Investigating the Relationships between Work-life Balance, Public Service Motivation, and Job Satisfaction in the Context of the Public Sector in Indonesia.

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Declaration 1

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed **Suhendro Oktosatrio**

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This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the correction is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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Abstract

This study is among the first systematic investigations to examine the relationships between work-life balance, public service motivation and job satisfaction and the mediating role of public service motivation. This study approached the work-life balance concept from work-life enhancement, conflict, role quality and work-life typology. The purpose of this study is twofold. It first seeks to investigate the relationships between work-life balance, public service motivation and job satisfaction in the context of the public sector in Indonesia. The second purpose seeks to examine the mediating effect of public service motivation on the relationship between work-life balance and job satisfaction.

This study comprised a survey of employees working in the Fire and Rescue Department of Jakarta province. A total of 421 questionnaires were tested for further statistical data analysis. The study employed Statistical Package for the Social Science (SPSS) to test the hypothesis and interpret the data. The mediating effect was determined using Preacher and Hayes' (2008) PROCESS macro for SPSS (Hayes, 2012). In the context of the Fire and Rescue Department of Jakarta, work-life balance was found to have positive and strong relationships with public service motivation and job satisfaction. However, interestingly, work-life conflict was not found to have a negative association with job satisfaction as suggested by previous studies. Several possible explanations are discussed.

In this study, public service motivation was found to corroborate the earlier findings. The results suggest that public service motivation is correlated stronger with intrinsic job satisfaction than extrinsic job satisfaction. The findings of this study also reveal that people who experience more work-life balance are most likely to have higher levels of public service motivation and job satisfaction. The results of this study also indicate a mediating effect of public service motivation on the relationship between work-life balance and job satisfaction.

This thesis contributes to the body of knowledge by exploring the relationships between work-life balance, public sector motivation and job satisfaction in the context of the public sector in Indonesia. This thesis also contributes to the body of knowledge on how to evaluate work-life balance by exploring the dimensions of work-

life balance and their relationships with public service motivation and job satisfaction. This thesis adds insight into the relationship between work-life balance and job satisfaction through public service motivation among employees working in the Fire and Rescue Department of Jakarta, Indonesia. The contributions of this study are discussed in more detail in chapter five and six.

List of Abbreviations – Global Context

ANOVA   : Analysis of Variance

APM   : Attraction to policy making

COM   : Compassion

C   : Conflict

CPI   : Commitment to public interest

E   : Enhancement

ICG   : International Growth Center

IACs   : Industrially advanced countries

PSM   : Public service motivation

SS   : Self-sacrifice

WLB   : Work-life balance

List of Abbreviations – the Indonesian Context

PNS   : Pegawai Negri Sipil

RI   : Republik Indonesia

Presentations and Publications related to this Thesis

1. 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. 10.6007/IJARBSS/v8-i2/3866.

2. Oktosatrio, S., & Liu, J. (2019). A Literature Review of Work-life Balance in the Public Sector, Conference Publication (Accepted), to be Presented at The British Academy of Management Conference (BAM 2019), Birmingham, United Kingdom, September, 3-5.

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CHAPTER 1. INTRODUCTION

1.1 Introduction

In today's society, the idea of achieving a harmonious and holistic integration of work and nonwork lives has been a major challenge and an increasing concern for present-day employees and organisations. According to the literature, the interactions between work and nonwork lives have a significant impact on motivation, while at the same time, motivation has been argued by many scholars to be one of the sources of the poor public service quality in the public sector of Indonesia. Studies suggest that these two issues have increasingly gained attention and importance in Indonesia, especially in the context of the public sector. The issue of work-life balance (WLB) in Indonesia is getting attention due to the increasing rate of female employment (Bennington and Habir, 2003; Muntamah, 2012; Ridho and Al Raysid, 2010; Yakub, 2013; Yustrianthe, 2008; The World Bank, 2013; UN Women, 2012) and the rising number of dual-income earning households (Ridho and Al Raysid, 2010; Yustrianthe, 2008). WLB was also found to have a significant impact on the performance and productivity in the public sector organisations (Sakthivel and Kamalanabhan, 2011; Sakthivel and Jayakrishnan, 2012).

Motivation has also been one of the problem in the public sector in Indonesia (Syamsir and Embi, 2011; Yanti, 2012; Fanani 2005; Hamzah, 1990; Thoha, 2006; Prasojo, 2006; Saleh, 2011; Bandiera, Khan, and Tobias, 2017). Syamsir and Embi (2011) suggest that people in Indonesia join the public sector based on motives that are not aligned with the values of the public sector as proposed in the theory of public service motivation (PSM). Bandiera, Khan, and Tobias (2017) argue that the fundamental problems in the public sector include recruiting the right types of people for the public sector's jobs, finding the effective recruitment system and motivating public sector employees to do their jobs as expected. They also argue that performance has a significant impact on the effectiveness of delivering public services. Awangga (2005) suggests that people are driven to the public sector in Indonesia because of job security, protection from sudden termination of the employment relationship, career development, promotion opportunity, income security and skill development.

Arifin (2006) argues that comfort and secured life, retirement fund scheme, wealth, social status and pride are strong motivation to join the public sector in Indonesia. PSM is argued to cause poor performance in the public sector in Indonesia and it was worsened by the limited number of PSM studies in the Indonesian context (Syamsir and Embi, 2011; Yanti, 2012). As a developing country, Indonesia has focused on improving its public sector (Abdul Wahab, 1999; Sutopo and Adi Suryanto, 2003; Miftah Thoha, 2006; Syamsir and Embi, 2011). Indonesian scholars have called for more studies on PSM in the context of the public sector in Indonesia (Syamsir, 2014, 2015, 2015; Syamsir and Embi 2011; Yanti 2012). Hence, this study of PSM is critical.

Improving the public sector has been one of the major concerns in Indonesia. The public sector is responsible for the poor quality of public services. Indonesia faces tremendously complex problems (World Bank, 2009). According to McConnel, Blue and Flyn (2009) population expansion in developing countries not only slows the GDP per capita growth but it also hinders the development in four different ways; saving and investment, productivity, resource overuse and urban problems. Urban problems exacerbate problems such as substandard housing, congestion, pollution, crime and poor public services (McConnel et al., 2009).

Indrawati (2008) argues that the public sector in Indonesia needs to improve its performance to be able to contribute significantly to good governance. In a comparative study of five countries in Asia, Nunberg (2002) suggests that the capacity and capability of civil service in Indonesia are low in performance. Nunberg (2002) also points out human resource management as one of the problems in the public sector of Indonesia. Poor recruitment strategy is also reported to be one of the main problems in the public sector in Indonesian by Syamsir and Embi (2011) which will be discussed further in this chapter.

Tanzi (2000) argues that the quality of the public sector determines the creation of policies that can generate desirable and durable effects. Strategies and programmes have been implemented to improve the performance of the public sector such as institution reorganisation, human resources management, operational improvement and accountability (Indonesian Investment Coordinating Board, 2019; Presiden-RI, 2010; Ministry of Administrative and Bureaucratic Reform-RI, 2015).

The relatively poor quality of public services in Indonesia has also been discussed in a study conducted by Sunaryo and Suyono (2013). Performance incentive scheme as some sort of financial reward to boost motivation was introduced to improve the quality of public service in law no. 19 of 2016 which was then revised to the Indonesian law no. 35 of 2019.

Even though, some studies suggest that the impacts of this financial reward significant to the performance of the employees in the public sector (Budianto, 2012; Gustika, 2013; Suncoko, 2010), other studies have warned about the short-term and negative impacts of financial reward in the public sector (Perry, 1989; Deckop, Mangel and Cirka, 1999; Frey and Osterloh, 2005; Deci 1971; Kohn 1993; Crewson 1997). Moreover, the Indonesian economy does not have the luxury to always come to solutions where financial aspects serve as one of the key elements of the solution. There must be alternative solutions to improve the quality of public service in Indonesia where financial aspects are out of the equation. This study does not aim to generate a silver bullet that can solve all those problems. This study proposes an alternative way to boost the public sector employee motivation in Indonesia with no or minimum cost.

This study focuses on the Fire and Rescue Department as its target population. The Fire and Rescue Department in Indonesia is owned by the government, which makes it in the domain of the public sector. Studies suggest that employees in the public sector are more intrinsically motivated than their counterparts in the private sector which are more extrinsically motivated (Brewer 2008; Perry and Wise 1990; Crewson 1997; Houston 2000). The detrimental effects of extrinsic motivation on employees that are primarily intrinsically motivated have also been discussed in many studies of the PSM (Deci 1971; Kohn 1993; Crewson 1997). Hence, efforts to improve motivation in the public sector must take these motivational differences into account.

The nature of WLB as a non-financial motivating factor and PSM as a form of intrinsic motivation bring the importance of this study. The speech, given by Sri Mulyani, Indonesia's Minister of finance, points out the heavy burden of Indonesia's state budget where 26.1% of the expenditure is the civil service expenditure which includes salary, facility and incentive. Moreover, according to Bandiera, Khan, and Tobias (2017), financial reward is still considered as one of the popular tools to deal with the

motivation and performance in the public sector in Indonesia. This should not be the case as the public sector needs to capitalise its employees' intrinsic motivation and avert rewards that will impair it (Bandiera, Khan, and Tobias, 2017).

1.2 Background of the Study

Studies suggest that the significant growth of female employment is followed by the rising number of dual-income earning households because the traditional division of labour, husband-breadwinner and wife-homemaker, has shifted and more couples play their roles interchangeably (Ridho and Al Raysid, 2010; Yustrianthe, 2008. This phenomenon has also gained attention and shaved WLB towards a gender-neutral concept where WLB is perceived equally important both for men and women (Garner, Méda and Senik, 2005; Mañas and Garrido, 2007; De Luis Carnicer et al., 2004; Eagle, Miles and Icenogle, 1997).

This study suggests at least two implications. The first is more women will be entering the workforce. Hence, employers and organisations have to respond and adapt to these trends. This translates into more women-friendly and family-friendly policies in the organisation to accommodate female employees and WLB (Akdere, 2006; Brough et al., 2008; Knudsen, 2009; Price, 2010). The second one is more men and women share their responsibilities. This is because men are no longer perceived as the income-earner of the family and women are not held responsible for their roles in the family as they used to be. What it means is the increasing number of women in the workforce, and dual-earner family impact not only the gender composition of the workforce but also the male employees in the workforce (Ridho and Al Raysid, 2010; Yustrianthe, 2008). Hence, in today's society, WLB is equally important for both men and women.

Research also suggests that the equilibrium of work and nonwork lives perceived by women will not hold true for men (Jacobs, 2013; Bundhun, 2009) and gender factor has driven WLB concept perception, implementation and development quite significantly (Smeaton, Kay and Knight, 2014). Therefore, studies of WLB in a male-dominated environment such as the Fire and Rescue Department are important to contribute more to the body of knowledge of WLB.

WLB is a concept that is considered by many works of literature to be rooted from the private sector (Pitt-Catsouphes et al., 2006; De Cieri and Bardoel, 2009; Hein, 2005; Bardoel et al., 2008; Eby et al., 2005; Frame and Hartog, 2003; Gonyea and Googins, 1992; Moore, 2007). The business sector has been using this strategy to enhance job satisfaction (Hogarth et al., 2001; Kofodimos, 1993; Lewis and Copper, 1995; Greenhaus, Collins and Shaw, 2003; Spinks, 2004; Bird, 2006; Corporate Voices for Working Families, 2011). Big companies such as Google have internalised the concept of WLB as one of the company's values (Bock, 2014). According to Bock (2014), the employee-friendly concept does not only improve productivity through job satisfaction but also attracts talented individuals to work with them, which eventually increases their competitiveness.

Some business-like practices, such as performance-related pay and financial rewards have been utilised to improve the motivation of the employees and the quality of the services in the public sector (Burgess and Ratto, 2003; Kellough and Lu, 1993; Organisation for Economic Co-operation and Development, 2005; Bandiera, Khan, and Tobias, 2017). However, performance-related pay, by many critics, is argued to impact the public sector rather negatively (Pearce and Perry, 1983; Gaertner and Gaertner, 1985; Frey and Oberholzer-Gee, 1997; Moynihan, 2008; Paarlberg, Perry and Hondeghem, 2008; Bandiera, Khan, and Tobias, 2017).

Performance-related pay is not easily translated into the public sector due to several factors. Literature suggests that performance-related pay poses significant challenges in the public sector becouse measuring the performance in the public sector is more difficult than in the private sector (Mimba, van Helden, and Tillema, 2007). It is also argued because the public sector has different characteristics from the private sector (Dixit, 2002; Finan et al., 2015; Bosman, 2009; Burges and Ratto, 2003; Haralambos et al., 2004; Weber, 2015). PSM theory suggests that employees in the private sector place a higher value on financial reward while employees in the public sector are more likely interested in the altruistic dedication to public goods (Karl and Sutton, 1998), meaningful and useful work for the whole society (Norris, 2003) and intrinsic reward (Kim, 2006).

Therefore, strategy to improve job performance in the public sector should also be different from the private sectors. It should focus more on the motivation or motives grounded primarily or uniquely in public institutions and organisations.

Syamsir and Embi (2011) argues that motivation is one of the fundamental reasons for the poor performance in the public sector in Indonesia. Therefore, it can be argued that WLB and motivation (PSM) are two important factors in the public sector of Indonesia. Syamsir and Embi (2011) suggest that most of the time, motivation to join the public sector is not aligned with the characteristics or values embedded in the public sector. In other words, people did not necessarily join the public sector based on motives suggested by the theory of PSM developed by Perry and Wise (1990) such as attraction to policy making, commitment to public interest, compassion, and self-sacrifice. It can be said that the majority of the employees in the public sector in Indonesia did not base their choice of employment based on motives argued in the theory of PSM. Hence, it was suggested that a lack of PSM led to poor performance in the public sector in Indonesia and worsened by the limited number of PSM studies in the Indonesian context (Syamsir and Embi, 2011)

According to Behn (1995) motivation has been continuously ignored by public scholars and it has been occasionally criticised that most of the studies are limited by the range of institution (Perry and Hondeghem, 2008). In 1982, Perry and Porter expressed their concern on the ongoing research on motivation. Perry and Porter (1982) suggest that literature on motivation has been concentrating more on employees in the context of business organisation than public institutions. The dearth of interest in studying motivation in the public sector is also suggested from the fact that there is limited research in the public sector related to the motivation of the employees in the context of Indonesia (Syamsir, 2014). The number is greatly decreasing when it comes to the concept of PSM (PSM) that was first proposed by Perry and Wise in 1990 (Syamsir, 2014; Yanti, 2012). Cross-cultural and international contexts have also been suggested to play roles on the discrepancy of the results (Syamsir, 2014). Hence, further research is needed.

1.3 Statement of the Problem

The workforce environment has been shifted as the result of cultural changing over time. According to the Council of Economic Advisers (2014), there have been

changes in the structure of American society over the last half-century. More and more families have both parents working full time. In 1968, 52% of children had only their father working full time where mothers were more dominant as housewives and staying at home taking care of the family (The Council of Economic Advisers, 2014). However, this tendency is changing over time. In 2003 the percentage was down to only 20% which indicates more and more children are raised in families where both parents are working or in a single-parent family, the one parent is working (The Council of Economic Advisers, 2014).

With the increasing mothers entering the workforce which contributed to around 30% of the workforce in the 1950s and the increase of both parents working full time in 2012 with almost 82% of families (The Council of Economic Advisers, 2014) have increased the prominence of WLB both for employees and employers. The culture change has leveraged the perception of WLB as a strategy to counterbalance the changing environment with more family-friendly concept embedded in the organizational culture to strive in the most demanding and competitive business environment (Frame and Hartog, 2003; Matz, 2003; Bianchi and Milkie, 2010; Marks, 2006; Bianchi and Milkie, 2010; Greenhaus and Singh, 2004). The changing environment that shapes the workforce market also resonates to the Indonesian context. The waves of change are inevitable, resulting in similar impacts on the Indonesian workforce environment. Hence, the increasing rate of female employment (Bennington and Habir, 2003; Muntamah, 2012; Ridho and Al Raysid, 2010; Yakub, 2013; Yustrianthe, 2008) and the rising number of dual-income earning households (Ridho and Al Raysid, 2010; Yustrianthe, 2008) are also observed in the Indonesian workforce environment and have presented WLB issues in the context of Indonesia. Over time, the issues of WLB in Indonesia have become even more prominence and prevalence.

It was also argued that performance-related pay and other financial rewards crowd out intrinsic motivation in the public sector. Instead of improving motivation, studies suggest that financial rewards have detrimental effects on intrinsic motivation in the public sector. Some of the most critical problems are the reward and incentive system in the public sector (Kohli and Mulgan, 2010), productivity and effectiveness in the public sector due to the public sector limitation, its effort to get more for less (Perry

and Porter, 1982). Other problems include the implementation of the private sector strategy known as New Public Management that is by many scholars considered to be misplaced (Gao, 2015; Dilulio, 1994; Frederickson, 1997; Frederickson and Hart, 2008; Horton, 2008).

In their study on the urgency of PSM in the context of Indonesia Syamsir and Embi (2011) argue in their study that people in Indonesia are entering public sector employment with the wrong set of motivation. Hence, the quality of their service in the public sector is poor because what they do as public servants is not exactly the reflection of their motivation when they first joined the public sector employment. In other words, their values are not in line with the values of their job and/or their organisations. Value congruence is important as it is supported by the public job and public organisation fit (P-J fit and P-O fit) theories. The theories suggest that if the individual values are congruent with the type of job and organisation, it will create a positive and conducive environment (Aktas et al., 2011; Sheridan, 1992; Gregory et al., 2009; Shahzad et al., 2012;).

The value congruence will also have impacts on employees in terms of making the employees feel that they belong to the organisation and more satisfied (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007). Hence, the value congruence is argued to have positive impacts on intrinsic motivation through job satisfaction because positive feelings and job attitudes as sources of job satisfaction are strongly related to intrinsic motivation, and the opposite happens when the value is not congruence (Fisher, 2000; Ilies and Judge, 2002; Seo, Barrett, and Bartunek, 2004). This notion is in line with the motivational problem in the context of poor public service quality in Indonesia, as stated by Syamsir and Embi (2011). They also argue that the recruitment system that is currently applied in the public sector puts aside the critical values of the public sector as a public services provider. Hence, the public sector in Indonesia has been recruiting employees with motivations that are not aligned with the values of the public sector as the servant and provider of public services.

In addition to that, scholars have been focusing on the study of PSM in the West (Yanti, 2012). Studies suggest that context and cultural background have significant impacts on PSM (Wright, 2001, 2007; Wright and Pandey, 2008; Raadschelders;

2003; Norris, 2003). According to studies, PSM may have been affected by cultural differences in its conceptual and operational definitions as well as its antecedents, prevalence and consequences (Cerase and Farinella, 2009; Giaugue et al., 2011; Houston 2011; Kim, 2013; Liu, Tang, and Zhu 2008; Leisink and Steijn 2009; Ritz and Waldner 2011; Vandenabeele 2008; Vandenabeele and Van de Walle 2008). Studies also suggest that the pattern of values applied in some countries such as impartiality and neutrality in the UK, public provision of services and individual compassion in France and collective compassion in the Netherlands may influence the study of PSM (Hondeghem and Vandenabeele, 2005; Vandenabeele et al., 2006).

Only a few studies of PSM were done in the Asian context such as China (Liu et al., 2008), Korea (Choi, 2001, 2004; Kim, 2005, 2006) and Indonesia (Yanti, 2012). Similar notion related to PSM was observed in China called 'belief in mission' (Robertson et al., 2007). Several national publications on PSM in Indonesia were also found (Syamsir, 2014; Mulyani, Sinarwati and Yuniarta, 2017; Anwar, Sangkala and Hamsinah, 2018; Yudiatmaja, 2017; Imala; 2017; Saputra, 2010; Krisnalia, 2011; Syamsir and Embi, 2013; Khasanah; 2015; Resmita, 2014; Komalasari et al., 2009; Sunaryo and Suyono, 2013). However, none of the studies of PSM in the context of Indonesia investigated the variable of WLB in their research interests, and most of them are not published internationally. Hence, this study of PSM in Indonesia differs from previous PSM studies in the inclusion of WLB as one of the variables investigated along with intrinsic and extrinsic job satisfaction variables of this study.

1.4 Purpose of the Study

The purpose of this study is twofold. The first one is to investigate the relationship between WLB, PSM and job satisfaction in the context of the public sector in Indonesia. This study attempts to identify and describe the impact of WLB on motivation and job satisfaction in the context of the public sector in Indonesia. This study investigates WLB in three different approaches, namely role quality, work-life enhancement and conflict, as well as the typology of WLB. Role quality is assessing the general perception of WLB using the components approach, which will be discussed in detail in the methodology chapter. The concept of PSM is examined down to its four dimensions, namely attraction to policy making (APM), commitment to public interest (CPI), compassion (COM), and self-sacrifice (SS). Whereas, the

investigation of job satisfaction includes intrinsic, extrinsic and general aspect of job satisfaction. The second one is to examine the mediating effect of PSM on the relationship between WLB and job satisfaction in the context of the public sector in Indonesia. By investigating the mediating effect of PSM on the relationship between WLB and job satisfaction, this study attempts to put WLB in the public sector context.

What makes this research unique is because this study is among the first to investigate the relationship between three different approaches to WLB and PSM in the context of Indonesia. The inclusion of PSM in the study of WLB and its impact on job satisfaction is also considered by the researcher as the distinctiveness of this study.

Moreover, the study of the literature suggests that the investigation of work-life enhancement and PSM in this thesis is an attempt to fill another gap in the very limited literature on the topic of WLB, PSM and their impacts on work-related outcomes in Indonesia, despite the growing evidence of the positive results of WLB (Afrianty, 2013; Wenno, 2018; Sakthivel and Kamalanabhan, 2011; Sakthivel and Jayakrishnan, 2012) and PSM (Brewer and Selden, 1998; Perry and Wise, 1990; Cerase and Farinella, 2006; Crewson, 1997; Kim, 2005; Moynihan and Pandey, 2007; Naff and Crum, 1999; Steijn, 2008; Taylor and Westover, 2011) in the public sector. Hence, this study investigates the relationships between WLB, PSM and job satisfaction in the context of the public sector in Indonesia.

1.5 Research Questions

The research questions of this study are as follows: Considering the social, cultural, institutional and historical differences, does PSM have a significant positive impact on job satisfaction in the context of the public sector in Indonesia? If PSM has a significant positive impact on job satisfaction as the WLB has on motivation, as suggested in the literature, does WLB in the public sector have positive impacts on PSM? These research questions will lead to the key question of this research, can WLB improve the job satisfaction of employees working in the public sector of Indonesia through PSM? In order to answer the research questions, this study aims to investigate the relationship between WLB, PSM and job satisfaction in the context of the Fire and Rescue Department of Jakarta in Indonesia.

To achieve the aim of the study, this research has four objectives. The objectives are as follows.

1. To critically evaluate what relationships exist between WLB and job satisfaction;

2. To analyse the relationships between WLB and PSM;

3. To examine the relationships between PSM and job satisfaction;

4. To ascertain if PSM mediates the relationship between WLB and job satisfaction.

A research methodology is employed to achieve the objectives and answer the research questions of this study. Hypotheses are also developed as part of the examination of this study and as a driver of the research. It is hoped that the results of the hypothesis tests will shed some light on the knowledge of WLB, PSM and job satisfaction in the context of the public sector in Indonesia. Hypotheses development will be discussed in the next chapter. At the end of this chapter, a conceptual model of this research will be developed. The conceptual model of the research will show the suggested relationship between the research variables based on the proposed hypotheses.

1.6 Significance and Rationale of the Study

This study has several possible theoretical dan practical implications. First is the theoretical implication to work-life balance theory. This study used respondents to gather primary data from a previously unexamined context to support or contradict previous findings that interactions between work and nonwork lives are positively related to motivation and job satisfaction. This study also used the primary data to support or contradict previous findings that public service motivation has significant positive impacts on job satisfaction.

Since this study was the first to examine the strategic correlations between work-life balance and public service motivation which has never been conducted previously and in an unexamined context, it served as a foundation and raised questions for future studies in the context of Indonesia. The finding also supported or refuted applications of work-life balance and public service motivation theories in an Indonesia context. The components and overall appraisal approaches in measuring

WLB were used and compared. The finding contradicted and supported the use of both approaches to measuring WLB.

The practical implication of this study was contributions to human resources management reform and rewards system. The findings can provide government organisations with strategic and holistic recommendations to transform the whole cycle of human resources management processes using nine steps of transforming the human resources model combined with marginal gain philosophy model. The results of this study generated recommendations for the Indonesian public sector organisations based on the strategic relationships between WLB, PSM and job satisfaction.

The significance of the study is reflected by the scarcity of the literature about the application of PSM, WLB, typology of WLB and their impacts on job satisfaction especially in the context of the public sector in Indonesia. Casper et al. (2007) state that studies on work and family relationships are over 75% conducted in the US among US employees from a US perspective while studies on PSM are 74.7% conducted in Europe and North America (Ritz, Brewer and Neumann, 2016). According to the literature, much of the WLB research has been done in Western countries, and very few studies have been assessing WLB in non-Western context (Butts, Casper, and Yang, 2013; Shaffer, Joplin, and Hsu, 2011). Studies of WLB also suggest that the concept of WLB has a tendency to vary cross-culturally. Studies suggest that social and cultural beliefs have a significant impact on person's ability to successfully manage his work and nonwork lives and achieve the sense of balance (Chandra, 2012; Clancy and Tata, 2005; Hammer, Kossek, Yragui, Bodner, and Hanson, 2009). Hence, studies in various cultural contexts and social values are important to fill the gaps and broaden our knowledge of the relationships between work and nonwork lives as well as their impacts on job satisfaction.

The study of WLB in Indonesia is critical because first, the culture in Indonesia considers family as one of the most central aspects (Sat, 2012). Second, the policies regarding employees' needs and interests have gained recognition, including those which support the concept of WLB (Bamber and Legget, 2001). Third, the raising of female participation in the workforce (Bennington and Habir, 2003; Muntamah, 2012; Ridho and Al Raysid, 2010; The World Bank, 2013; Yustrianthe, 2008) which resulted

in increased dual-earner families (Ridho and Al Raysid, 2010; Yustrianthe, 2008). These conditions, eventually, lead to the recognition of the importance of WLB issues in Indonesia.

Previous WLB studies have primarily concerned on the examination of work-family conflict, that is managing and evaluating the potential outcomes of the conflict from a work-family relationship and their impact on employees, their families and their organisations (Amstad, Meier, Fasel, Elfering, and Semmer, 2011; Chang, McDonald, and Burton, 2010; Eby et al., 2005; Kelly et al., 2008; Michel, Kotrba, Mitchelson, Clark, and Baltes, 2011). This is due to the detrimental impacts of work-life conflict such as stress, burnout, reduce motivation, absenteeism, reduced job satisfaction, decreased organisational commitment and reduced life satisfaction (Frone, Russell, and Cooper, 1992; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Parasuraman, Greenhaus, Rabinowitz, Bedeian, and Mossholder, 1989). Meanwhile, there is not much research on the potential outcomes of work-life enhancement, and increasing scholars have called for attention on the enhancement side of the relationship between work and nonwork lives (Barnett and Hyde, 2001; Frone, 2003; Hammer, 2003; Parasuraman and Greenhaus, 2002). This study helps to fill the gap by examining the relationships between work-life enhancement, PSM and job satisfaction in the context of the public sector in Indonesia.

Moreover, over time, the modern view of work-life perceives WLB towards a gender-neutral concept. WLB is still perceived in the traditional view by some countries as a female-oriented concept and as something to primarily accommodate women entering the workforce (Raiden and Caven, 2010). Whereas, in other counties, WLB is perceived in a more modern view where WLB is not a female-oriented concept and going forward to a gender-neutral concept where WLB is perceived equally important both for men and women (Garner, Méda and Senik, 2005; Mañas and Garrido, 2007; De Luis Carnicer et al., 2004; Eagle, Miles and Icenogle, 1997). Hence, studies investigating WLB in a male-dominated occupation are important in addressing this knowledge gap and moving towards the modern view of gender-neutral WLB concept. This study fills the gap by examining the WLB concept in the Fire and Rescue Department, where the male is the dominant gender.

Although prior public management studies have reported a significant impact of WLB on job satisfaction, the present study is the first to examine this association with a mediation model incorporating PSM as the mediating variable. To the researcher's knowledge, there are a very limited number of studies investigating this research model can be found and in the Indonesian context, this study is the first to integrate WLB and PSM to achieve job satisfaction in the context of the public sector. There is also a limited amount of studies mapping employees WLB types using Rantanen's (2008) model.

Studies suggest that context and cultural background have significant impacts on PSM (Wright, 2001, 2007; Wright and Pandey, 2008; Raadschelders; 2003; Norris, 2003). According to studies, PSM may have been affected by cultural differences in its conceptual and operational definitions as well as its antecedents, prevalence and consequences (Cerase and Farinella, 2009; Giaugue et al., 2011; Houston 2011; Kim, 2013; Liu, Tang, and Zhu 2008; Leisink and Steijn 2009; Ritz and Waldner 2011; Vandenabeele 2008; Vandenabeele and Van de Walle 2008).

Scholars have been focusing the study of PSM in the West (Yanti, 2012) such as Malta (Camilleri, 2006, 2007), Italy (Cerase and Farinella, 2006), France (Castaing, 2006; Hondeghem and Vandenabeele, 2005), Germany (Vandenabeele et al., 2006), Australia (Taylor, 2007), Switzerland (Ritz, 2011), the USA (Perry, 1996, 2000; Crewson, 1997; Houston, 2006; Camilleri, 2007), Belgium (Vandenabeele and Hondeghem, 2004), the Netherlands (Steijn, 2006; Vandenabeele, 2005), Central America (Snyder et al., 1996), the United Kingdom known as public service ethos (Brereton and Temple, 1999; Chapman, 2000; Pratchett and Wingfield, 1996), and Canada known as 'l'éthique du bien commun' or the ethics of the common good (Chanlat, 2003).

Only a few studies of PSM were done in the Asian context such as China (Robertson et al., 2007; Liu et al., 2008), Korea (Choi, 2001, 2004; Kim, 2005, 2006) and Indonesia (Yanti, 2012). Several studies on PSM have been done in the Indonesian context (Syamsir, 2014; Yanti 2012; Mulyani, Sinarwati and Yuniarta, 2017; Anwar, Sangkala and Hamsinah, 2018; Yudiatmaja, 2017; Imala; 2017; Saputra, 2010; Krisnalia, 2011; Syamsir and Embi, 2013; Khasanah; 2015; Resmita, 2014; Komalasari et al., 2009; Sunaryo and Suyono, 2013). However, none of the studies

investigated the variable of WLB in their research interests, and most of them are not published internationally. The limited number of studies on PSM in Indonesia suggests that more studies of PSM need to be done in the context of the public sector in Indonesia. This study of PSM in Indonesia differs from previous PSM studies in the inclusion of WLB as one of the variables investigated along with intrinsic and extrinsic job satisfaction.

A compilation of studies conducted by Esteve and Ysa (2011) of 41 publications which focus on the differences between the private and the public sectors strongly suggests that employees in the public sector value their task to serve society higher compared to the employees in the private sector which place economic rewards as their priority (de Graaf and Wal, 2008). However, Syamsir (2014) argues that the appreciation of this notion has not been well established in the public sector in Indonesia. Therefore, the study of PSM in Indonesia is strategically important and critical because the fundamental differences between employees working in the private sector and the public sector are still undervalued (Yanti, 2012; Syamsir, 2014) which can lead to the misconception of how employees in the public sector can be effectively motivated.

Indonesia is a developing country, and according to Moltz (2017), financial factors such as income and other financial rewards are more important in less-economically developed countries. Abdulla, Djebarni, and Mellahi (2011) reveal that employees in Western developed countries perceive intrinsic motivation more important than their counterparts in developing countries. Hence, it is argued that the stereotype of developing countries as poor countries where most of the people are still motivated primarily by financial factors has significantly reduced the attention and effort to seek solutions that utilise non-financial approaches and PSM theory. PSM theory suggests financial rewards in the public sector crowd out intrinsic motivation (Deci 1971; Kohn 1993; Crewson 1997). This study adds to the body of knowledge of PSM theory by conducting the research in the context of the public sector in Indonesia as a developing country.

Inconsistency of the outcome of PSM has been discussed in several studies (Yanti, 2012; Syamsir, 2014). This is because the construct of PSM has been measured in different ways, and it has made comparing results between studies even more difficult

(Wright, Manigault, and Black, 2004). The measurement of PSM has evolved significantly from the original version (Yanti, 2012). Revised versions have been utilised by many studies of PSM. Hence, the generality of the concept still needs confirmations, especially in non-Western context (Kim et al., 2010; Kim, 2010; Yanti, 2012; Syamsir, 2014).

