4.5, reflects staff perceptions of work-life balance in their workplace. The overall mean value for the six statements indicates a relatively minimum of agreement among respondents, with a mean score of 3.36. The highest-rated statements, "work-life balance programs help employees in maintaining a healthy balance between work and personal life" (Mean = 3.53) and "My organization provides a supportive work environment" (Mean = 3.53), suggest that employees appreciate efforts made by the organization to foster a positive and balanced work environment. The item as "My overall well-being has been affected by my work demands" (Mean = 3.39) indicates that work pressures still have a noticeable impact on employees' well-being. While some wellness initiatives exist, their effectiveness may be limited, as reflected in the ratings for "The organization provides wellness programs to support employees" (Mean = 3.19) and "My organization's training programs improved my ability to live a balanced life" (Mean = 3.26). According to result, the employees may benefit from

enhanced wellness programs and initiatives that better address the impact of work demands on their overall well-being.

Table (4.6) Respondent perception on HRM practices

No.	Description	Mean	Std. Deviation
1	My organization's training programs improved my ability to live a balanced life.	3.26	1.042
2	HR policies provide flexible work arrangements to accommodate personal needs.	3.47	.950
3	My work provides me sufficient opportunities to learn and grow.	3.60	.742
4	I frequently participate in training sessions provided by the ministry.	3.54	.861
5	The effective training provided by my organization makes to reduce my workload.	3.20	1.137
	Overall Mean Value	3.41	

Survey Data, 2025

The descriptive analysis of HRM practices in Table 4.6 shown that employees have a generally positive perception of HR initiatives, particularly in terms of training and development. "My work provides me sufficient opportunities to learn and grow" (Mean = 3.60), indicates that employees feel they have opportunities for professional development. Similarly, the statement "I frequently participate in training sessions provided by the ministry" (Mean = 3.54) proposes active involvement in training programs. "HR policies provide flexible work arrangements to accommodate personal needs" (Mean = 3.47), and the statement "The effective training provided by my organization makes to reduce my workload" received the lowest rating (Mean = 3.20, Std. Deviation = 1.137), signifying that while training opportunities exist, they may not be significantly alleviating workload challenges. Overall, the findings indicate that HRM practices are contributing positively to employee growth and work-life balance for improvement in ensuring that training programs effectively reduce workload and enhance job efficiency.

Table (4.7) Respondent perception on Family responsibilities

No.	Description	Mean	Std. Deviation
1	I have enough time for taking good care of families.	3.31	1.089
2	I find it more difficult to care for my aged parents.	3.45	.996
3	I have enough time to fulfill my family responsibilities without work interference.	3.24	1.076
4	My organization offers parental leave and other family-friendly benefits.	3.68	.750
5	My supervisor understands and supports my family-related commitments.	3.23	1.118
6	Work demands often prevent me from spending quality time with my family.	3.26	1.030
	Overall Mean Value	3.36	

Survey Data, 2025

The descriptive analysis of family responsibilities in Table 4.7 highlights employees' perceptions of balancing work and family life. The maximum mean value "My organization offers parental leave and other family-friendly benefits" (Mean = 3.68), indicates that employees generally acknowledge the presence of supportive workplace policies for family responsibilities. Then, "I find it more difficult to care for my aged parents" with (Mean = 3.45), the item "I have enough time for taking good care of families" with (Mean = 3.31) and "I have enough time to fulfill my family responsibilities without work interference" (Mean = 3.24) indicate that while some employees manage their family duties well, others may struggle with work-life balance.

The minimum mean for "My supervisor understands and supports my family-related commitments" (Mean = 3.23) and "work demands often prevent me from spending quality time with my family" (Mean = 3.26) have that more managerial support may be needed to help employees balance their professional and personal responsibilities. The organization should provide family-friendly policies, employees still experience difficulties in managing family responsibilities, particularly regarding eldercare and work-life balance.

