Investigating the Relationship between Work-Life-Balance and Motivation of the Employees: Evidences from the Local Government of Jakarta

Suhendro Oktosatrio

In-Text Citation: (Oktosatrio, 2018)
To Cite this Article: Oktosatrio, S. (2018). Investigating the Relationship between Work-Life-Balance and Motivation of the Employees: Evidences from the Local Government of Jakarta. *International Journal of Academic Research in Business and Social Sciences*, *8*(2), 198–214.

Full Terms & Conditions of access and use can be found at
http://hrmars.com/index.php/pages/detail/publication-ethics

Investigating the Relationship between Work-Life-Balance and Motivation of the Employees: Evidences from the Local Government of Jakarta

Suhendro Oktosatrio

Business and Management, Doctorate of Business Administration (DBA), University of Wales Trinity Saint David, Winchester House, 11 Cranmer Road, SW9 6EJ, London, UK

Abstract

This paper examines the relationship between work-life-balance and employees' motivation in the public sector of Jakarta, Indonesia. Through motivational theories and work-life-balance theories, the conceptual framework is developed to explore research variables. This is a descriptive research following qualitative inductive method. The total sample size for this research is 86 respondents working in the local government of Jakarta. Data was gathered through self-administered survey questionnaire. Findings revealed that personal life significantly affect the work. Majority of the respondents prefer flexible work and operating from home. Interestingly, females are more eager to work from home in comparison to males. Furthermore, the findings revealed that females in contrast to males are much more organized in managing professional commitment and personal life agendas. Additionally, all employees seek taking holiday in contrast to extra money or bonus. Lastly, working for longer hours is the most de-motivating job attribute.

Keywords: Motivation, Job Satisfaction, Public Sector, Qualitative Research, Work-Life-balance

Introduction

There are factors that have been identified to have significant impacts on human behaviours towards motivation. Human behaviour is a critical factor in the discussion of motivation. One of the discussions is how social values have been contemplated to influence human behaviour. The social value of Indonesian people toward public sector is very strong. In general, Indonesian people are perceiving public servant as high valuable job opportunities (Costelloe, 2011). This social value creates significant implications not only to the public sector itself but also to how work life balance can give a significant impact on the employee's motivation. This high social value of public sector can impair significantly on what factors that motivate public sector's employees. Motivation itself, according to Maslow (1943) has a very close relationship to needs. He suggests that individual is motivated by different things, depending on his/her position in the, what he calls as, hierarchy of needs.

Although how motivation responds to social values is not be discussed in this research, investigating the relationship between work life balance and motivation of the public sector's employees (local government of Jakarta) in such environment presents an interesting research topic. When the job is highly desirable, employees will have less bargaining power and lower standard of job satisfaction as well as motivation. Work life balance to lure high potential talent will not be as effective in the environment where social value toward public servant employee is perceived as highly regarded. Some characteristics of work-life-balance initiative are expected to be impaired.

Research Question

Work life balance strategy has been discussed and argued by many literatures to have significant impact on employee motivation in the area of private sector. Therefore. The possibility of work life balance implementation in the public sector is promising, assuming work life balance has significant impact on employee motivation, especially in the public sector of Jakarta capital city. This raises the following research question.

- Is there a relationship between work life balance and employees' motivation in the public sector of Jakarta capital city's local government?

Rationale and Scope

The rationale of the research is based on the needs of public sector for increased performance and services. Unlike most of the private sector, the public sector adapts bureaucratic management style and that gives it some very different properties. Therefore, the fact that public sector has special properties that the private sector does not have presents its own challenges (Dixit, 2002). Therefore, the impact of work life balance on motivation should also be implicated. Assuming work life balance has significant impact on motivation of the employee. Hence, the topic is reasonably and interesting.

According to Burgess and Ratto (2003) incentive does not have a very significant impact in the public sector performance. Hence, pursuing alternative strategies to increase organization performance through increased motivation is necessary and critical. This condition is mostly driven by the bureaucratic style of management proposed by Max Weber (1864-1920). However, bureaucracy has drawn many negative assumptions and associations as being rigid, complex and far from efficient (Johnson and Libecap, 1994). Due to the services provided by the public sectors that closely related to public needs, the condition must be improved in order to better accommodate public needs. The performance of public sector is often considered poor due to their bureaucracy and it is common in many countries, however it becomes significantly different when it is associated with the social values that apply in one country. The work life balance initiatives or strategies appear to result differently, hence developing accurate strategies of work life balance is crucial and important for public sector in Jakarta province as one may assume that it may perhaps increase their employees' motivation. Furthermore, most work life balance initiatives can be initiated with low or no cost scheme policies.

The scope of the study is investigating the concept of work life balance and its implication toward employee motivation in the public sector of Jakarta capital city. The research concentrates on employees that work directly to clients or in the operational level in the Jakarta province.

Literature Review
The Nature of Public Sector

The public sector is notorious for not only being rigid and reluctant to adapt but also for its low wages. Its rigidity and reluctance to adapt comes from the very beginning of public sector organization formation. The public sector's organizations were by designed intended to be impersonal and strong organization with rigid structures (Adair-Toteff, 2016). The organization's characteristics are to make sure consistent outputs through solid and clear administration chain and power (ibid). These characteristics are originated from a theory proposed by Max Weber (1864-1920) known as theory of bureaucracy. He suggests that personal judgment should not be allowed to affect professional one (Haralambos et al., 2004). In the theory of bureaucracy, an organization should only operate based on fairness and equality, personal judgment and decision that will eventually lead to nepotism and favouritism must be eliminated from the organization by design (ibid).