Hence, this study seeks to fill those knowledge gaps to contribute to the body of knowledge by further investigating both concepts of WLB and PSM in the Indonesian context. This study also contributes to new knowledge on the relationships between WLB, PSM and job satisfaction in the context of the public sector in Indonesia.

1.7 Definition of Terms

WLB. This study defines WLB as role quality. Role quality is assessing the general perception of WLB using the components approach. Hence, the higher the role quality score (work-life enhancement score minus work-life conflict score) is, the better the perception of WLB will be. Research has shown that the perception of WLB of an individual can be evaluated based on the experience of low concerns, demands and conflict combined with the experience of high rewards, resources and enhancement across his or her life roles (Barnett and Baruch, 1985; Tiedje et al., 1990; Frone, 2003; Grzywacz and Carlson, 2007; Voydanoff, 2005). According to Grzywacz and Carlson (2007), measuring work-family conflict and work-family enhancement to examine and evaluate the experience or perception of WLB is recommended.

Work-life enhancement. Frone (2003) defines work-life enhancement as a positive interaction between work and nonwork (family) lives. The positive interactions between work and nonwork (family) lives have also been described as positive spillover (Crouter, 1984), enrichment (Greenhaus and Powell, in press), facilitation (Grzywacz, 2002) and enhancement (Sieber, 1974). These terms have been used interchangeably (Frone, 2003). Rantanen et al. (2011) have also used work-life enhancement interchangeably with enrichment in their study of the typology of WLB. Work-life enhancement occurs when benefits such as personal growth, status security, privileges and psychological energy can be obtained from multiple roles to facilitate role performance and expand individual resources (Marks, 1977; Sieber, 1974).

Work-life conflict. Greenhaus and Beutell (1985) define work-life conflict as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect". Carlson et al. (2000) found that conflicts because of the interaction between work and nonwork lives are consistence with the definition of work-life conflict suggested by Greenhaus and Beutell (1985) and developed a scale to measure work-life conflict. Work-life conflict occurs when the demands from multiple roles cause an individual role strain and conflict because there are not enough resources available to meet those demands (Goode, 1960).

PSM. The concept of PSM was first explicitly introduced by Perry and Wise in 1990. They defined PSM as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions". Perry and Wise (1990) indicate that the emphasis on the other or other orientation is a fundamental aspect in the definition of PSM. Their study suggests that self-sacrifice, altruism and prosocial motivation are often associated with the general notion of PSM. Rainey and Steinbauer (1999) have defined PSM as "general, altruistic motivation to serve the interests of a community of people, a state, a nation or humankind".

Job satisfaction. Studies have defined job satisfaction in many ways. However, in general, job satisfaction is a positive emotional state and reaction towards the job (Locke, 1976; Spector, 1997). According to Robbins (2003), job satisfaction is a positive general attitude of an individual about his or her job. Oshagbemi (1999) defines job satisfaction as an affective reaction from an individual out of his or her expectation of the job. Hence, Oshagbemi (1999) suggests that people are satisfied with their job when their desires or anticipations meet the actual outcomes of the job. Locke (1976) argues that job satisfaction occurs when the appraisal of job experiences impacts an individual's emotional state positively.

Intrinsic job satisfaction. According to Weiss et al. (1967), intrinsic job satisfaction is the satisfaction that comes from intrinsic reinforcement factors or intrinsic rewards such as type of work, achievement and ability utilisation. That means satisfaction to factors internal to work will result in intrinsic job satisfaction.

Extrinsic job satisfaction. Extrinsic job satisfaction is the satisfaction that comes from the environmental or extrinsic reinforcement factors such as working conditions,

supervisions, co-workers and company (Weiss et al., 1967). That means satisfaction to factors external to work will result in external job satisfaction.

1.8 Assumptions and Limitations

1.8.1 Assumptions

This study assumes that WLB can be achieved among employees in the Fire and Rescue Department of Jakarta and organisations in the public sector in Indonesia employ policies that support or are associated with the concept of pursuing a WLB. The basic assumption of the WLB concept is in line with the theories of WLB such as the demands-resources approach (Bakker and Geurts, 2004; Voydanoff, 2005), role enhancement theories (Barnett and Hyde, 2001; Marks, 1977; Sieber, 1974; Wayne et al., 2007) and role conflict theories (Frone, 2003; Greenhaus and Beutell, 1985; Kahn et al., 1964). This study assumes that WLB is achieved when work-life enhancement outweighs work-life conflict because work-life enhancement improves an individual's resources to meet the demands while work-life conflict increases the demands. Hence, WLB is assumed when an individual acquires more enhancement form his or her interactions from work and nonwork lives than conflict. However, in line with the theory of WLB typology based on the study of Rantanen et al. (2011) people who experience the same amount of high enhancement and high conflict or low enhancement and low conflict do not experience extremely low psychological functioning, which means satisfactory WLB concerning psychological functioning can still be achieved.

This study also assumes that PSM is prevalent in the public sector in Indonesia, and this type of motivation is not found among private employees (Houston 2000; Perry and Wise 1990). Studies suggest several basic assumptions in PSM such as a positive relationship between PSM and performance at work (Alonso and Lewis 2001; Andersen and Serritzlew 2012; Brewer and Selden 2000; Frank and Lewis 2004; Kim 2005; Naff and Crum 1999; Vandenabeele 2009), a causal effect of PSM on performance (Belle, 2013) and a tendency to perform better at public service jobs (Perry and Wise, 1990). The basic assumption of this study also refers to the theory of PSM developed by Perry and Wise (1996). This study assumes that PSM is positively related to job satisfaction in the context of the Fire and Rescue Department in Jakarta, Indonesia. The PSM theory suggests three basic motives in the public

sector, namely rational, normative and affective motives. The basic assumption of PSM in this study is it is driven from the basic human instinct of altruism or altruistic motivation or care for others (Rainey and Steinbauer, 1999; Brewer, 2003; Houston 2006) which is aligned with the core concept of WLB that provides opportunities for the employees to care for their families (for others).

The alignment between the opportunities provided by the WLB policies and PSM values that go around self-sacrifice, altruism and prosocial motivation or emphasis on the other or other orientation is assumed to be consistence with the theory of values congruence. The values of care for others in PSM is assumed to be accommodated by the policies of WLB. Hence, it is assumed that employees with high PSM regard or perceive WLB as an important aspect in their lives, which leads to better WLB and higher motivation. PSM argues when an employee with high PSM is able to express their public service values; it increases his or her PSM.

1.8.2 Limitations

There are several limitations to this study. The first limitation comes from the nature of the design of this study. The design of this study is a cross-sectional study which means this is an observational study that collects data from the target population at a single point in time in order to investigate the relationships between variables of interest without changing or manipulating the natural environment of the participants. Studies suggest that one of the limitations of a cross-sectional study is its limitation to make strong interpretations of the causal direction (Bagger and Li, 2012; Fiksenbaum, 2013).

The second limitation comes from the nature of the survey conducted in this study. The survey uses a structured questionnaire that restricts the scope of the research. A structured questionnaire is also unable to retrieve data that can be used for deep analysis. The data retrieved from a structured questionnaire can only produce answers to scope, rather than depth. The third limitation of this study is related to the way the data are being collected. The survey questionnaire is a self-completed survey. As a result, the information retrieved from the survey may suffer self-completed bias. Self-completed or self-report bias occurs when the respondents of the research answer the questions based on what is socially acceptable.

The target population of this study also presents the fourth limitation of this study. The data are collected only from one organisation, that is the Fire and Rescue Department in Jakarta, Indonesia, as the target population. Consequently, the results of this study may only be applied or generalise to that population or similar populations. The fifth limitation of this study lies in the languages uses in the questionnaire. All the survey questions used to measure the constructs investigated in this study are originated and adopted from the English language except for the open-ended questions. Therefore, translation into the Indonesian language is needed due to the doubt of the ability of the respondents on the comprehensiveness of the English language. When translating one language to another language, there will always be a limitation to what extent the meaning can be fully transferred. Moreover, the possibility of some nuances is lost in translation or slightly altered is always there.

1.9 Organisation of the Remainder of the Study

This thesis is organised into six chapters. Chapter one is the introduction. Chapter one has several purposes, such as the introduction to the problem as well as the background of the study. Chapter two of this study is the literature review. In this chapter, the literature review of some supporting theories such as motivation theories and value congruence theories are also elaborated. Based on the literature review, this study proposes a conceptual framework which will be presented at the end of the chapter. Chapter three of this study outlines the methodology applied in the research. Chapter four of this study is the analysis. This chapter sets out in detail the analyses of the data drawn from the survey. Chapter five provides an in-depth discussion of the results and findings. In this chapter, results and findings from chapter four are analysed and discussed. The last chapter of this study is the conclusion. Outcomes of this study will be concluded in this chapter. Limitations of the study are also presented in this chapter.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of empirical and theoretical literature on WLB, PSM and job satisfaction needed for this study. The literature of this study is mostly selected from peer-reviewed journal articles and mostly sourced from the database of ProQuest, Sage and Emerald where available. However, other sources were also used to gather the knowledge needed for this study. The selection of the literature is also based on how many times the journal articles have been cited by other studies, the importance and the relevance of the information for this study. The literature review of WLB includes the aspect of its development and trends as well as its impact on employees and employers. It includes keywords such as WLB, work-life enhancement, work-life conflict, WLB and job satisfaction, WLB and work-related outcomes, WLB measurement, work-life conflict measurement, work-life enhancement measurement, typology of WLB and other keywords of WLB related to the research questions of this study.

The literature of PSM of this study is also selected in the same manner as the literature of WLB. It includes keywords such as the development of PSM, person-environment fit, person-organisation fit and motivation, person-job fit motivation, PSM measurement, PSM and job satisfaction and other work-related outcomes and other keywords of PSM related to the research questions of this study. Finally, this chapter relates the literature on WLB, PSM and job satisfaction to the development of hypotheses and the conceptual framework of this study.

2.2 Work-life Balance

There are many studies on the roots or the origin of WLB, and as expected, most of them are not referring to when and how the concept was first initiated to the same point of time or event. This is expected due to the definition of WLB itself that comprises many perceptions, theories and models. At the earliest stage, WLB is a concept known as the work-leisure dichotomy. It was first introduced in the mid-1801 (Burke, 1995; John, Henkel and Rückert-John, 2010). Krassner et al. (1963) propose that happiness can be achieved by reducing the border of two domains of work and leisure or play. It was also known as a work-family balance where childcare was the primary objective of the concept (Hudson Resourcing, 2005).

2.2.1 The development of work-life balance.

Studies from De Cieri and Bardoel (2009) and Hein (2005) suggest that the concept of WLB was first acknowledged and developed in the US and Western countries. It was the gender issues of labour that shaped how people perceive work and nonwork lives (Pitt-Catsouphes et al., 2006). The gender issue was about the family model of a male breadwinner and female homemaker. The situation was also amplified by the social acceptance of women at work and discrimination against women (Friedan, 1963; Pitt-Catsouphes et al., 2006). The issue of work and nonwork lives was getting more pronounced only when the female workers started entering the workforce. Studies by Bardoel et al. (2008) traced back the research of WLB as early as 1949. Other studies, as previously mentioned, suggest that the concept of interactions between work and nonwork has gained attention way earlier in the mid-1801 (Burke, 1995; John, Henkel and Rückert-John, 2010). Krassner et al. (1963) suggest that happiness can be achieved by reducing the border of two domains of work and leisure or play. Other studies suggest that the WLB enters its infancy when more women are joining the workforce in the 1970s and early 1980s (Eby et al., 2005; Frame and Hartog, 2003; Gonyea and Googins, 1992; Moore, 2007).

According to Harrington (2007), argues that WLB was a concept that was first rooted in two main events. The first event was when more women started to join the workforce in the 1970s and 1980s. The second event was the introduction of EAP (Employee Assistance Programs) in the 1970s. The second event was triggered by the finding of a relationship between employees' stress, depression and illness, and decreased productivity. Other studies suggest that the concept of WLB was introduced at much earlier time. According to Parakati (2010), WLB goes way back in the early 19th century. Parakati's (2010) study suggests that in the early 1800s, the US government produced measures that limited the hours up to 10 working hours a day in some government employees.

2.2.2 The definition of work-life balance.

Regardless of how the concept of WLB was initially introduced, known in many different terms, constructed by different perceptions, theorised, approached by different methods and shaped by various trends, the definition of WLB needs to be discussed in this research to avoid being off the grid. It is almost in every literature

WLB found its very own definition. The reason behind this is because there is no single basic language and key constructs that are widely accepted (Pitt-Catsouphes et al., 2006). Schultz and Higbee (2010) argued that the broad spectrum of how WLB is interpreted, perceived and defined is because many theoretical frameworks contribute to the knowledge. This notion is also confirmed by the work of Morris and Madsen (2007) that suggests WLB is a concept that consists of various theoretical frameworks. No single framework can be universally accepted in the field of WLB (Pitt-Catsouphes, Kossek and Sweet, 2006). Other literature of WLB suggests that there is no definition of WLB that can be generally accepted due to a lack of agreement among scholars (Konrad and Managel, 2000; Yamamoto and Matsuura, 2012).

Studies that emphasise conflict that occurs as a causal effect between work and families were done by Greenhaus et al. (1989) as well as Greenhaus and Beutell (1985). Whereas studies that focus on the perspective of organisational responses towards work-family matters were discussed by Goodstein (1994) and Ingram and Simons (1995). While Perrons (2003) argues more about the factors that might impair WLB and the impact of the new economy on it. This multi-dimensional way of looking has made WLB defined in several different ways (Morris and Madsen, 2007; Kossek and Sweet, 2006).

Clark (2000) perceived WLB as satisfaction and being able to function in the workplace and at home. Clark (2001) modified the definition and included role conflict perspective in his definition of WLB. Greenhaus, Collins and Shaw (2003) propose a quite similar definition to Clark (2000) and Clark (2001) arguing that WLB is a state of satisfaction with work role and family role while both are well functioning and engaged in where role conflict is minimum. Being fulfilled on both side of the domains with a minimum conflict between them is also a notion supported by Byrne (2005). Frone and Rive (1987) suggest that the role conflicts are inflicted by the shift in the domain of work and family. Whereas WLB is the implementation of policies and practices to open opportunities for the employees to balance their work and their lives (Hogarth, Hasluck and Pierre 2001). Lewis (2010) proposed a WLB definition in his study as the method to address issues related to work and nonwork lives faced by employees.

Swami (2007) perceives WLB as a practice for employees to see the importance of balancing their work with their nonwork lives and about their interests and responsibilities outside work life. Greenhaus and Allen (2009) acknowledge one's priority to correspondence with how balance is perceived, which then makes the balance for someone will not always true for others. This notion is supported by Kalliath and Brough (2008), which argue that the perception of balance in the WLB depends on the individual's current life priorities. Vodanoff (2005) discusses the global assessment of resources to be dispersed effectively to both domains to meet the demands. This statement is aligned with the work of Hill, et al. (2001) which define WLB as the ability to simultaneously meet all demands of emotional, behavioural and time from paid work, personal and family responsibilities.

How individual balances their work, and nonwork lives is very subjective and relative as it depends on how they feel about work and their personal lives which will lead to how happy they are with their WLB (Chandra,2012; Gayathiri et al., 2013). This suggests that what seems to be a balance in one individual does not necessarily apply to everyone else. The amount of conflict between work and nonwork lives will also determine the perception of WLB.

The traditional conception of WLB has been very much involving women as its centre of interest (Hall and Richter, 1988), especially those who have responsibility for children (SIOP, 2015). However, this gender-related matter of WLB is no longer perceived in the newer definition of WLB which perceives both men and women as equally important or a gender-neutral WLB (Garner, Méda and Senik, 2005; Mañas and Garrido, 2007). The consideration of WLB concept has involved not just women with children but also men, single and couples even without children (SIOP, 2015). According to Mesmer-Magnus and Viswesvaran, (2005) the roles involved in the arrangement of work and nonwork lives are not always about the conflict between work and family issues anymore which more often referred to female employees. The roles involved in the WLB concept are now involving multiple roles where every role has the potential to benefit and at the same time, harm each other (Mesmer-Magnus and Viswesvaran, 2005).

The new concept of WLB is beginning to leave but still very much engaged with gender issues. The new concept does not perceive female employees as the sole

beneficiary of the WLB initiative as the roles involved are now spreading more than just family or children related issues (Foley and Powell, 1997). This is also confirmed by the survey of Millennials reported by Henrik Bresman (HBR, 2015). Gender is not the only perspective to look at WLB concept. Where you are in the part of the world is also contributing significantly to how you perceive WLB, and multiple social dimensions can be considered. The cultural dimension is one of the social dimensions that significantly impairs perspective (Wu et al., 2013). Therefore, the concept of balancing work and nonwork lives can be achieved independently according to the dominant factor of the culture. The survey, conducted by INSEAD's Emerging Markets Institute, Universum, and the HEAD Foundation, shows how WLB is perceived by different countries. The findings suggest that national cultural dimension plays a significant role in affecting how WLB is perceived or interpreted. Grzywacz and Carlson, 2007 argue that WLB is perceived equality for men and women, but it varies across countries (Crompton and Lyonette, 2006).

As the socio-culture shifted, the concept is also shifted over time to not only evolve around family issues anymore but has wider spectrum to all considered as nonwork life that includes but not limited to recreation, leisure, hobbies and other personal matters (Foley and Powell, 1997; Mesmer-Magnus and Viswesvaran, 2005; HBR, 2015). Hence, the concept of work-family balance is no longer about work and family lives but has expanded to other spheres and has become WLB and no longer limited to family life but other nonwork lives (Hudson, 2005).

Two things can be drawn from the early beginning of the WLB concept. First, it has a very tight relationship with family matters of employees. Second, it highlights the conflict as a result of the interaction between work and family. Therefore, definitions are evolving around solving work-family issues by reducing conflicts between them. Moreover, recent studies have revealed a broader concept of WLB. It implicates not only employees with children but all employees at all level. The context has also expanded from work and family issues to work and all other nonwork issues. In a later development, the concept of work and family has expanded to a more complex structure involving personal, career, family and community. Another conclusion that arises is there are two fundamental opinions on how life is perceived. The first and early opinion perceives work and nonwork lives as two completely separate domains.

Although, some theories suggest the permeable and flexible boundaries separating work and nonwork domains. The second opinion argues that work and nonwork lives are one integral concept that interconnected and cannot be treated as two different spheres.

This study defines WLB as role quality. Hence, the higher the role quality score (enhancement minus conflict), the better the WLB. Research has shown that the perception of WLB of an individual can be based on the experience of low concerns, demands and conflict combined with the experience of high rewards, resources and enhancement across his or her life roles (Barnett and Baruch, 1985; Tiedje et al., 1990; Frone, 2003; Grzywacz and Carlson, 2007; Voydanoff, 2005). The relationship between role enhancement and conflict is known as role quality (Tiedje and colleagues, 1990; Barnett and Baruch, 1985).

2.2.3 Theories of work-life balance.

The fundamental challenge in the study of WLB is the inability to come up with a single framework or perspective that can be universally accepted. Pitt-Catsouphes et al. (2006) argue that this condition is as a result of lacking commonly accepted basic language and key constructs. The body of knowledge of WLB is constructed based on multiple theoretical frameworks (Morris and Madsen, 2007). There are various theoretical frameworks that WLB concept is based on and that includes spillover, compensation, resource drain, enrichment, congruence, work-family conflict, segmentation, facilitation, integration and ecological theories (Clark, 2000; Edwards and Rothbard, 2000; Frone, 2003; Frone, Russell and Cooper, 1992; Greenhaus and Powell, 2006; Zedeck and Mosier, 1990).

Spillover. Spillover focuses on work-family interaction. From several studies, spillover define work and nonwork lives as work and family. Spillover theory is also known as generalisation, isomorphism, continuation, extension, familiarity and similarity (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992). The scope is still assessing two domains of work and family context and does not take other nonwork life context into account. Therefore, many studies of work-family frameworks were using spillover theory (Zedeck and Mosier, 1990). Spillover theory explains how work can influence family and vice versa. Spillover theory argues that affect (mood and satisfaction), values (importance of work and family) and skills are transferable

from work domain to family domain and vice versa (Edwards and Rothbard, 2000). The manifestation of the spillover can be both positive and negative (Morris and Madsen, 2007), and the interpretation of spillover theory is divided into two categories (Edwards and Rothbard, 2000). The first category is known as the positive association between the satisfaction of values in both domains (Zedeck, 1992). The second category is called transference of skills and behaviours entirely between work and family domains (Repetti, 1987).

Compensation. Compensation theory explains about the opposite reaction from one domain to the other domain. When an employee is suffering negative experience at work, he/she will counter it by increasing his/her efforts for a positive experience at home (Edwards and Rothbard, 2000). Two broad categories of compensation theory are supplemental and reactive (Zedeck and Mosier, 1990). Supplemental compensation is when not enough positive experience in one domain compensated by pursuing positive experience at the other domain while reactive compensation is when negative experience at one domain compensated by increasing positive experience in the other domain (Zedeck and Mosier, 1990). Clark (2000) concludes there is an inverse relationship in compensation theory.

Resource drain. Resource drain theory is based on the premise that time, money and attention are limited resources. Therefore, when one domain uses the resources, the resources in the other domain will decrease (Morris and Madsen, 2007). Resource drain theory has expanded its wingspan by not limiting the nonwork domain only to family-related issues but also to the community and other personal interest (Edwards and Rothbard, 2000).

Enrichment. Enrichment theory is basing its argument by categorising two sources that influence the experience in both domains (Morris and Madsen, 2007). The sources are instrumental sources (skills, abilities and values) and affective sources (mood and satisfaction) which according to enrichment theory will have the effect of enriching the quality of each other domain (ibid). This notion is also supported by Zedeck and Mosier (1990) that suggest a positive outcome of one domain will result in a positive outcome of the other domain and vice versa. Greenhaus and Powell (2006) suggest that the experience in one role will improve the quality of experience

in the other role, in other words, if employees are happy with their job, it will significantly improve the quality of their family lives and vice versa.

Congruence. Congruence theory suggests that there are additional factors that can significantly influence the outcome of the interactions between the work domain and family domain. Therefore, unlike spillover theory which highlights the direct consequence of one domain to the other domain, congruence theory acknowledges additional factors or third variables such as personality traits, behavioural styles, genetic forces, and socio-cultural forces (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992). The additional factors or third variables based on congruence theory can also be intelligence or educational level, which according to the theory will significantly impact work as well as the family domain (Schultz and Higbee, 2010).

Inter-role conflict. Inter-role conflict is also known as incompatibility or opposition theory (Edwards and Rothbard, 2000). This theory suggests that the ability to meet demands in one domain decreases or becomes more difficult as demands in the other domain are being met (Greenhaus and Beutell, 1985). The role conflict is described by Greenhaus and Beutell (1985) as follows; Pressures must come from both work and family, self-identification with roles is necessary, role salience moderates relationships and is positively related to conflict level, conflict is strongest when there are negatives associated with non-compliance, directionality is based on conflict source, conflict is related to career success, and stage and external support is related to conflict (Journal of Business and Economics Research, 2010).

Segmentation. Segmentation theory is also known as compartmentalisation, disengagement, independence, detachment and neutrality (Edwards and Rothbard, 2000). The core idea of this theory perceives work and family as two completely detached compartments which do not influence each other (Schultz and Higbee, 2010). Time, space and function have been the factors that set work and family apart since the industrial revolution (ibid). What the theory suggests is things that happen in the work domain such as feelings and thought are suppressed so they will not interfere to the other domain which is family and vice versa (Piotrkowski, 1979). However, this theory is opposed by Kanter (1977). He suggests that this theory has lost its ground, specifically for female employees, segmentation theory no longer holds true. The opposite of this theory is the integration theory of WLB. What happens

now is the theory explains more about the process of maintaining boundaries between domains.

Integration. Integration theory adds contextual elements in the body of knowledge related to work and family (Morris and Madsen, 2007). The contextual element refers to the community (ibid). The theory also suggests three domains (work, family and community) and the boundaries between them should be flexible and permeable as one healthy system (Clark, 2000). Integration theory rather sees the whole three domains in a more holistic way (ibid). The three domains should be seen as one integrated system, and each domain should be responsible for the other domain, they have to be connected as one holistic model of WLB (Morris and Madsen, 2007). According to Googins (1997), work and family issues are better approached by the collaboration of all parties and shared responsibilities, which in return will result in a much better solution than the one created independently and in separation.

Facilitation. Facilitation framework theorises that participation in one domain interrelates and increases engagement in the other domain (Schultz and Higbee, 2010). The interrelated factor comprises knowledge, skills, resources and experiences (Edwards and Rothbard, 2000). Grzywacz (2002) argues that facilitation theory is taking the social system into account where the social system does not recognise the dichotomy of work and nonwork domains. Therefore, any positive participation and engagements in one domain will automatically and simultaneously affect the condition of the other domain.

Ecology. The ecological theory assumes there are three relationships between the individual and surroundings (Piensoho, 2001). There are three assumptions in this theory. First, the theory assumes that the surrounding environment is actively influenced by the individual. The characteristics of the individual actively affect his or her environment in an additive or probably interactive way. The result is an adequate person-environment fit. The Individual is actively interacting with his or her environment until he or she achieves person-environment fit. It can be done by influencing the environment to change or move to a better-fit environment. Second, the theory assumes that the individual is influenced by the restricting and enabling condition of the environments and forced to adapt. Third, the theory assumes that the surrounding environment consists of systems with different scope and inside each

other. This theory is adapted in the work-family interface (Hammer et al., 2003; Grzywacz and Marks, 2000; Hill, 2005; Voydanoff, 2002).

gDNA study. The findings of the first round of a study conducted by Google, known as the gDNA study, suggest that there is no such thing as a perfect WLB because, for most people, there is no separation between work and nonwork lives (Bock, 2014). The study suggests that work and nonwork lives are inseparable, and technology has made the boundary between work life and personal life even vaguer. The gDNA study also revealed two types of people in terms of how they interact with the concept of work-life, namely, segmentor and integrator. Segmentors are those who can draw a psychological line between work, and nonwork lives and integrators are those who have difficulties to tell where work life ends, and nonwork life begins.

2.2.4 Work-life enhancement.

The positive operationalisation of work-life/family refers to enrichment, and the negative operationalisation of work-life/family refers to conflict (Frone. 2003). Studies have shown that a positive relationship between work and nonwork lives can occur to create synergy (Barnett and Hyde, 2001; Rankin, 1993). Frone (2003) defines work-life enhancement as a positive interaction between work and nonwork (family) lives. The positive interactions between work and nonwork (family) lives have also been described as positive spillover (Crouter, 1984), enrichment (Greenhaus and Powell, in press), facilitation (Grzywacz, 2002) and enhancement (Sieber, 1974). These terms have been used interchangeably (Frone, 2003). Rantanen et al. (2011) have also used work-life enhancement interchangeably with enrichment in their study of the typology of WLB. Work-life enhancement occurs when benefits such as personal growth, status security, privileges and psychological energy can be obtained from multiple roles to facilitate role performance and expand individual resources (Marks, 1977; Sieber, 1974).

The fundamental concept of work-life enhancement is that work-life enables individuals to broaden their resources such as skills, affects, income and other benefits that can significantly influence them to perform better in their nonwork life and vice versa (Barnett and Hyde, 2001; Friedman and Greenhaus, 2000; Greenhaus and Powell, in press). Nonwork life such as family has been proved to benefit employees by providing them social skill in interacting with fellow employees and skill

in multitasking on their jobs (Crouter, 1984; Kirchmeyer, 1992; Ruderman, Ohlott, Panzer, and King, 2002). Skill is not the only benefit that can be transferred between work and nonwork domains; positive emotional state or positive mood can also spillover from one domain to another domain (Rothbard, 2001). For example, employees that enjoy their jobs are happier than those who do not enjoy their jobs or find their jobs to be not exactly in line with their personal values and that happiness is brought home and shared with their family members which can eventually improve their performance as parents or spouses. Therefore, work-to-nonwork enhancement is when work life creates influences that can expand the resources of an individual and enhance the quality of his or her nonwork and vice versa for nonwork-to-work enhancement (Greenhaus and Powell, 2006).

The effects of work-life enhancement as one of the important compositions of WLB have been discussed in many works of literature. Studies suggest that employees that experience positive WLB tend to have higher potentials in career advancement (Judiesch, 2008). Ayree, Srinivas and Tan (2005) reason that employees who have more enhancement in their work-life relationship have a tendency to have more satisfaction with their jobs and higher commitment to the organisation. Unlike, work-life conflict, work-life enhancement produces positive outcomes both at the individual and organisational level. Positive outcomes generated from the enhancement or the positive association between work-life have been highlighted in many studies. Carlson et al. (2009) argue that a positive work-life association has significant impacts on job satisfaction. Work-family enrichment has been found to have a positive relationship with job satisfaction, organisational commitment and turnover intention (Allen et al., 2000).

2.2.5 Work-life conflict.

Greenhaus and Beutell (1985) define work-life conflict as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect". Carlson et al. (2000) found that conflicts because of the interaction between work and nonwork lives are consistence with the definition of work-life conflict suggested by Greenhaus and Beutell (1985) and developed a scale to measure work-life conflict. Work-life conflict occurs when the demands from multiple roles cause an individual role strain and conflict because there are not

enough resources available to meet those demands (Goode, 1960). Conflicts that are created as a result of interactions between work to life and life to work have been one of the most studied topics in the 21st century (Joseph and Sebastian, 2017).

However, the concept of work-life conflict changed over time. Before work-life conflict is identified as a multidimensional construct, work-life was understood as a unidimensional construct (Bedeian, Bruke, and Moffett,1988; Cooke and Rousseau, 1984; Kopelman, Greenhaus, and Connolly, 1983; Casper, Lockwood, Bordeaux, and Brinley, 2005). Later studies suggest that work-life conflict can be perceived more conclusively using bidirectional approach (Hammer and Thompson, 2003; Kelloway, Gottlieb, and Barham, 1999; Williams and Alliger, 1994; McMillan, 2011; Eby, Casper, Lockwood, Bordeaux, and Brinley, 2005; Frone, 2003; Frone, Russell, and Cooper, 1992; Frone, Russell, and Cooper, 1992). The concept was also originated as the interaction between work and family which later studies extended the spheres not only limited to work and family but other nonwork life such as personal life (Fisher-McAuley, Stanton, Jolton, and Gavin, 2003; Hobson, Delunas, and Kesic, 2001).

The topic of WLB has drawn many attentions from both scholars and practitioners. One of the reasons is the negative impacts of the work-life conflict. Studies on work-life conflict drew many attentions from scholars and practitioners because of the detrimental effects and the need to mitigate them. The conflict between work and life can be caused by many aspects. Work flexibility issue, limited resources and support, accessibility of resources and supports, long working hours, work overload and lack of knowledge about the importance of WLB are among the major sources of work-life conflict (Vernon, 2013; Simard, 2011; Walia, 2011; Gurney, 2009; Eby, Casper, Lockwood, Bordeaux, and Brinley, 2005).

A negative relationship between work and nonwork environments is manifested into conflict. Work-life conflict, as suggested in many studies, has a significant detrimental impact on the emotional and physical aspect of employees, which leads to various unfavourable outcomes for the organisation (Cooper and William, 1994). The negative effects of work-life conflict are not only manifested at the individual level but also the organisational level. Interactions between work and nonwork lives that cause conflict can lead to negative implications on various work-related outcomes such as turnover, job satisfaction, psychological distress, organization commitment, and life

satisfaction (Frone, Russell, and Cooper, 1992; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Parasuraman et al., 1989). A negative correlation between work-life conflict was also found by Carlson (2000). The importance of maintaining low conflict both from work to life and life to work has been recognised as one of the important strategies in the business sector.

Lu et al. (2006) suggest that conflicts from family to work and work to family interactions have negative impacts on job satisfaction. A similar notion is also argued by Anderson et al. (2002) that there is a positive relationship between work-family and family-work conflicts, and they impact job satisfaction negatively. Moreover, the inverse correlation between work-family conflict and job satisfaction was supported by the study of Lenaghan, Buda and Eisner (2007). Ulucan et al. (2004) posit that work-life conflict increases as job satisfaction decreases. Work-life conflict, as suggested in many studies, has a significant detrimental impact on the emotional and physical aspect of employees, which leads to various unfavourable outcomes for the organisation (Cooper and William, 1994).

 The impacts of work-life conflict can be in the forms of absenteeism, decreased productivity, burnout, and stress (Cooper and William, 1994; Leiter, 1990; Bacharach, Bamberger and Conley, 1991; Wallace, 1997; Cooper, Dewe and O'Driscoll, 2001 and Boles, Johnston and Hair, 1997). On the contrary, a lower level of work-life conflict has been found to have impacts on higher job satisfaction and organisational commitment. Avoiding conflict or at least maintaining a low level of conflict can be a strategic decision for employers to improve their organisational performance. When work-life conflict increases, satisfaction with job, family and life as well as organisational commitment will decrease; hence, a negative relationship is concluded (Higgins et al., 1992, Parasuraman et al., 1989; O'Driscoll et al., 1992; Rice, Frone, and McFarlin, 1992).