Table (4.8) Respondent perception on work-life balance

No.	Description	Mean	Std. Deviation
1	My work schedule allows me enough time to rest and engage in personal activities.	3.34	.898
2	I receive sufficient support from my supervisors in managing my work-life balance.	3.23	1.159
3	I am very satisfied in my organization and workplace.	2.98	1.188
4	I feel that my job does not negatively impact my family and social life.	3.13	1.161
5	My organization provides policies that support a healthy work-life balance.	3.39	1.020
6	I feel that my organization values employee well-being and promotes work-life balance.	3.21	1.114
7	I am satisfied with the balance between my professional and personal life.	3.36	1.021
	Overall Mean Value	3.23	

Survey Data, 2025

The descriptive analysis of job satisfaction in Table 4.8 indicates that employees have neither agree nor disagrees with their work-life balance and organizational support. The maximum value items are "My organization provides policies that support a healthy work-life balance" (Mean = 3.39), and "I am satisfied with the balance between my professional and personal life" (Mean = 3.36). Also "My work schedule allows me enough time to rest and engage in personal activities" (Mean = 3.34) indicate that employees generally find their schedules manageable. The lowest-rated statement, "I am very satisfied in my organization and workplace" (Mean = 2.98, Std. Deviation = 1.188), indicated that overall job satisfaction could be improved. The statement "I feel that my job does not negatively impact my family and social life" (Mean = 3.13) also indicates that work-related pressures still affect employees' personal lives. The rating for "I receive sufficient support from my supervisors in managing my work-life balance" (Mean = 3.23) suggests that while some employees feel supported, others may not receive enough assistance in

balancing work and personal responsibilities. If organization support the improvement in fostering overall job satisfaction and reducing the negative impact of work on employees' personal lives. Strengthening supervisory support and enhancing workplace policies could contribute to greater job satisfaction.

4.2.2 Reliability Analysis

According to results showed that the alpha values of the selected variables. The seven variables such as workload, workplace communication, workload, work stress, employee wellbeing and family responsibilities were regarded as the independent variables, work-life balance performed as mediating variable and revisit intention was the dependent variable based on the objectives of the study.

Table (4.9) Reliability Analysis

Sr. No.	Variables	No. of Items	Cronbach Alpha
1	Workload	6	0.725
2	Workplace communication	5	0.737
3	Workload	5	0.759
4	Work stress	5	0.793
5	Employee wellbeing	5	0.816
6	Family responsibilities	6	0.787
7	Work-life balance	7	0.801

Survey Data, 2025

The overall reliability of the scale is assessed by Cronbach's Alpha, the most commonly used mean of estimating reliability. The Cronbach's Alpha values are between 0.7 and 0.8 is an acceptable level, between 0.8 to 0.9 is a good level and equal to above 0.9 is an excellent level (Cronbach, 1951). Table (4.9) claims that the alpha value of the workload, workplace communication, workload, work stress, and family responsibilities are 0.725, 0.737, 0.759, 0.793 and 0.787, respectively. Thus, the alpha values of these five variables have an acceptable level. The alpha value of employee wellbeing and work-life balance were 0.816 and 0.801 and have a good level.

4.2.3 Regression Analysis

Simple linear regression is a statistical model that examines the relationship between a single independent variable and a dependent variable. It analyzes two-dimensional data points and identifies a linear function that best predicts the dependent variable based on the independent variable. The model establishes a connection between the outcome variable and a single predictor. A simple linear regression model represents this relationship two variables. Simple linear regression model was as follows:

$$Y=a+ bx, \text{ where}$$

Y= Dependent variable (work life balance)

a= interception (constant)

b= coefficient of variable (slope)

X= Independent Variable (workload)

Hypothesis 1: Relationship Between Workload and Work-life Balance

Table (4.10): Regression Model 1

Model 1: Relationship Between Workload and Work-life Balance					
Variable	Unstandardized Coefficients		Standardized Coefficients	T statistics	P value
	B	Std. Error	(β)		
Constant	2.441	.359			
Workload	.242**	.108	.167	2.234	.027
R					.167
R squared					.028
Adjusted R squared					.022
F value					4.991

P<0.05; Predictor: Workload, Dependent Variable: Work-life Balance

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

The regression model for workload and work life balance is

$$Y=a+bX$$

$$Y= 2.441+ 0.242 X$$

For the workload, there is the positive relationship and impact between workload and work life balance because of R value 0.167 and the p value is 0.027 (which is less than 0.05). The R^2 value of workload is 0.028 which means worklife balance is 2.8% varied by workload and 97.2% by others. Moreover, the coefficient b of workload is 0.242 which tells that there is a weak positive relationship of workload

on work life balance. Therefore, one-unit increase in workload then work life balance (Y) will increase about 0.242.