However, there are harsh consequences that organizations must suffer in order to achieve what theory of bureaucracy was trying to achieve. In order to be impersonal and restrict every possible attempts to impair professional roles and decisions, bureaucracy needs organizations to be strictly specific in their structures. Every person on the organization has designated their own job descriptions which must be followed in order to gain consistent outcome and remove all personal interferences as much as possible. Unfortunately, this kind of structure has resulted the organization to lose its capability to adapt and to react quickly to dynamic environment, it has lost its flexibility. It also restricts employees to do their jobs beyond what they are designed to do, every agency has their own specific job description as well as their own goal (Dixit, 2002). The aforementioned consequences are due to maintaining its capacity as public servant that needs to be able to maintain their outputs consistency (Adair-Toteff, 2016). Stability is a very critical for public sector as public servant where people have high dependency on it. However, stability, at the same time, puts the public sector in the situation where adapting to dynamic and changing environment swiftly is difficult (Bosman, 2009).

The Nature of Motivation

The nature of motivation is described to be classified in to two categories, they are intrinsic motivation and extrinsic motivation (Coetsee, 2002). Intrinsic motivation is when people are taking the pleasure of doing something and the factors that drive them to do that come from their own desire. Therefore, the motivating factors that set an individual to act on something that he or she sees as something important and the pleasure derived from the output come from within the individual. Those motivating factors that motivate people from the inside are the feeling of satisfaction, accomplishment, interest and meaningfulness (ibid). Coersee (2002) also suggests that intrinsic rewards must be initiated by the individual itself. It is a form of self-rewarding conduct, which is internal for every employee. Nevertheless, there is indirect relation confirmed by various researches regarding motivation affecting commitment of employees (Haque & Yamaoh, 2014; Haque & Aston, 2016; Faizan & Zehra, 2016).

Theory X and Y of Motivation

The theory was first proposed by Douglas McGregor in 1960. The fundamental perceptions of this theories are the perception of employees from managers' point of view. Theory X is based

on the assumption that managers perceive their employees in negative ways such as avoiding work and responsibility, unambitious, need to be forced by punishment to achieve organization objectives, lazy and not very smart. Just the opposite way, theory Y looks employees in more positive ways. Employees are willing to accept responsibilities, enjoying their work, able to solve problems, somewhat ambitious and willing to contribute. According to McGregor (1960) how managers perceive their employees will have a very significant impact on their management style. Therefore, understanding theory x and y will help managers to choose their management style that fits the most to the situation they are in. contingency theory also helps managers to choose management style form theory x and y or even combine them to achieve the highest possible outcome.

Hertzberg Two Factor Theory

Hertzberg (1950) foundations his theory with his analysis of 200 accountants and engineers that were asked about their positive and negative perceptions about their work. Hertzberg (1950) suggests that there are two major factors that significantly influence employee motivation and satisfaction. He calls these two factors as motivating factors and hygiene factors. Motivation factors can be perceived as being recognized, being able to enjoy the work and career progression. Hygiene factors are described as benefits, relationship, policies and salary. Hertzberg (1950) argues that those factors are disconnected and working independently. While motivating factors have direct impact on increasing employee motivation and satisfaction, the absent of motivating factors does not necessarily produce employee dissatisfaction. On the other hand, hygiene factors do not appear to increase motivation and satisfaction, however the absent of hygiene factors will have direct impact on employee dissatisfaction. Although motivating factors and hygiene factors seem to be disconnected and working independently, according to Hertzberg two factor theory both motivating factors and hygiene factors must be treated comprehensively and in parallel to achieve maximum result.

Maslow's Theory of Needs

According to Maslow (1943) people become motivated when their basic needs are met. However, Maslow suggests there is a hierarchy of needs where every stage belongs to a specific needs and people become motivated as the needs in every stage are met. The hierarchy starts from the basic needs such as food, water and shelter all the way up to the top of what he identifies as self-actualization. According to Maslow (1943) to be able to sit in this layer of hierarchy one must master the previous needs. The hierarchy of needs was further developed. The theory of hierarchy proposed by Maslow (1943) stresses and points out things that motivate people especially in the work place. However, it does not address the process of it. Maslow's theory of needs is basing on two premises that people are motivated by the desire to have things they do not have and once those things are obtained they no longer serve as the motivating factor. Maslow's theory of needs proposed five aspects that motivate people. Just like any other proposed or existing theory, it was challenged and criticized. One of the critics was the final stage of the hierarchy. According to Daniels (1982) the concept of self-actualization is not fully developed and it is intertwining with self-transcendent. He then responded in his further study, and expanded aspects that motivate people from the existing 5 to 8 aspects (Maslow, 1971). The other three aspects are cognitive, aesthetic and transcendence needs (Koltko-Rivera, 2006).