2.2.6 The importance of work-life balance.
The discussion of the importance of WLB is based on the primary assumptions that there have been factors that increasingly and significantly influence the balance of work and nonwork lives as well as its impacts. How the work and nonwork lives can have serious consequences and factors that increasingly impair employees' wellbeing

have become the major drivers for studies like this. WLB has gained its importance because of the following reasons.

WLB has also been one of the most significant challenges in the area of human resources as well as employee stress (Human Solution Report, 2007). A survey conducted by The Employer Survey among 600 employers in 2005 revealed that WLB/workload was the major difficulties faced by employers related to their employee (*Research Associates and Graham Lowe Group national employer survey, 2005).*

The culture of long working hours has spread quite rapidly across nations (IDS, 2000). Basso (2003) points out the concern of working time in Italy, while in the US, the concern of working long hours is shared by Schor (1991). Bunting (2004) discusses how work in the UK is not just ruling but ruining lives. In France, the concern is cited by Fagnani and Letablier (2004). This revelation puts the need for WLB in an even stronger and sounder position that everyone needs to pay attention to and consider deeply. The increasing pressure of working hours is the inevitable consequence of factors such as the advancement of economy.

The advancement of economy as a played a significant role in interfering WLB. The economic growth does not always come with all the benefits it has to offer but also the inevitable costs (Jones, 2008; Mishan, 2006). Economic growth is one of the results of what it is called as the new economy. The new economy is the concept of an economy that embraces the advancement of knowledge and technology (Castells, 2000; Quah, 1996 and 1999) but as a consequence, it also has generated problems for families and societies (Beck, 2000; Carnoy, 2000; Hochschild, 1997; Reich, 2001). The impacts of the new economy on inequality and WLB were discussed by Perrons (2003). People tend to be more individualistic both in their work and nonwork lives (Beck, 2000; Carnoy, 2000).

The advancement of economy, knowledge and technology has created tensions in WLB (Hyman, Baldry, Scholarios, and Bunzel, 2003; McDowell, 2004; Webster, 2004). More and more responsibilities are coming not only from work but also from home or personal matter. The increasing responsibilities both from work and nonwork lives are competing and creating problem to balance them. The incapability to balance work and nonwork-related responsibilities can have negative consequences

such as stress, low productivity and high absence (ACAS,2016). Examples of nonwork life responsibilities are but not limited to responsibilities related to children, elderly and relatives, needs for higher education opportunities, interests or hobbies outside work, religious activities and needs for recreation or leisure to reduce stress levels (ibid). These are some of the factors that significantly impair the ability to balance work and nonwork lives, thus makes studies of WLB is critical and important. Despite the factors that play a significant role in influencing the balance of work and nonwork lives, there is also a factor that has become recently revealed from one of the longest studies ever conducted about happiness.

One of the great realisations about the most important goals in life came from one of the exceedingly rare studies of happiness. This study is part of the Study of Adult Development at Harvard Medical School, known as the Grant Study. The grant study, as part of the study of adult development, is one of the longest studies ever conducted about happiness that has been going on for more than 75 years and involving 720 men. This study reveals not only that relationship plays a very significant role as a critical ingredient of happiness, longevity and the meaningful life but also a realisation that life is not always about work and income.

The changing socio-culture environment has also been one of the factors that play a significant role in increasing the need and importance of WLB as well as the changing of the economy's demands. Changing lifestyle, to be able to access services outside the usual working hours has become more and more of a customers' expectation (DfEE, 2000). This is also becoming one of the push factors. Customer demands push many employers to look at WLB concept (ACAS, 2015).

The increasing rate of female employment pushes the organisation even harder to pay more attention to how they are going to implement the concept of WLB, especially around female employees. Women are also utilising WLB policy in the form of work flexibility more often than men, which reflects the high degree of preference for women. However, this does not necessarily mean that work flexibility is not important for men, and they are not requesting it. Women and men are both expecting flexible working arrangements and perceiving them as desirable (CIPD, 2009). There is a tendency that flexible working policies for men are not as accessible as women (ibid). This is due to the cultural barrier that relates flexible working to the

responsibility of caring for children. Thus, women are seen to be having more rights and perceived as rightfully to request for flexible working hours while men are more afraid to ask for it as it will eventually affect their career prospect (ibid).

2.2.7 Broader concept of work-life balance.

WLB is no longer a concept that specifically targets employees with children but has expanded to all employees at all levels. The new perception of WLB has considered not only family-related issues but also other nonwork issues such as recreation, leisure, hobbies and other personal matters (Foley and Powell, 1997; Mesmer-Magnus and Viswesvaran, 2005; HBR, 2015). The wider target that can be benefited by WLB turns out to be appealing for organisations to adopt the concept. WLB is now perceived in a new wider context. It can boost the company's competitiveness and attract the best talent to work for the company; it became the company's bargaining power (Herrington, 2007). The flexible working arrangement is considered to be one of the strategies for employers to attract and retain skilled workers (DEEWR 2009; DEIR 2008).

2.2.8 The benefits of work-life balance.

It is argued that WLB is correlated with various positive work-related outcomes such as increased commitment, attracting best and new talent, reducing cost, increase job satisfaction, retention, organizational success and productivity. Studies suggest that WLB has positive impacts on various work-related outcomes other than job satisfaction such as commitment, loyalty, happiness, improved relationships with management, improved self-esteem, health, concentration, retention, reduced stress and increased motivation (Vlems, 2005; Scholarios and Mark (2006). According to Lewis (2010), flexible working hours as one of the implementations of the WLB concept proved to have positive impacts on employees. In his work, he argues that decreased flexibility will significantly be counterbalanced by their commitment to the company, and increased flexibility will greatly impact WLB. The impact of providing employees with better opportunities to have a balance between their work and nonwork lives is also argued by Gerhardt (2001). There is a tendency for employees who have flexibility in their working hours to have more loyalty and commitment to their employers and to stay in the company for the following year (Gerhardt, 2001).

Commitment is a very crucial factor for organisations, especially when the labour market is scarce.

Smeaton, Ray and Knight (2014) in their works for the Department for Business Innovation and Skills propose that WLB policies have positive impacts on cost reduction. The model proposed by Smeaton et al. (2014) imposes a different view on how WLB is influencing profit and organisational performance. According to Smeaton et al. (2014), WLB is not directly increasing organizational performance by increased productivity caused by job satisfaction, but in fact, WLB is actually reducing cost by lowering salaries in return for flexibility, reducing absenteeism and improving retention that will eventually signify improved organizational performance. This model has also been a critic of how WLB is perceived to have a significant impact on organisational performance and increased profitability, which will be further discussed in this literature review. Regardless of the critic, WLB has been strongly agreed to have significant impacts on increased organisational performance (Lazar, Osoian and Ratiu, 2010).

The necessity becomes imminent when the impacts are real and confirming. The quote "seeing is believing" is as powerful in the work of WLB. Both employers and employees need to know and understand the impacts of the work-life portfolio have to offer. According to a study involving 4000 workers in 2010, almost 31% of the employees were less likely to lose productivity due to work stress, and 25% of the employees were having less personal health problems (Bright Horizons, 2010). This portfolio also suggests improving recruitment efforts in a competitive workforce market by increasing job choice (Thompson and Aspinwall, 2009). According to a survey conducted by Tower Watson from 2009 to 2010, this portfolio is proved to have substantial impacts on stress-related illness, thus reducing health-care costs and employees' wellbeing. This notion is also supported by Aldana et al. (2005), suggesting a cost-saving from decreased absenteeism. The cost reduction from proactive health portfolio is also suggested by a meta-analysis of the literature in the work of Baicker, Cutler and Song (2010).

Imposing WLB concept turns out to be not only improving employees' wellbeing and solving work-related issues but also resulting companies to gain reputation which in return giving the companies their bargaining power to attract and retain their best and

talented employees (Harrington, 2007). The same notion is also argued by Chinchilla and Leon (2011). They propose that WLB practices are beneficial as they have a positive impact on retaining talent. Thus, this benefits companies in a totally new way by reducing cost, job retention and attracting new and talented people to maximize their profitability (DfEE, 2000). The positive impacts of pursuing the balance for employees in their work and nonwork lives by executing WLB practices have also been discussed in some studies investigating WLB (Batt, 2000; Chinchilla and Leon, 2011; Idrovo-Carlier, 2006; Ollo-López and Goñi-Legaz, 2010)

When employees are satisfied with their work, their productivities tend to improve, resulting in an overall increase in job performance. This notion is also suggested by Shepard et al. (1996) that with flexible work hours, employees tend to work more productively in their peak hours and employees value companies with flexible work hours higher and will not risk of losing a job from a company that offers flexible work hours. This notion is based on the theory that happy workers tend to be more productive. Happiness contributes very significantly to productivity (Oswald, Proto and Sgroi, 2014). Productivity was observed to increase up to 12% in the environment where employees were satisfied and happy with their job and 10% decrease with less satisfied or less happy employees (ibid). WLB concept is also closely related to employee's satisfaction as well as productivity (Clarke, 2000; Gayathiri et al., 2013; Forsyth and Polzer-Debruyne, 2007; Chimote et al., 2013; McNamara et al., 2013; Brough et al., 2008). The close relationship between WLB and job satisfaction, job performance and job retention were previously discussed as one of the decisive factors of the importance and necessity of WLB concept in the employment industries today.

Lazar, Osoian and Ratiu (2010) mentioned a survey by Working Families in 2005 that WLB significantly influenced productivity. In the above bar chart, where employees were very satisfied with WLB, 42% of productivity was perceived, and where employees were fairly/very dissatisfied with WLB, only 15% of productivity was perceived. This finding supports the notion that WLB will increase productivity. However, the survey did not reveal any roles of job satisfaction specifically. Although in their work, Lazar, Osoian and Ratiu (2010) argued that employee's job satisfaction, organisational commitment, job stress, and turn over intention when introduced by

WLB initiatives were affected positively. Thus, in the end, those factors will greatly impact job performance and organisational productivity.

Regardless of how studies define WLB, reducing stress, happy workers and increased productivity are always vital for companies. This notion based on the theory that happy workers tend to be more productive. According to Oswald, Proto and Sgroi (2014), happiness contributed very significantly to productivity. When the employees are happy, the productivity increases by up to 12% and less happy employees can decrease productivity by up to 10% (Oswald, Proto and Sgroi, 2014). WLB has been positively associated with retaining more happier workforce (Rennar and Hank, 2007). Hence, it may imply that the WLB of the employees may also be positively related to productivity.

Moreover, increasing stress at work can negatively impact on how employees can balance their work and nonwork lives, as well as their satisfaction to their job and their commitment to the organization (Kossek, 2005; Bragger et al., 2005; Anderson et al., 2002) which in turn will lead to decreased productivity. Hence, WLB has a significant influence on employee behaviours and conducts toward their organisations. According to Scholarios and Mark (2006), for an organisation to be successful, WLB is a very important factor affecting high technical professional commitment and loyalty. In the public sector organisations, WLB has a significant impact on performance and productivity (Sakthivel and Kamalanabhan, 2011; Sakthivel and Jayakrishnan, 2012).

Furthermore, balancing work and nonwork lives can have a significant impact on increased productivity in every industry, whether it is private or public. Therefore, factors that are affecting productivity such as job performance, job satisfaction and job retention are imperative, and WLB concept offers greats values to achieve those factors in the organisational context. According to a survey conducted by Office Team in 2012, there are factors such as work/life balance, opportunities to learn and grow, ability to accomplish goals, camaraderie with co-workers and relationship with the boss that have significant impacts on job performance.

The survey, conducted by Office Team Survey in 2012, was involving 404 workers and 1,013 managers in Menlo Park, California. The result of this survey suggests that

the respondents consider WLB as the most aspect tied to their satisfaction aside from the salary. This survey showed that employees put WLB very related to their emotional perception of their work. When companies appreciate the balance between the works they put up to their employees and the efforts they make to give their employee a chance to live their lives, job satisfaction tends to increase thus productivity will also be positively impacted. This is again underpinning the necessity of WLB concept in today's competitive environment.

A similar survey was also conducted by Eagle Hill Consulting Firm in May 2014 among 400 DC-area employees revealed that poor WLB was the number one driving factor to leave the company. This also implicitly shows that WLB plays a significant role in how employees preview their job emotionally. Leaving the job is the most immediate reaction when employees are not happy with their job or factors related to their job. This survey significantly complements the notion that WLB is one of the most important factors that correspond directly to job satisfaction. Therefore, it is evidently justified that among factors that significantly influenced job satisfaction, job performance and job retention, WLB is one of the factors that profoundly drives employees to have a positive emotional feeling toward their jobs.

Not only WLB has been the main concern of job satisfaction and retention, but it also benefits both employers and employees. The benefits of WLB for employers and employees were studied in detail by Lazar, Osoian and Ratiu (2010). According to them, in a competitive business environment, establishing a balanced relationship between paid work and unpaid responsibilities is essential for success. Their study argues that employees will have potential impacts of WLB in terms of increased job satisfaction, a greater sense of job security, enhanced control over WLB environment, reduce job stress levels and better physical and mental health. Whereas, employers gain benefits from WLB in terms of reducing absenteeism and lateness, improved productivity, enhanced the organisational image, employee loyalty and commitment, increase retention of valuable employee and reduce turnover rates. This notion is also supported by the Council of Economic Advisers (2014) that firms adopting WLB management practices can benefit from reduced absenteeism, lower turnover, healthier workers, and increased productivity.

2.2.9 Work-life balance and workplace culture.

Bond (2004) argues that workplace culture is highly associated with decreased work-life conflict. Bond (2004) conducted surveys in four financial sector organizations in Scotland and analyzed the data using linear regression, only to find a significant association between workplace culture and work-life conflict. Glass (2004) mentions certain workplace conditions including the supportiveness of supervisors proved to have a more significant impact on how the WLB concept is being perceived by the employees. Without a conducive condition, such as the supportiveness of a supervisor, the WLB would have been perceived as something that can potentially impair career progression and a stereotype to employees that are not taking their career seriously (Glass, 2004). The importance of culture in the organisation or workplace is also argued by Gregory et al. (2009), Gogheri et al. (2013), Aktas et al. (2011), Shahzad et al. (2012), Sheridan, (1992). Positive and conducive environments are products of organisational culture which derived from the concept of person-organisation fit (Aktas et al., 2011; Sheridan, 1992; Gregory et al., 2009; Shahzad et al., 2012;). The arguments clearly show how workplace culture can drastically alter the perception of WLB from positive to negative and vice versa.

2.2.10 The implementation of work-life balance initiatives in Indonesia.

The increasing rate of female employment (Bennington and Habir, 2003; Muntamah, 2012; Ridho and Al Raysid, 2010; Yakub, 2013; Yustrianthe, 2008) and the rising number of dual-income earning households (Ridho and Al Raysid, 2010; Yustrianthe, 2008) have presented WLB issues in the context of Indonesia. Over time, WLB issues have become even more prominence and prevalence in Indonesia. This condition is supported by studies conducted by Nielsen Indonesia in 2015, 2016, 2018 and 2019. The study suggests that the ability to balance work and nonwork lives is consistently among the top 5 Indonesian consumer concern. What this implies is Indonesians are spending more time at work, and the job demands are increasing beyond their expectations, which in turn impact their WLB negatively. The study also implies that achieving a balance between work and nonwork lives has become one of the important aspects for Indonesians which is congruent with the Indonesian culture that values spending time with family, relatives and friends highly (Sat, 2012).

However, there is a limited number of studies that focus on the WLB policy, its implementation and its effects on employees working in the Indonesian public sector. A study conducted by Afrianty (2013) suggests that there are regulations and policies in line with the concept of WLB, but they were not specifically designed based on the WLB point of view. They were rather designed on the ground of the general notion of employee wellbeing (kesejahteraan). In her study, Afrianty (2013) had to research and compile various regulations and laws to construct a WLB policy in Indonesia. Her study includes Undang-Undang Republik Indonesia Nomer 13 Tahun 2003 tentang Ketenagakerjaan' or Law Number 13 of 2003 on Labour, article 82 number 1 and article 84, article 80, article 93 number 2 of Indonesian Labour Law, number 16 of 1994 Indonesian Labour Law and Indonesian Minister of Manpower Regulation Number PER-04/MEN/1994. However, her study did not mention one single regulation that expressed the concern of WLB specifically or explicitly. No research and entity in the government that actively concerns or monitors the development of WLB issues in Indonesia was identified in the study of WLB policies by Afrianty (2013).

Afrianty (2013) identifies policies that are related to the concept of WLB as follows: bereavement leave, paid maternity leave, paternity leave, sabbatical leave, family allowance, longer break and or leave to do religiosity rituals and religious holiday allowance. Her study identified policies form various laws and regulation in Indonesia that she acknowledged as policies that were in line with the concept of WLB. However, as it was mentioned, there was no single law or regulation that explicitly addressed the implementation of the policies as an act to improve the WLB of the employees or is attributed specifically for improving WLB.

In the context of the Fire and Rescue Department of Jakarta, this study assumed that all the WLB policies suggested by Afrianty (2013) were properly in effect. Preliminary research of this study confirmed the assumption that all the WLB policies suggested by Afrianty (2013) were in effect. Furthermore, the preliminary study found that the shift system was part of the WLB policies in the Fire and Rescue Department of Jakarta. The implementation of the shift system is due to the demand and the nature of the job in the Fire and Rescue Department of Jakarta. The Fire and Rescue Department of Jakarta is obligated to be always in readiness to anticipate any

possible fire accidents or other emergencies that required the Fire and Rescue Department's assistance. Hence, a one-day on duty, one-day off and one-day standby shift system is administrated. The way it works is firefighters are grouped into several teams based on the number of firefighters in every station. Every team is obligated to be on duty for 24 hours and followed by 24 hours rest period. The rest period is applied as a day off; hence, the team who is in the rest period can stay at home with their families or mind their personal matters. The day after the rest period is a standby period in which every member of the team has to be in the office during the usual office hours (07.00-16.00), and the cycle returns to the first cycle (24 hours standby).

However, empirical evidence and a study conducted by Syamsir and Embi (2011) suggest that because of some problems faced by the public sector in Indonesia, employees in the public sector occasionally have to sacrifice their personal needs over duties that are not relevant to their personal values and the fundamental values of the public sector and/or PSM. It implies a lack of attention to family or nonwork life and values conflicts in the public sector, which can lead to poor WLB. It impacts WLB because more time is spent in the work domain reduces the amount of time that can be spent in the nonwork domain. The conflicts caused by the stress of working longer and incompatibility of values also impact the perception of WLB negatively. Moreover, according to the theory of person-job fit and PSM, as long as the perceived duty is in line with the individual's values, the effects tend to be neutral or positive because PSM helps employees in the public sector to compensate for the negative experience or when there is not enough positive experience in one domain.

From the study of the literature, it is theorised that employees with higher PSM can compensate for the situation better than employees with lower PSM. Hence, the employees with higher PSM can experience more positive impacts from work and nonwork interactions that will lead to better job satisfaction. This is because PSM can act as a buffer that allows the employees to compensate for the situation better. Studies suggest that PSM can be a buffer against reduced attention (van Loon, 2015) and provide a psychological buffer for employees in the public sector to perform their duties with little reservation (Chen et al., 2013). However, when employees of the public sector have to sacrifice their personal interests over some duty that is not in

line with their personal values, according to the value congruence, the effects can be detrimental and will eventually lead to poor WLB.

2.2.11 Work-life balance as one of the business-like practices in the public sector.

WLB is a concept that is considered by many works of literature to be successful in the private sector (business-like practice) and currently being implemented in the public sector (Lockwood, 2003; Roberts, 2005). New public management concept is one of the strategies that use business-like practices to improve the delivery of services in the public sector (Waxin and Bateman, 2009). The business sector has been using WLB to enhance job satisfaction (Spinks, 2004; Bird, 2006; Corporate Voices for Working Families, 2011). Google has internalised the concept of WLB as one of the company's values (Bock, 2014) and introduced the employee-friendly concept to improve productivity through job satisfaction and attracts talented individuals to work with them, which eventually will increase their competitiveness (Harrington, 2007; Dunne and Teg, 2007). Google has successfully implemented the concept of WLB into their strategy.

However, due to the differences between the public sector and the private sector, implementing business-like practices in the public sector has never been easy. Some business-like practices, such as performance-related pay, by many critics, sought to be problematic (Dilulio, 1994; Frederickson and Hart, 2008; Gao, 2015). On the other hand, many studies suggest business-like practices such as WLB as one of the most important aspects in the life of an employee as an individual (Kofodimos, 1993; Lewis and Copper, 1995; Greenhaus, Collins and Shaw, 2003). The differences between the public sector and the private sector have been argued in many studies. However, whether the differences are significant enough that management practices in the private sector cannot be transferred to practices in the management of the public sector is still an ongoing debate. Hence this opens an opportunity to transfer business-like practices from the private sector to the public sector. The ability to transfer practices from the private sector to the public sector successfully is strategic and critical because the public sector tends to rely on studies and evidence from the private sector (Ongaro and Van Thiel, 2017). It is also important because of the dynamic and challenging natures of the private sector compared to the more stable and rigid natures of the public sector.

2.3 Public Service Motivation.

Motivation is often described as a reason or reasons involving desire and willingness for someone to behave in a certain way. The attributes of motivation energise and sustain the related behaviours (O'Riordan, 2013). The research on motivation has been enormous. However, the literature on motivation in the public sector has been limited. The literature tends to focus on motivation in the context of business organisations (Perry and Porter, 1982). PSM has only been received more attention in the last decades; more research now perceives that motivation in the public sector exhibits distinctions that need to be accounted for (Perry, Hondeghem and Wise, 2010). This situation is also multiplied by the increasing demand for services provided by the public sector (OECD, 2005; Prowle, Murphy and Prowle, 2014). This suggests that despite the ongoing interest of research on motivation in social science, scholars need to concentrate more on the area of public institutions. This notion is confirmed by the study of Behn (1982).

Robert Behn (1995) expressed his concern and urged researchers to concentrate their works in public management. Behn (1995) states that one of the big questions in public management is "'How can public managers motivate public employees (and citizens too) to pursue important public purposes?". This suggests that motivation in the public sector is one of the most important questions that scholars must concern. According to Behn (1995), it is critical to know how to motivate public employees as it will have a direct impact on pursuing important public purposes. This question is clearly derived from previous studies on the positive impacts of motivation. The positive impacts of highly motivated employee have beaconed researchers to gather more data and facts about motivation.

One of the studies suggests a possible answer to the question posed by Behn that employees in the public sector are motivated differently than their counterparts in the private sector. This study has substantiated further studies about the motivation that is primarily or uniquely grounded in public institutions or organisations, which then termed as PSM (PSM). The important role of PSM as an intrinsic type of motivation among employees in the public sector has been discussed in recent studies (Houston 2005; Scott and Pandey 2005; Perry and Hondeghem 2008; Park 2010; Buelens and Broeck 2007; Moynihan and Pandey, 2007). Even though PSM was not initially

considered as a possible answer to the question asked by Behn (1995), many scholars nevertheless have turned to PSM to deliver an answer (Brewer et al. 2000; Houston 2006; Vandenabeele 2008b).

PSM theory is rooted in altruistic motivation as Rainey and Steinbauer (1999) have defined PSM as "general, altruistic motivation to serve the interests of a community of people, a state, a nation or humankind". Perry and Hondeghem (2008a) view PSM as a motivation of an individual to contribute to society. Crewson (1997) refers to PSM as "an individual service orientation that is useful for society, the orientation of helping others, and the feeling of accomplishment as intrinsic or service orientation". The concept of PSM was first explicitly introduced by Perry and Wise in 1990. Perry and Wise (1990) depicted PSM as "a person's susceptibility to motives oriented mainly to public institutions".

Perry and Wise (1990) coined the term of PSM for the first time and defined the concept as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organisations". They also point out that the emphasis on the other or other orientation is a fundamental aspect in the definition of PSM. Their study suggests that self-sacrifice, altruism and prosocial motivation are often associated with the general notion of PSM. Their study also points out that even though altruism is a strong motive in the concept of PSM theory, it is not the only one. Public service is a mix of rational, normative and affective motives (Perry and Wise, 1990)

This concept was first introduced as a counterweight to the common assumption that derived from the rational choice theory. The rational choice theory argues that people only take decisions to whatever maximises their utility. In other words, people are only interested in something that will benefit them, while PSM theory argues the exact opposite way. PSM theory posits that people are capable of doing something not always for their benefit but also for others based on the desire of improving their conditions (Perry and Wise, 1990). This leads to a term that has been known as altruism or, in a nutshell, care for others. This fundamental argument was also stated by James L. Perry in his speech at the United Nations Development Program in Myanmar (2017). Perry (2017) defines altruism as motivation based on the

consideration of another's needs rather than one's own. Therefore, the idea of PSM is based on the grounds that are not new and have been existing previously.

However, the general idea of PSM has been around long before the concept was first introduced by Perry and Wise in 1990. The argument that employees in the public sector have fundamental differences in terms of their motivation than their counterparts in the private sector has been discussed under different terms in different countries. The similar value-based concept related to PSM was also identified in the United Kingdom known as public service ethos (Brereton and Temple, 1999; Chapman, 2000; Pratchett and Wingfield, 1996) and in Canada known as 'l'éthique du bien commun' or the ethics of the common good (Chanlat, 2003). The difference between the public sector employees and their counterparts in the private sector in terms of their rewards preferences was studied by Rainey (1982).

How employees in the public sector are motivated differently from the private sector has been discussed by many studies. According to Belle and Cantarelli (2010), the concept of PSM was first introduced in 1982 by the study of Rainey. Belle and Cantarelli (2010) argued that the concept of PSM started when Rainey (1982) conducted research both on middle managers in four public agencies and four private organisations to investigate if there were any differences in their rewards preferences. Rainey compared the results from public agencies and private organisations and found that there was a significant difference between public managers and private manager in terms of motivational basis where public managers were more motivated on public service and work that enables them to help others. The study of Rainey (1982) has shown that there is a significant difference in motivational basis between employees in the public sector and the private sector.

The study conducted by Rainey (1982) has identified and underlined motives that can be specifically associated with public service, even though the concept of "PSM" was not referred explicitly. The arguments that there are motives that can be specifically associated with public service ignited further studies on the concept of PSM. The first conceptual definition of PSM was proposed by Perry and Wise (1990). Perry and Wise (1990) base the concept of PSM on the argument that there are motives in the public sectors that are associated primarily or exclusively in the public sector. Those motives can distance themselves from motives in the private sector, and those

motives are rational, norm-based and affective. Further research indicates that employees in the public sector with high levels of PSM are highly motivated in doing meaningful public services (Perry and Hondeghem 2008; Park 2010). Studies also suggest that employees in the public sector are more intrinsically motivated than their counterparts in the private sector which are more extrinsically motivated (Brewer 2008; Perry and Wise 1990; Crewson 1997; Houston 2000). According to Moynihan (2008) and Paarlberg, Perry and Hondeghem (2008), extrinsic motivating factors or in this case, rewards such as performance-pay system might hurt and reduce intrinsic motivation.

Whereas, early studies of PSM have conceptualised PSM as altruistic job-related values or reward preferences that include the desire to benefit the society and help others or actively engage in meaningful public service (Wittmer, 1991; Crewson, 1997; Rainey, 1982). Most of the early studies of PSM established the concept of PSM by indicating the differences in reward preferences between the public sector employees and private sector employees. They indicate that the public sector employees place higher values on intrinsic rewards than extrinsic rewards or financial rewards compared to their counterparts in the private sector (Cacioppe and Mock, 1984; Crewson, 1997; Rainey, 1982; Wittmer, 1991).

The study of Perry and Wise in 1990 suggests a typology of PSM which comprises three main motives, namely rational, normative and affective motives. These three motivational bases in the public sector are a more advanced approach than those in the early studies that only recognised the altruistic motive and did not distinguish between the normative and affective motives and ignored the possibility of rational motive. The motivational bases of PSM were first introduced by Perry and Wise in their study called "The Motivational Bases of Public Service" that was published in Public Administration Review in 1990. These three motivational bases were the argument that Perry and Wise (1990) proposed to distinctively define a motivation that grounded primarily to the public sector from other types of motivation.

The first base is the rational motive. The rational motive suggests that people could be interested in public policymaking to satisfy their needs of power and self-importance or to support their own interests for personal benefits. This motive is captured in the dimension of attraction to policy making (APM) in PSM construct. The

second base is the norm-based motive. This motive refers to the desire of individuals to serve the public and cater the public interests because they have a consciousness that it is their duty or obligation to the government or community. This motive is captured by the dimension of commitment to public interest (CPI) in PSM construct. The last base of PSM is the affective motive. This motive reflects the interest of individuals to particular public programs or services because they genuinely believe that those programs or services have significant impacts on people and contribute to the greater good, which is important to society. This motive is reflected in the dimensions of compassion (COM), and self-sacrifice (SS) in PSM construct. These dimensions see public service as an emotional response to humankind.

The differences between the public sector and the private sector are so apparent and have attracted interest from researchers. Their differences have also been expressed in organisation theory for a long time. Literature also suggests that there are specific variables in the public sector that differ from the private sector (Ring and Perry, 1985; Perry and Rainey, 1988 and Scott and Falcone, 1998). The studies of Perry and Rainey (1988), Rainey and Bozeman (2000) and Boyne (2002) discuss the differences between the public sector and the private sector from a global and integrated perspective. The differences between the public and the private sector are also identified at every level. In their publication, Esteve and Ysa (2011) analyse that the public sector and the private sector have differences on the organisational level as well as on the individual level. Esteve and Ysa (2011) also differentiate individual within the organisation between managers and employees. Therefore, it is very clear that the public sector and the private sector hold fundamental differences that will significantly impact various factors, and those differences include motivation.

Individuals with high levels of PSM tend to choose job sector in the public service (Carpenter, Doverspike and Miguel, 2012; Christensen and Wright, 2011; Leisink and Steijn, 2008; Lewis and Frank, 2002; Vandenabeele, 2008. Whereas, individuals with a very high level of extrinsic motivation find the private sector more attractive (Van der Wal and Oosterbaan, 2013; Weske et al., 2018). This argument is also supported by the notion that employees in the private sector are more interested in salary, less working hours, promotions and other external motivating factors (Crewson, 1997; Karl and Sutton, 1998; Houston, 2000; Houston, 2006).

The relationship between PSM and job choice is also indicated by Andersen et al. (2012), Van der Wal, de Graaf and Lasthuizen, (2008) and Van der Wal and Huberts, (2008). In their studies, they focus on how PSM at the individual level is congruence with the public values at the organisational level, which can lead to job choice towards the public sector. Other studies indicate that PSM reflects specific value or characteristic that makes individuals prefer or self-select public sector as their choice of employment (Perry and Porter, 1982; Rainey, 1982; Frederickson and Hart, 1985; Perry and Wise,1990; Wittmer, 1991; Yaeger, Rabin and Vocino,1982; Perry,1997).

According to Vallerand and colleagues (2003), passion can impact employees in many ways, but mostly passion will be characterised by high engagement toward work. People that are passionate about their work are likely to be more engaged and willing to do more and invest more in terms of time and effort in the activities that they see aligned with their values (Vallerand et al., 2003). In other words, the alignment between one's values and one's activities will induce passionate behaviours that will sustain their motivation to their activities more than the ones who lack alignment between their values and their activities. The concept of passion has brought to other studies about the fit between values and activities or work as well as the sense of calling.

The sense of calling, according to Bunderson and Thompson (2009) as well as Potipiroon (2017), is a feeling of a strong passion for the work itself. One of the studies about how an individual perceives his or her own values and aligns it with his or her work and translates it into motives that are primarily or uniquely in the public organisations is the PSM study. Many researchers and scholars of public administration have identified that working in the area of public service itself is a special calling (Perry, 1996). Bunderson and Thompson (2009), as well as Potipiroon (2007), suggest that sense of calling can be seen as a feeling of strong passion. Calling or passion is also part of the PSM construct. Calling or passion and sense of duty are related to norm-based motives, which is one of the motives in PSM construct (Perry and Wise, 1990). PSM consists of three types of public service motives: rational, normative (norm-based) and affective motives. The normative motive refers to a sense of duty as well as a commitment to public values (Perry and Wise, 1990; Van Loon, 2015). In all of the studies about PSM, the construct of PSM stays the

same and includes three types of public service motives. Therefore, the role of passion and all the characteristic of passion is already integrated into the concept of PSM since it was first developed by Perry in 1990.

The relationship between PSM and passion was also studied by Frank and Lewis in 2004. They posit that the public sector's employees that have high PSM are more passionate in helping others (Frank and Lewis, 2004). Employees in the public sector also show their passion for serving the public higher than those in the private sector (Wilkins, 2011). This suggests that PSM, as suggested by Perry and Wise (1990), has incorporated passion, especially passion for helping others and being part of the society as well as being part of the greater good, into the concept and construct of PSM.