The regression analysis of Hypothesis 1 in Table 4.10 examines the relationship between workload (predictor variable) and work-life balance (dependent variable). The study found a slight positive relationship between workload and work-life balance, with a p-value of less than 0.05. However, the standardized beta coefficient suggests workload has a weak impact on work-life balance. The model fit and explanation revealed that only 2.8% of work-life balance variation can be explained by workload, suggesting other factors contribute more than workload. The F-statistic confirms the statistical significance of workload.

Hypothesis 2: Relationship Between Workplace Communication and Work-life Balance

Table (4.11): Regression Model 2

Model 2: Relationship Between Workplace Communication and Work-life Balance					
Variable	Unstandardized Coefficients		Standardized Coefficients	T statistics	P value
	B	Std. Error	(β)		
Constant	.930	.300			
Workplace Communication	.668***	.086	.508	7.776	.000
R					.508
R squared					.258
Adjusted R squared					.254
F value					60.473

P<0.05; Predictor: Workplace Communication, Dependent Variable: Work-life Balance

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

The regression model for workplace communication and work life balance is

$$Y=a+bX$$

$$Y= .930+ 0.668X$$

For the workplace communication, there is the positive relationship and impact between workplace communication and work life balance because of R value .508 and the p value is 0.027 (which is less than 0.05). The R^2 value of workplace

communication is 0.258 which means work life balance is 25.8 % varied by workload and 74.2% by others. Moreover, the coefficient b of workplace communication is 0.668 which tells that there is a strong positive relationship of workplace communication on work life balance. Therefore, one-unit increase in workplace communication then work life balance (Y) will increase about 0.668.

The regression analysis of Hypothesis 2 in Table 4.11 evaluates the relationship between workplace communication (predictor variable) and work-life balance (dependent variable). The regression analysis in Table 4.11 shows a significant positive correlation between workplace communication and work-life balance. A one-unit increase in workplace communication improves work-life balance by 0.668 units, assuming all other factors remain constant. The standardized beta coefficient suggests a moderate to strong positive effect on work-life balance. The model fits and explains 25.8% of work-life balance variation, but not the only determinant. The low p-value recommends workplace communication significantly contributes to work-life balance variations. To enhance work-life balance, organizations should prioritize clear, open, and supportive communication strategies, including regular check-ins, feedback sessions, and accessible communication channels.

Hypothesis 3: Relationship Between Workload Stress and Work-life Balance

Table (4.12): Regression Model 3

Model 3: Relationship Between Workload Stress and Work-life Balance					
Variable	Unstandardized Coefficients		Standardized Coefficients	T statistics	P value
	B	Std. Error	(β)		
Constant	3.411	.468			
Work Stress	-.057	.150	-.029	-.382	.703
R					.029
R squared					.001
Adjusted R squared					-.005
F value					.146

P<0.05; Predictor: Workload Stress, Dependent Variable: Work-life Balance

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

The regression model for work stress and work life balance is

$$Y=a+bX$$

$$Y= 3.411-.057 X$$

For the work stress , there is the no relationship and didn't impact between work stress and work life balance because of R value .029 and the p value is 0.703 (which is greater than 0.05). The R^2 value of work stress is 0.001 which means work life balance is no varied by work stress. Moreover, the coefficient b of work stress is -.057 which tells that there is no relationship of work stress on work life balance.

The regression analysis of Hypothesis 3 in Table 4.12 examines the relationship between workload stress (independent variable) and work-life balance (dependent variable). The results found that workload stress does not significantly affect work-life balance among employees in this sample. While stress is generally expected to impact work-life balance negatively, in this particular case, the data does not support a strong relationship. The study found that workload stress has a slight negative impact on work-life balance, but it is weak and statistically insignificant. The standardized beta coefficient is close to zero, and the R^2 value is 0.001, indicating that only 0.1% of work-life balance variation can be explained by workload stress. The F-Statistic is low, indicating that the model is not statistically significant, and the p-value is above 0.05. This could indicate that employees have developed coping mechanisms, receive support from their organization, or experience workload stress in ways that do not drastically affect their work-life balance.