Theories of Work Life Balance

The Roots and Terms

According to Harrington (2007) the term of work life balance is rooted way back in the 1970s. There were two major events that argued to trigger the initiation of work life balance. The entrance of women in to workforce was considered to be the first main event that trigger work life balance issues. More of talented women were becoming valuable assets to organization, the implication is companies or organizations will soon have to accommodate the needs of women working in their organizations. Especially when it comes to childcare, especially to those working mothers. The second main event was the introduction of EAP (Employee Assistance Programs) in 1970's (Harrington, 2007). Nevertheless, work of Zehra & Faizan (2016) revealed that females are less willing to work from home; as they perceive it as additional burden.

The EAP suggests that employee stress, illness and depression have significant influence on productivity (ibid). Further investigation led to the importance of work and family. These two major events do not necessary mean the origin of the work life balance concept. Redmond, Valiulis and Drew (2006) suggest that work life balance has gone way before that. However, those two major events have definitely brought work life balance to the surface and focus of attention. Companies then realized many of the impacts of work life balance on their organizations. This realization was not influencing exclusively to the private sector alone. Soon enough, public sectors also started to recognize the impacts of work life balance to their organizations.

The Effect of Work Life Balance

The effects of work life balance both on employer and employee as well as job satisfaction from literatures are shown as follow:

Fig. 2. The benefits of work life balance for employers and employees.
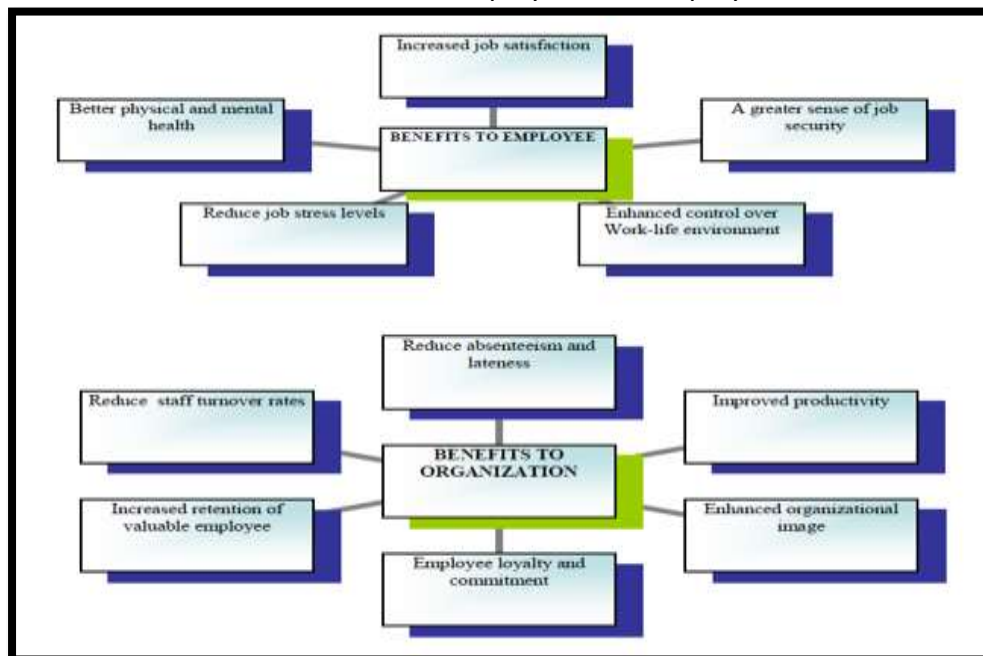
Source: *European Research Studies (2010).*

The diagram above shows how work life balance initiative works around factors that benefit both employees and employers. The diagram is based on European Research Studies (2010) that suggest work life balance will induce factors that related to employee hierarchy of needs that suggests motivation.

Fig. 3. Job satisfaction and work life balance model.
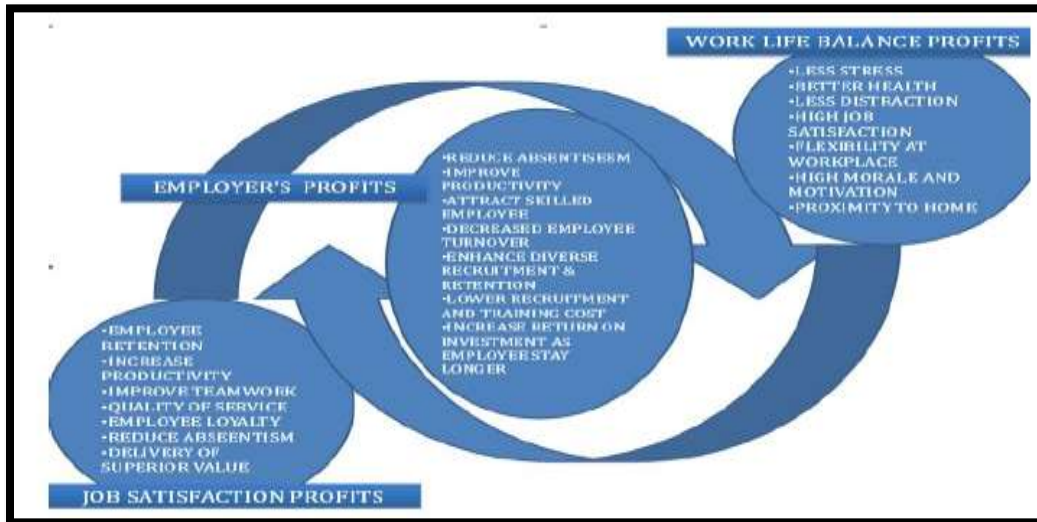

Source: *Yadav and Dabhade (2014).*

The model above adds the facts on how work life balance, in relation with job satisfaction, could benefit employers. On the circles on top right of model reveals the work of Yadav and Dabhade (2014) on the implication of work life balance to variables including high morale and motivation. This model suggest there is a close relationship between work life balance and morale of the employee that will eventually increase employee motivation.