2.3.1 Public service motivation in Indonesia.

The study of PSM is in the context of Indonesia is very limited (Yanti, 2012; Syamsir, 2014). Over 80% of research examines PSM in Europe and the United States context (van der Wal, 2015). Only a few studies of PSM were done in the Asian context such as China (Liu et al., 2008), Korea (Choi, 2001, 2004; Kim, 2005, 2006) and Indonesia (Yanti, 2012). Similar notion related to PSM was observed in China called 'belief in mission' (Robertson et al., 2007). Several national publications on PSM in Indonesia were also found (Syamsir, 2014; Mulyani, Sinarwati and Yuniarta, 2017; Anwar, Sangkala and Hamsinah, 2018; Yudiatmaja, 2017; Imala; 2017; Saputra, 2010; Krisnalia, 2011; Syamsir and Embi, 2013; Khasanah; 2015; Resmita, 2014; Komalasari et al., 2009; Sunaryo and Suyono, 2013).

In the context of the Fire and Rescue Department of Jakarta, it is expected that the PSM level of the employees to be high. This is because of the recruitment system employed by the Fire and Rescue Department to meet the demand of the new firefighters. Unlike other departments in the public sector in Indonesia, the Fire and Rescue Department recruits their new personnel directly while other departments are provided by the central regional government. What it means is central regional government recruits new public servant employees and deploys them to departments that need new employees or under staff. This system makes applicants have no idea where they will be posted after they get accepted. On the other hands, the Fire and

Rescue Department can recruit their firefighters directly; hence, the applicants will know for sure that they are going to be firefighters.

This recruitment system brings the value and the nature of the job as a firefighter straight forward to the applicants right from the start. Hence, the applicants know what to expect and be expected from the Fire and Rescue Department. Only people that are willing to dedicate themselves as firefighters will apply and be accepted as firefighters. A discussion with HR reveals people who apply to be a firefighter understand the consequences, requirements and expectations right from the beginning of the recruitment. Therefore, it can be argued that only individuals who have certain qualities expected from a firefighter are willing to apply and get accepted for the job. The value alignment between the personal value and job value has already happened from the beginning. The value and the nature of the job as a firefighter that requires a similar value to PSM suggest that the level of PSM among the employees of the Fire and Rescue Department is high.

2.4 Monetary Incentive in the Public Sector.

The application of practices in the private sector into the public sector is viewed sceptically in the literature of public administration and management (Ranson and Stewart 1994; Boyne, 1996). Sayre (1953) supports this notion and argues that the similarity between the public and private sectors is only in all unimportant aspects. In other words, the differences between the public and private sectors are so fundamental that they will greatly hinder the practices in the private sector management to be successfully transferred. Yet, performance-related pay is still one of the most enduring practices in the public sector that was once adopted from the management practice in the private sector (Ferlie et al., 1996).

Studies and empirical evidence suggest that many of the practices in the public sector have been adapted from the private sector such as a system built on competition, financial incentive structure and financial rewards (Gao, 2015). Whereas Frederickson (1997) argues that principles and practices from the private sector are not always successfully applied in the public sector, and ethical motives, as well as behaviours, should be the main themes of the public administration. Nevertheless, New Public management was carried out in the United States and most of Western society for improving the public sector's performance in the 1980s (Gao, 2015). New

Public Management is a strategy that introduces practices and principles in the private sector into the public sector (Hood and Lodge, 2006). However, implementing such a strategy that was driven from the private sector proved to be not as successful as it was expected (Dilulio, 1994; Frederickson and Hart, 2008; Gao, 2015).

Performance-related pay is one of the business-like practices that has been widely implemented in the public sector (Burgess and Ratto, 2003; Kellough and Lu, 1993; Organisation for Economic Co-operation and Development, 2005; Bandiera, Khan, and Tobias, 2017; Ingraham, 1993; Organisation for Economic Co-operation and Development, 2005). This is because performance-related pay has been proved to be successful in the private sector; hence, it is emulated in the public sector (Ferlie et al., 1996). Studies suggest that the impacts of financial rewards, nevertheless, are significant to the performance of the employees in the public sector (Budianto, 2012; Gustika, 2013; Suncoko, 2010). However, other studies have also warned about the short-term and negative impacts of financial reward in the public sector (Perry, 1989; Deckop, Mangel and Cirka, 1999; Frey and Osterloh, 2005; Deci 1971; Kohn 1993; Crewson 1997).

Recent studies suggest that performance-related pay and other financial-related rewards did not work in the public sector as expected. It turns out, incentives in the public sector have minimal impact on performance in the public sector (Burgess and Ratto, 2003). The dark-side of the financial-related rewards in the public sector has been argued in many studies of public administration and management (Perry, 1989; Decko, Mangel and Cirka, 1999; Frey and Osterloh, 2005; Deci 1971; Kohn 1993; Crewson 1997; Pearce and Perry, 1983; Gaertner and Gaertner, 1985; Frey and Oberholzer-Gee, 1997; Moynihan, 2008; Paarlberg, Perry and Hondeghem, 2008; Bandiera, Khan, and Tobias, 2017). Financial-related rewards implementation in the public sector immediately revealed numerous concerning problems was proved to be difficult (Perry et al., 1982; Pearce and Perry, 19830).

Moreover, Literature suggests that performance-related pay poses significant challenges in the public sector because measuring the performance in the public sector is more difficult than in the private sector (Mimba, van Helden, and Tillema, 2007). These conditions are in line with the studies that suggest performance-related pay is failing because the public sector has different characteristics from the private

sector (Dixit, 2002; Finan et al., 2015; Bosman, 2009; Burges and Ratto, 2003; Haralambos et al., 2004; Weber, 2015). Therefore, incentives, as argued by Burgess and Ratto (2003), are less effective in the public sector due to the aspect of multi-tasking, multi principles, intrinsic motivation of workers and the problem of output measurement in the public sector.

Studies also suggest that incentive or performance-related pay, as one of the extrinsic motivations, is crowding out intrinsic motivation in which intrinsic motivation is characteristically embedded in the public sector (Deci 1971; Kohn 1993; Crewson 1997). As Benabou and Triloe (2003) argue that in the short-run incentive can be a reinforcer, but it can only be a weak one, and in the long run, incentive can become a negative reinforcer. Hence, their study underpins the hidden cost of incentive strategy if not designed properly. The detrimental effects of extrinsic motivation on employees that are primarily intrinsically motivated have also been discussed in many studies of the PSM (Deci 1971; Kohn 1993; Crewson 1997).

2.5 Work-life Balance and Job Satisfaction Linkage

Organisations under the umbrella of the public sector are mostly designed to provide services for the public (Curristine, Lonti and Joumard, 2007). Therefore, customers' satisfaction is a very critical barometer on how the organisation performs. According to Organ (1997) and Bailey and Dandrade (1995), customers' satisfaction is highly affected by employees' satisfaction, and this would be the key to the organisation's success.

Studies on the interactions between work and nonwork lives and what impacts they bring on various work-related outcomes have been studied for decades (Pitt-Catsouphes et al., 2006) and gained broader scope and coverage (Bianchi and Milkie, 2010; Drago and Hyatt, 2003). According to the theory of WLB, the practices or support to help employees cope with their family (life) and work issue benefit both employers and employees (Galinsky and Matos, 2011). WLB plays a significant role in the public sector because theory suggests that WLB improves the wellbeing of the employees and results in job satisfaction (Lazar, Osoian and Ratiu, 2010). According to Organ (1997) and Bailey and Dandrade (1995), customers' satisfaction is highly affected by employees' satisfaction, and this would be the key to the organisation's success.

Lazar, Osoian and Ratiu (2010) suggest that introducing the concept of WLB can benefit employees because it will impact employee attitudes and perceptions which in turn lead to job satisfaction, organisational commitment, reduced job stress and turnover retention. Theory of WLB suggests that policies that enable employees to reach better WLB by reducing the work-life conflict and increase positive appraisals of their organisation in which these effects are often correlated with job satisfaction and improved control over work. Yadav and Dabhade (2014) posit that WLB improves organisation's profit by reducing stress, improving health, reducing distraction, improving job satisfaction, providing flexibility at the workplace, boosting morale and motivation and providing proximity to home.

Office Team Survey in 2012 conducted a survey involving 404 workers and 1,013 managers in Menlo Park, California. The result of the survey shows that 28% of the responders considered WLB as the most aspect that tied to their satisfaction aside from the salary. Their findings support the theory of WLB that employees put WLB very related to their emotional perception of their work. When companies appreciate the balance between the works they put up to their employees and the efforts they make to give their employee a chance to live their lives, job satisfaction tends to increase. This is again underpinning the necessity of WLB concept in today's competitive environment.

A similar survey was also conducted by Eagle Hill Consulting Firm in May 2014 among 400 DC-area employees revealed that poor WLB was the number one driving factor to leave the company. This finding also implicitly shows that WLB is playing a significant role in how employees preview their job emotionally. Eagle Hill Consulting Firm (2014) argues that leaving the job is one of the most immediate reactions when employees are not satisfied with their jobs or factors related to their jobs. This survey complements the theory of WLB that interactions between work and nonwork lives correspond directly to job satisfaction. Galinsky et al., (2008) theorize that employers need to implement WLB based on the consideration of employees' needs such as to respond to employees' requests/pressure, to make employees happy, to assist employees in managing work and family life, to provide a better work environment and to provide job satisfaction.

Moreover, based on the summary of 42 WLB studies published between 1986 and 2011, Butts et al. (2013) found that job satisfaction was among one of the outcomes of the WLB policies. The application of WLB policies benefits employees because they can reduce employee level of work-life conflict (Anderson et al., 2002; Lapierre and Allen, 2006; McDonald et al., 2005). It may imply that WLB policies aim to improve employees WLB by reducing conflict, which in turn results in a positive implication on job satisfaction, among other things. Their study also observed that increased commitment and improve job satisfaction triggered employers to implement WLB policies. Based on the mentioned findings, this study argues that positive WLB where conflict is lower than enhancement has been positively correlated with job satisfaction. Whereas, negative WLB where conflict is higher than enhancement, has negative impacts on job satisfaction. Hence, it can be argued that employees with positive WLB are more satisfied with their jobs compared to employees with negative WLB. Therefore, based on the theory of WLB and empirical studies employees who experience positive relationships between their work and nonwork lives (more enhancement than conflict) are more satisfied with their job.

Based on these findings, this study constructed hypotheses as follows:

H1: There is a significant positive relationship between work-life balance and job satisfaction.

> **H1a:** There is a significant positive relationship between work-life enhancement and job satisfaction.

> **H1b:** There is a significant negative relationship between work-life conflict and job satisfaction.

> **H1c:** Job satisfaction level is higher in the positive work-life balance than in the negative work-life balance.

2.6 Work-life Balance and Public Service Motivation Linkage

In this study, the relationship between WLB and PSM is primarily based on two assumptions. First, WLB has been evidenced to have impacts on many work-related outcomes such as reducing stress, improving health, reducing distraction, providing flexibility at the workplace, and providing proximity to home which will eventually lead to job satisfaction and motivation in which PSM is a type of motivation in the public

sector. Second, employees of the public sector with higher altruism or caring for others are more likely to have better work-life balance. On the other hand, according to the theory of PSM, altruism or sense of caring for others (unselfishness) is a fundamental value in the PSM concept. Therefore, the value congruence or similarity of values between the WLB concept and PSM describes the linkage between both concepts.

Employees with higher altruism or sense of caring for others perceive the value of WLB higher because they put a lot of concerns on other people such as their spouses, children, parents as well as other family members and WLB policies provide opportunities for the employees to care for them. Employees who perceive the value of WLB higher tend to make use of WLB policies more than those who less value the importance of WLB, which results in better WLB. Therefore, it is argued that employees of the public sector with high levels of altruism or a sense of caring for others are more likely to experience WLB. Altruism or sense of caring for others is a value that is important in both concept of WLB, and PSM and the value congruence or similarity of values between them explains the linkage between both concepts. Moreover, the perceived value of WLB mediates the relationship between WLB policies and WLB outcomes such as motivation and job satisfaction. Hence, the higher the perceived value of WLB, the better the WLB.

Studies suggest that WLB has been closely associated with the level of motivation of the employees (Aluko, 2009; Mordi et al., 2010; Netemeyer, Boles and McMurrian, 1996; Yadav and Dabhade, 2014). On the other hands, according to Perry and Hondeghem (2008), PSM is essentially a type of motivation in the public sector. Research suggests that WLB has positive impacts on motivation. Yadav and Dabhade (2014) suggest that WLB positively impacts variables such as high morale and motivation. WLB has significant impacts on motivation that can lead to reduced absenteeism and lateness, improved productivity, enhanced organisational image, improved loyalty and commitment, increased retention of valuable employees and reduced staff turnover rate (European Research Studies, 2010; Lazar, Osoian and Ratiu, 2010; Department for Business Innovation and Skills, 2014). A research conducted by Oktosatrio (2018) in the context of the public sector in Indonesia suggests that WLB is positively associated with employee motivation. His study

suggests that flexible workhour, work from home and reducing the distance between work and home accommodate positive interactions between work and nonwork lives. And those positive interactions between work and nonwork lives significantly improve the motivation of the employees working in the public sector in Jakarta, Indonesia (Oktosatrio, 2018). Moreover, WLB plays a great role to reduce stress and burnout due to long work hours (Acas, 2015; Human Solution Report, 2007). Studies also suggest that WLB has positive impacts on various work-related outcomes other than job satisfaction such as commitment, loyalty, happiness, improved relationships with management, improved self-esteem, health, concentration, retention, reduced stress and increased motivation (Vlems, 2005; Scholarios and Mark (2006). These positive outcomes are eventually reflected in the form of increased motivation.

Whereas, as opposed to the positive relationships, the impacts from negative relationships between work and nonwork lives are detrimental. An imbalance between work commitment and nonwork responsibility can have negative consequences such as stress, low productivity and high absence (ACAS, 2015). Other detrimental impacts of the negative perception of WLB include tension in individuals (Meyer, Mukerjee and Sestero, 2001) and stress (Hudson, 2005). The negative perception of WLB is closely associated with or caused by work-life conflict (Carlson et al., 2000) where higher work-life conflict indicates a more negative perception of WLB (Rantanen et al., 2011). Several studies have pointed out the negative impacts of work-life conflict such as high turnover, decreased job satisfaction, psychological stress, decreased life satisfaction and decreased commitment (Parasuraman, Greenhaus, Rabinowitz, Bedeian, and Mossholder, 1989; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Frone, Russell, and Cooper, 1992).

The detrimental outcomes of not being able to balance between work and nonwork lives will lead to decreased overall motivation. Therefore, when positive interactions between work and nonwork increase overall motivation in the public sector, they may as well increase PSM because PSM is a type of motivation in the public sector (Perry and Hondeghem, 2008). On the contrary, when the interactions between work and nonwork lives are negative, they can significantly decrease PSM as a type of

motivation in the public sector. Hence, this study predicts that employees with positive WLB are more likely to have higher PSM.

Moreover, the WLB literature has repeatedly stated that family is an essential concept in WLB. Commitment to family plays important roles both to contribute positively or negatively in the relationship between work and nonwork lives. According to Frone (2003) and Greenhaus et al. (2003), family commitment is one of the central components of the WLB equation. Therefore, the provision of WLB is about providing opportunities to value nonwork life, to care for others in the context of family and to bring positive influences both from work to nonwork life and vice versa. Those values are congruent with the core values of PSM. Hence, this study theorised that employees who experience positive WLB are more likely to have higher PSM.

WLB itself consists of work-life enhancement and work-life conflict (Barnett and Baruch, 1985; Clark, 2000; Greenblatt, 2002; Kirchmeyer, 2000, as cited in Lyness and Judiesch, 2008; Fisher, 2001; Fisher-McAuley et al., 2001; Hayman, 2005). The positive operationalisation of work-life/family refers to enrichment (enhancement), and the negative operationalisation of work-life/family refers to conflict (Frone. 2003). Unlike, work-life conflict, work-life enhancement produces positive outcomes both at the individual and organisational level. Work-family enrichment has been found to have a positive relationship with job satisfaction, organisational commitment and turnover intention and high potential in career advancement (Carlson et al., 2009; Allen et al., 2000; Judiesch, 2008; Ayree, Srinivas and Tan, 2005). The conflict between work and life can be caused by work flexibility issue, limited resources and support, accessibility of resources and supports, long working hours, work overload and lack of knowledge about the importance of WLB (Vernon, 2013; Simard, 2011; Walia, 2011; Gurney, 2009; Eby, Casper, Lockwood, Bordeaux, and Brinley, 2005).

Work-life enhancement has two dimensions, namely development and affect. Development is when skills, knowledge, behaviours and perspectives gained from work and nonwork have significant impacts on personal development (Carlson et al., 2006; Greenhaus and Powell, 2006). Employees' abilities to gain knowledge, skills, attitude, behaviour and aptitude are required in performing the job with success, which will lead to intrinsic motivation such as competency (Naim and Lenkla, 2016). Hence, development as one of the dimensions of work-life enhancement is argued to

positively impact motivation. The same thing happens to affect as the other dimension of work-life enhancement. Affect is the dimension of work-nonwork enhancement when the experiences in terms of emotional state in work improve the performance in nonwork and vice versa (Greenhaus and Powell, 2006). People experience positive emotions such as joy, interest, contentment and love as well as negative emotions such as anxiety, sadness, anger and despair throughout their lives (Fredrickson, 2001). Positive emotions are important because the overall balance of positive and negative emotions predict the perception of subjective well-being (Diener, Sandvik, and Pavot, 1991). It can be said while positive emotions can increase employee motivation, negative emotions will decrease employee motivation. Therefore, it is argued that affect as one of the dimensions of work-life enhancement plays a significant role in influencing employee motivation.

Moreover, a survey conducted by a team of experts from the Centre for Well-being at NEF (New Economics Foundation) found that different aspects of well-being had been linked to promoting morale, motivation and overall job and life satisfaction (Jeffrey et al. 2014). Their study also shows that employee well-being is one of the underpinning factors for the organisation's success, which makes factors that contribute to employee well-being, such as positive emotions are important. The traditional views of positive emotions suggest that positive emotions indicate well-being and direct behaviour whereas the broaden-and-build theory argues that positive emotions have more long-lasting consequences and play as a vehicle for individual growth and social connection to a better life in the future (Fredrickson, 2001). These studies underpin the importance of development and affect (emotional state) on different aspects of employee motivation. Additionally, spillover and enhancement theories suggest that when work life can contribute positively to employees' feelings and attitudes at work, those feelings and attitudes are carried over to nonwork life which will eventually contribute to employees' morale and vice versa (Carlson et al., 2006; Greenhaus and Powell, 2006).

Therefore, this study suggests that the acquisition of skills, knowledge, behaviours and perspectives gained from work-nonwork interaction would lead to personal development, competency and increased intrinsic motivation (Naim and Lenkla, 2016; Carlson et al., 2006; Greenhaus and Powell, 2006). It is also believed that the

experiences in terms of a positive emotional state driven from the interaction between work and nonwork will lead to the increased overall intrinsic motivation of the employees. It suggests that there is a relationship between work-life enhancement (development dimension and affect dimension) and employee motivation in which PSM is a type of motivation in the public sector. Hence, it linkages WLB and PSM. In relation to this, intrinsic motivation was defined by Ryan and Deci (2000) as the motivation of an individual that originated from the interest or enjoyment of the activity itself. Hence, it can be said that work-life enhancement increases the enjoyment or interest in the work of the public sector. It is also argued that the increased enjoyment or interest in the work will lead to higher compatibility between the work and the individual, which in turn will positively impact PSM. This is because PSM itself is perceived as motivation derived from the compatibility between personal values and the work in the public sector or motives grounded in public institutions and organizations (Perry and Wise, 1990; Wright, 2001; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002; Steijn, 2006; Kristof-Brown et al., 2005; Leisink and Steijn, 2008).

Work-life conflict consists of two dimensions, namely, time-based conflict and strain-based conflict. Time-based conflict dimension is when the time has become problematic for an individual to participate equally in both roles (work and nonwork). The time-based dimension of conflict may happen when an individual is having difficulties to participate in nonwork life because of the time he or she spends in work life or vice versa (Carlson et al. 2000; Greenhaus and Beutell, 1985). Strain-based conflict dimension refers to conflicts that originate from the interference of strain experiences from one role to another role (Carlson et al. 2000; Greenhaus and Beutell, 1985). Spillover and conflict theories suggest that when work life exhausts time resources and causes strain, it can have detrimental effects on nonwork-life which will eventually decrease employee motivation and vice versa (Carlson et al. 2000; Greenhaus and Beutell, 1985).

Work-life conflict has also been linked to influencing turnover, job satisfaction, psychological distress, life satisfaction and commitment (Parasuraman, Greenhaus, Rabinowitz, Bedeian, and Mossholder, 1989; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Frone, Russell, and Cooper, 1992). Work-life

conflict has also been known to create tension in individuals (Meyer, Mukerjee and Sestero, 2001) and triggered stress (Hudson, 2005). Veiga (2010) argues that conflict that exists between work and nonwork like promotes problem such as decreased satisfaction both personal and professional. It is argued that the effects that are found to be the negative implications of work-life conflict such as job stress, high turnover, decreased job satisfaction, psychological distress, decreased life satisfaction, tension and low commitment are detrimental to the motivation of the employees. Wani (2013) and Olaniyi (2013) argue that job-related stress can lead to lesser employee motivation and cause employees lacking motivation and dedication.

Therefore, this study argues that work-life conflict derived from time-based and strain-based conflict will have impacts on various factors such as high turnover, decreased job satisfaction, psychological distress, decreased life satisfaction, low commitment, creating tension in individuals and triggering stress (Parasuraman, Greenhaus, Rabinowitz, Bedeian, and Mossholder, 1989; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Frone, Russell, and Cooper, 1992; Meyer, Mukerjee and Sestero, 2001; Hudson, 2005) which in turn lead to decreased motivation. In other words, conflicts derived from the interactions between work and nonwork lives produce detrimental outcomes that can eventually impact the motivation of the employees. Therefore, this study argues that when the work in the public sector has become problematic for an individual to participate equally in work and nonwork roles (Carlson et al. 2000; Greenhaus and Beutell, 1985) and cause strain from one role to another role (Carlson et al. 2000; Greenhaus and Beutell, 1985), it will eventually decrease the interest or enjoyment of the work itself or known as the intrinsic motivation in the public sector which includes PSM as a type of motivation in the public sector.

As previously mentioned, intrinsic motivation was defined by Ryan and Deci (2000) as an individual's motivation that comes from the interest or enjoyment of the activity itself. What it means is there is a sufficient enough compatibility between the individua's values and the job's values to create enjoyment for the individual to do the job. PSM focuses on the motivation that comes from the compatibility between personal values and job values that results in enjoyment or satisfaction in doing public sector jobs (Leisink and Steijn, 2008). Hence, it can be said that PSM is a form of

intrinsic motivation in the public sector. On the other hands, work-life conflict has been evidenced to have negative impacts in various work-related outcomes such as stress (Parasuraman, Greenhaus, Rabinowitz, Bedeian, and Mossholder, 1989; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Frone, Russell, and Cooper, 1992; Meyer, Mukerjee and Sestero, 2001; Hudson, 2005). This study argues that the impacts from work-life conflict decrease the enjoyment or interest in the work of the public sector. It is also argued that the decreased enjoyment or interest in the work leads to decreased compatibility between the work and the individual, which in turn will negatively impact PSM. Therefore, this study proposes that conflict between work and nonwork lives produces impacts that can potentially decrease PSM.

Afrianty (2013), in her study of WLB in the Indonesian context, proposes that WLB policies are made to enable employees to achieve WLB. Affrianty (2013) argues that the ability of those policies to achieve WLB is moderated by the employees' perceived value of WLB policies. The perceived value of WLB policies is the perception of the importance of WLB policies. She argued that WLB was less valuable for the employees who did not perceive the importance of WLB policies. Individuals may perceive the importance of WLB policies differently because their individual values differ. Hattrup, Mueller and Aguirre (2007) believe that the behaviour of an individual can be explained by the individual values. Their study suggests that values that are more important to an individual gain more attention and influence his or her behaviour more significantly, compared to the values that are less important which result in little or no impact on behaviour. In line with the WLB policies, it is argued that employees that have personal values that are aligned with the values of WLB will benefit more from the policies which in turn leads to better WLB (Blair-Loy and Wharton, 2002). It means employees that have higher perceptions of the importance of WLB policies and what they are for tend to benefit more from the policies and will eventually lead to better WLB.

This study argues that employees with higher PSM perceive WLB as an important value for them and result in better WLB. Therefore, employees with positive WLB are argued to have higher PSM than those who have negative WLB. This is because employees with higher or more positive WLB are motivated by a strong value set that

emphasises altruism and care for others which are congruent with the values of PSM. That strong value set enables them to benefit more from the WLB policies, which in turn leads to more positive WLB and higher PSM. Therefore, this study proposes that there is a positive relationship between WLB and PSM.

Based on these findings, this study constructed hypotheses as follows:

H2: There is a significant positive relationship between work-life balance and public service motivation.

> **H2a:** There is a significant positive relationship between work-life enhancement and public service motivation.

> **H2b:** There is a significant negative relationship between work-life conflict and public service motivation.

> **H2c:** public service motivation level is higher in the positive work-life balance than in the negative work-life balance.

> **H2d:** The employees with higher public service motivation have significantly better work-life balance than the employees with lower public service motivation.

2.7 Public Service Motivation and Job Satisfaction Linkage

Job satisfaction is an important factor for the organisation's success because according to Organ (1997) and Bailey and Dandrade (1995), customers' satisfaction is highly affected by employees' satisfaction. And customers' satisfaction is a very critical barometer on how the public sector performs because organisations under the umbrella of the public sector are mostly designed to provide services for the public (Curristine, Lonti and Joumard, 2007).

Studies suggest that many factors can contribute significantly to job satisfaction. Those factors include reward system, working condition, age group, supervision, seniority, status, marital status and experiences are associated with employees' satisfaction on their jobs (Feather and Rauter, 2004; Okpara, 2004; Cimete et al., 2003; Mosadeghrad et al., 2008). Peterson et al. (2003), Wech (2002), Kuo and Chen (2004) and Oshagbemi (2003) propose similar factors to influence job satisfaction. Hence, job satisfaction is a complex concept that cannot be effected only by one

factor. Based on the previous research on PSM and job satisfaction, this study aims to investigate the relationship between PSM and job satisfaction in the Fire and Rescue Department of Jakarta, Indonesia.

Job satisfaction has been one of the most discussed topics in various sub-disciplines of social science (Judge and Bono 2001), and the reason for this is because job satisfaction is an important indicator variable correlated with desirable organizational outcomes such as reduced turnover, performance, or well-being (Prysmakova and Vandenabeele, 2019). Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences". Its studies in the area of human resources and organisational behaviour have focused on job satisfaction for a long period and been one of the most widely used (Rainey, 2003). Locke (1976) argues that job satisfaction can be originated from two factors which are what he or she wants from the job and what experience he or she gets from the job and job satisfaction occurs when the expectations meet the experiences of the job. In other words, the compatibility between what the employees want and what they get from the job plays a significant role in job satisfaction. Hence, the higher the compatibility, the more satisfied the employees.

Locke (1976) also mentions that job satisfaction is how people look at their jobs positively, how they react to them emotionally. This notion was complemented by Black and Steers (1994). Job satisfaction also varies among people according to their cultural values and norms. Howes and Goodman-Delahunty (2014) notion that the differences in cultural values and norms across countries play an important role in determining job satisfaction. Thus, studies in different cultural values and norms become necessary to gain more understanding of job satisfaction.

PSM has been found to have a strong correlation with job satisfaction by various studies investigating various work-related outcomes of PSM (Ritz, 2009; Naff and Crum, 1999; Liu, Tang, and Zhu, 2008; Taylor, 2007 and 2014; Liu and Tang, 2011; Vandenabeele, 2009). The strong correlation between PSM and job satisfaction corresponds to what Locke proposed in his study that the people that have the motivation to serve the public will be compatible with the public sector because work in the public sector is aligned with their the expectations and experience. The studies of PSM and value congruence have been discussed by many scholars (Perry and

Wise, 1990; Bright, 2007; Taylor, 2007; Vandenabeele, 2007; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002). The positive correlations between PSM and job satisfaction, organisational commitment, performance, retention (Perry and Wise, 1990) have potential impacts on behaviour because employees with higher PSM tend to be more productive, satisfied and committed (Perry and Wise, 1990). This notion was supported by Rainey's (1982) research that showed higher PSM among public managers correlated with higher job satisfaction.

The positive correlation between PSM and job satisfaction was also found in a study using the U.S. Merit Principles Survey in 1992 (Brewer and Selden, 1998) and 1996 (Naff and Crum, 1999). The same finding was also found in Kim's (2005) study among 1,739 Korean public employees. However, most of the studies on the relationship between PSM and job satisfaction did not account the dimensions or the components of PSM in their analysis (Yanti, 2012). Investigating each dimension or component of PSM is important because PSM consists of mix motives and the dimensions or components of PSM influence work-related outcomes differently (Taylor, 2007).

As mentioned before, PSM has been linked to the person-job and person-organisation fit theories as value congruence. According to P-J and P-O fit theories, congruence between individual's values and job or organisational values brings positive work-related outcomes such as work motivation (Wright, 2001) and more satisfied employee (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007). P-O and P-J fit theories have also been argued to influence job preference that people with higher PSM tend to opt the public sector as their choice of employment (Ng and Gossett, 2013; Shamir, 1991; Knoke and Wright-Isak; 1982; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002; Steijn,2006).

In relation to PSM and job choice, many individuals who have altruistic work values such as caring for others, ability to contribute to society and desire to make a difference also tend to seek employment in the public sector (Rainey, 1982; Lyons et al., 2006). Whereas, the majority of public sector employees perceive intrinsic motive as the most significant factor (Leisink and Steijn, 2008). Thus, it may imply that public service employees that have higher PSM prone to experience intrinsic job

satisfaction. The findings also suggest that employees in the public sector that have higher PSM tend to be more satisfied with their jobs.

Based on these findings, this study constructed hypotheses as follows:

H3: There is a significant positive relationship between public service motivation and job satisfaction.

> **H3a:** The relationship between public service motivation and intrinsic job satisfaction is stronger than the relationship between public service motivation and extrinsic job satisfaction.

> **H3b:** The employees with higher public service motivation are significantly more satisfied than the employees with lower public service motivation.

2.8 The Mediating Effect of Public Service Motivation

In relation to how WLB affects PSM and job satisfaction, Hattrup, Mueller and Aguirre (2007) suggest that behaviour can be explained by many factors and among them are individual's values. They opine that when a value is perceived to be important to an individual, it influences the behaviour of the individual and in contrast when that value is not considered to be important, it has no or little impact on behaviour. Hawthorne study shows that attention that is given by the employers to their employees does matter and this act shows that the employers care for their employees. Most of the WLB policies are created to provide employees with opportunities to take care or to concern more to their family matters or nonwork lives. The provision of WLB at work triggers positive impacts on employees, such as a sense of unselfishness or care for others of the organisation towards its employees (Zhong et al., 2016). A study done by Hartel et al. (2007) reported that WLB was able to enhance the organisational image. European Research Studies (2010) shows that WLB can benefit employers because it is proved to enhance the organisational image.

Therefore, it is argued that WLB policies can be perceived as the act of unselfishness or care for others, and it enhances the image of a company that cares for its employees. Self-sacrifice, altruism and prosocial motivation are among the values that are fundamental in the development of PSM theory as Perry and Wise (1990) posit that people are capable of doing something not always for their benefit but also for others based on the desire of improving their conditions. This leads to a term that

has been known as altruism or the instinct to care for others. Ng and Gossett (2013) found there was a good person-organisation fit between unselfishness (contributing to society) and the rewards of public sector employment (WLB policies), among Millennials. Theory of person-organization fit argues that if there is a compatibility between employees' personalities, goals and values with those of the organizations, the employees will tend to feel that they belong to the organization and more satisfied (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007) which lead to increased motivation. Thus, WLB creates a company's values that are compatible with the values of PSM.

Therefore, this study argues that the value congruence alone between the company's values of WLB and the individual's values of PSM such as self-sacrifice, altruism and prosocial motivation increases the level of PSM of the employees. It is also argued that the more compatible the company's values of WLB with the values of PSM, the bigger the impact of the WLB on various work-related outcomes, including motivation. This is because value congruence increases the perceived value of WLB policies, which leads to higher WLB perception. The bigger the impact of WLB on motivation, the higher the level of PSM of the employees, which lead to job satisfaction. This is because the theory of PSM suggests that PSM is essentially a type of motivations in the public sector (Perry and Hondeghem, 2008). According to the theory of WLB, positive interactions between work and nonwork lives improve the wellbeing of the employees which will improve employees' motivation and result in job satisfaction. Therefore, it is argued that the impact of WLB on job satisfaction is bigger through PSM. Hence, it is predicted that PSM mediates the relationship between WLB and job satisfaction.