Hypothesis 4: Relationship Between Employee Wellbeing and Work-life Balance

Table (4.13): Regression Model 4

Model 4: Relationship Between Employee Wellbeing and Work-life Balance					
Variable	Unstandardized Coefficients		Standardized Coefficients	T statistics	P value
	B	Std. Error	(β)		
Constant	1.589	.272			
Employee Wellbeing	.487**	.079	.422	6.148	.000
R					.422
R squared					.178
Adjusted R squared					.174
F value					37.797

P<0.05; Predictor: Employee Wellbeing, Dependent Variable: Work-life Balance

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

The regression model for employee wellbeing and work life balance is

$$Y=a+bX$$

$$Y= 2.441+ 0.242 X$$

For the employee wellbeing, there is the positive relationship and impact between employee wellbeing and work life balance because of R value 0.422 and the p value is 0.000 (which is less than 0.05). The R^2 value of employee wellbeing is 0.178 which means work life balance is 17.8 % varied by workload and 82.2% by others. Moreover, the coefficient b of employee wellbeing is 0.487 which tells that there is a moderate positive relationship of employee wellbeing on work life balance. Therefore, one-unit increase in Employee Wellbeing then work life balance (Y) will increase about 0.487.

The regression analysis of Hypothesis 4 in Table 4.13 examines the relationship between employee well-being (predictor variable) and work-life balance (dependent variable). The regression analysis results indicate a positive and significant relationship between employee well-being and work-life balance. The standardized coefficient (β) is 0.422, signifying that employee well-being has a moderate positive impact on work-life balance. Organizations that prioritize employee well-being such as providing health and wellness programs, mental health support, and a positive work environment are likely to enhance their employees' ability to balance work and personal life effectively.

Hypothesis 5: Relationship Between HRM practices and Work-life Balance

Table (4.14): Regression Model 5

Model 5: Relationship Between HRM practices and Work-life Balance					
Variable	Unstandardized Coefficients		Standardized Coefficients	T statistics	P value
	B	Std. Error	(β)		
Constant	.886	.286			
HRM Practices	.688***	.083	.533	8.313	.000
R					.533
R squared					.284
Adjusted R squared					.280
F value					69.101

P<0.05; Predictor: Human resources management practices, Dependent Variable: Work-life Balance

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

The regression model for HRM practices and work life balance is

$$Y=a+bX$$

$$Y= .886 + 0.688 X$$

For the HRM practices, there is the positive relationship and impact between HRM practices and work life balance because of R value 0.533 and the p value is 0.000(which is less than 0.05). The R² value of workload is 0.284 which means work life balance is 28.4% varied by HRM practices and 71.6% by others. Moreover, the coefficient b of workload is 0.688 which tells that there is a strong positive relationship of HRM practices on work life balance. Therefore, one-unit increase in HRM practices then work life balance (Y) will increase about 0.688.

The regression analysis of Hypothesis 5 in Table 4.14 examines the relationship between Human Resource Management (HRM) practices (predictor variable) and work-life balance (dependent variable). The study found that Human Resource Management (HRM) practices significantly impact work-life balance, with a positive coefficient indicating a 0.688-unit improvement for every one-unit increase. The standardized beta coefficient suggests a moderate impact, but not as strong as other factors. HRM practices explain 28.4% of work-life balance variation, with other factors contributing 71.6%. The high F-statistic indicates the model is statistically significant, explaining variations in work-life balance.

Hypothesis 6: Relationship between Family Responsibilities and Work-life Balance

Table (4.15): Regression Model 6

Model 6: Relationship Between Family Responsibilities and Work-life Balance					
Variable	Unstandardized Coefficients		Standardized Coefficients	T statistics	P value
	B	Std. Error	(β)		
Constant	.348	.195			
Family responsibilities	.859***	.057	.753	15.113	.000
R					.753
R squared					.568

Adjusted R squared					.565
F value					228.404

P<0.05; Predictor: Family responsibilities, Dependent Variable: Work-life Balance

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

The regression model for family responsibilities and work life balance is

$$Y=a+bX$$

$$Y= .348+ 0.859 X$$

For the family responsibilities, there is the positive relationship and impact between family responsibilities and work life balance because of R value 0.753 and the p value is .000 (which is less than 0.05). The R^2 value of workload is 0.568 which means work life balance is 56.8 % varied by family responsibilities and 43.2 % by others. Moreover, the coefficient b of workload is 0.859 which tells that there is a strong positive relationship of family responsibilities on work life balance. Therefore, one-unit increase in family responsibilities then work life balance (Y) will increase about 0.859.