Conceptual Framework
The conceptual frame work diagram attempts to visualize what this research is trying to establish. According to literature review there are many initiatives that are being applied in the private sector to create a workplace that foster work life balance as described by the left box of the diagram. The right box of the diagram describes the nature of the motivation. The research question is trying to establish the correlation of work life balance and employee motivation in the environment of public sector.

Therefore, the concept of this research is to establish the correlation between work life balance initiative that has been conducted in many of private sectors and the employee motivation in the public sectors, assuming that work life balance initiatives in the private sector have significant impact on employee motivation in the public sector.

Fig. 4. Conceptual Framework.
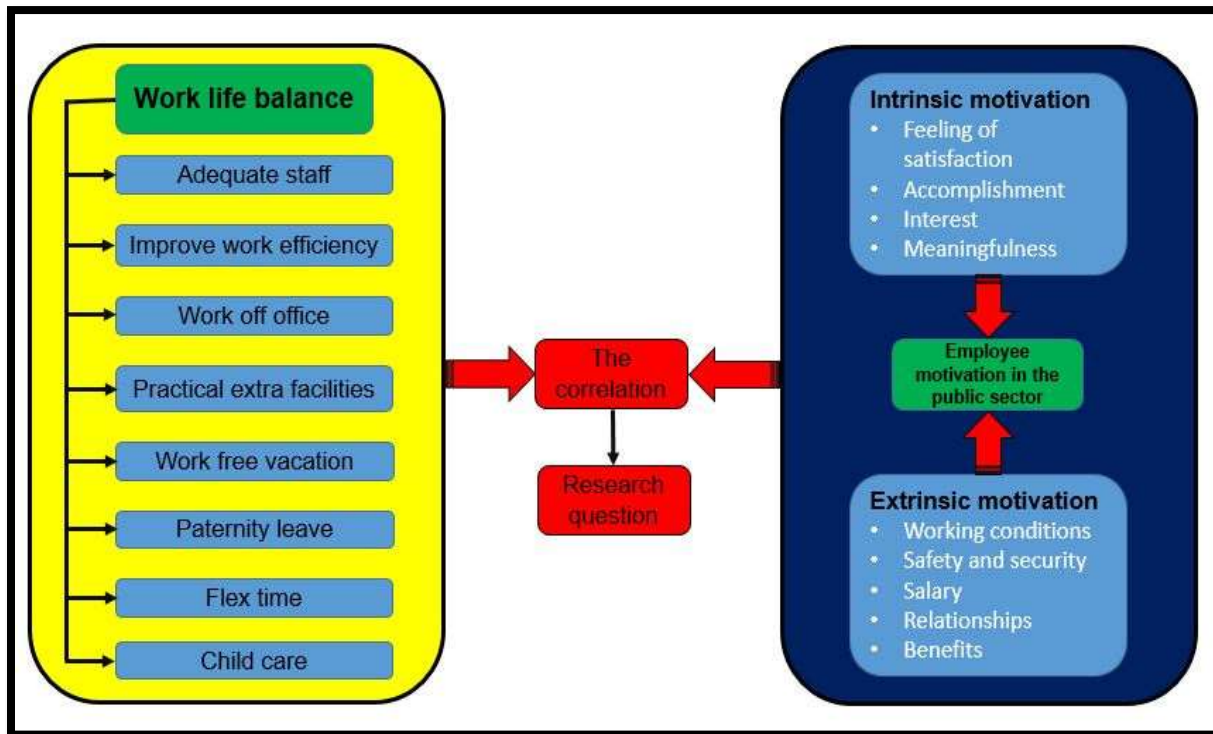
Research Methodology
Research Design
The design of the research needs to be established early in the beginning of the research. It provides a clear understanding of what are necessary or unnecessary aspects of the research. Therefore, a good research design saves time by premeditating all aspects that will not be necessary in the research and focus only to the important aspect. The design of the research is to employ descriptive type of research. It aims to give an accurate description of the relationship between work life balance and motivation of the employees. Holistic description of the research topic is intended to provide a through explanation of the relationship between work life balance and motivation, which then will be used to make generalization and conclude it with a theory (Bradford, 2015). Accurate description of a phenomenon is significantly important to influence policies (Marsh, 1982). Accurate description of the relationship between work life balance and motivation helps the local government of Jakarta to identify critical aspects that impair or boost the motivation of its employee and plays a very significant role to shape and reform policies towards it. Moreover, a robust descriptive research will than provoke why questions (Van Wyk, 2012).