Based on this finding, this study constructed hypothesis 4.

H4: There is a significant mediating effect of public service motivation on the relationship between work-life balance and job satisfaction.

2.9 Typology of Work-life Balance

The third approach of WLB is using the typology of WLB suggested by Rantanen et al., (2011). This approach is using the combination of work-nonwork enhancement and conflict experiences to categorise WLB into four types of WLB. The four types of

WLB are formed by dichotomizing the experience of work-life conflict and enhancement into high and low groups (high enhancement, high conflict, low enhancement and low conflict), using the arithmetic mean of the scale as a cut-off point and then cross-tabulating these dichotomized work-nonwork conflict and enhancement experiences to obtain the beneficial, harmful, active, and passive balance types (Rantanen, Kinnunen, Mauno and Tillemann, 2010). The combination of high enhancement and low conflict forms beneficial WLB. The combination of high enhancement and high conflict forms active WLB. The harmful WLB is a combination of low enhancement and high conflict, and passive WLB is grouped based on low enhancement and low conflict.

The approach of the typology of WLB uses components approach to assess WLB (Rantanen et al., 2011). The components approach was used to categorise four types of WLB because the notion of WLB itself consisted of multiple constructs, and the components approach can observe more of the WLB phenomenon (Grzywacz and Carlson, 2007). Theory suggests that work-life enhancement has been linked to high psychological well-being while work-life conflict has been associated with low psychological well-being (Frone, 2003; Geurts et al., 2005; Kinnunen et al., 2006). However, the combination of enhancement and conflict was not yet to be understood. Therefore, Rantanen et al. (2011) proposed a theory of four-dimensional typology of WLB. According to the theory, an individual can experience a combination of work-life enhancement and conflict at the same time. The proposed four-dimensional typology of WLB was based on the theoretical framework of the demands-resources approach (Bakker and Geurts, 2004; Voydanoff, 2005), role enhancement theories (Barnett and Hyde, 2001; Marks, 1977; Sieber, 1974; Wayne et al., 2007) and role conflict theories (Frone, 2003; Greenhaus and Beutell, 1985; Kahn et al., 1964).

Based on the proposed four-dimensional typology of WLB, the simultaneous experiences of high enhancement and low conflict is categorised as a beneficial type and will have positive impacts on psychological functioning and well-being while the opposite combination, low enhancement and high conflict or harmful type, will negatively impact psychological functioning and well-being (Rantanen et al., 2011). Based on the study conducted by Rantanen at al., (2011) among university professionals and managers, people who fall under beneficial types experience the

highest psychological well-being while people in the harmful types experience the lowest. Psychological well-being consists of vigour at work, job exhaustion/stress, core self-evaluations/self-efficacy, self-reported health and life satisfaction (Caspi et al., 2005; DeNeve and Cooper,1998; Judge et al., 1997).

Furthermore, based on the theory of role balance (Marks and MacDermid, 1996), the combination of high enhancement and high conflict (active type) as well as low enhancement and low conflict (passive type) will have impacts on role engagement. It means that individuals who fall under the category of active type are highly engaged in their roles (work and life) because they constantly pursue success and happiness in both spheres or because they have to due to the high demand from work and life (Rantenen et al., 2011). The passive type of WLB, on the contrary, shows low engagement across work and life roles because of the avoidance of conflicting role demands with the consequences of not gaining rewards either or because of the composition of work and life roles is less demanding or challenging (ibid). Role engagement consists of weekly working hours, commitment to work, organisational involvement and turnover intentions (Greenhaus et al., 2003; Marks and MacDermid, 1996). Moreover, active type experiences more vigour at work, higher job exhaustion, higher stress, higher working hours, higher organisational involvement and higher over-commitment to work than passive types due to high resources and high demands.

Hence, according to the typology of WLB, the beneficial and harmful types of WLB are differentiated by the psychological functioning while the active and passive types of WLB are differentiated by the role engagement. Rantanen et al. (2011) found that beneficial type was the ideal type of WLB. However, their study argues that people who fall under the category of active and passive WLB do not experience extremely low psychological functioning, which means satisfactory WLB concerning psychological functioning can still be achieved. Thus, this study argues that the positive and negative outcomes of psychological functioning and role engagement from the four types of WLB may have impacts on PSM and job satisfaction of the employees.

Based on these findings, this study constructed hypotheses as follows:

H5: There is a significant difference in the public service motivation level between 4 types of work-life balance.

H6: There is a significant difference in the job satisfaction level between 4 types of work-life balance.

2.10 Conceptual Framework

This study aims to examine the relationship between WLB and job satisfaction through PSM. The three main variables examined in this study are WLB, PSM, and job satisfaction. However, the variable of WLB consists of four sub-variables, namely role quality, work-life enhancement, work-life conflict and types of WLB. According to Rantanen et al. (2011), the combination of work-life enhancement and work-life conflict can be used to categorise four types of WLB. Based on the study of Rantanen et al. (2011), there are four types of WLB: active, beneficial, passive and harmful. Whereas the variable of PSM has four dimensions, namely attraction to policy making (APM), commitment to public interest (CPI), compassion (COM), and self-sacrifice (SS). Moreover, the variable of job satisfaction includes intrinsic, extrinsic and general aspect of job satisfaction.

Work-life enhancement was measured using the 8-item scale adopted from the scale by Carlson et al. (2006) to measure development enhancement and affect enhancement from both work to nonwork and nonwork to work. Work-life conflict was measured using the 8-item conflict scale adopted from the scale by Carlson et al. (2000) to measure time-based conflict and strain-based conflict from both work to nonwork and nonwork to work. PSM was measured using the 12-item scale adopted from the scale by Kim (2007). Moreover, job satisfaction was measured using the MSQ scale, the scale by Weiss et al. (1967) to measure intrinsic, extrinsic and general job satisfaction.

Therefore, based on the literature review, this study proposes the following hypotheses:

H1: There is a significant positive relationship between work-life balance and job satisfaction.

H1a: There is a significant positive relationship between work-life enhancement and job satisfaction.

H1b: There is a significant negative relationship between work-life conflict and job satisfaction.

H1c: Job satisfaction level is higher in the positive work-life balance than in the negative work-life balance.

H2: There is a significant positive relationship between work-life balance and public service motivation.

H2a: There is a significant positive relationship between work-life enhancement and public service motivation.

H2b: There is a significant negative relationship between work-life conflict and public service motivation.

H2c: Public service motivation level is higher in the positive work-life balance than in the negative work-life balance.

H2d: The employees with higher public service motivation have significantly better work-life balance than the employees with lower public service motivation.

H3: There is a significant positive relationship between public service motivation and job satisfaction.

H3a: The relationship between public service motivation and intrinsic job satisfaction is stronger than the relationship between public service motivation and extrinsic job satisfaction.

H3b: The employees with higher public service motivation are significantly more satisfied than the employees with lower public service motivation.

H4: There is a significant mediating effect of public service motivation on the relationship between work-life balance and job satisfaction.

H5: There is a significant difference in the public service motivation level between 4 types of work-life balance.

H6: There is a significant difference in the job satisfaction level between 4 types of work-life balance.

Table 2. 1 Hypotheses and theories

Hypotheses proposed by this study	Theory
H1: There is a significant positive relationship between work-life balance and job satisfaction.	WLB theory
H1a: There is a significant positive relationship between work-life enhancement and job satisfaction.	WLB theory
H1b: There is a significant negative relationship between work-life conflict and job satisfaction.	WLB theory
H1c: Job satisfaction level is higher in the positive work-life balance than in the negative work-life balance.	WLB theory
H2: There is a significant positive relationship between work-life balance and public service motivation.	WLB and PSM theories
H2a: There is a significant positive relationship between work-life enhancement and public service motivation.	WLB and PSM theories
H2b: There is a significant negative relationship between work-life conflict and public service motivation.	WLB and PSM theories
H2c: Public service motivation level is higher in the positive work-life balance than in the negative work-life balance.	WLB and PSM theories
H2d: The employees with higher public service motivation have significantly better work-life balance than the employees with lower public service motivation.	WLB and PSM theories
H3: There is a significant positive relationship between public service motivation and job satisfaction.	WLB and PSM theories
H3a: The relationship between public service motivation and intrinsic job satisfaction is stronger than the relationship between public service motivation and extrinsic job satisfaction.	WLB, PSM, Motivation theories
H3b: The employees with higher public service motivation are significantly more satisfied than the employees with lower public service motivation.	WLB and PSM theories
H4: There is a significant mediating effect of public service motivation on the relationship between work-life balance and job satisfaction.	WLB and PSM theories
H5: There is a significant difference in the public service motivation level between 4 types of work-life balance.	WLB and PSM theories
H6: There is a significant difference in the job satisfaction level between 4 types of work-life balance.	WLB theory

Hence, based on the literature review and the hypotheses developed by this study, a conceptual framework is proposed.
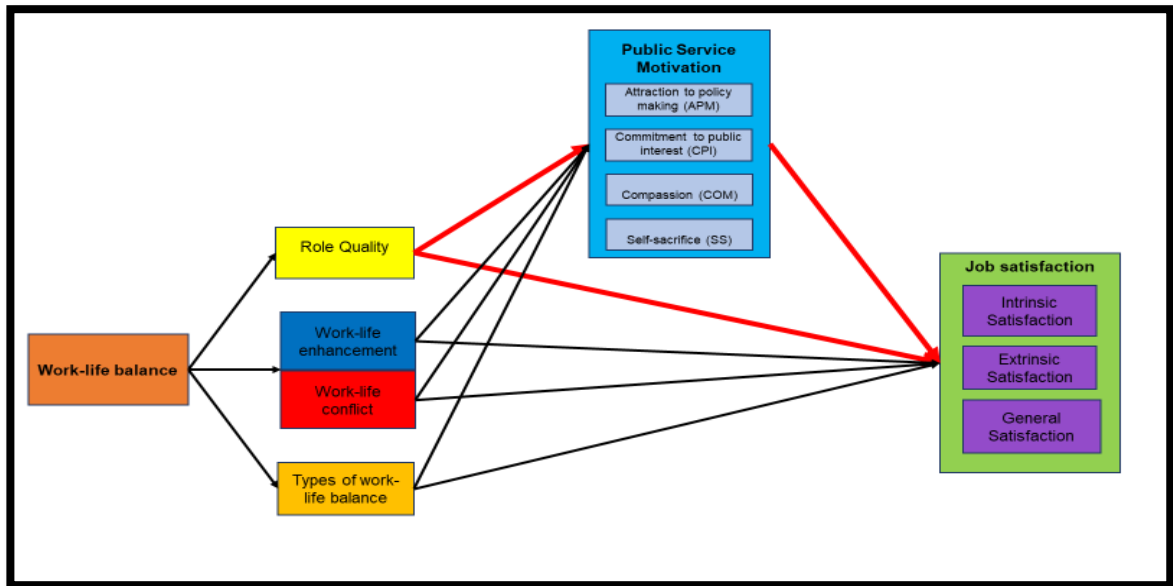
Figure 2. 1 Conceptual framework of the study
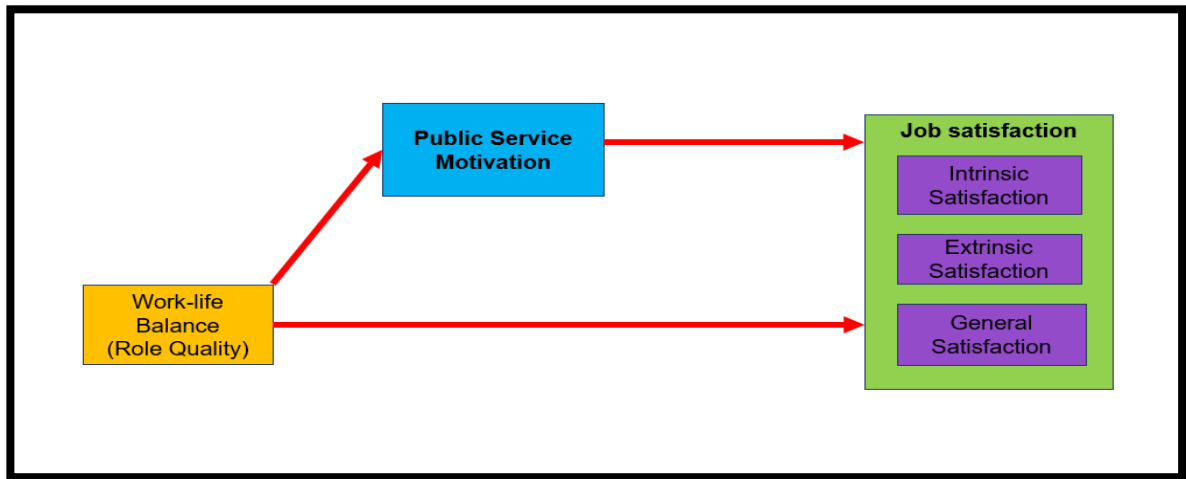
Figure 2. 2 The mediating effect of PSM on the relationship between WLB (role quality) and job satisfaction

The literature review showed that the WLB concept and practices had been found to have positive impacts on work-related outcomes. The literature review also revealed that PSM was more common and prevalent in the public sector than the private sector and had a positive relationship with both intrinsic motivation and job satisfaction. Figure 2.1 shows that WLB concept in this study is approached from three aspects. The first aspect is the role quality as a representation of the overall perception of

one's WLB. The second aspect is by evaluating WLB through its dimensions, namely work-life enhancement and work-life conflict. The third one is an approach that was suggested by Rantanen et al. (2011), which encompassed four types of WLB. Figure 2.2 proposes the relationships between each approach of WLB and PSM as well as the relationships between each approach of WLB and job satisfaction which includes general job satisfaction, extrinsic job satisfaction and intrinsic job satisfaction. The red line in Figure 2.1 illustrates the mediating effect of PSM on the relationship between WLB (role quality) and job satisfaction, which will be highlighted in Figure 2.2.

This study proposes a conceptual framework that PSM mediates the relationship between WLB and job satisfaction. Figure 2.2 describes the proposed conceptual framework of the mediating effect of PSM. In Figure 2.2, only the relationship between role quality and job satisfaction is shown to be mediated by PSM. This is because, in this study, the overall perception of WLB is represented by the construct of role quality. Therefore, only the relationship between role quality and job satisfaction is investigated in terms of the mediating effect of PSM. A survey is designed to investigate the relationships between WLB, PSM and job satisfaction, as shown in Figure 2.1. The survey is also aimed to determine if PSM mediates the relationship between WLB and job satisfaction.

2.11 Chapter Summary

This chapter provides reviews of empirical and theoretical literature on WLB, PSM and job satisfaction. The literature review of WLB includes the aspect of its development and trends as well as its impacts both positive and negative on employees and employers. This comprises the benefits, drawbacks as well as the myths related to WLB concept. This chapter provides a broad overview of WLB from its infancy through its current trends and importance. Various relevant theories of WLB are also reviewed in this chapter, which leads to two major aspects of WLB, namely work-life enhancement and work-life conflict. Furthermore, this chapter also highlights the concept and the perception of WLB in Indonesia based on the existing studies

The literature of PSM is also reviewed in this chapter. The literature review of PSM is based on one fundamental thing, which is the motivation differences between the employees of the public sector and their counterparts in the private sector. These

differences bring many implications that are discussed in various study related to PSM, including rewards preferences. This chapter also discusses the concept of WLB in relation to motivation and job satisfaction, including the current provision of WLB policies in the context of Indonesia. Finally, this chapter bases the hypotheses development and the conceptual framework of this study on the reviews of the literature on WLB, PSM and job satisfaction

The last part of this chapter discusses the development of the hypotheses and the proposed conceptual framework of the study. The hypotheses developed by this study need to be tested to support the conceptual framework. In order to test the hypotheses, this study relies on the qualitative data collected from questionnaire surveys. The next chapter will provide the methodology of the study. It includes a discussion of the research context, research design, research method, data collection, pilot test, language translation, the sample of the study, questionnaire development and research instrument, measurement scales, discussion and quick Interview, data analysis, validity and reliability of the instruments and ethical considerations of the study.

CHAPTER 3. METHODOLOGY AND RESEARCH DESIGN

3.1 Introduction

This chapter discusses the methodology and research design of the study in detail. Methodology is a strategy in research that is designed based on the ontology and the epistemology applied by the researcher in his or her study (Sarantakos, 2005). Methodology mainly describes how the research will be conducted systematically (ibid). The methodology consists of main practices, principles and procedures that are utilised throughout the process of the research (Marczyk, DeMatteo, and Festinger, 2005). Methodology holds a fundamental factor in every research as it contains the means that are used to gather data, organise data and analyse data (Polit and Hungler, 2004; Mouton, 1996; Burn and Grove, 2003; Henning, 2004 and Holloway, 2005). This chapter aims to establish a mechanism of data collection and how the data will be analysed.

This chapter starts by discussing the belief system and assumption of the research or known as the research philosophy. The methodology chosen for this research is dictated from the ontology and epistemology that are discussed in the research philosophy. The research design is an integral part of the research as it will allow the researcher to analyse which tool that is going to be used in the research and how the data is going to be analysed to best answer the research questions and to achieve the objective of the research. After that, the context of the research is introduced. Next, the sampling design of this study will be examined along with the description of how the data will be collected. Method collection bias will be the following element that is examined, followed by the explanation of how the data will be analysed. At the end of this chapter, methods to examine the validity and reliability of the data will be discussed.

3.2 Research Philosophy

The term research philosophy means the belief system and assumption (Burrell and Morgan, 1979; Collis and Hussey, 2003). In every stage of the research, the researcher needs to make several types of assumption which include assumptions about knowledge, reality and research process (Burrell and Morgan, 1979; Creswell, 2003). The types of assumption are applied in the study is dictated by the belief system of the researcher. Assumptions in the research are critical as they will shape

the understanding of the research questions, dictate the methods that are being used in the study and eventually influence how findings are interpreted (Crotty, 1998; Creswell, 2003). The first assumption is the assumption about the nature of reality.

3.2.1 Ontology

The researcher believes that objectivity is one the most important factor in this study and the truth about reality can be discovered using objective measurements and the results of the objective measurements can be generalised to other situations. The concepts of both PSM and WLB were first introduced in western society, and most of the studies in both areas have been done in the western society context. According to Hofstede (2011), cultural dimension has a significant impact on influencing behaviour. Location is also one of the factors that can limit generalisation besides gender, race and ethnicity where cultural differences between locations may play a significant factor limiting generalisation of the results (University at Buffalo, 2014). Therefore, applying the theories in different cultural dimensions is essential supporting the generalisation of the theories.

3.2.2 Epistemology

The objectivity of the research and the generality of the findings are essential for the researcher in this study. Therefore, realism was chosen as the belief about reality in this study. Epistemology is defined as what relationship the researcher should have with his research object (Killam, 2015; Saunders et al., 2015). The etic approach was chosen in this study to achieve objectivity.

The etic approach focuses on objectivity, where the researcher tries to remove the influence of contextual factors (Killam, 2015). In the quantitative approach, objective measurements and deductive approach are applied to retrieve and analysed data needed in the study (Killam, 2015; Creswell, 2014; Saunders et al., 2015). Therefore, the design of this study adapted quantitative design. However, the need to gain a deeper understanding of the research problem and be able to answer the research question more comprehensively is also important for this study. Therefore, this study employs, to some extent, the approach of a qualitative approach. Qualitative approach has properties that allow it to explore values, motives, aspirations, beliefs, attitudes and meanings to gain a deeper space of phenomena or process that cannot be reduced to a simple operational variable, in other words, qualitative has features

that allow it to deal with more complex problems (Atieno, 2009; Baxter and Jack, 2008; Borrego et al., 2009; Castellan, 2010; Choy, 2014; Maxwell, 2013; Roshan and Deeptee, 2009; Williams, 2007).

3.3 Research Context

The context of this study is the Fire and Rescue Department of Jakarta Province. The target population of this study is all the employee of the Fire and Rescue Department in Jakarta province. The Fire and Rescue Department was chosen due to two primary reasons. The first reason is that the Fire and Rescue Department carries a vital role involving public safety of all citizen in Jakarta. The overall climate of Jakarta that can induce potential fire hazard has made Fire and Rescue Department responsibility, readiness and responses have become even more critical compared to other departments in Jakarta province. The nature of their duty that involves saving lives has become a significant driver of the importance of this study. The second reason is also related to the nature of their line of duty. Firefighters are known to be exposed to a significant risk of their own safety. The level of risk in the Fire and Rescue line of duty has made this profession very challenging. Therefore, the Fire and Rescue Department needs to be operated by motivated and dedicated employees to be able to carry out their duties as required. The safety of the public is important. However, the safety of the employees of the Fire and Rescue Department is also a major concern that needs to be adequately addressed.

According to the Fire and Rescue Human Resources Department, the human is a primary operator in the work of the Fire and Rescue Department. Most of the equipment is heavily dependent on the skills and professionalism of the operators. The spectrum of their duties and the fact that human is the critical component of the Fire and Rescue Department have made Fire and Rescue Department an important topic for this study. Despite the roles and impacts of the Fire and Rescue Department to society and its job characteristics, accessibility, viability and the high probability of reply rates are also among the rationales of the decision. How the research was conducted in a logical sequence will be discussed in the next section.

3.4 Research Design

In every research, the research design is critical as its role as the blueprint of the study to achieve the objectives and answer the research questions (Kothari, 2004).

The research design will help the researcher to determine the methodology of the research by identifying the data that is needed for the research (NYU, 2015). Identifying the right data is important as it will lead to a convincing conclusion (ibid). Research design does not deal with the logistical issues of the research, and it will concern only about the logical problem of the research (Yin, 1989). Creswell (2014) defines research design as types of inquiry within the research approach. Others have interpreted research design as strategies of inquiry (Denzin and Lincoln, 2011). In other words, the research design defines what information is needed, the methods that are used to collect the information as well as to analyse the information, to, in the end, achieve the objectives of the study in answering the research questions (Van Wyk, 2012).

It was mentioned in the research philosophy section that the ontology of this study was realism or objectivism. Therefore, the research was also designed based on the belief system of realism or objectivism. The ontology of realism provides objectivity by using objective measurements to discover the truth about the reality where generalisation of the results is the primary intention of the research. Hence, the researcher believes that objectivity is an important factor in this study, and the truth about reality can be discovered using objective measurements, and the results of the objective measurements can be generalised to other situations.

Moreover, based on that ontology, this research employs a survey as a quantitative approach to collect data needed to test the study's hypothesis. Survey is commonly used in social science to investigate relationships between variables (Borg and Gall, 1989). The purpose of the survey is to gather information needed for quantitative statistic by asking questions of a sample about some aspects of the target population (Fowler, 2009). The quantitative analyses from data gathered by the survey also allow the researcher to compare and observe similarities and differences across subsets of the chosen sample (Cooper and Schindler, 2008).

The survey consists of an open-ended and closed-ended question, voluntary interview and on the spot and discussion. However, it is important to understand that this study will use a quantitative approach as its primary approach and utilise qualitative approach only to understand the problem and the context better. In addition to that, the quantitative approach is the appropriate method because this

study aims to investigate the relationship between variables from existing theories (Cooper and Schindler, 2008). Moreover, previous studies were implementing quantitative approaches to examine PSM (Kim et, 2011; Choi, 2001; Liu et al., 2008; Taylor. 2007), work-life conflict (Rantanen et al., 2011; Carlosn et al., 2000), work-life enhancement (Carlson et al., 2006) and job satisfaction (Markovits et al., 2007).

3.5 Research method

This study primarily applied quantitative method. The primary objective of quantitative research is to test a theory and determine if the theory has the ability to describe, explain or predict by conducting experimentation and observation (William, 2007). Therefore, it builds upon existing theories (Leedy and Ormrod, 2001). Quantitative research involves data collection and the use of statistic to create meaningful information out of the data gathered to support or refute a theory (Creswell, 2003). Quantitative research aims to determine the relationship between the independent variable and the outcome or dependent variable (Labaree, 2017). Quantitative research can establish, confirm or validate relationships as well as to contribute to the generalisation of theory (Leedy and Ormrod, 2001). Therefore, this study uses quantitative research to investigate the relationships between variables that are involved in the study. This study is also descriptive quantitative research in nature as it will only measure the subject once (Labaree, 2017).

The quantitative approach was chosen because it provides the means to achieve the objectives of the research and answer the research questions. The quantitative approach also has advantages such as clarity of data, objectivity of data, known validity and reliability of data, relatively quick data collection and analysis and the possibility of generalisation and providing anonymity to respondents (Creswell, 2003; Trumbull, 2005). However, Creswell (2003) and Trumbull (2005) also suggest that quantitative method is lack of focus and interpretation because numbers can give only a limited presentation of what intended to measure and unable to provide richness of descriptions. Therefore, this study is also designed to accommodate the qualitative approach such as an open-ended question, voluntary interview on the spot and quick discussion to gather data needed for a qualitative approach. However, it is important to understand that this study will use the quantitative approach as its main approach and utilise qualitative approach only to understand the problem and the context

better, to meet the objectives and answer the research question and come to conclusions at the end of this study.

3.6 Data Collection

This study used only one survey to collect data that were needed to conduct quantitative analyses. The self-administered survey questionnaires were all hard copies or printed, and there were no other means such as using online, email or applications. This method was chosen because most of the employees did not have access to the computer and internet, and it offered advantages such as more time to think about and answer the survey, anonymity, reasonable response rate, rapid data collection and chances to explain the survey and answer the question (Cooper and Schindler, 2008; Fowler, 2009).

Prior to the distribution of the self-administered survey questionnaires, coordination was made with the local government of Jakarta as the parent organisation and the Fire and Rescue Human Resources Department as the target population. The voluntariness of the survey is still emphasised that anyone can choose not to participate, and there will be no consequences following the withdrawal from the study.

The self-administered survey questionnaires were then personally distributed by the researcher to headquarters, Central Jakarta Unit, North Jakarta Unit, West Jakarta Unit, South Jakarta Unit, East Jakarta Unit and training unit. The researcher handed it over to the officer in charge of personnel, talked about the importance of the study, explained the procedure of how to distribute and collect the self-administered survey questionnaires. Respondents had 15 days to complete the questionnaires, and completed questionnaires were to be returned to office in charge of personnel in every unit. According to Krejcie and Morgan (1970) when the sample size reaches over 380 cases, it remains relatively constant. Therefore, this study aims to reach a total of 380 respondents which is 54% (380 out of 700 distributed questionnaires). The researcher then collected the completed questionnaires and confirmed that they had reached the expected response rate or over (54%).

3.7 Pilot Test

Pilot test is an excellent way to identify weaknesses in the instruments (Cooper and Schindler, 2008). This study conducted two pilot tests to ensure the validity and reliability of the instruments and reduce the possibility of using too much time and resources in the distribution and collection of the survey. If the target population is small, a pilot test can be conducted among respondent surrogates or friends, so the supply of respondents is not exhausted (Cooper and Schindler, 2008). This study asked 30 of Indonesian public employees not from the target population to participate in the pilot test. Among those employees, some were asked to discuss any comments or suggestions regarding the clarity, readability, and whether the aim of the survey is easy to understand or not.

The results from the first pilot test were analysed, and changes were made to improve the clarity and readability of the survey. Some sentences were also reworded without changing the actual meaning because some of the respondents in the pilot test were having difficulties in understanding the question. The refined self-administrated survey instruments were then gone through the second pilot test. Thirty of Indonesian public employees not from the target population were asked to participate in the second pilot test, and the results were much better than the first one. Only some minor adjustments were made, and the self-administrated survey instruments were ready to be distributed in full. Respondents who participated in the pilot tests were not included in the sample frame.

3.8 Language Translation

All the measurements used in this study are all initially developed in the English language. The translation of the questionnaire was done through a double/back-translation method. This method was implemented to minimise changes in meaning. This method minimises changes in meaning by translating the survey to the second language by one person and then the result is translated back to the original language by a second translator (Sechrest, Fay and Zaidi, 1972). This procedure, according to Lonner and Berry (1986), can be used to de-centre the final language of the instrument to collect data of the study.

Two of fellow Indonesian students who studied English language programs in London and an American English native speaker were asked to help the back-translation of all

the instruments used in the study. The instruments were first translated to Indonesian by one Indonesian student and the second Indonesian student translated them back to English. The English translation version from the second Indonesian student was then compared to the original English version and discussed by the native English speaker and the two Indonesian students to produce the final version.

3.9 Sample of the Study

This study attempts to reach the minimum sample size, which still allows a comprehensive quantitative data analysis. However, this study also attempts to maximise the sample size by establishing coordination with the Fire and Rescue Human and Resources Department as well as support from the local government of Jakarta. The questionnaires of the survey are also distributed through the chain of command to increase the response rate because the chain of command in the Fire and Rescue Department is similar with military culture in terms of following orders through chain of command. However, the voluntariness of the survey is still highlighted that anyone can choose not to participate, and there will be no consequences following the withdrawal from the study.

3.9.1 Sampling frame

All employees that are listed in the Fire and Rescue Department in Jakarta province are potential respondents of this research. However, this study focuses only on employees with permanent employment. The rationale behind this is not all public sectors in Jakarta can recruit part-time or contract workers. To give more impact to the public sector in general, which most of them consist of permanent employees and to have comprehensive results, this study selects only employees with permanent status of employment. A good sample should be able to represent the characteristics of the target population; it is intended to epitomise (Cooper and Schindler, 2008).

Therefore, the researcher used the list of permanent employees of the Fire and Rescue Department in Jakarta as the sampling frame of this research. According to Jakarta's Fire and Rescue Department, as for 2017, the total number of employees that are currently in service is 2743. The number consists of 2649 of male employees and 94 of female employees. Some employees are currently working in Jakarta's Fire and Rescue in temporary status or contract. However, part-time/temporary/contract

employees are not part of the study. Thus, they are excluded from the sampling frame of this study.

3.9.2 Sampling technique and bias management

Systematic random sampling technique was employed to generate a sample from the target population. This sampling technique offers simplicity and flexibility (Cooper and Schindler, 2008). However, a systematic sampling technique also poses possibilities of subtle bias and monotonic trend because the sample is selected from a list that might be arranged in a pattern (Garson, 2011). Therefore, to reduce the possibility of subtle bias and monotonic trend sample was randomly selected from the list of permanent employees of the Fire and Rescue Department provided by the Human Resources Department. Randomly selected respondents from a list by changing the random start and replicating a selection of different sample can reduce the effects of subtle bias and monotonic trend flexibility (Cooper and Schindler, 2008). In the survey, other problems should be managed after the collection of the data to preserve the overall data quality, and validity of the results yielded from the relationship analyses of the study such as non-response bias and straight-lining issues.

Straight lining occurs when the respondent chooses the same answers or options on every question in the survey (Kaminska et al., 2006; Kaminska et al., 2010). Upon the initial review of the questionnaires that were collected, it was observed that some of the questionnaires had response patterns aligned with the straight-lining practice. Some respondents chose one extreme answer, such as strongly agree for all the questions in the survey. Straight-lining practice has been associated with practices to answer questions in the survey with minimum time and energy but still good enough for the purposes at hand or known as a satisficing phenomenon (Schaeffer and Presser, 2003). Satisficing phenomenon can cause biased responses because the respondents do not really care about the questions that are being asked and only desire to finish the survey as soon as possible (Holbrook et al., 2003). According to Kaminska et al. (2010), straight-lining responses can decrease the quality of survey if obtained. Therefore, upon the initial review of the responses, cases with straight-lining issues were immediately dropped to maintain the overall quality of the data.

The survey only reflects those who respond to it, while those who do not respond might have significantly different opinions regarding all the variables being studied

which is a threat to the validity of the conclusion drawn from the relationship analyses among those variables (Coderre, Mathieu and St-Laurent, 2004; Dooley and Lindner, 2003). To identify if the survey suffers from this issue, Armstrong and Overton (1977) suggest comparing the responses from the early and late respondents, which then be used as a proxy for non-respondents. To test whether significant differences detected between the early and the late respondents regarding response to the major constructs, this study compared the results of 25 early respondents with 25 late respondents using independent sample t-test. The results showed that there were no significant differences between the early and late respondents involved in this study. Therefore, it was confirmed that the survey of this study was not affected by the issue of non-response bias.

3.10 Sample Size

This study attempts to reach the minimum sample size, which still allows a comprehensive quantitative data analysis. However, this study also attempts to maximise the sample size by establishing coordination with the Fire and Rescue Human and Resources Department as well as support from the local government of Jakarta. The sample size of this study is 421. The central limit theorem suggests that the minimum sample size to be assumed normally distributed is 30. According to Tabachnick and Fidell (2007), the sample size is considered to be sufficient enough for regression based on the rule of N ≥ 50 + 8m (N = sample size and m = the number of independent variables). Therefore, based on the rule of N ≥ 50 + 8m, the sample size for this study with two independent variables should be 66 or larger (66 ≥ 50 + (8 x 2)). Moreover, Krejcie and Morgan (1970) suggest that the population increases the sample size but at a diminishing rate. Their study argues that as the population increases the sample size needed is also flatten out.