The regression analysis of Hypothesis 6 presented in Table 4.15 examines the relationship between family responsibilities (predictor variable) and work-life balance (dependent variable). The study found that family responsibilities significantly impact work-life balance, with a positive regression coefficient ($B = 0.859$) and a strong standardized beta coefficient ($\beta = 0.753$). The model fit and explanation ($R^2 = 0.568$, adjusted $R^2 = 0.565$) indicated that 56.8% of work-life balance variation can be explained by family responsibilities. The F-Statistic ($F = 228.404$, $p < 0.05$) confirmed the model's significance in predicting work-life balance based on family responsibilities.

CHAPTER V

CONCLUSION

This chapter presents the findings and discussions, suggestions, and recommendations derived from the study. It also includes proposals for further research, highlighting areas that require additional exploration, particularly for government organizations.

5.1 Findings and Discussions

This study aimed to assess the work-life balance conditions of government staff in Nay Pyi Taw, analyze the relationship between influencing factors and work-life balance, and identify key determinants affecting government employees' WLB. Regression analysis was utilized to examine the relationships between the study variables. According to the results, the demographic data indicates that the study sample consists mostly of female, mid-career government employees with bachelor's degrees. The majority hold mid-level job positions and earn moderate monthly incomes. Work experience is evenly distributed, with most employees having between 6 and 15 years of experience. While some employees work overtime, a significant percentage (36.4%) never work overtime.

Workload has a significant but weak positive impact on work-life balance in Hypothesis 1. The finding is somewhat unexpected, as increased workload is typically associated with a negative impact on work-life balance. The weak effect size suggests that other factors, such as flexible work arrangements and organizational support, may play a more significant role in determining work-life balance. Organizations should consider a complete approach that goes beyond workload management to improve employees' overall work-life balance. One possible explanation for this finding could be that some employees perceive a higher workload as a sign of trust or recognition from their supervisors, which may increase job satisfaction and a sense of accomplishment. Furthermore, when workloads are accompanied by sufficient autonomy, clear expectations, and effective time management strategies, employees may still feel in control of their schedules and responsibilities, thereby maintaining a reasonable balance between work and personal life.

Hypothesis 2 indicated that workplace communication has a significant and moderately strong positive impact on work-life balance. This suggests that improving

communication within the workplace such as fostering transparency, establishing effective feedback mechanisms, and encouraging open and respectful team interactions can greatly enhance employees' ability to balance their work and personal lives. Clear and consistent communication helps employees better understand expectations, feel more engaged, and reduce uncertainties that often contribute to stress or conflict between work and home responsibilities. When employees are well-informed and feel heard and supported, they are more likely to experience a sense of control and stability, which are essential for maintaining a healthy work-life balance. Furthermore, effective communication between managers and staff can help identify early signs of overwork or burnout, allowing timely interventions to support well-being.

Conferring Hypothesis 3, workload stress does not have a significant impact on work-life balance among employees in this sample. Although stress is typically expected to negatively influence work-life balance, the data does not show a strong correlation in this case. One possible explanation is that employees in this particular organizational context may have developed effective coping strategies to manage stress, such as time management techniques, mindfulness practices, or peer support systems. Additionally, the presence of strong organizational support access to employee assistance programs, flexible work policies, and supportive leadership may help buffer the adverse effects of workload stress. It's also possible that employees perceive certain types of stress, especially those associated with challenging but meaningful work, as manageable or even motivating, which may not necessarily undermine their well-being or interfere with life outside of work. As a result, workload stress, while present, does not substantially disrupt their ability to maintain work-life balance. This finding underscores the importance of context and individual differences in how stress is experienced and managed, highlighting the need for targeted support strategies rather than one-size-fits-all approaches to workplace stress and well-being.

Hypothesis 4 found that employee well-being has a significant but moderate impact on work-life balance. While improvements in well-being can reduce stress, promote mental health, and ensure job satisfaction can enhance work-life balance, the moderate nature of the impact suggests that well-being alone does not fully determine the balance between work and personal life. This implies that while fostering a healthy and supportive environment is important, it must be part of a comprehensive

strategy. Efforts to enhance employee well-being can include mental health resources, stress management programs, recognition systems, and opportunities for professional growth, all of which contribute to a more balanced and fulfilling work experience. However, these should not be isolated efforts. Government organizations should focus on employee well-being initiatives but also consider a broader approach to improving work-life balance. This involves integrating well-being strategies with organizational policies, leadership styles, workload management, and employee autonomy to create a more comprehensive framework for sustainable work-life integration.