Methods and Approaches
According to Mouton (2011) and Remenyi and Money (2004) research is often approached by empirical and non-empirical design. Kothari (1985) argues that research is approached by two basic methods of qualitative and quantitative. Qualitative method attempted to have deeper understanding of employees' life experience and attempt to approach it systematically and subjectively to reason it (Burns & Grove, 2003). Questionnaire employed to gather qualitative

data. Questionnaire was piloted and necessary changes are to be made accordingly. It was distributed manually, hand to hand, and by email where it is possible. Interview is also conducted whenever further and deeper understanding is required. The research is attempting to grasp a deeper understanding by studying employees' life experiences related to work life balance and how it affects their motivation. Therefore, qualitative method is needed to achieve this goal. The open-ended interviews are additional gain to explore aspects in more depth.

Deeper understanding of the context, human behaviors as well as the insight view of the situation is very critical in this research to be able to have the full picture of the reality and context (Holloway, 2005). Clarke (2005) suggests that the nature of the problem in the qualitative method of research is where context plays an important role. While qualitative method is employed to gain deeper understanding of the problem and context, this research employed quantification of the result in proportions to draw the conclusion.

Sampling and Sample Size

Sampling is a process of evaluating the most appropriate and relevant group of people that will have the most correlation to the objective of the research (Burns and Grove, 2003). Sampling method is also accountable for validity of the study. The appropriate size of sample is never set. However, according to Holloway (1997).sample size is not about the number but it is about the saturation of the information. Hence, when the information has reach the saturation point than the sample size is no longer needed to expand (Holloway, 1997). They are who have direct contact to customers or related to public services provided by JCC.

The sampling frame is official list of all districts that fall under Jakarta province issued by JCC. This is to ensure the validity of the research. However, due to the time limitation this research attempts to gather data from 120 respondents. Both districts and respondents are probability sample. Therefore, it is a stratified sample, random within specific target group. Approximately 120 questionnaires was distributed and total 86 respondents. The researchers attained point-of-saturation through 86 respondents.

Data Collection

Data collection is critical to gather all the information needed by research instrument to gain knowledge (Parahoo, 1997). This research collected data both from primary and secondary data. Primary data obtained by distributing questionnaire. Direct observation and interview are conducted to gain more information, understanding and to make sure the reliability of the study. Secondary data was obtained by collecting information from available literature such as credible articles from newspaper, journals, government report, internet articles and reports as well as data from external and internal organization.

Self-administrated questionnaire is used to collect data from respondents. The contents of the questionnaire were being piloted and reviewed to ensure the credibility of the questions and potential bias as well as time needed to complete the questionnaire. Questionnaire is distributed manually and electronically with the consent of Jakarta province HR department. The research aims to collect data from minimum of 60 respondents (50%). Further, 60 questionnaires were given manually to respondent that are currently in the UK for official visit. 60 questionnaires were distributed electronically by email. Interviews were conducted by phone and direct conversation.

Total of 86 questionnaires. Since the intended sample of 60 respondents have been exceeded, researchers decided to go to the next step of the research which is data analysis.

Table 1. Questionnaire reply rates.

	Manual	Electronic	Total	Percent
Questionnaires sent	60	60	120	100%
Questionnaires received	42	44	86	71%
Reply rates: 71%				

Fig. 5. Demographic data.
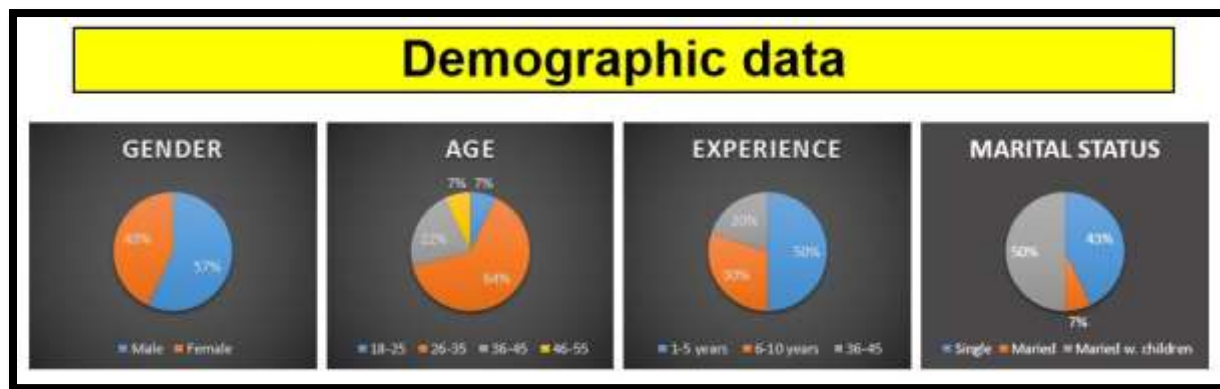
Data Analysis
Qualitative research method applied to develop the questionnaire. Therefore, qualitative data is expected to be in the data collection of the research and qualitative data analysis was carried. However, answers from closed-ended questions are summarized using frequency distribution, relative frequency and percent frequency as well as answers from the open-ended questions after being quantified in to meaning units and categorized.

Excel table was used to provide better observation and visual scanning of the entire data. The table also helps sentences or paragraphs from the answers of open-ended questions to be broken down in to Meaning Units or MU's. According to Giorgi (1994) MU's are clusters of text that can represent the meaning of sentences or paragraphs. MU's will then be sorted on the table of categories, frequency and percentage then be calculated from the table referring to the research questions. Therefore, frequency distribution analysis is applied. This method attempts to extrapolate qualitative data and link them to the research question. Deeper understanding of data analysis is acquired from interviews.