The sample size gets bigger as the population gets bigger, and when the sample size reaches over 380 cases, it remains relatively constant (Krejcie and Morgan, 1970). Upon the completion of the pilot test, a total of 700 questionnaires was printed and distributed to headquarter and six units of Fire and Rescue in Jakarta. Out of 700 questionnaires, 524 were returned to the researchers resulting in 74% of reply rate. However, after omitting the incomplete and invalid responses, including the ones with straight-lining issues, only 421 questionnaires were tested for further statistical data

analysis or 60.14% from the total questionnaire distributed. Therefore, based on central limit theorem (Field, 2009), Tabachnick and Fidell (2007) and Krejcie and Morgan (1970), this study has sufficient and representative sample size to run a regression and other statistical data analyses that require normality of data and yield comprehensive results.

3.11 Questionnaire Development and Research Instrument

Research instrument is critical in every study. Both qualitative and quantitative methods require research instruments to be able to gain the information needed in the study. According to Kumar (2011), research instrument is a means that the researcher uses to collect all the information needed for the study. Research instrument is also known as a "research tool" (Kumar, 2011). Research instrument in a study can be in the form of interview list of questions, survey questionnaire, observation forms and other techniques that are designed to gather all the information needed for the research, but survey and interview are the most used instruments (Eladio, 2006). This study used quantitative and qualitative methods to process the information and employed survey questionnaire, discussion and quick interview to collect data needed to perform data analysis for the research. The survey contains questions that are intended to measure the variables needed for the study.

Seven variables need to be examined in this study, and they are WLB, work-life enhancement, work-life conflict, PSM, intrinsic, extrinsic and general job satisfaction. The study is using the survey as the main research instrument consists of 10 demographic questions, 47 closed-ended questions and five open-ended questions. The closed-ended questions are the main instruments to measure the main constructs of this study, namely PSM, WLB, work-life enhancement, work-life conflict, intrinsic job satisfaction, extrinsic job satisfaction and general job satisfaction. The open-ended questions, discussion and quick interview are used to gain more information and context of the target population as well as used to cross-check the results from closed-ended questions analyses. The demographic questions are used to analyse the characteristic of the sample.

3.11.1 Measurement scales

In order to quantify and examine the variables in this study, a scale for every variable is needed. The scales are essential to obtain the data needed for this study. The

scales measure the variables employed in the study. The scales can be developed by the researcher to measure the intended construct, or they can be obtained, adopted or adapted from the previous research or well-established and well-validated scales to measure specific variables. The scales to measure all variables in this study are all well-established measurements and have been widely used in many studies of PSM, WLB and job satisfaction. However, the scales were in English, and therefore, they needed to be translated into the Indonesian language. Minor adjustments of the scales were made based on previous studies that were congruent with this research and compatible with the Indonesian context. The scale was also evaluated and corrected upon the completion of the pilot test. The details of all the scales that were utilised to obtain data on the variables in this study are as follows:

3.11.1.1 Public service motivation scale

PSM scale was first developed by Perry (1996). Perry (1996) identified a four-dimensional scale to measure PSM. The scale has been used in many studies of PSM. In the development of the study of PSM, the scale was examined and revised as well as criticised. PSM was first introduced by Perry and Wise in 1990 in America and ever since the study of PSM has been centralistic to the American context and western context. The growing interest of PSM and whether the phenomenon of PSM is international or specific to the American context have encouraged researchers to investigate PSM more internationally, and international studies are needed to disseminate the concept of PSM further. To be able to research PSM properly, a proper international measurement of PSM is imperative. Moreover, studies have suggested that the original 24-item scale does not fully signify unique and prominent qualities of the dimensions of the PSM construct (Castaing 2006; Coursey and Pandey 2007a; Coursey et al. 2008; DeHart-Davis, Marlowe, and Pandey 2006; Leisink and Steijn 2009; Moynihan and Pandey 2007b; Taylor 2007; Vandenabeele 2008a; Wright and Pandey 2008). Kim (2010) developed a revised 12-item scale that was more appropriate for representing the rational base and two other bases of PSM. Kim (2010) also argued that PSM is a composite of its dimensions. The sample of his study was firefighters at Gyeonggi Provincial Firefighting and Disaster Headquarters in Korea, which is compatible with the target population of this study.

In this study, PSM is measured using the scale that was developed by Kim (2010). The scale consists of 12 items compared to the original 24 items that were first developed by Perry (1996). The items to PSM were evaluated on a 5–point Likert–type scale ranging from 1 = strongly disagree to 5 = strongly agree. The 12-item scale developed by Kim (2010) has several advantages compared to the other scales developed by researchers throughout the development of the PSM study. Kim (2010) argues that the 24-item multidimensional scale to measure PSM is not examined thoroughly, and the revised version is better in representing the rational base of PSM. Kim (2010) also states that the new and short revised version of PSM measurement that consists of 12 items is more suitable to use to measure PSM. The 12-item of measurement developed by Kim (2010) better identifies the rational base of PSM and a multidimensional scale of PSM. The PSM measurement identifies four dimensions of PSM; attraction to policy making (APM), commitment to public interest (CPI), compassion (COM), and self-sacrifice (SS). According to Kim (2010), the 12-item scale better represents the rational bases of PSM.

The 12-item scale also provides theoretical and empirical evidence that supports a formative approach of PSM. It means that PSM must be determined as an aggregate construct or a composite of its dimensions (Kim, 2010). The 12-item scale to measure PSM is also shorter than the original 24-item scale developed by Perry (1996). This helps the researcher to survey because a shorter questionnaire reduces the workload of the respondents. A shortened version is also favoured by Coursey and Pandey (2007) as it will improve predictive and antecedent's validity testing. However, the validity and reliability of the shorter version are as imperative. Kim (2010) have already established the validity and reliability of the 12-item scale to measure PSM. Therefore, Kim's (2010) revised 12-item scale was more appropriate for measuring PSM in this study. Employees of the Fire and Rescue Department were also dichotomized into two groups; the high level and low level of PSM group. The median of the scale was used as the cut-off point. Comparisons of WLB level and general job satisfaction level were also made between higher and lower level PSM.

3.11.1.2 Work-life balance scale

This study approached the WLB concept from three different perspectives. However, they all are based on the concept and theories of work-life enhancement, work-life

conflict and the interaction between them. The first approach is assessing WLB from the enhancement and conflict that occur from both spheres, work and nonwork lives. In this approach, WLB is assessed from its two sub-constructs. The first sub-construct is conflict, and the second one is enhancement. The scale that measures both sub-constructs was developed by Carlson et al. (2000) and Carlson et al. (2006). This study used eight items from the scale by Carlson et al. (2000) to measure work-nonwork conflict and eight items from the scale by Carlson et al. (2006) to measure work-nonwork enhancement. Both scales were used by Rantanen et al. (2011) to measure work-life enhancement and conflict in their study of a typology of WLB.

Enhancement measurement. The 8-item enhancement scale was adopted from the scale developed by Carlson et al. (2006) to measure enhancement from both work to nonwork and nonwork to work. The items to measure work-nonwork enhancement were evaluated on a 5–point Likert–type scale ranging from 1 = strongly disagree to 5 = strongly agree. The total score of the 8-item scale is the total score of enhancement received both from work and nonwork lives. Four items of the scale measure work to nonwork enhancement (e.g., "My involvement in my work makes me cheerful, and this helps me to be a better family member") and the rest of 4 items of the scale measure nonwork to work enhancement (e.g., "My involvement in my family helps me to expand my knowledge of new things and this helps me to be a better worker"). The total score of work-nonwork enhancement and nonwork-work enhancement is the bidirectional score of total enhancement. Enhancement variable consists of two dimensions; development dimension and affect dimension.

Affect is the dimension of work-nonwork enhancement when involvement in work sphere improve the emotional state and or the attitude of the individual to better perform in nonwork sphere and vice versa (Carlson et al., 2006; Greenhaus and Powell, 2006). According to Greenhaus and Powell (2006), enrichment occurs when resources available and retained from one role impact positively on the performance of an individual in another role. The other dimension of enhancement is development. Development is when skills, knowledge, behaviours and perspective gained from work and nonwork have significant impacts on personal development (Carlson et al., 2006; Greenhaus and Powell, 2006). The enhancement of work-nonwork measurement developed by Carlson et al. (2006) was used because the scale

provides a well-developed measure of enrichment and measures both direction of work and nonwork enhancement. The scale also fully captures the complexity of the enrichment construct and has been developed and established by assessing the convergent validity, divergent validity, dimensionality, reliability, content adequacy, factor structure invariance, and its relationship to work and family correlates (Carlson et al., 2006). This scale supports the theory of measuring the positive side of work-family multidimensionally.

Conflict measurement. The 8-item conflict scale was adopted from the scale developed by Carlson et al. (2000) to measure conflict from both work to nonwork and nonwork to work. The items to measure work-nonwork conflict were evaluated on a 5–point Likert–type scale ranging from 1 = strongly disagree to 5 = strongly agree. The total score of the 8-item scale is the total score of conflict received both from work and nonwork lives. Four items of the scale measure work to nonwork conflict (e.g., "My work keeps me from my family activities more than I would like") and the other 4 items of the scale are measuring nonwork to work conflict (e.g., "The time I spend on family responsibilities often interfere with my work responsibilities"). The total score of work-nonwork conflict and nonwork-work conflict is the bidirectional score of total conflict. Conflict entails two dimensions, namely time-based conflict and strain-based conflict.

Time-based conflict dimension is when the time has become problematic for an individual to participate equally in both roles (work and nonwork). The time-based dimension of conflict may happen when an individual is having difficulties to participate in nonwork life because of the time he or she spends in work life or vice versa (Carlson et al. 2000; Greenhaus and Beutell, 1985). The amount of time spent in one role impacts negatively on another role. The other dimension of conflict is strain-based conflict. Strain-based conflict dimension refers to conflicts that originate from the interference of strain experiences from one role to another role (Carlson et al. 2000; Greenhaus and Beutell, 1985). The strain from one sphere negatively impacts on the performance and participation in another sphere (ibid). Studies suggest the more enhancement experienced by the employees, the more positive outcomes can be expected and vice versa when conflict is experienced.

The 8-item scale to measure conflict developed by Carlson et al. (2000) was chosen because it has been used in many studies of WLB and it has been validated comprehensively to measure work-family conflict using multidimensional construct. The reliability, dimensionality, content adequacy, factor structure invariance, and construct validity of the 8-item scale to measure conflict in this study have been assessed by Carlson et al. (2000). Some of the available scales of conflict have not been validated substantially (Netemeyer et al., 1996; Stephens and Sommer, 1996). The multidimensional scale to measure work-family conflict is also better than the unidimensional ones because it allows the researcher to accurately examine the construct through its dimensions and better understand on how each dimension relates to another variable (Netemeyer et al., 1996). This scale also incorporates the significance of the direction and nature of the conflict (Kossek and Ozeki, 1998).

The second approach is role quality as the WLB construct. This approach measures the respondent's perception of WLB based on role quality suggested by Barnett and Baruch (1985). WLB imposes the experience of satisfaction in all domains of life through the minimum experience of conflict on both work and nonwork and harmony between them as well as the experience of enhancement derived from work and nonwork spheres (Clark, 2000; Greenblatt, 2002; Kirchmeyer, 2000, as cited in Lyness and Judiesch, 2008; Fisher, 2001). Clark (2000) argues that work-family balance can be defined as "satisfaction and good functioning at work and home, with a minimum of role conflict". His study on the perception of WLB, emphasises on the present of positive factors (satisfaction and good functioning) and the absent or minimum occurrence of conflict.

Many studies suggest that an individual's experience of WLB is a combination of high rewards, resources, enhancement and low concerns, demand across his or her roles (Voydanoff, 2005; Barnett and Baruch, 1985; Grzywacz and Carlson, 2007; Frone, 2003; Tiedje et al., 1990). The WLB variable in this study is represented by the role quality dimension. WLB can no longer be presumed as allocating equal amounts of time to work and nonwork spheres (Greenhaus et al., 2009). The perception of WLB has been assessed through the influence of conflict (Goode, 1960; Carlson et al. (2000) and enhancement hypothesis (Marks, 1977; Carlson, 2006; Sieber, 1974). Goode (1960) argues that multiple roles with high demand can cause role strain and

conflicts because resources are finite and scarce. In other words, multiple roles with demands higher than the resources will create role strain and conflict, which in turn lead to poor WLB whereas Mark (1977) and Sieber (1974) suggest that multiple roles with positive outcomes such as privileges, status security, psychological energy and personal growth can enlarge one's resources and facilitate role performance. It means multiple roles that can induce positive outcomes (enhancements) can improve resources, which can lead to better WLB. The relationship between role enhancement and conflict is known as role quality (Tiedje and colleagues, 1990; Barnett and Baruch, 1985).

Role quality dimension in this study is defined as an "Enhancement minus conflict" difference score that could range from positive to negative values. This concept was first suggested by Barnett and Baruch (1985) in their research involving women with multiple roles. Based on the study of Barnet and Baruch (1985) role balance is defined as a score extracted from a mathematical equation of enhancement minus conflict which in their study was referred as "rewards minus concerns" and the score of role balance could range from negative to positive. Role quality approach by measuring WLB using a composite score-based was used by Fisher (2001) and Fisher-McAuley et al. (2003). The composite score-based consists of work-life conflict subscale and work-life enhancement subscale. Fisher-McAuley et al. (2003) reversed coded the conflict subscale to measure the total score of WLB and had a reliability coefficient of .83. It was then revised and validated by Hayman (2005). Assessing the overall perception of WLB using work-life enhancement and conflict construct was also studied by Agha, Azmi and Khan (2017) in the Omani context among employees working in the Higher Education Sector.

Their study validated the WLB scale using work-life enhancement and conflict as its constructs. Their study also suggests that WLB is a universal concept and a global phenomenon. It means that the behaviour of human beings towards WLB remains similar around the world and the method to measure the overall perception of WLB using work-life enhancement and conflict construct can be used throughout different context for research purposes. The similar method was also used by Smeltzer et al. (2016) to measure the perception of WLB among nurse faculty in the United States. Clark (2009) argues that WLB is good functioning at both roles (work and home) with

minimal role conflicts. Barnet and Baruch (1985) and Tiedje and colleagues (1990) found that when employees experience more rewards (enhancement) than concerns (conflict) in a given role, they will tend to feel low levels of role overload, role conflict and anxiety. Grzywacz and Carlson, 2007 suggest that the experience of WLB can be assessed using the scale of work-life conflict and enhancement.

Therefore, it may imply that the perception of WLB can be achieved when there are more positive than the negative impacts that occur from the interactions of one's roles at work and home. It can also be argued that those people who experience more enhancement than conflict in their relationships between work and nonwork lives perceive WLB more positively (better work-life balance). This is congruence with the definition of WLB suggested by Frone (2003) and Clark (2000). Frone (2003) defines work-family (life) balance as "low levels of inter-role conflict and high levels of inter-role facilitation". Therefore, the score of role balance will be considered as the score of WLB and the score of WLB in this study was attained from subtracting the score of work-life enhancement with the score of work-life conflict. Comparisons of PSM and general job satisfaction were also made between positive WLB and negative WLB by dichotomising WLB score into positive and negative scores.

The third approach is WLB based on the combination of work-nonwork enhancement and conflict experiences that will then be categorised into four types of WLB. Tiedje and colleagues (1990) argue that role enhancement and role conflict can be experienced simultaneously. Hence, an individual is capable of being in the state of either high enhancement and high conflict, low enhancement and low conflict, high enhancement and low conflict or low enhancement and high conflict. The four types of WLB in Figure 3.1 are formed by dichotomizing the total of the work-nonwork conflict and enhancement experiences into two groups, using the arithmetic mean of the scale as a cut-off point and then cross-tabulating these dichotomized work-nonwork conflict and enhancement experiences to obtain the beneficial, harmful, active, and passive balance types (Rantanen, Kinnunen, Mauno and Tillemann, 2010). The mean of the scale was used as the cut-off point because using a mean or median split is sample-specific and impede the comparison between different samples. The scale to measure enhancement and conflict in this study uses 5–point Likert–type scale ranging from 1 = strongly disagree to 5 = strongly agree and 5–point

Likert–type scale ranging from 1 = strongly disagree to 5 = strongly agree. Therefore, the mean of the scale is 2.5. The mean scores of 2.5 and above indicate the experience of the work-nonwork conflict and enhancement and the mean scores below 2.5 indicate non-experience of the work-nonwork conflict or enhancement.

Work–family enhancement	Work–family conflict	
	High	Low
High	Active balance	Beneficial imbalance
Low	Harmful imbalance	Passive balance

Figure 3. 1 Typology of work-life balance adopted from Rantanen et al. (2011).

3.11.1.3 Job satisfaction scale

The scale that was used to measure job satisfaction was first developed by the University of Minnesota. The scale is called the MSQ (Minnesota Satisfaction Questionnaire). The items to measure job satisfaction were evaluated on a 5–point Likert–type scale ranging from 1 = very dissatisfied to 5 = very satisfied. The MSQ is designed to measure job satisfaction. There are two versions of the MSQ, the long version and the short version. The short version of the MSQ consist of three scales: Intrinsic satisfaction, Extrinsic satisfaction and General satisfaction. In this study, the general satisfaction score of the short version of the MSQ scale will be used to measure the overall job satisfaction of the employees. This study utilised the short version of the MSQ consist of 20 items.

The general score of job satisfaction was drawn from the MSQ 20-item scale of job satisfaction measurement. MSQ or Minnesota Job Satisfaction Questionnaire is a set of questions developed from the Minnesota studies in vocational rehabilitation started in 1957. Weiss et al. (1967) developed an instrument to measure job satisfaction. There are two versions of the MSQ; the long version that consists of 100 questions and the short version that consist of 20 questions (Weiss et al., 1967). This instrument is popular among studies on job satisfaction and has been used by many studies (Buitendach and Rothmann, 2009). MSQ was selected to measure job satisfaction because MSQ has the capability to assess two distinct components of job satisfaction, namely intrinsic and extrinsic job satisfaction. The MSQ is a better instrument to measure job satisfaction because it is a multidimensional measure;

hence, the components may have different relationships with the other variables (Hirschfeld, 2000). The MSQ scale was applied in many studies with Indonesian context (Paramarta and Haruman, 2005; Sutama, 2007; Sari and Iqbal, 2016; Yayah and Hariyati, 2015; Suyasa, 2007; Tengku, 2014; Wikansari and Pawesti, 2016). MSQ was also used to assess job satisfaction in the context of the public sector (Abugre, 2014; Singh and Slack, 2016; Nichols, 2018; Moore, 2017; Crane, 2006).

The intrinsic score of job satisfaction was drawn from 12 items out of the MSQ 20-item scale of job satisfaction measurement (Q33, Q34, Q35, Q37, Q41, Q42, Q43, Q44, Q45, Q46, Q48 and Q51). Intrinsic job satisfaction score was attained from the summing or averaging item responses. A higher score indicates higher overall intrinsic job satisfaction and vice versa. The extrinsic score of job satisfaction was drawn from 6 items out of the MSQ 20-item scale of job satisfaction measurement (Q36, Q38, Q39, Q47, Q49 and Q50). Extrinsic job satisfaction score was attained from the summing or averaging item responses. A higher score indicates higher overall job satisfaction and vice versa.

3.12 Discussion and Quick Interview

A total of 30 people participated in the discussion and quick interview. The discussion and quick interview were conducted informally. It was more of casual conversation taken place sometimes over some coffee or lunch. This method was proved to be effective in reducing tension between the interviewer and the interviewees. When the tension was cleared up, more information could be retrieved because interviewees were more active and engaged in the discussion and questions. Hence, in-depth information can be retrieved from the target population. Each discussion or interview season was attended by a small group of 3 to 5 employees. The structure of the interview was design to always include platoon leader and team leader. The quick interview lasted from 20 to 30 minutes.

The same approval procedures were carried out through the Fire and Rescue Department's chain of command before the commencement of the discussion and quick interview. The respondents were also made aware of the situation and able to opt-out if they did want to participate further, and their anonymity was reassured. Key points of the discussion were written on the paper and then transferred to Microsoft Word and saved digitally. The main topic of the discussion and quick interview were

around the perception of WLB, motivation in the context of the Fire and Rescue job and satisfaction with the job. The discussion and quick interview were also designed to capture what were the factors that could improve them in more depth.

3.13 Data Analysis

The main objective of this study is to investigate the relationship between WLB, PSM and job satisfaction among the employee of the public sector in Indonesia. Therefore, the data analyses were designed for the intended purposes, using Statistical Package for the Social Science (SPSS) version 24 to test the hypothesis and interpret the data into information that could be useful for the study. Bivariate correlation was used to examine the relationships between variables and Pearson correlation coefficient to measure the association between variables which then used to test hypothesis 1, 1a, 1b, 2, 2a, 2b, 3, and 3a. Independent sample t-tests were conducted to observe the statistical difference between groups and to test hypothesis 1c, 2c, 2d, and 3b. To test statistical differences between more than two group, ANOVA was applied as well as to test hypothesis 5 and 6. Mediating effect was interpreted by calculating the indirect effects of WLB in predicting job satisfaction via PSM using Preacher and Hayes' (2008) PROCESS macro for SPSS (Hayes, 2012) as well as to test hypothesis 4. Regression analyses were also conducted to identify the impact of a unit change in the independent variable on the dependent variable.

Descriptive statistical analyses were conducted to categorise demographic data using frequency distribution tables. Demographic analysis is vital for generalisation purposes as it provides information or characteristic to determine if the sample in the study is a representative sample of the target population (Lavrakas, 2008). This study also examined missing and outlying data as well as tested the data for normality. Variables being studied consist of categorical and nominal data. Higher and lower groups of PSM, positive and negative WLB and four types of WLB are all categorical, and PSM and job satisfaction are all intervals. Data tabulation and cross-tabulation were also used to analysed qualitative data from the open-ended questions, discussion and quick interview.

3.14 Validity of the Instruments

Validity holds a fundamental role in research. Validity is not only about the correctness of measurement but more important thing it significantly impacts the

quality of the results (Hair et al., 1998). A measurement is considered to be valid when it measures what it is supposed to measure, and the validity is about a matter of degree (Hair et al., 1998; Sekaran, 2003; Sekaran and Bougie, 2013). The capability of measurement to pinpoint the specific aspects that are needed to be measured is important to its validity. Without a valid instrument, the results of the data analysis will also not be valid (Field, 2009; Sekaran, 2003). Measurement is valid when it measures what it is intended to measure. Therefore, the validity of the instrument is critical in research as it will significantly impact any conclusion drawn from the analysis of the data from the applied measurement. A robust theoretical framework should be able to support the validity of a scale. A valid instrument should be able to measure and tap the information that is needed by the researcher to construct a variable through empirical testing (Jones and Olson, 2996). All the instruments that were utilised in this study are well-establish and well-validated measures. Therefore, it is not necessary to check again the validity of the instruments that are already well-validated (Sekaran, 2003; Sekaran and Bougie, 2013).

Face validity is not a formal validity concept. Face validity is the subjective quality of a measurement. It is the appearance of the measurement. When a measurement appears to measure what it intends to measure subjectively, it is considered to have face validity. Face validity of a measurement includes factors such as clarity, readability, and ambiguity as well as the overall appearance of the measurement. A pilot study was organised to examine the face validity of the instruments, According to Cavana et al. (2001) pilot study can be used to investigate the face validity of the instrument and to assess if the measurement is clear, easy to read and understandable. However, face validity cannot truly reflect the validity of measurement as it only examines the basic appearance of measurement, but in terms of the test's practically utility, face validity is very imperative.

Four measurements were being used in this study. The first one is the 12-item of measurement developed by Kim (2010) to identify the rational base PSM and a multidimensional scale of PSM. The PSM scale measures four dimensions of PSM, namely attraction to policy making (APM), commitment to public interest (CPI), compassion (COM), and self-sacrifice (SS). The validity of PSM measurement has been established upon the development of the construct (Perry, 1996). The

development of the scale has been going on for decades since it was first coined by Perry and Wise (1990). The development of the theory of PSM is now in the fourth wave of the study. The first wave of the study is focused on the introduction of PSM and the definition as well as the measurement of the construct of PSM. The second wave of the study is about the construct validation and diffusion. The third wave of the public service study is extending the research and addressing the deficiencies and gaps. The fourth wave is about applying research results. The concept and measurement of PSM have been studied and discussed for decades.

However, Kim (2009) argues that the original measurement has low face validity. Therefore in 2010, he attempted to revise the existing measurement of PSM to increase its validity. Prior to that, in 2009, Kim provided evidence to support the convergent and divergent validity of the 12-item scale of four factors. To confirm the validity of the 12-item scale, testing with the different sample is recommended (Kim, 2010). Therefore, Kim (2010) tested the scale using CFA and the results supported convergent validity. The results showed a clean four-factor structure with all items loading significantly onto their a priori dimension ($p < .01$), and the standardised factor loadings ranging from 0.7 to 0.8 and AVE exceeds 0.5 in every factor. The results of CFA also demonstrated that it had an acceptable fit to the data, $x2$ (degrees of freedom [df] = 48) = 334.6, $p < .01$; GFI = 0.931, RMSEA = 0.049. The model fit indices for different dimension scales results showed correlation ranged from .586 to .835, and the confidence interval did not include 1.00, and these results supported the discriminant validity of the scale.

The second one is the 8-item of measurement to identify a bidirectional conflict of work and nonwork, derived from the scale developed by Carlson et al. (2000). The 8-item scale to measure bidirectional as also used in the study of Rantanen et al. (2011) to establish four types of WLB. Four items are measuring work to nonwork direction of conflict, and four items are measuring nonwork to work direction of conflict. The validity of the scale was examined with structural equation modelling or SEM by Carlson et al. (2000). The discriminant validity of the scale has already been established upon its construction. The estimates of fit indices of the scale ranged from .24 to .8, which indicates the discriminant validity of the scale (Carlson et al., 2000). The scale to measure conflict has shown internal consistency and invariance of the

factor structure across the sample (ibid). According to Carlson et al. (2000), the relationships between the scale and various antecedents and consequences of work-family conflict show the potential predictive validity of the scale. The theory-driven conceptualisation of the measure reflects the content validity of the scale (Kim, 2010). Predictive validity or criterion validity and model fit assessment suggest that the formative model of a 12-item scale of PSM is a better predictor than the reflective one (ibid).

The third one is a scale to measure enhancement both from work to nonwork and nonwork to work. To measure the bidirectional enhancement, this study applies the 8-item scale derived from the scale developed by Carlson et al. (2006). Four of the items are measuring work to nonwork enhancement, and four of the items are measuring the opposite direction of enhancement. The scale was also used in the study by Rantanen et al. (2011) to measure bidirectional enhancement to contract four types of WLB. Carlson et al. (2006) have established discriminant, convergent, and divergent validity as well as factor structure invariance, dimensionality, reliability and content adequacy of the scale that was used to measure work-nonwork enhancement in this study. The estimates of fit indices of the scale ranged from .36 to .66, which indicates the discriminant validity of the scale (Carlson et al., 2006). The discriminant validity of the scale was also tested using the procedure proposed by Anderson and Gerbing (1988), and the result demonstrated the discriminant validity of the scale. Carlson et al. (2006) also tested the convergent validity of the scale using the correlation of the dimensions of the scale with similar existing scales that measure the positive side of the work-family interface. They found that all the correlations were significant, ranging from 0.40 to .65, suggesting the scale's convergent validity. The scale also has shown the divergent validity as tested by Carlson et al. (2006) with no to low significant in correlation with similar existing scales that measure work-family conflict.

The WLB was measured using components approach as components approach is in a lot of ways better than overall appraisal approach in measuring WLB (Edwards and Bagozzi, 2000; Grzywacz and Carlson, 2007; Greenhaus et al., 2003; Frone, 2003). However, an overall appraisal was also employed via open-ended questions as a comparison to gain a different perspective of WLB perception. The work-life balance

is measured by subtracting the score retained from the enhancement scale with the score retained from the conflict scale and the results range from negative to positive. The measurement of WLB with enhancement and conflict dimensions was also applied in the study of Barnet and Baruch (1985). Based on the study of Barnet and Baruch (1985) role balance is defined as a score extracted from a mathematical equation of enhancement minus conflict which in their study was referred as "rewards minus concerns" and the score of role balance could range from negative to positive. Therefore, the score of overall WLB can be attained from subtracting the score of work-life enhancement with the score of work-life conflict. The measurement of conflict and enhancement are also used to establish four types of WLB in this study, as suggested by Rantanen et al. (2011).

The four types of WLB were measured based on the combination of work-nonwork enhancement and conflict experiences. The experiences and non-experiences of enhancement and conflict will then cross-tabulated and categorised into four types of WLB. Four types of WLB are formed by dichotomizing the total of the work-nonwork conflict and enhancement experiences into two groups, using the arithmetic mean of the scale as a cut-off point and then cross-tabulating these dichotomized work-nonwork conflict and enhancement experiences to obtain the beneficial, harmful, active, and passive balance types (Rantanen, Kinnunen, Mauno and Tillemann, 2010). The mean of the scale was used as the cut-off point because using a mean or median split is sample-specific and impede the comparison between different samples. The 4-type of WLB was introduced by Rantanen in 2008 known as the typology of WLB. The validity of the typology of WLB has been established upon the development of the construct (Rantanen et al. 2011). The typology of WLB approach also provides a holistic approach to WLB (Rantanen et al., 2011).

The fourth one is a scale to measure job satisfaction. The scales to measure job satisfaction have been developed and discussed in many studies. Scales such as job descriptive index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) are well-established, well-validated and widely used scales to measure job satisfaction (Resheske, 2001; Martins and Proenca, 2012). The MSQ scale was applied in many studies with Indonesian context (Paramarta and Haruman, 2005; Sutama, 2007; Sari and Iqbal, 2016; Yayah and Hariyati, 2015; Suyasa, 2007; Tengku, 2014; Wikansari

and Pawesti, 2016). MSQ was also used to assess job satisfaction in the context of the public sector (Abugre, 2014; Singh and Slack, 2016; Nichols, 2018; Moore, 2017; Crane, 2006). In their study, Weiss et al. (1967) also tested the concurrent validity and content validity of the MSQ and the results support the validity of the scale. To measure job satisfaction, this study used the short version of MSQ job satisfaction measurement. The scale comprises 20 questions with a 5-point Likert scale ranging from 1 = very dissatisfied to 5 = very satisfied. The MSQ is designed to measure job satisfaction.

There are two versions of the MSQ, the long version and the short version. The short version of the MSQ consist of three scales: intrinsic job satisfaction, extrinsic job satisfaction and general job satisfaction. MSQ or Minnesota Job Satisfaction Questionnaire is a set of questions developed from the Minnesota studies in vocational rehabilitation started in 1957. Weiss et al. (1967) developed an instrument to measure job satisfaction. This instrument is popular among studies on job satisfaction and has been used by many studies (Buitendach and Rothmann, 2009; Mount and Bartlett, 2002). MSQ is also a well-known, well-established and validated as well as one of the most stable instruments to measure job satisfaction (Fields, 2002; Martins and Proenca, 2012). From the previous studies, MSQ has scored exceptional coefficient alpha values ranging from .85 to .91 (Martins and Proenca, 2012).

The advantage of MSQ is that it can assess two distinct components of job satisfaction, namely intrinsic and extrinsic job satisfaction. The MSQ is a better instrument to measure job satisfaction because it is a multidimensional measure; hence, the components may have different relationships with the other variables (Hirschfeld, 2000). The two aspects of job satisfaction in MSQ were also identified by Moorman (1993). The same notion was also stated by Fields (2002). The multidimensional of MSQ measurement consists of intrinsic, extrinsic and general job satisfaction (Schriesheim et al., 1993). Schalkwyk and Rothmann (2010) has validated the MSQ instrument and found the two internally consistent factors of intrinsic and extrinsic job satisfaction. The MSQ is widely used because it has long and short versions, shows evidence of validity and meets the standard of reliably. Other studies that applied or discussed MSQ as a valid scale to measure job

satisfaction are Hedstrom (1991), Resheske (2001), Lin (2003), Chen (2005), Paramarta and Haruman (2005), Rothner and Com (2005), Sutama (2007), Markovits, Davis and van Dick (2007), Buitendach and Rothmann (2009), Hyun (2009), Eldred (2010), Rains (2011), Martins and Proenca (2012), Schalkwyk and Rothmann (2010), Azeem and Akhtar (2014), Hassan (2015), Redmond (2015) and Ramdhani and Marwa (2016). Evidence for the validity of MSQ comes from the studies of occupational group differences and studies based on the theory of work adjustment (Weiss et al., 1967). According to Weiss et al., 1967, the evidence of construct validity for the MSQ is based on the theory of work adjustment and mostly derived indirectly from the construct validation studies of MIQ (Minnesota Importance Questionnaire).