Hypothesis 5 results indicate that HRM practices have a significant and positive impact on work-life balance, though the effect is moderate. This finding reinforces the important role of human resource management in shaping employee experiences and supporting their ability to balance work and personal demands. Improving HRM policies, such as flexible work arrangements, employee support programs, and wellness initiatives, can enhance work-life balance. These practices help create a supportive and adaptive work environment where employees feel valued and equipped to manage both professional and personal responsibilities. For example, offering telework options, caregiver leave, or flexible hours can empower employees to structure their schedules in a way that reduces conflict between work and life roles. However, since HRM practices explain only 28.4% of the variation, other factors likely play a more dominant role in determining work-life balance. This highlights the multifaceted nature of work-life balance and the need for organizations to address it from multiple angles, ensuring that HRM initiatives are effectively aligned with broader organizational goals and employee needs. It also underscores the importance of considering individual differences, as personal circumstances and coping abilities can significantly influence how employees experience and respond to workplace conditions.

According to Hypothesis 6, the model shows a strong and statistically significant positive relationship between family responsibilities and work-life balance. This implies that as family responsibilities increase, employees may actively seek ways to maintain a better work-life balance. This could include adopting time management strategies, setting clearer boundaries between work and personal life, or seeking out flexible work arrangements that accommodate caregiving or household duties. It may also reflect a heightened awareness among employees of the need to balance both domains effectively when family demands grow, motivating them to

advocate for or utilize supportive workplace policies. The model explains 56.8% of the variance in work-life balance, indicating a moderately strong predictive ability. This level of explained variance suggests that family responsibilities are a major influencing factor in shaping how employees perceive and manage their work-life balance. It also reinforces the idea that personal life circumstances are not peripheral to workplace performance and satisfaction. Therefore, organizations that understand and acknowledge the weight of employees' family commitments are better positioned to support their workforce in meaningful ways.

The findings underline the need to improving work-life balance. Rather than addressing issues in isolation, organizations should focus on enhancing communication, well-being initiatives, and HRM policies while considering the broader influence of workload, stress management, and family responsibilities. This includes developing family-friendly workplace policies, such as parental leave, childcare support, eldercare resources, and flexible scheduling, that accommodate diverse employee needs. The organizations can build a more inclusive, responsive, and resilient work environment that not only improves individual well-being but also enhances productivity, job satisfaction, and retention across the workforce.

5.2 Suggestions and Recommendations

Staff work-life balance maintains work and life conditions balance altogether. Stress management has been demonstrated to help protect both physical and mental health and results in a more positive attitude. Organizations are more likely to be happy, relaxed, and optimistic. If employees struggle emotionally to balance their personal and professional lives due to an excessive workload. They don't have much time for family duties because of their hectic schedules. This study emphasizes the importance of implementing management strategies and work-life balance programs to support government employees. Based on the findings, the following recommendations are proposed to promote a more balanced and fulfilling work environment.

Firstly, effective work-life balance (WLB) management depends on strong and well-designed organizational policies that are clearly communicated and consistently applied. These policies must go beyond surface-level commitments and be integrated into the core values and daily operations of the organization. However, it is not enough for management to simply establish these policies; they must also actively

promote and enforce them in a manner that genuinely supports employees across all levels. This includes setting realistic workloads, respecting personal time, encouraging the use of leave entitlements, and fostering a culture where employees feel safe and empowered to prioritize their well-being without fear of negative consequences.