Discussion and Findings
Traffic as a Major Driving force towards the Importance of Work Life Balance
One interesting finding of this research is when traffic turns out to be a major driving factor of the importance of work life balance initiative and how work life balance initiative has become a significant factor to impact employee motivation as well as job satisfaction. One respondent

207

replies "*Traffic is my number one enemy, I wished I could work from home it would release me from a lot of stress and I am sure I will be more motivated to finish my tasks.*" This finding also reflected in the table 2.

Table 2. Question 7 result.

Question	Result
Q7: Does your work significantly affect your personal life?	*Yes: 43 (50%) No: 43 (50%)*
If so, how?	61 (71%) respondents take traffic as one of the significant factor that impair their personal life

This confirms the survey taken by ITDP (Institute of Transportation and Development Policy (Thejakartapost.com, 2016) that the average commuting time to and from work is two hours or 400 hours a year in average. According to ITDP (2015) the situation is also being complicated by the fact that the public transport facilities are also affected by the same problems. Commuting time is a critical issue on improving life quality and productivity (ITDP, 2015).

Traffic is also worsened by the fact that JCC is not providing any special housing for its employee and the average income of JCC employees, especially in the operational level will not able to afford to leave nearby offices. The nature of services provided has made public offices to be located in the middle of their coverage area which most of the time are either in the strategic areas or densely populated areas which will implicate the affordability of accommodations around it. This nature of public offices has made its employees to accommodate themselves in the rural area nearby and impacted significantly on their traveling time. This supports some of the respondents replies on how working at home can be such a morale booster for them. Perhaps, this could develop a stress and leading to affect the commitment and motivation of employees. Hence, study partially support notion of Haque et al., (2017) that stress affects commitment distinctively. Nevertheless, traffic turns out to be the major driver for employees to ask for more of work life balance scheme, which is the ability or the opportunity to work off office. Not only will working off office reduce stress level which in the literatures suggest to increase motivation and productivity, but also the amount of time spent for family or personal needs is increasing significantly. Both of these impact have discussed in the literature to have very significant impact on employee motivation and productivity.

Working off Office Gains Significant Appreciation
The above finding leads to the following finding. It suggests that job positions with the availability of working from home are highly regarded among operational employee. Working on shift for those who have to directly involve with the customers is also found to be desirable, giving the opportunity to work from home where not on the shift.

Table 3. Question 26 and 27 results.

Question	Result
Q26: Which one do you prefer and why?	
Longer leave or more flexible leave?	*Flexible leave: 49 (57%), Longer leave: 37 (43%)*
Work off or at office?	*Work off: 49 (57%), Work at office: 37 (43%)*
Q27: Do you think JCC has given you enough time for your family or non-work activities?	*Yes: 68 (79%) No: 18 (21%)*
If no, what do you think JCC can do to give you more work life balance?	Work off office: 38 (44%), More break: 12 (14%), Reducing working hours: 12 (14%), Live closer: 6 (7%), Child care: 12 (14%), Flexible time: 6 (7%).

Table 3 reveals the data that 57% of respondents suggest that being able to work from office is a great advantage and opportunity. 44% of respondents consider work off office is something that JCC needs to have more attention to. Especially when living and working in Jakarta with all the traffic congestion, being able to work from home means less stress from traffic, less time being wasted on commuting time to and from work. This finding is highly related to the previous finding.

One of the respondents suggested that working from home would make her more productive. One of the respondent replies "*Working from home gives me the opportunity to manage my own time, it makes me more productive, and it balances my time and avoids traffic*." This suggest that working from home is a big advantage for big city like Jakarta where traffic has become a major significant factor impairing productivity. Further investigation and interview with the respondents reveals that commuting time to and from work is average of 1-2 hours. This finding is consistent with the survey taken by ITDP in 2015. This amount of time will increase in the central city of Jakarta.

The other finding related to the opportunity of working off office is the desirability found to be very high for working mothers. Thirty-six female respondents (100% of female respondents) express their favourability towards working off office. As it is also stated by one of the respondent "*Working from home will be like dream come true, I will be able to take care of my children, it does not have to be every day, just a few days a week will be a big morale booster*." This particular finding is very relevant with the origin of work life balance (Harrington, 2007) as it was to accommodate the needs of women entering the work force in 1970s. However, this study opposes work of Zehra and Faizan (2017) that working from home is additional burden. Additionally, the findings indicated that females at top tier have higher ability of performing multiple tasks at once. Hence, this study supports work of Haque, Faizan, & Cockrill (2017) in this regard.

Nevertheless, being able to spend more time at home reveals to be very appealing for working mothers due to the fact that they can be relatively closer to their children. The statement that working from home does not have to be an everyday activity points out how significant the concept to their expectancy. This again complies with both theories of motivation proposed by Vroom (1964) and also by Maslow's Hierarchy of Needs.

Work life Balance vs. Incentive
The finding also shows that JCC has not been able to perceive work life balance concept as a strategic concept to better improve motivation among employees in the public sector. Further interviews with some of the respondents reveals that incentive is the most common strategy being implemented by JCC on their attempts to motivate its employees. 79% of the respondents receive incentive when they work overtime or on holidays (Table 4). The finding also confirms the work of Burgess and Ratto (2003). They suggest that incentive does not have a very significant impact on the public sector performance. Hence, it does not have significant impact on employee motivation as shown on the table below.