3.15 Reliability of the Instruments

One of the reasons why instrument reliability is important is because, without reliability, the instrument may not be valid (McManus, Ferguson, Wakefor, Powis, and James, 2011). Field (2009) states that a valid instrument needs to be valid. Reliability means that the measurement or the questionnaire should reflect the construct that it was designed to measure consistently (Field, 2009). The reliability of the instrument was assessed using the value of alpha or known as the Cronbach's alpha. The Cronbach's alpha was first developed by Lee Cronbach's in 1951. The Cronbach's alpha indicates if the items in the scale measure the same construct that the scale claims to measure (Cooper and Schindler, 2008). Cronbach's alpha test was used to established instrument reliability (Trochim, 2006). SPSS was used as the statistical tool to test the Cronbach's alpha of the scales that were applied to measure PSM, WLB, enhancement, conflict, general job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction.

The rule of thumb of this study is that the value of Cronbach's alpha greater than .9 is excellent, between .7 and .9 is good, between .6 and .7 is acceptable, between .5 and .6 is poor and under .5 is unacceptable. The Cronbach's alpha for the 12-item scale to measure PSM is .771. Therefore, based on the value of the Cronbach's alpha, the reliability of the scale to measure PSM in this study is good. The Cronbach's alpha for the 16-item scale to measure WLB is .751. Therefore, based on the value of the Cronbach's alpha in Table 4.2, the reliability of the scale to measure WLB in this

study is good. The reliability test scores (Cronbach's alpha) for the 8-item scale to measure enhancement and the 8-item scale to measure conflict are .783 and .808, respectively. Thus, the reliability of both instruments is good. Job satisfaction in this study is measured using the MSQ or Minnesota Job Satisfaction Questionnaire. The MSQ consists of 20-item to measure job satisfaction, and the Cronbach's alpha of the scale is .833, which suggests good reliability. The Cronbach's alpha for the 6-item scale to measure intrinsic job satisfaction and the 12-item scale to measure extrinsic job satisfaction are .659 and .747, respectively. The Cronbach's alpha of the scale to measure intrinsic job satisfaction suggest that the scale has acceptable reliability while the Cronbach's alpha for extrinsic job satisfaction scale, according to the rule of thumb of this study, is good reliability.

3.16 Ethical Considerations

Conducting research always poses challenges, including ethical risk. Assessment of ethical concerns is critical because good ethical practice in social research is essential to protect research subjects, ensure high-quality research, comply with regulation, reassure funders and help to maintain sector's reputation (Social Research Organisation, 2019). To have an approval on the research proposal, the ethical application must be approved first by the University Ethics Committee via the Postgraduate Research office. The study is not involving any issues related to any type of sensitive personal data as described by the Data Protection Act (DPA), cultural sensitivities and vulnerabilities of participants.

This research will not include any personal and sensitive personal data, as described by the Data Protection Act (DPA). The anonymity will be ensured by design. None of the questions in the questionnaire can lead back to any of the participants. There will be no name required in the questionnaire as well as other personal information such as date of birth, identification number, social number or any personal and unique information that can potentially expose the identity of the participant. The agreement form will be separated from the questionnaire to ensure anonymity. The agreement form is confidential and will be kept in a separate and safe place.

3.17 Chapter Summary

This chapter encompassed important stages in terms of the research methodology applied in this study. The research philosophy was determined to be realism or

objectivism, which dictated the design of the study based on that belief system. The use of the quantitative method as the primary approach of this study fits well within the study's research philosophy. However, it was decided that this study needed to gain deeper knowledge and context to better understand and interpret the results from the quantitative method.

The context of this research is the public sector in Indonesia. Systematic random sampling technique was employed to generate the sample. The quantitative and qualitative data was acquired using a self-administered survey questionnaire, discussion, and quick interview. The closed-ended questions were used to measure the constructs of this study. The open-ended questions aimed to gain more information and context of the target population. The instruments used in this study were all originally written in English. Therefore, a double/back-translation method was done to translate the instruments from English to Indonesia, and a pilot test was conducted to ensure reliability and validity. Bias management was conducted to minimise the effects of non-response bias and straight-lining issue. In conclusion, this study was carefully designed to be able to achieve the objectives of the study and yield reliable results. The next chapter delivers the results and interpretations of the data collected from the survey.

CHAPTER 4. DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter presents the results and interpretations of the data collected from the questionnaire. The data gathered from the survey are meaningless without interpretation and the skills to analyse them (Harris, 2012). This study was designed to investigate the relationship between WLB, PSM and job satisfaction among the employee of the public sector in Indonesia. Therefore, the data analyses were designed for the intended purposes, using Statistical Package for the Social Science (SPSS) to test the hypothesis and interpret the data into information that could be useful for the study. Mediating effect was interpreted by calculating the indirect effects of WLB in predicting job satisfaction via PSM using Preacher and Hayes' (2008) PROCESS macro for SPSS (Hayes, 2012).

This chapter consists of several different parts. The statistical analysis is conducted to interpret the data and test the hypothesis. Quantitative method is selected to analyse the data using statistical program SPSS, and SPSS is used to conduct a correlation analysis to reveal the relationship among variables. Regression analysis is also applied to interpret the data. Means comparison is employed to deepen the understanding and interpretation of the data. The tabulations of answers from open-ended questions are also analysed to gain context and more in-depth knowledge of the results from other analyses. The analysis of the data, interpretation and results will lead to the development of a conceptual model. This last part of this chapter contains the conclusion and the summary of this section.

The hypotheses of the study are as follow:

H1: There is a significant positive relationship between work-life balance and job satisfaction.

> **H1a:** There is a significant positive relationship between work-life enhancement and job satisfaction.

> **H1b:** There is a significant negative relationship between work-life conflict and job satisfaction.

H1c: Job satisfaction level is higher in the positive work-life balance than in the negative work-life balance.

H2: There is a significant positive relationship between work-life balance and public service motivation.

H2a: There is a significant positive relationship between work-life enhancement and public service motivation.

H2b: There is a significant negative relationship between work-life conflict and public service motivation.

H2c: Public service motivation level is higher in the positive work-life balance than in the negative work-life balance.

H2d: The employees with higher public service motivation have significantly better work-life balance than the employees with lower public service motivation.

H3: There is a significant positive relationship between public service motivation and job satisfaction.

H3a: The relationship between public service motivation and intrinsic job satisfaction is stronger than the relationship between public service motivation and extrinsic job satisfaction.

H3b: The employees with higher public service motivation are significantly more satisfied than the employees with lower public service motivation.

H4: There is a significant mediating effect of public service motivation on the relationship between work-life balance and job satisfaction.

H5: There is a significant difference in the public service motivation level between 4 types of work-life balance.

H6: There is a significant difference in the job satisfaction level between 4 types of work-life balance.

4.2 Normality

Some statistical procedures require the data to be normally distributed and testing the data that have significant variation from the normal distribution with parametric statistical tests would generate an accurate and valid result (Hair et al., 1988; Pallant, 2011). Therefore, for any research that applies statically procedures that require normally distributed data such as parametric tests, the normality of the data is consequently important (Field, 2009). Normality is assumed when the pattern of the sample data distribution is not significantly deviating from the pattern of the normal distribution data (Hair et al., 2010). A normal distribution is characterised by the bell-shaped curve, and the distribution of the data is symmetrical around the centre of the data (Field, 2009).

The normality of the data can be analysed in several ways. As mentioned above, the normality of the data is essential as it will increase the validity and the accuracy of the data generated from parametric tests. The data are not required to be normally distributed when the statistical processes used are non-parametric tests. This study applied parametric statistical procedures. Therefore, the normality of the data needs to be assessed.

This study did not test the normality of data. However, the normality of data was examined using the central limit theorem (Field, 2009; Afrianty, 2013). Miao, Xu and Peng (2012), Elliott and Woodward (2007) and Kallenberg (1997) provide evidence of the central limit theorem to examine the normality of the data. In this research, the assumption of normality is examined based on the central limit theorem. The central limit theorem suggests that the distribution of the sampling distribution will be normal as the samples get larger than about 30 (Field, 2009). Burns and Burns (2008) state that in central limit theorem, when samples are at least 30, the sampling distribution will be approximately normally distributed. Therefore, it can be argued that the sampling distribution for sample size larger than 30 will be approximately normally distributed.

The sample size of this research is 421, and for some independent sample t-tests, the sample size is matched to 41. According to the central limit theorem, the minimum sample size to be assumed normally distributed is 30. Therefore, the assumption of normality in this study has not been violated. The sample size of 421 is also sufficient

for this study to run a statistical regression analysis. According to Tabachnick and Fidell (2007), the sample size is considered to be sufficient enough for regression based on the rule of N ≥ 50 + 8m (N = sample size and m = the number of independent variables). This study has two independent variables. Therefore, based on the rule of N ≥ 50 + 8m, the sample size for this study should be 66 or larger (66 ≥ 50 + (8 x 2)). With the sample size of 421, this study has a sufficient sample size to run statistical regression analysis.

4.3 Reliability of the Instruments

The reliability of the instrument is important for many reasons. One of them is because, without reliability, the instrument may not be valid (McManus, Ferguson, Wakefor, Powis, and James, 2011). Field (2009) states that to be valid, the instrument must first be reliable. Reliability means that the measurement or the questionnaire should reflect the construct that it was designed to measure consistently (Field, 2009). To test the reliability of the instruments, this study conducted a reliability analysis on SPSS. The reliability then assessed using the value of alpha or known as the Cronbach's alpha. Cronbach's alpha has been used as an index of reliability. The concept was developed by Lee Cronbach's in 1951. His effort was to provide a measure of the internal consistency of a scale. The Cronbach's alpha indicates if the items in the scale measure the same construct or concept that the scale claims to measure (Cooper and Schindler, 2008). The appropriate cut-off points of Cronbach's alpha have been debated among researchers. The utilisation of the Cronbach's alpha is varied among disciplines in terms of the appropriate cut-off points. However, this study will base on the criteria of Cronbach's alpha for defining the internal consistency reliability under the cut-off points: Excellent ($\alpha>0.9$), Good ($0.7<\alpha<0.9$), Acceptable ($0.6<\alpha<0.7$), Poor ($0.5<\alpha<0.6$), Unacceptable ($\alpha<0.5$) (Kline, 2000; Murphy and Sholder, 1988; George and Mallery, 2003; Perry et al., 2004).

Studies suggest that the acceptable level of reliability based on the Cronbach's alpha depends on many things, and one of them is the type of the research that is being carried out (Peterson, 2013). George and Mallery (2003) suggest that a Cronbach's alpha above 0.7 is acceptable, and above 0.6 is questionable. Murphy and Davidshofer (1988) argue that even though a Cronbach's alpha above 0.6 is

considered to be low level, it is still acceptable whereas Kline (2000) and George and Mallery (2003) suggest that a Cronbach's alpha between 0.6 and 0.7 is acceptable. From the mentioned literature. It suggests that a Cronbach's alpha above 0.6 is still acceptable and therefore, a scale that has a Cronbach's alpha above 0.6 is acceptably reliable (Kline, 2000; Murphy and Sholder, 1988; George and Mallery, 2003; Perry et al., 2004). Cronbach's alpha test was used to established instrument reliability (Trochim, 2006). The Cronbach's alpha of the scales to measure PSM, WLB, enhancement, conflict, general job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction were tested using SPSS.

Table 4. 1 Cronbach's alpha of public service motivation scale

Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Public Service Motivation	.771	.774	12
Work-life Balance	.751		16
Work-life Enhancement	.783	.783	8
Work-life Conflict	.805	.805	8
General Job Satisfaction	.835	.835	20
Intrinsic Job Satisfaction	.659		6
Extrinsic Job Satisfaction	.747		12

Table 4.1 illustrates that the Cronbach's alpha scores are .771 for the 12-item scale to measure PSM, .751 for WLB, .783 for enhancement, .808 for conflict, .833. for job satisfaction and .747 for extrinsic job satisfaction. Therefore, the reliabilities of the scales are good except for intrinsic job satisfaction. The Cronbach's alpha for the 6-item scale to measure intrinsic job satisfaction is .659. Therefore, based on the rule of thumb the reliability of the scale to measure intrinsic satisfaction in this study is acceptable.

4.4 Descriptive Statistic of Survey Data

The data were collected using a quantitative method which produced quantitative data. However, the survey did not employ only closed-ended questions but also open-

ended questions and followed by discussion. Descriptive statistic summarises the characteristic of the respondents of this study. The descriptive analysis also analyses the measurement scale of the study. The descriptive statistic of this study is as follows:

Table 4. 2 Gender composition of the Fire and Rescue Department

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	405	96.2	96.2	96.2
	Female	16	3.8	3.8	100.0
	Total	421	100.0	100.0	

Table 4.2 showed that the population of the male is significantly higher than the female of the respondents, 405 or 96.2% are male, and only 16 or 3.8% are female. The composition of the gender in the sample is a fair representation of the population in the Fire and Rescue Department of Jakarta. According to human resources (HR) of the Fire and Rescue Department of Jakarta, as per 2017, a total employee of the Fire and Rescue Department of Jakarta is 2743 employees. Two thousand six hundred forty-nine (2649) of them are male, and only 94 of them are female (96.6% male and 3.4% female). It makes the composition of the Fire and Rescue Department, as illustrated in Table 4.2 representative.

Figure 4. 1 Gender composition of the Fire and Rescue Department

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	2649	96.6	96.6	96.6
	Female	94	3.4	3.4	100.0
	Total	2743	100.0	100.0	
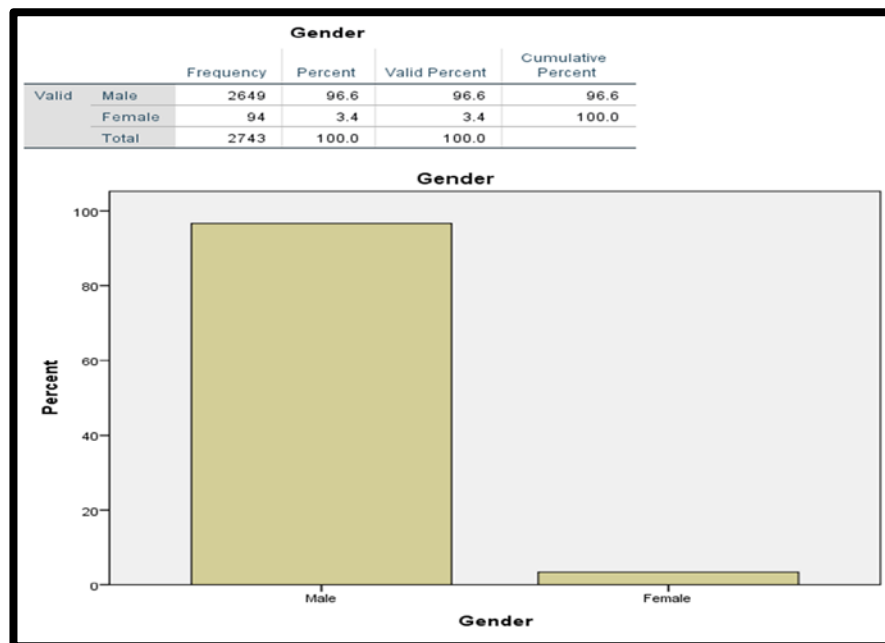
Figure 4.1 revealed that the composition of male and female is 2649 to 94 or 96.6% to 3.4%. The composition of gender in the sample is 405 males to 16 females or 96.2% male to 3.8% female, which makes the composition of gender in the sample a fair representation. Therefore, the sample represents the fair composition of the actual population of the Fire and Rescue Department.

Table 4. 3 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Age					
Valid	15-19	4	1.0	1.0	1.0
	20-24	144	34.2	34.2	35.2
	25-29	139	33.0	33.0	68.2
	30-34	57	13.5	13.5	81.7
	35-39	42	10.0	10.0	91.7
	40-44	25	5.9	5.9	97.6
	45-49	8	1.9	1.9	99.5
	60-64	1	.2	.2	99.8
	> 64	1	.2	.2	100.0
	Total	421	100.0	100.0	

Table 4.3 revealed that most of the employees in the sample are young people. One hundred forty-four employees are in the range of age 20 – 24 and 139 employees are in the range of age 25 – 29. These two age groups alone have already made 67% of the sample. The data indicate that the sample is mainly composed of young employees. 81% of the respondents are in the productive phase of below 39 years old. Employees in the productive group are a good representation as they will have the biggest contribution to the organisation.

Table 4. 4 Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Nasionality					
Valid	Indonesian	421	100.0	100.0	100.0

Table 4.4 verified that all the respondents are of Indonesian nationality. It supports the objective of the study to investigate the relation of WLB, PSM and job satisfaction in the Indonesian context. By designing the survey to include the respondents of all Indonesian people supports the objective, arguments and the finding of this study.

Table 4. 5 Rank and rank insignia of the Fire and Rescue Department

		Rank			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Class 1	269	63.9	63.9	63.9
	Class 2	127	30.2	30.2	94.1
	Class 3	18	4.3	4.3	98.3
	Class 4	7	1.7	1.7	100.0
	Total	421	100.0	100.0	

Figure 4. 2 Rank insignia of the Fire and Rescue Department

Source: Fire and Rescue Department (2017).

Table 4.5 suggests that the majority of the respondents are in class 1 one class 2. Class 1 is the lowest rank in the Fire and Rescue Department. Figure 4.2 displays the composition of each rank as stated in Indonesian Home Affair's regulation No. 49, 2007. The operational level of the Fire and Rescue Department is those who are the operator of the fire and rescue arsenal, the frontlines, the firemen who actually deal with all the emergency. This composition makes the majority of the respondents is at the operational level of the organisation at 94.1% of the sample size.

Table 4. 6 Qualification

		Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior high	8	1.9	1.9	1.9
	Senior high school	356	84.6	84.6	86.5
	Diploma	11	2.6	2.6	89.1
	Bachelors	12	2.9	2.9	91.9
	Master/Doctorate	34	8.1	8.1	100.0
	Total	421	100.0	100.0	

Table 4.6 revealed the level of education of the respondents. The data suggest that the education level of the respondents is mostly at senior high school, numbering at 84.6%. This data is aligned with the rank distribution, where 94.1% of the respondents are in the rank of class 1 and class 2. This composition is also one of the consequences of the main task of the Fire and Rescue Department, which heavily allocates their human resources on the firefighter operator. Therefore, the education level of the respondents represents the population being studied.

Table 4. 7 Employment status

Employment status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part-time/temporary/contract	3	.7	.7	.7
	Full-time/permanent	418	99.3	99.3	100.0
	Total	421	100.0	100.0	

Table 4.7 revealed that permanent employment predominates the Fire and Rescue Department of Jakarta. However, according to HR staff of the Fire and Rescue Department of Jakarta, they are now recruiting more part-time and contract employees to reason with the organisation needs and to meet the expectation of the public for their services. This study aimed to sample only full time or permanent employees but when the collection was made a small number of part-time or contract employees were included. However, the percentage of part-time/contract employee is insignificant; 0.7 % of the respondents and more data is better for statistical analysis. Therefore, removing the part-time/contract employee cases from the sample was not necessary. The results will still represent permanent or full-time employees of the Fire and Rescue Department.

Table 4. 8 Service

Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	1.7	1.7	1.7
	1-2 years	20	4.8	4.8	6.4
	3-5 years	92	21.9	21.9	28.3
	6-8 years	103	24.5	24.5	52.7
	9-12 years	59	14.0	14.0	66.7
	13-15 years	40	9.5	9.5	76.2
	More than 16 years	100	23.8	23.8	100.0
	Total	421	100.0	100.0	

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Table 4.8 revealed that the composition of service is equally distributed between less than eight years and more than eight years. 52.7% of the respondents fall in the categories of 0 to 8 years of service and the rest of the respondents of 47.3% fall in the categories of more than eight years. This data represents the distribution of service of the respondents. The respondents of the survey equally represent the young and the old. The young category which falls between 6-8 years of service makes 24.5% of the respondents. The old category which falls under more than 26 years of service makes 23.8% of the respondents, which makes relatively the same percentage as the 6-8 years category.

Table 4. 9 Income per month.

Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 million rupiah	6	1.4	1.4	1.4
	1 - 2 million rupiah	62	14.7	14.7	16.2
	2 - 4 million rupiah	204	48.5	48.5	64.6
	4 - 6 million rupiah	133	31.6	31.6	96.2
	6 - 8 million rupiah	12	2.9	2.9	99.0
	> 8 million	4	1.0	1.0	100.0
	Total	421	100.0	100.0	

Table 4.9 illustrates the distribution of income per month of the respondents. It revealed the category of income at 2–4 million rupiahs predominates the respondents followed by the category of income at 4–6 million rupiahs. This data suggests that most of the respondents are at the middle level in terms of their incomes. According to the government of Jakarta and the Indonesian government regulation number 78 of 2015 (Presiden-RI, 2015), the standard minimum wage in Jakarta is 3,940,973 rupiah or approximately £218.44 at current exchange currency (2019) per month. As low as it may seem, the wage of £218.44 per month is considered to be the middle-level income. Hence, the data suggest that 80.1% of the respondents are at middle-level income. It may imply that even though the pay is not much, it complies with the minimum wage set by the Indonesian government Law (Presiden-RI, 2015). Thus, it should not place money as the primary concern of the employees. The data from Table 4.9 suggest that 80.1% of the respondents have income approximately at the standard minimum wage.

Table 4. 10 Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Marital status					
Valid	Single	184	43.7	43.7	43.7
	Married	207	49.2	49.2	92.9
	Widowed	3	.7	.7	93.6
	Divorced	1	.2	.2	93.8
	Other	26	6.2	6.2	100.0
	Total	421	100.0	100.0	

Table 4.10 revealed the approximately equal distribution of single and married respondents. The single category makes 43.7% of the respondents, while the married category makes 49.2% of the respondents. The equal distribution of the single and married category minimize bias in their levels of WLB which according to many studies in the literature review, the marital status significantly impacts WLB as being married is considered as having more responsibility hence more conflicts and there is an unequal level of WLB between married employees and the single ones (Parasuraman and Simmers, 2001; Hardy and Adnett, 2002; Felstead et al., 2002; Duxbury and Higgins, 2008; Galinsky, Bond and Friedman, 1996; Owen and Cox, 1988; Belsky and Pensky, 1988; Levy-Shiff, 1994; Feldman, 2000).

Table 4. 11 Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Children					
Valid	Children	222	52.7	52.7	52.7
	No children	199	47.3	47.3	100.0
	Total	421	100.0	100.0	

Table 4.11 revealed that the distribution of children and no children categories is approximately equal. The respondents with children to number 222 or 52.7% and the respondents without children make 47.4% of the total respondents or 199 respondents. The equal distribution of respondents with children and without deals with the bias of WLB. According to the literature having family, children or dependent impact WLB significantly. Employees with children have less WLB than single ones, or there is an unequal level of WLB between employees with children and without

children (Jacque L.King, 2005; Krishna, Vranda, and Atiq, 2010; Duxbury and Higgins, 2008; Waumsley, Houston and Marks, 2010), However, independent statistical analysis found that there were no significant differences in the level of WLB, PSM and job satisfaction between single and married as well as children and no children.

Table 4. 12 Public service motivation

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Mean PSM
								Statistics						
N	Valid	421	421	421	421	421	421	421	421	421	421	421	421	421
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.97	3.73	3.84	3.99	3.96	3.44	3.82	3.91	3.89	3.88	3.91	4.07	3.8676
Std. Deviation		.773	.753	.789	.748	.741	1.051	.806	.833	.878	.813	.780	.766	.43423
Minimum		1	1	1	1	1	1	1	1	1	1	1	1	2.00
Maximum		5	5	5	5	5	5	5	5	5	5	5	5	5.00

Table 4. 13 Characteristic of public service motivation

Descriptive Statistics

	N	Mean
Mean Attraction to Public policy making	421	3.850356295
Mean Commitment to Public Interest	421	3.796516231
Mean Compassion	421	3.873317498
Mean Self - Sacrifice	421	3.950118765
Valid N (listwise)	421	

Table 4.12 explores the descriptive analysis of PSM. The data suggest that the PSM score of the sample in the study has a mean score of 3.87 in the 5 Likert scale questionnaire with a standard deviation of 0.43, a minimum mean score of 2 and a maximum mean score of 5. PSM score is the mean of the total score of 12 questions drawn from the 12-item PSM measurement scale developed by Kim (2010). Table 4.13 shows that from four dimensions of PSM, self-sacrifice (SS) scores the highest and commitment to public interest (CPI) is the lowest.

Table 4. 14 Work-life balance

		Q15_r	Q16	Q17_r	Q18	Q19_r	Q20	Q21_r	Q22	Q23_r	Q24	Q25_r	Q26	Q27_r	Q28	Q29_r	Q30	E-C
N	Valid	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		2.72	3.97	2.82	3.94	2.86	3.87	2.90	3.95	3.16	3.82	3.01	3.79	3.11	3.89	2.97	3.98	.8459
Std. Deviation		1.025	.634	1.025	.734	1.066	.752	1.129	.723	1.066	.773	1.104	.755	1.148	.683	1.099	.611	.84223
Minimum		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-2.00
Maximum		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3.00

Table 4.14 shows the descriptive analysis of role quality, which in this study is considered as the score of the overall WLB. The score of overall WLB is attained from the composite score of WLB (enhancement score minus conflict score). The data suggest that the overall WLB score of the sample in the study has a mean score of 0.85 with a standard deviation of 0.84, a minimum score of -2 and a maximum score of 3.

Table 4. 15 Work-nonwork enhancement

Statistics

	Q16	Q18	Q20	Q22	Q24	Q26	Q28	Q30	Mean enhance
N Valid	421	421	421	421	421	421	421	421	421
N Missing	0	0	0	0	0	0	0	0	0
Mean	3.97	3.94	3.87	3.95	3.82	3.79	3.89	3.98	3.9005
Std. Deviation	.634	.734	.752	.723	.773	.755	.683	.611	.44756
Minimum	1	1	1	1	1	1	1	1	2.00
Maximum	5	5	5	5	5	5	5	5	5.00

Table 4. 16 The characteristic of work-nonwork enhancement

Descriptive Statistics

	N	Mean
Mean Development	421	3.8806
Mean affect	421	3.9204
Valid N (listwise)	421	

Table 4.15 illustrates the descriptive analysis of enhancement. The data suggest that the enhancement score of the sample in the study has a mean score of 3.9 in the 5 Likert scale questionnaire with a standard deviation of 0.45, a minimum mean score

of 2 and a maximum mean score of 5. The total score of work-nonwork enhancement and nonwork-work enhancement is the bidirectional score of total enhancement. The use of a multidimensional scale to measure WLB enables the researcher to examine the dimensions of WLB and their relationships with other variables.

Table 4. 17 Work-nonwork conflict

Statistics

	Q15	Q17	Q19	Q21	Q23	Q25	Q27	Q29	Mean Conflict
N Valid	421	421	421	421	421	421	421	421	421
N Missing	0	0	0	0	0	0	0	0	0
Mean	3.28	3.18	3.14	3.10	2.84	2.99	2.89	3.03	3.0546
Std. Deviation	1.025	1.025	1.066	1.129	1.066	1.104	1.148	1.099	.70794
Minimum	1	1	1	1	1	1	1	1	1.00
Maximum	5	5	5	5	5	5	5	5	4.88

Table 4. 18 The characteristic of work-nonwork conflict

Descriptive Statistics

	N	Mean
Mean Time	421	3.0825
Mean Strain	421	3.0267
Valid N (listwise)	421	

Table 4.17 explores the descriptive analysis of conflict. The data suggest that the conflict score of the sample in the study has a mean score of 3.0 in the 5 Likert scale questionnaire with a standard deviation of 0.7, a minimum mean score of 1 and a maximum mean score of 4.88.

The total score of work-nonwork conflict and nonwork-work conflict is the bidirectional score of total conflict. The components approach also allows this study to examine the sub-dimensions of conflict, namely time-based conflict and strain-based conflict. Table 4.18 suggests that respondents are experiencing both time and strain-based conflicts at almost the same level.

Table 4. 19 General job satisfaction

Statistics

		Q33	Q34	Q35	Q36	Q37	Q38	Q39	Q40	Q41	Q42	Q43	Q44	Q45	Q46	Q47	Q48	Q49	Q50	Q51	Q52	Mean GEN
N	Valid	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.57	3.66	3.59	3.76	3.52	3.60	3.45	3.73	3.58	3.70	3.72	3.69	3.69	3.50	3.61	3.48	3.40	3.44	3.70	3.56	3.5968
Std. Deviation		.773	.803	.720	.757	.767	.798	.905	.736	.820	.751	.736	.740	.800	.742	.760	.739	.901	.804	.800	.926	.38766
Minimum		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2.05
Maximum		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.90

Table 4.19 shows the overall or general score of job satisfaction. The mean score of general job satisfaction of the respondents is 3.59, with a standard deviation of 0.38. The minimum score of general job satisfaction is 2.05, with a maximum score of 4.9. The general score of job satisfaction was drawn from the MSQ 20-item scale of job satisfaction measurement. MSQ or Minnesota Job Satisfaction Questionnaire is a set of questions developed from the Minnesota studies in vocational rehabilitation started in 1957. Weiss et al. (1967) developed an instrument to measure job satisfaction. The score of general job satisfaction is the total score of all 20 questions in the 20-item MSQ scale.

Table 4. 20 Intrinsic job satisfaction

Statistics

		Q33	Q34	Q35	Q37	Q41	Q42	Q43	Q44	Q45	Q46	Q48	Q51	Mean INS
N	Valid	421	421	421	421	421	421	421	421	421	421	421	421	421
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.57	3.66	3.59	3.52	3.58	3.70	3.72	3.69	3.69	3.50	3.48	3.70	3.6162
Std. Deviation		.773	.803	.720	.767	.820	.751	.736	.740	.800	.742	.739	.800	.39437
Minimum		1	1	1	1	1	1	1	1	1	1	1	1	2.17
Maximum		5	5	5	5	5	5	5	5	5	5	5	5	4.83

Table 4.20 illustrates one of the components of the general score of job satisfaction, which is intrinsic job satisfaction. The mean score of intrinsic job satisfaction of the respondents is 3.6, with a standard deviation of 0.39. The minimum score of the intrinsic job satisfaction is 2.17, with a maximum score of 4.8. The intrinsic score of job satisfaction was drawn from 12 items out of the MSQ 20-item scale of job satisfaction measurement (Q33, Q34, Q35, Q37, Q41, Q42, Q43, Q44, Q45, Q46, Q48 and Q51). One of the advantages of MSQ is that it has the capability to measure

two distinct components of job satisfaction, namely intrinsic job satisfaction and extrinsic job satisfaction. Table 4.25 illustrates the intrinsic component of job satisfaction. Intrinsic job satisfaction score was attained from the summing or averaging responses to result in a total score. A higher score indicates higher intrinsic job satisfaction and vice versa.

Table 4. 21 Extrinsic job satisfaction

Statistics

	Q36	Q38	Q39	Q47	Q49	Q50	Mean Extrinsic Job Satisfaction
N Valid	421	421	421	421	421	421	421
N Missing	0	0	0	0	0	0	0
Mean	3.76	3.60	3.45	3.61	3.40	3.44	3.5428
Std. Deviation	.757	.798	.905	.760	.901	.804	.50042
Minimum	1	1	1	1	1	1	1.83
Maximum	5	5	5	5	5	5	5.00

Table 4.21 shows one of the components of the general score of job satisfaction, which is extrinsic job satisfaction. The mean score of extrinsic job satisfaction of the respondents is 3.5, with a standard deviation of 0.5. The minimum score of the extrinsic job satisfaction is 1.83, with a maximum score of 5. The extrinsic score of job satisfaction was drawn from 6 items out of the MSQ 20-item scale of job satisfaction measurement (Q36, Q38, Q39, Q47, Q49 and Q50). Table 4.21 shows the extrinsic component of job satisfaction. Extrinsic job satisfaction score was attained from the summing or averaging responses to result in a total score. A higher score indicates higher extrinsic job satisfaction and vice versa. Table 4.21 also suggests that the average intrinsic job satisfaction of the employees in the Fire and Rescue Department of Jakarta is higher than their extrinsic job satisfaction.

4.5 Hypothesis Testing

Hypotheses were tested using several statistical analyses. For correlation hypotheses, SPSS was applied to identify the correlation between the variables tested. In correlation, there are several rules of thumbs to describe the value of r. Cohen (1988, 1992) argues that in much of social science and psychological studies which related to human behaviour, $r = \pm.5$ represents a strong relationship, $r = \pm.3$ is a moderate relationship and $r = \pm.1$ is a weak relationship. This study is coherently

studying many aspects of human behaviours and social science. Therefore, the interpretation of correlations among the variables in this study will follow the rule of thumb suggested by Cohen (1988, 1992).