Governments should lead by example in creating supportive work environments that prioritize employee health and balance. They can implement a wide range of wellness initiatives tailored to meet the needs of a diverse workforce. For instance, offering regular stress management workshops, time management training, and resilience-building programs can help employees develop the skills necessary to cope with job-related pressures. Flexible work arrangements, such as remote work options, compressed workweeks, and scheduling, can also greatly enhance work-life balance and productivity. Moreover, some progressive organizations may go a step further by providing on-site wellness facilities. These can include access to medical professionals, mental health counsellors, and occupational therapists, creating a comprehensive support system that addresses both physical and psychological well-being. On-site gyms, relaxation spaces, and mindfulness rooms are additional features that can promote healthier lifestyles and reduce workplace stress. By embedding these services within the workplace, employers demonstrate a tangible commitment to employee wellness, which can improve morale, reduce absenteeism, and enhance overall job satisfaction. In the long term, these practices contribute to a more motivated, engaged, and productive workforce, which in turn can lead to better organizational performance and public service delivery. Therefore, adopting a complete approach to work-life balance one that includes strong policies, proactive leadership, and healthy wellness support is important for building a healthier and more resilient public sector workforce.

Secondly, work-life balance policies must be effectively implemented, ensuring that administrators actively encourage employees to utilize these programs. Additionally, governmental organizations should also support WLB initiatives for their workforce. Employers can facilitate flexible work arrangements, helping employees balance professional and personal responsibilities. These arrangements may include remote work, flexible scheduling, adjusted working hours for family

commitments, condensed workweeks, and job-sharing opportunities, all of which can help minimize work-life conflicts.

Government organizations should invest in ongoing support for work-life balance (WLB) initiatives to improve employee satisfaction, retention, and performance. This includes regular communication about resources, training for managers, and evaluation mechanisms. Employers can offer flexible work arrangements, such as remote or hybrid work, flexible start and end times, and job-sharing models, which reduce work-life conflict, improve morale, and increase productivity. Equitably accessible arrangements are crucial. Regular surveys and feedback sessions can help refine and adapt WLB strategies. This proactive approach cultivates a healthier, more engaged workforce capable of delivering high-quality public services.

An employee's success and productivity are closely tied to their happiness in personal life and their ability to manage personal responsibilities. Work-Life Balance Programs (WLBP) provide important resources for childcare, eldercare, employee well-being, and overall health. To support employees in balancing work and personal life, many organizations have introduced family-friendly benefits, flexible work arrangements, job sharing, structured work schedules, and remote work options.

In conclusion, government staff productivity will improve when organizations recognize the importance of work-life balance and implement supportive policies. These initiatives can also help reduce turnover-related costs and enhance employee loyalty. For organizations to thrive and sustain long-term growth, they must actively support employees in achieving a meaningful balance between their personal and professional lives. Promoting work-life balance in government agencies can reduce absenteeism, burnout, and stress, leading to reduced turnover rates and improved operational efficiency. Employees who experience balance are more likely to demonstrate loyalty, responsibility, and effectiveness. To sustain growth, organizations must cultivate a culture prioritizing employee well-being through wellness programs, healthy leadership, and open communication channels. Fostering a balance between personal and professional life is critical for organizational sustainability, innovation, and public trust. Government institutions must remain adaptive and forward-thinking in their approach to work-life balance.

5.3 Suggestions for Further Research

The research was conducted within a limited timeframe, which may not fully capture the dynamic nature of work-life balance among all government staff. Longer-term studies could offer a more comprehensive understanding of evolving trends and changes. Furthermore, variations in participants' interpretation of survey questions may have influenced the responses. This study also did not encompass all governmental organizations, highlighting the need for future research to explore different government institutions. Further studies should examine how governments can effectively implement work-life balance (WLB) practices within organizations and investigate how different variables contribute to crime reduction, public safety, and improved police-community relations. Future studies can provide a more comprehensive and actionable understanding of WLB and its role in effective governance and policing.

This research did not include all government organizations, emphasizing the importance of future studies that examine a wider range of institutions. Government agencies vary greatly in terms of their organizational structures, functions, and workplace cultures. For example, employees in law enforcement may face different challenges compared to those working in public health or administrative departments. Therefore, future research needs to consider a more diverse selection of governmental bodies to ensure the results are widely applicable and reflective of the broader public sector. Also, further investigations should explore how government entities can successfully implement work-life balance (WLB) initiatives and assess the impact of various factors on outcomes such as crime prevention, community safety, and police-public relations. It is particularly important to explore the connection between employee well-being and public service delivery, especially in high-stress areas like law enforcement, where community interaction plays a vital role. By broadening the scope of research, future studies can contribute to a deeper and more practical understanding of WLB and its influence on governance and policing, ultimately helping to develop policies that improve both employee satisfaction and public confidence in government services.