Table 4. Question 27 results.

Question	Result
Q25: Do you occasionally work on weekend or holiday?	Yes: 43 (50%), No: 43 (50%)
If yes, how often do you work on weekend or holiday a month?	Average of 1-2 times a month
Is there any compensation if you work overtime or during weekend?	Yes: 68 (70%), No: 28 (21%)
Which one do you prefer, take your holiday for your personal time or trade it with extra money (work on holiday for overtime or incentive)?	Take holiday: 84 (97%), Work on holiday: 2 (7%)

In depth interview reveals that incentive given is no longer fulfilling the expectancy of the employees. 97% of the respondents prefer holiday rather than working over incentive. Typical replies related to the attitude toward incentive are "*I would rather choose not to be disturbed during my personal time instead of incentive*", "*The amount of money from the incentive is just about enough for the day, does not really give me any extra income anyway*." This finding is also aligned with the expectancy theory of motivation. The incentive given by the JCC no longer complies with the expectancy of JCC's employees. The values of the incentive do not meet the expectancy values of the employee. Therefore, according to the theory of expectancy applying incentive to JCC's employee will no longer affect their motivation. This finding and further interview also implies that the perception of being looked after by their employers as suggested by Hawthorne Effect (1950) is more intense while employees are given the appropriate time of holiday instead of incentive.

The Most and Least Significant De-motivating Factors
The previous discussion has revealed that traffic or commuting time seems to be the most significant factor that diminishes employee's motivation. The factor is identified through the observation of the whole questionnaire and elaborated thoroughly on the first discussion based on the data shown on table 2. Therefore, the study has successfully established what it seems to be the most significant demotivating factor of the employee.
The least significant factor that considered to be the least demotivating factor is the lack of flexibility to take leave. This finding based on the data in the following tables.

Table 5. Question 5 results.

Question	Result
Q3: *Do you find your job important to the organization? If yes, why?*	*Yes: 86 (100%)*
Do you find your job challenging?	*Yes: 55 (64%), No: 31 (36%)*
Are you happy with your job now?	*Yes: 86 (100%)*
Do you feel financially secure with your current job?	*Yes: 80 (93%), No: 6 (7%)*
Does your job help you to develop your skill?	*Yes: 68 (79%) No: 28 (21%)*
Do you feel comfortable with your work environment?	*Yes: 86 (100%)*
Q5: What do you think of your working hour?	Positive: 68 (79%), Negative: 28 (21%)
Q6: So far, can you manage your job and your personal life?	*Yes: 86 (100%)*

Table 6. Question 27 results.

Q26: Longer leave or more flexible leave?	
Result	*Flexible leave: 49 (57%), Longer leave: 39 (43%)*

Table 5 indicates employees are having just about enough balance between their working hours and non-working hours such as day off, holiday and leave. It also indicates that employees perceive most of their hygiene factors very positively. The only negative factor that is closely related to work life balance scheme is shown at table 6 where flexible leave is more frequently mentioned. This is an indication that the lack of flexibility in choosing when to take the leave has become the most negative hygiene factor in JCC. Therefore, according to Hertzberg two factor theory the absent of hygiene factor which in this case flexible leave, will have significant impact on employee motivation. Based on the overall attitude towards job compared to the negative response at table 6, the lack of flexibility on leave has become the least significant demotivating factor of the employees.

Recommendations
Based on the findings drawn from the data analysis, recommendations are established for Jakarta Capital City (the government of Jakarta province).
1. Overall attitudes of the employees indicate that work life balance has been achieved through out JCC work place environment. Managers and managements have shown supports that employees are expected. However, JCC needs to come to the realisation that traffic has consumed most of their employees' motivation and prioritise efforts to minimise the impacts. Problems implicated by traffic such as stress and reduced family and personal time have been significantly reduce employee motivation. This leads to the next recommendation.

2. JCC needs to come out with work-life-balance schemes that can specifically target in reducing problems caused by traffic. Study suggests that the concept of work off office or at home has gained significant interest among the employees. The significance is high among operational employees and working mothers. If this can be mediated and negotiated, motivation is expected to improve significantly. However, this effort needs supports from management and managers (McDonald et al., 2005). The viability of this concept is highly related to the capability of management and managers to rearrange work place at the operational level to accommodate work office concept of work life balance scheme.

3. Incentive program reveals not to have the expected result anymore. JCC needs to improve their incentive scheme if not to abolish it and focus more on improving work life balance strategies as the expectancies of the employees have shifted.

Conclusion

The most important finding of this study is the fact that traffic has become the key factor for JCC to identify the most effective work live balance scheme/strategy to improve JCC's employee motivation. The finding reveals that traffic has caused major problem that eventually demotivated employee. Further investigation suggests that traffic has implicated the level of stress and the amount of time employees could spent for their family or personal needs. Therefore, in order to effectively improve employee motivation JCC should be able to further improve its work life balance strategies that focus on reducing the impact of traffic on their employees.

Despite of the fact that traffic has caused major damage on employee motivation, the study successfully reveals that JCC has been able to provide work life balance for the employees as qualitative data analysis reveals most of the employees are motivated and finding their job at most satisfaction and balance between work and non-work life are very well established. Therefore, it can finally be concluded that there is a significant relationship between work life balance and motivation of the public sector's employees (local government of Jakarta).

Limitations and Future Research

The limitation of the study is only employees in the operational level are observed and the sample size is very limited to only Jakarta province. Therefore, the result is unable to reflect the public sector comprehensively. The frequency distribution technique is also holding out some limitation to establish tendency and relationship. Another limitation is the duration of the observation in the study. The possibilities of further research should enable bigger sample size, different level of employee and data analysis as well as observation using more comprehensive software to make a more accurate generalisation of the whole public sector in Indonesia.

References

Bradford, A. (2015). Deductive Reasoning vs. Inductive Reasoning. [online] Live Science. Available at: http://www.livescience.com/21569-deduction-vs-induction.html [Accessed 14 Aug. 2016].

Burgess, S., Ratto, M. (2003). The Role of Incentives in the Public Sector: Issues and Evidence. The University of Bristol and CEPR. Bristol.

Burns, N., and Grove, S. (2003). The Practice of Nursing Research Conduct, Critique and Utilization (4th ed). W.B.Saunders: Philadelphia, Pennsylvania. USA.

Clarke, R. J. (2005). Research models and methodologies. HDR Seminar Series, Faculty of Commerce, Spring Session.

Coetsee, L. D. (2002). Peak performance and productivity: a practical guide for the creation of a motivating climate. 2nd ed. Vanderbijlpark: Ons Drukkers.

Daniels, M. (1982). The development of the concept of self-actualization in the writings of Abraham Maslow. Current Psychological Reviews, 2, 61– 75.

Faizan, R., & Zehra, N. (2016). Quality Work-Life as predictor to Organisational Commitment under contrasting Leadership Styles: I.T Responses from Pakistan's private software houses. Global Journal of Management and Administration, 16(6), 9-23.

Giorgi, A. (1994), "A Phenomenological Perspective on Certain Qualitative Research Methods", Journal of Phenomenological Research, Vol. 25, No. 2, pp. 190-220.

Haque, A. U., & Aston, J. (2016). A Relationship between Occupational Stress and Organisational Commitment of I.T Sector's Employees in Contrasting Economies, Polish Journal of Management Studies, 14(1), 95-105.

Haque, A. U., Aston, J., & Kozlovski, E. (2016), Do causes and consequences of stress affect genders differently at operational level? Comparison of the IT sectors in the UK and Pakistan, International Journal of Applied Business, 1(1), 1-7.

Haque, A. U., Faizan, R., & Cockrill, A. (2017). The relationship between female representation at strategic level and firm's competitiveness: evidences from cargo logistic firms of Pakistan and Canada, Polish Journal of Management Studies, 15(2), 69-81.

Haque, A. U., & Yamoah, F. (2014), Gender Employment Longevity: I.T Staff Response to Organisational Support in Pakistan, International Journal of Academic Research in Business and Social Sciences, 4(12), 324-347.

Harrington, B. (2007). The Work Life Evolution Study. Boston.

Holloway, I. (2005). Qualitative research in health care, Maidenhead: Open University Press.

Holloway, I. (1997) Basic concepts for qualitative research. Oxford: Blackwell Science.

Koltko-Rivera, M. E. (2006) Rediscovering the Later Version of Maslow's Hierarchy of Needs: Self-Transcendence and Opportunities for Theory, Research, and Unification. Review of General Psychology, 10(4), 302–317.

Kothari, C. R. (1985). Research Methodology: Methods and Techniques. Wiley Eastern, New Delhi.

Marsh, C. (1982). The Survey Method: the contribution of surveys to sociological explanation, London: Allen & Unwin

Maslow, A. H. (1971). The Farther Reaches of Human Nature. New York: Viking Press.

McDonald, P., Bradley, L., & Brown, K. (2005). Explanations for the provision utilization gap in work-family policy, Women in Management Review (in press).

Mouton, J. (2001). How to succeed in your Master's and Doctoral Studies: A South African Guide and Resource Book. Van Schaik, Pretoria.

Parahoo, K. (1997). Nursing research: principles, process and issues. Basingstoke: Macmillan.

Redmond, J., Valiulis, M., and Drew, E. (2006). Literature review of issues related to work-life balance, workplace culture and maternity/childcare issues. Crisis Pregnancy Agency Report No. 16. Dublin.

Remenyi, D., and Money, A. (2004). Research Supervision for Supervisors and their Students. Academic Publishing International, Reading.

Roberts-Lombard, M. (2008). The internal marketing practices of estate agencies in the Gauteng Province – a strategy for knowledge renewal. Journal of Contemporary Management, 5:137-156.

Thejakartapost.com. (2016). Jakartans spend 400 hours a year in traffic, says survey - The Jakarta Post. [online] Available at: http://www.thejakartapost.com/news/2015/02/09/jakartans-spend-400-hours-a-year-traffic-says-survey.html [Accessed 6 Sep. 2016].

Van Wyk, B. (2012). "Research design and methods Part 1," University of Western Cape. Retrieved 09 August, 2014, from https://www.uwc.ac.za/Students/Postgraduate/Documents/Research_and_Design_I.pdf

Zehra, N., & Faizan, R. (2017). The Impact of Occupational Stress on Employees at Project Based Organizations (PBOs) in Pakistan, International Journal of Applied Business and Management Studies, 2(1), 1-9.