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A STUDY ON FACTORS AFFECTING THE WORK-LIFE BALANCE OF GOVERNMENT STAFF IN NAY PYI TAW, MYANMAR

Dear Respondent,

My name is Mg Myo Thant, and I am conducting research on “A Study on Factors Affecting Work-Life Balance in Government Staff in Nay Pyi Taw.” This questionnaire is designed for academic research. I appreciate it if you complete the questionnaire as honestly as possible. All information provided is treated with the utmost confidentiality.

Section One: Demographic Characteristics of Respondents

Q. No.	Questions	Response	Tick
1	Gender	Male	
		Female	
2	Age	Less than 20 years	
		20-35 years	
		36-45 years	
		46-55 years	
		Above 55 years	
3	Marital Status	Single	
		Married	
4	Education Level	Undergraduate	
		Bachelor Degree	
		Master Degree	
		Doctoral Degree	
5	Job Position	Cleark	
		Deputy Staff Officer	
		Staff Officer	
		Assistant Director	
		Deputy Director	
		Director	
6	Work Experience	1-5 Years	
		6-10Years	
		11-15 Years	
		16-20 Years	
		Above 20 Years	
7	Monthly Income	Less than 200,000	
		200,001-300,000 MMK	
		300,001-400,000 MMK	
		400,000-500,000	
		Above 500,000	
8	Do you have overtime in your work?	Never	
		Once a week	
		Twice a week	
		Thrice a week	
		Fourth a week	
		More than fourth a week	

Section Two: Dimensions of Work-life Balance

This section is “Work-Life Balance Situation of Government Staff in Nay Pyi Taw”.

Please tick the point to which you are agree/disagree with the following: (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree).

No.	Workload	1	2	3	4	5
1	My work duty is too heavy for me.					
2	My work is manageable within regular working hours.					
3	The workload distribution among staff members is fair.					
4	My job obligations are clearly defined.					
5	I rarely have to work overtime to complete my tasks.					
6	I feel that my assigned tasks are achievable.					

No.	Workplace communication	1	2	3	4	5
1	My colleagues are friendly and respectful.					
2	I receive clear instructions from my supervisors.					
3	I have good communication with my colleagues and supervisors.					
4	Workplace communication helps in reducing unnecessary work pressure.					
5	I feel comfortable discussing work-life conditions with my supervisor.					

No.	Workload Stress	1	2	3	4	5
1	I frequently feel stressed due to excessive work assignment.					
2	My work obligations make it hard to relax after work.					
3	Work-related stress affects my personal and family life.					
4	I receive sufficient support from my organization to manage work stress.					
5	My workplace promotes stress management initiatives.					

No.	Employee Wellbeing	1	2	3	4	5
1	My work schedule allows me to take care of my physical and mental well-being.					
2	The organization provides wellness programs to support employees.					
3	Work-life balance programs help employees in maintaining a healthy balance between work and personal life.					
4	My organization provides a supportive work environment.					
5	My overall well-being has been affected by my work demands.					

No.	Human Resources Management Practices	1	2	3	4	5
1	My organization's training programs improved my ability to live a balanced life.					
2	HR policies provide flexible work arrangements to accommodate personal needs.					
3	My work provides me sufficient opportunities to learn and grow.					
4	I frequently participate in training sessions provided by the ministry.					
5	The effective training provided by my organization makes to reduce my workload.					

No.	Family Responsibilities	1	2	3	4	5
1	I have enough time for taking good care of families.					
2	I find it more difficult to care for my aged parents.					
3	I have enough time to fulfill my family responsibilities without work interference.					
4	My organization offers parental leave and other family-friendly benefits.					
5	My supervisor understands and supports my family-related commitments.					
6	Work demands often prevent me from spending quality time with my family.					

No.	Work-life Balance	1	2	3	4	5
1	My work schedule allows me enough time to rest and engage in personal activities.					
2	I receive sufficient support from my supervisors in managing my work-life balance.					
3	I am very satisfied in my organization and workplace.					
4	I feel that my job does not negatively impact my family and social life.					
5	My organization provides policies that support a healthy work-life balance.					
6	I feel that my organization values employee well-being and promotes work-life balance.					
7	I am satisfied with the balance between my professional and personal life.					

“Thank you very much”