Correlation in statistic allows the researcher to quantify the nature of the relationship from perfect correlation (1) and no correlation (0). However, correlation in statistic does not allow the researcher to identify the impact of a unit change in the independent variable on the dependent variable. To be able to do such observation, a regression analysis is needed. Therefore, this study employed a regression analytical process to observe the relative impacts of a variable on another variable.

To analyse the statistical difference between groups, analysis such as independent sample t-test and ANOVA were conducted. Means analysis was applied to observe differences between groups. In the case where there is a significant difference in the sample sizes between two groups or unequal sample sizes such as positive WLB and negative WLB, the sample size was adjusted to equalise the sample size. A random sample was drawn from the larger groups to match the sample size of the smaller group using SPSS (select cases) random sample of cases procedure. Equalising the sample size was chosen because the sample size of the smaller group was still large enough to result in a robust mean analysis. Sample sizes and variances between groups impact type I error rates and statistical power drastically (Rusticus and Lovato, 2014). Equal sample size maximises statistical power and avoids issues with confounding variables when comparing groups (ibid). However, Keppel (1993) argues that most statistical programs correct the difference in the sample size accordingly and equal sample for each group is not needed to calculate accurate statistical results. Therefore, to test the hypotheses where the smallest group has a large enough sample size (n≥30), the sample size from the bigger groups were randomly selected to match the sample size of the smallest group. However, if the sample size of the smallest group is too small (n<30), the sample sizes of the other groups were not equalised, and the relevant statistical test was applied in order the maximise the robustness of the test and the comprehensiveness of the results.

The effect of mediation was examined by assessing the indirect effects of WLB in predicting job satisfaction via PSM. SPSS was applied to examine if the mediation effect was significant enough using Process macro for SPSS. Process macro for

SPSS is a program in addition to SPSS to calculate the significance of mediating or moderating effects developed by Hayes (Preacher and Hayes, 2008; Hayes, 2012). The same method was used by Lajom (2016) to test the significant mediating in her research. Hayes' Process macro for SPSS is one of the statistical methods to test for the existence of mediating and moderating effects (Breitborde et al., 2010). PROCESS macro for SPSS can be applied to examine indirect effects without the assumption of the normality of the data.

4.5.1 The relationship between work-life balance and job satisfaction

The relationships between WLB, enhancement (E), conflict (C) and job satisfaction were tested using bivariate correlation, and the Pearson correlation coefficient was used to measure the association between variables, followed by regression analyses. The data were analysed to test **H1**, **H1a**, **H1b** and **H1c**. In testing hypothesis 1c, an independent sample t-test was conducted.

The test results are as follows:

Table 4. 22 Correlation between work-life balance and general job satisfaction

Correlations

		Enhancement - Conflict	Mean General Job Satisfaction
Enhancement - Conflict	Pearson Correlation	1	.155**
	Sig. (2-tailed)		.001
	N	421	421
Mean General Job Satisfaction	Pearson Correlation	.155**	1
	Sig. (2-tailed)	.001	
	N	421	421

**. Correlation is significant at the 0.01 level (2-tailed)

Table 4. 23 Regression analysis of work-life balance and general job satisfaction

Predictor Variable	R^2	Adj. R^2	F	p	Constant	β_1	t	p(t)
Work-life balance	0.024	0.022	10.301	0.001	3.536	0.071	3.21	0.001

Hypothesis 1 proposes that WLB will be positively associated with job satisfaction. Table 4.22 illustrates the bivariate test of WLB (E-C) as the independent variable and general job satisfaction as the dependent variable. The coefficient r = .155, as shown in Table 4.22 confirms a positive relationship between WLB and general job

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satisfaction and the relationship was statistically significant at the .01 level. This finding supports **Hypothesis 1**. A simple linear regression was held to predict general job satisfaction based on WLB. Table 4.23 confirmed that changes in WLB scores were able to predict variance in general job satisfaction scores significantly. The linear regression model suggests that 2.4% of the variability in general job satisfaction can be accounted for by WLB. A significant regression equation was found F (1, 419) = 10.301, p = .001 with an R^2 of .024. Therefore, hypothesis 1 was not rejected.

Table 4. 24 Correlation between enhancement and general job satisfaction

Correlations

		Mean Enhance	Mean General Job Satisfaction
Mean Enhance	Pearson Correlation	1	.457**
	Sig. (2-tailed)		.000
	N	421	421
Mean General Job Satisfaction	Pearson Correlation	.457**	1
	Sig. (2-tailed)	.000	
	N	421	421

**. Correlation is significant at the 0.01 level (2-tailed)

Table 4. 25 Regression analysis of work-nonwork enhancement and general job satisfaction

Predictor Variable	R^2	Adj. R^2	F	p	Constant	β_1	t	p(t)
Enhancement	0.208	0.207	110.354	0.000	2.054	0.395	10.505	0.000

Hypothesis 1a proposes that the relationship between work-nonwork enhancement, as one of the dimensions of WLB, and general job satisfaction will be positive. Table 4.24 shows the bivariate test of work-nonwork enhancement as the independent variable and general job satisfaction as the dependent variable. The coefficient r = .457, as shown in Table 4.24 confirms a positive relationship between work-nonwork enhancement and general job satisfaction and the relationship was statistically significant (p < .01). This finding supports **Hypothesis 1a**. A simple linear regression was also applied to predict general job satisfaction based on work-nonwork enhancement. Table 4.25 confirms that changes in work-nonwork enhancement scores were able to significantly predict variance in general job satisfaction scores. The linear regression model suggests that 20.8% of the variability in general job satisfaction can be accounted for by work-nonwork enhancement. This is quite a

respectable result. A significant regression equation was found F (1, 419) = 110.354, p < .01 with an R^2 of .208. Therefore, hypothesis 1a was not rejected.

Table 4. 26 Correlation between conflict and general job satisfaction

Correlations

		Mean Enhance	Mean General Job Satisfaction
Mean Conflict	Pearson Correlation	1	.104*
	Sig. (2-tailed)		.032
	N	421	421
Mean General Job Satisfaction	Pearson Correlation	.104*	1
	Sig. (2-tailed)	.032	
	N	421	421

Table 4. 27 Regression analysis of work-nonwork conflict and general job satisfaction

Predictor Variable	R^2	Adj. R^2	F	p	Constant	$β_1$	t	p(t)
Conflict	0.011	0.009	4.614	0.032	3.422	0.057	2.148	0.032

Hypothesis 1b proposes that conflict as one of the dimensions of WLB will have a negative relationship with job satisfaction. Table 4.32 illustrates the bivariate test of work-nonwork conflict as the independent variable and general job satisfaction as the dependent variable. The coefficient r = .011, as shown in Table 4.26 shows a positive relationship between work-nonwork conflict and general job satisfaction and the relationship is statistically significant (p = .032). This finding does not support **Hypothesis 1b**. A simple linear regression was also applied to predict general job satisfaction based on work-nonwork conflict. Table 4.27 showed that changes in work-nonwork conflict scores were able to significantly predict variance in general job satisfaction scores. The linear regression model suggests that 1.1% of the variability in general job satisfaction can be accounted for by work-nonwork conflict. A significant regression equation was found F (1, 419) = 4.614, p = .0032 with an R^2 of .011. Therefore, hypothesis 1b was rejected.

Table 4. 28 Job satisfaction comparison between positive and negative work-life balance

Group Statistics					
	Enhancement – Conflict Code	N	Mean	Std. Deviation	Std. Error mean
Mean Intrinsic Job Satisfaction	Positive WLB	41	3.682926829	.3561071898	.0556145995
	Negative WLB	41	3.467479675	.4525690742	.0706794148
Mean Extrinsic Job Satisfaction	Positive WLB	41	3.699186992	.4381455748	.0684268427
	Negative WLB	41	3.516260163	.5161353155	.0806067939
Mean General Job Satisfaction	Positive WLB	41	3.6939	.32905	.05139
	Negative WLB	41	3.4902	.44864	.07007

Independent Sample Test

		Levene's Test for Equality of Variances					t-test for Equality of Means		95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig.(2-Tailed)	Mean Difference	Std. Error difference	Lower	Upper
Mean Intrinsic Job Satisfaction	Equal variances assumed	2.094	.152	2.396	80	.019	.2154471545	.0899364406	.0364679337	.3944263752
	Equal variances not assumed			2.396	75.806	.019	.2154471545	.0899364406	.0363157865	.3945785225
Mean Extrinsic Job Satisfaction	Equal variances assumed	2.054	.156	1.730	80	.087	.1829268293	.1057340438	-.027490624	.3933442822
	Equal variances not assumed			1.730	77.945	.088	.1829268293	.1057340438	-.027575817	.3934294755
Mean General Job Satisfaction	Equal variances assumed	2.487	.119	2.344	80	.022	.20366	.8689	.03074	.37658
	Equal variances not assumed			2.344	73.377	.022	.20366	.8689	.03050	.37682

Hypothesis 1c proposes that the level of job satisfaction among the positive WLB is higher than the level of job satisfaction among the negative WLB. Independent sample t-test was conducted to examine the difference. However, the sample sizes from positive WLB and negative WLB are not approximately equal. Unequal sample size can affect the accuracy of the results (Rusticus and Lovato, 2014). Unequal variances can be corrected by the SPSS with Levene's test, but the unequal sample size is not corrected in independent sample t-test in SPSS. To be able to yield comprehensive and more accurate comparison results, the sample sizes of both positive and negative WLB were equalised. The smaller sample size was made as

the baseline. The sample size of negative WLB is the smaller sample size (n = 41). Therefore, 41 out of 380 samples from a positive WLB were randomly selected using SPSS.

An independent sample t-test was then run on positive WLB and negative WLB with the same sample sizes (n = 41). Table 4.28 indicates that the means of job satisfaction on positive WLB and negative WLB are not equal. Levene's test for homogeneity of variance illustrates equal variances in both groups with a p-value of .119. Therefore, equal variances were assumed in the t-test. Table 4.28 suggests that the level of job satisfaction between positive WLB and negative WLB is significantly different with a p-value of .022 and the level of job satisfaction in positive WLB is higher than in negative WLB. This result supports the **hypothesis 1c**. Therefore, the hypothesis 1c was not rejected.

Table 4.28 also shows that the comparisons of intrinsic job satisfaction and extrinsic job satisfaction are different between the positive WLB group and the negative WLB group. The data indicates that there is a significant difference in intrinsic job satisfaction between groups with a p-value of .019 and Levene's test for homogeneity of variance shows equal variances in both groups. However, the difference of extrinsic job satisfaction between groups was observed but not statistically significant with a p-value of .087 and Levene's test for homogeneity of variance shows equal variances in both groups. These results show how WLB interacts differently with dimensions of job satisfaction.

4.5.2 The relationship between work-life balance and public service motivation
The data were analysed to test **H2**, **H2a, H2b, H2c** and **H2d**. The data were tested using bivariate correlation, regression and independent sample t-test. Hypotheses were tested based on the results.

Table 4. 29 Correlation between work-life balance and public service motivation

Correlations

		Enhancement - Conflict	Mean Public Service Motivation
Enhancement - Conflict	Pearson Correlation	1	.235**
	Sig. (2-tailed)		.000
	N	421	421
Mean Public Service Motivation	Pearson Correlation	.235**	1
	Sig. (2-tailed)	.000	
	N	421	421

**. Correlation is significant at the 0.01 level (2-tailed)

Table 4. 30 Regression analysis of work-life balance and public service motivation

Predictor Variable	R^2	Adj. R^2	F	p	Constant	β_1	t	p(t)
Work-life balance	0.055	0.053	24.402	0.000	3.765	0.121	4.94	0.000

A bivariate correlation procedure was done using SPSS to test hypothesis 2. Hypothesis 2 proposes that WLB will correlate positively with PSM. Table 4.35 shows the bivariate test of WLB as the independent variable and PSM as the dependent variable. The coefficient r = .235, as shown in Table 4.29 shows a positive relationship between WLB and PSM. The relationship was statistically significant ($p <$ .01). This finding supports **Hypothesis 2**. A simple linear regression was also applied to predict PSM based on WLB. Table 4.30 shows that changes in WLB scores were able to predict variance in PSM scores significantly. The linear regression model suggests that 5.5% of the variability in PSM can be accounted for by WLB. A significant regression equation was found $F_{(1, 419)} = 24.402$, $p < .01$ with an R^2 of .055. Therefore, hypothesis 2 was not rejected.

Table 4. 31 Correlation between enhancement and public service motivation

Correlations

		Enhancement - Conflict	Mean Public Service Motivation
Enhancement - Conflict	Pearson Correlation	1	.553**
	Sig. (2-tailed)		.000
	N	421	421
Mean Public Service Motivation	Pearson Correlation	.553**	1
	Sig. (2-tailed)	.000	
	N	421	421

**. Correlation is significant at the 0.01 level (2-tailed)

Table 4. 32 Regression analysis of work-nonwork enhancement and public service motivation

Predictor Variable	R^2	Adj. R^2	F	p	Constant	β_1	t	p(t)
Enhancement	0.306	0.304	184.743	0.000	1.774	0.537	13.592	0.000

A bivariate correlation procedure was performed using SPSS to test hypothesis 2a. Hypothesis 2a proposes that work-nonwork enhancement will correlate positively with PSM. The results of the bivariate test of work-nonwork enhancement as the independent variable and PSM as the dependent variable are shown in Table 4.31. The coefficient r = .553, as shown in Table 4.31 illustrates a positive relationship between work-nonwork enhancement and PSM. The relationship was statistically significant (p < .01). This finding supports **Hypothesis 2a**. To predict PSM based on WLB, a simple linear regression was conducted. Table 4.32 shows that changes in work-life enhancement scores were able to significantly predict variance in PSM scores. The linear regression model suggests that 30.6% of the variability in PSM can be accounted for by work-life enhancement. This is quite a respectable result. A significant regression equation was found F $(1, 419)$ = 184.743, p < .01 with an R^2 of .306. Therefore, hypothesis 2a was not rejected.

SPSS was used to conduct bivariate correlation analysis to examine the correlation between work-nonwork conflict and PSM. The results of the analysis shown in Table 4.33 do not show the presence of multicollinearity because the sum of mean time conflict and mean strain made mean conflict. The same thing happened to PSM. The sum of mean APM, CPI, COM and SS made PSM. It is why the correlations between mean conflict and meantime as well as mean strain and mean conflict are high but does not represent multicollinearity.

Hypothesis 2b was tested against the results. Hypothesis 2b proposes that work-nonwork conflict will negatively correlate with PSM. The results of the analysis are shown in Table 4.33. The coefficient r = .071 suggests there is a positive relationship between conflict and PSM. However, the relationship is not statistically significant (p = .148). This finding contradicts the **hypothesis 2b**. Therefore, hypothesis 2b was rejected. The work-life conflict did not correlate negatively with PSM.

However, when the variable of conflict and PSM were broken down into their dimensions, namely time-based and strain-based conflict for work-nonwork conflict and attraction to policy making (APM), commitment to the public interest (CPI), compassion (COM) and self-sacrifice (SS) for PSM, the nature of the correlations were varied. This is what has been discussed as one of the advantages of components approach measurement. More information can be attained by tapping to the dimension of variables. When the variables were broken down, the results showed that conflict had no significant correlation to all dimension of PSM, except for the commitment to the public interest with $r = .171$ and p-value $< .01$. positive and significant correlations were also found between time-based conflict and attraction to policy making ($r = .097$, $p = .047$), time-based conflict and commitment to the public interest ($r = .126$, $p = .010$) and strain-based conflict and commitment to the public interest ($r = .181$, $p < .01$). Negative correlations were found between overall conflict, time-based conflict, strain-based conflict, and compassion. However, all the negative correlations were not statistically significant. Another negative correlation was found between strain-based conflict and self-sacrifice, but the correlation was also not statistically significant.

Table 4. 33 Correlation between conflict and public service motivation

Correlation

		Mean Conflict	Mean Time	Mean Strain	Mean attraction to public policy making	Mean commitment to public interest	Mean Compassion	Mean self-sacrifice	Public Service Motivation
Mean Conflict	Pearson Correlation	1	.895**	.928**	.060	.171**	-.019	.007	.017
	Sig. 2-tailed)		.000	.000	.217	.000	.701	.885	.148
	N	421	421	421	421	421	421	421	421
Mean Time	Pearson Correlation	.895**	1	.665**	.097*	.126**	-.026	.033	.073
	Sig. 2-tailed)	.000		.000	.047	.010	.589	.503	.136
	N	421	421	421	421	421	421	421	421
Mean Strain	Pearson Correlation	.928**	.665**	1	.020	.181**	-.009	-.015	.058
	Sig. 2-tailed)	.000	.000		.677	.000	.848	.753	.239
	N	421	421	421	421	421	421	421	421
Mean attraction to public policy making	Pearson Correlation	.060	.097*	.020	1	.484**	.327**	.365**	.708**
	Sig. 2-tailed)	.217	.047	.677		.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421
Mean commitment to public interest	Pearson Correlation	.171**	.126**	.181**	.484**	1	.422**	.394**	.760**
	Sig. 2-tailed)	.000	.010	.000	.000		.000	.000	.000
	N	421	421	421	421	421	421	421	421
Mean Compassion	Pearson Correlation	-.019	-.026	-.009	.327**	.422**	1	.551**	.778**
	Sig. 2-tailed)	.701	.589	.848	.000	.000		.000	.000
	N	421	421	421	421	421	421	421	421
Mean self-sacrifice	Pearson Correlation	.007	.033	-.015	.365**	.394**	.551**	1	.767**
	Sig. 2-tailed)	.885	.503	.753	.000	.000	.000		.000
	N	421	421	421	421	421	421	421	421
Public Service Motivation	Pearson Correlation	.071	.073	.058	.708**	.760**	.778**	.767**	1
	Sig. 2-tailed)	.148	.136	.239	.000	.000	.000	.000	
	N	421	421	421	421	421	421	421	421

**.Correlation is significant at the 0.01 level (2-tailed)

*.Correlation is significant at the 0.05 level (2-tailed)

Table 4. 34 Public service motivation comparison between positive and negative work-life balance

Group Statistics

	Enhancement – Conflict Code	N	Mean	Std. Deviation	Std. Error mean
Mean Attraction to Public Policy Making	Positive WLB	41	3.973577236	.3562141914	.0556313103
	Negative WLB	41	3.589430894	.6093570849	.0951655883

Independent Sample Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | 95% Confidence Interval of the Difference | |
		F	Sig.	t	df	Sig.(2-Tailed)	Mean Difference	Std. Error difference	Lower	Upper
Mean Attraction to Public Policy Making	Equal variances assumed	11.598	.001	3.485	80	.001	.3841463415	.1102330798	.1647755216	.6035171614
	Equal variances not assumed			3.485	64.479	.001	.3841463415	.1102330798	.1639619828	.6043307001

Table 4.34 illustrates the results of an independent sample t-test to investigate the PSM level between positive WLB and negative WLB. Hypothesis 2c proposes that employees that experience positive WLB will have higher PSM than those who experience negative WLB. Before conducting the t-test, the sample sizes of both groups were equalised. Unequal sample size can affect the accuracy of the results (Rusticus and Lovato, 2014). Unequal variances can be corrected by the SPSS with Levene's test, but the unequal sample size is not corrected in independent sample t-test in SPSS. To be able to yield comprehensive and more accurate comparison results, the sample sizes of both positive and negative WLB were equalised. The smaller sample size was made as the baseline. The sample size of negative WLB is the smaller sample size (n = 41). Therefore, 41 out of 380 samples from a positive WLB were randomly selected using SPSS.

After adjusting the sample sizes, an independent sample t-test was performed to compare the level of PSM between two groups. The results show unequal means of PSM between positive and negative WLB. The positive WLB group shows a higher level of PSM at 3.97, while the negative WLB at 3.59. Levene's test for homogeneity of variance shows unequal variances in both groups with a p-value of .001. Therefore, equal variances were not assumed in the t-test. Table 4.34 illustrates there is a

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significant difference in PSM between positive WLB and negative WLB with a p-value of .001. These results support **Hypothesis 2c**. Therefore, the hypothesis 2c was not rejected.

Table 4. 35 The dimensions of public service motivation comparison between positive and negative work-life balance

Group Statistics

	Enhancement– Conflict Code	N	Mean	Std. Deviation	Std. Error mean
Mean Attraction to Public Policy Making	Positive WLB	41	3.861788618	.4886239736	.0763102441
	Negative WLB	41	3.609756098	.7524125605	.1175071001
Mean Commitment to Public Interest	Positive WLB	41	3.869918699	.5048544828	.0788450238
	Negative WLB	41	3.585365854	.8020130499	.1252533951
Mean Compassion	Positive WLB	41	3.991869919	.4440208008	.0693443988
	Negative WLB	41	3.504065041	.8304013461	.1296869021
Mean Self - Sacrifice	Positive WLB	41	4.170731707	.5329266742	.0832291635
	Negative WLB	41	3.658536585	.7545705360	.1178441192

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig.(2-Tailed)	Mean Difference	Std. Error difference	Lower	Upper
Mean Intrinsic Job Satisfaction	Equal variances assumed	5.291	.024	1.799	80	.076	.2520325203	.1401112841	-.026797821	.5308628616
	Equal variances not assumed			1.799	68.644	.076	.2520325203	.1401112841	-.027507704	.5315727446
Mean Extrinsic Job Satisfaction	Equal variances assumed	8.636	.004	1.923	80	.058	.2845528455	.1480032120	-.009982933	.5790886239
	Equal variances not assumed			1.923	67.398	.059	.2845528455	.1480032120	-.010830728	.5799364194
Mean General Job Satisfaction	Equal variances assumed	15.542	.000	3.317	80	.001	.4878048780	.1470623617	.1951414514	.7804683047
	Equal variances not assumed			3.317	61.144	.002	.4878048780	.1470623617	.1937495572	.7818601989
Mean Self - Sacrifice	Equal variances assumed	4.750	.032	3.550	80	.001	.5121951220	.1442717231	.2250852430	.7993050009
	Equal variances not assumed			3.550	71.954	.001	.5121951220	.1442717231	.2245915725	.7997986714

Table 4.35 shows the means of all four dimensions of PSM; attraction to policy making (APM), commitment to the public interest (CPI), compassion (COM) and self-sacrifice (SS). Independent sample t-test was conducted to compare means of the dimensions of PSM across positive and negative WLB group. The results suggest that employees with positive WLB have higher scores on all dimensions of PSM. However, the differences are not significant for APM and CPI. The data show that both APM and CPI scores are higher for positive WLB at 3.86 and 3.87 compared to

the negative WLB at 3.61 and 3.58, respectively. Levene's tests for homogeneity of variance for APM and CPI show unequal variances in both groups with a p-value of .024 and .004 respectively. Therefore, equal variances were not assumed in the t-test. The results show no significant differences of APM and CPI between positive WLB and negative WLB with a p-value of .076 and 075.

On the other hand, COM and SS were found to be significantly different between the two groups. Levene's tests for homogeneity of variance for COM and SS show unequal variances in both groups with a p-value < .01 and p-value of .032 respectively. Therefore, equal variances were not assumed in the t-test. Unlike APM and CPI, the tests show significant differences of COM and SS between positive WLB and negative WLB with a p-value of .002 and 001. The results also show that self-sacrifice has the highest mean scores for both positive and negative WLB. However, the mean difference of self-sacrifice between positive and negative WLB is also the highest. It indicates the critical role of self-sacrifice as one of the dimensions of PSM in the Fire and Rescue Department of Jakarta.

Table 4. 36 Work-life balance comparison between higher and lower public service motivation

Group Statistics

	Public Service Motivation category	N	Mean	Std. Deviation	Std. Error mean
Enhancement – Conflict	High Public Service Motivation	177	.9756	.86205	.06480
	Low Public Service Motivation	177	.7062	.80791	.06073

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig.(2-Tailed)	Mean Difference	Std. Error difference	Lower	Upper
Enhancement – Conflict	Equal variances assumed	2.281	.132	3.022	352	.003	.003	.08880	.09371	.44302
	Equal variances not assumed			3.022	350.529	.003	.003	.08880	.09371	.44302

The results of the independent sample t-test to compare the level of WLB across employees with higher PSM and employees with lower PSM is displayed in Table 4.36. Hypothesis 2d proposes that employees with higher PSM have better WLB compared to the employees with lower PSM. Before conducting the t-test, the sample

sizes of both groups were equalised. The smaller sample size was made as the baseline. The sample size of low PSM is the smaller sample size (n = 177). Therefore, 177 out of 244 samples from high PSM were randomly selected using SPSS. After the sample sizes were equal n =177 for high PSM group and n = 177 for low PSM group, an independent sample t-test was performed.

The results indicate that employees with higher PSM, on average, have better WLB than employees with lower PSM. The difference of WLB between employees with higher PSM and lower PSM was significant with a p-value of .003. Levene's test for homogeneity of variance shows equal variances in both groups with a p-value of .132. This result support **Hypothesis 2d**. Therefore, the hypothesis 2d was not rejected.

Table 4. 37 The dimensions of work-life balance comparison between higher and lower public service motivation

Group Statistics

	Public Service Motivation Category	N	Mean	Std. Deviation	Std. Error mean
Mean Enhance	High Public Service Motivation	177	4.0191	.36745	.02762
	Low Public Service Motivation	177	3.7352	.50394	.03788
Mean Developement	High Public Service Motivation	177	4.0212	.41702	.03135
	Low Public Service Motivation	177	3.6907	.59473	.04470
Mean Affect	High Public Service Motivation	177	4.0169	.45273	.03403
	Low Public Service Motivation	177	3.7797	.52647	.03957
Mean Conflict	High Public Service Motivation	177	3.0445	.77884	.05854
	Low Public Service Motivation	177	3.0290	.61581	.04269
Mean Time	High Public Service Motivation	177	3.0480	.72336	.05437
	Low Public Service Motivation	177	3.0593	.68725	.05166
Mean Strain	High Public Service Motivation	177	3.0410	.94828	.07128
	Low Public Service Motivation	177	2.9986	.71485	.05373

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig.(2-Tailed)	Mean Difference	Std. Error difference	Lower	Upper
Mean Enhance	Equal variances assumed	16.069	.000	6.056	352	.000	.28390	.04688	.19170	.37610
	Equal variances not assumed			6.056	321.906	.000	.28390	.04688	-.19167	.37613
Mean Developement	Equal variances assumed	20.569	.000	6.054	352	.000	.33051	.05460	.22313	.43789
	Equal variances not assumed			6.054	315.377	.000	.33051	.05460	.22309	.43793
Mean Affect	Equal variances assumed	10.588	.001	4.547	352	.000	.23729	.05219	.13464	.33993
	Equal variances not assumed			4.547	344.279	.00	.23729	.05219	.13463	.33994
Mean Conflict	Equal variances assumed	17.435	.000	.208	352	.835	.01554	.07463	-.13124	.16231
	Equal variances not assumed			.208	334.221	.835	.01554	.07463	-.13127	.16234
Mean Time	Equal variances assumed	.283	.595	-.151	352	.880	-.01130	.07500	-.15880	.13620
	Equal variances not assumed			-.151	351.081	.880	-.01130	07500	-.15880	.13620
Mean Strain	Equal variances assumed	24.222	.000	.475	352	.635	.04237	.08926	-.13318	.21792
	Equal variances not assumed			.475	327.203	.635	.04237	.08926	-.13322	.21797

Table 4.37 presents the data and comparisons of WLB from higher and lower PSM groups. The variable of WLB was measured using the components approach. The WLB components approach was chosen because in a lot of ways better than overall appraisal approach in measuring WLB (Edwards and Bagozzi, 2000; Grzywacz and Carlson, 2007; Greenhaus et al., 2003; Frone, 2003). The components approach of WLB means WLB is composed of multiple dimensions that give meaning to it (Grzywacz and Carlson, 2007). One of the advantages of components approach is one can investigate the dimensions that form the construct of WLB and their relationships with different aspects or variables.

The results of independent sample t-test described in Table 4.37 illustrate that the dimensions of WLB interact differently between employees with higher and lower PSM. The comparison of enhancement's means in Table 4.37 shows that employees with higher PSM have more enhancement from the interaction between work and nonwork than those with lower PSM. The difference of enhancement between higher and lower PSM groups is significant, with a p-value of $p < .01$ with the assumption of

equal variance are not assumed (p < .01). However, Table 4.43 suggest that the comparison of conflict's means between higher and lower PSM groups does not show a significant difference.

The dimension of enhancement itself consists of two aspects; development and affect. Table 4.37 illustrates that both development and affect are significantly different between higher and lower PSM groups. The dimensions of conflict consist of time-based and strain-based aspects, and the results of independent sample t-test did not show significant differences in both aspects between higher and lower PSM groups.

Role Quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positive WLB	380	90.3	90.3	90.3
	Negative WLB	41	9.7	9.7	100.0
	Total	421	100.0	100.0	
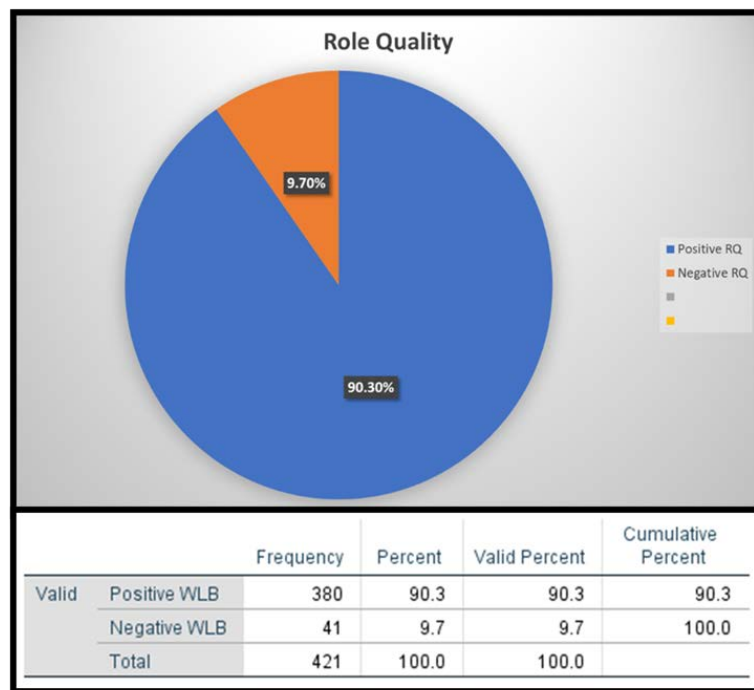
Figure 4. 3 The dimensions of role quality

Figure 4.3 illustrates that 90.3% of respondents are in positive WLB, and only 9.7% of respondents are in negative WLB. According to Barnett and Baruch (1985), there is a relationship between enhancements and conflicts of an individual with psychological distress. Therefore, Figure 4.3 assumes that 90.3% of respondents experienced a low level of role conflict, role overload and anxiety.

4.5.3 The relationship between public service motivation and job satisfaction

The data were analysed to test **H3**, **H3a** and **H3b**. To test hypotheses H3 and H3a, a bivariate correlation statistical analysis was performed, and for H3b, an independent sample t-test was applied.

Table 4. 38 Correlation between public service motivation and general job satisfaction

Correlations

		Mean Public Service Motivation	Mean General Job Satisfaction
Mean Public Service Motivation	Pearson Correlation	1	.502**
	Sig. (2-tailed)		.000
	N	421	421
Mean General Job Satisfaction	Pearson Correlation	.502**	1
	Sig. (2-tailed)	.000	
	N	421	421

**. Correlation is significant at the 0.01 level (2-tailed)

Table 4. 39 Regression analysis of public service motivation and general job satisfaction

Predictor Variable	R^2	Adj. R^2	F	p	Constant	β_1	t	p(t)
PSM	0.252	0.251	141.478	0.000	1.862	0.449	11.894	0.000

A bivariate correlation analysis was conducted using SPSS to study the association between PSM and general job satisfaction. The results were analysed to test hypothesis 3. The results of the bivariate correlation analysis were displayed in Table 4.38. The analysis of bivariate correlation found a positive and significant relationship between PSM and general job satisfaction, r = .502, p < .01. These results support **Hypothesis 3**. Therefore, the hypothesis 3a was not rejected. To observe the impact of PSM on the general satisfaction of the employees, a simple regression analysis was performed. The results of the regression analysis, as shown in Table 4.39, found a significant relationship between PSM and general satisfaction. The linear regression model indicated that 25.2% of the variability in general job satisfaction could be explained by PSM. This is quite a respectable result. A significant regression equation was also observed from the analysis of the data F (1, 419) = 141.478, p < .01 with an R2 of .252. Therefore, hypothesis 3 was not rejected.

Table 4. 40 Correlation between public service motivation, intrinsic job satisfaction and extrinsic job satisfaction.

Correlation

		Mean Public Service Motivation	Mean Attraction to Public Policy Making	Mean Commitment to Public Interest	Mean Compassion	Mean self-sacrifice	Mean Intrinsic Job Satisfaction	Mean Public Extrinsic Job Satisfaction	Mean General Job Satisfaction
Mean Public Service Motivation	Pearson Correlation	1	.708**	.706**	.778**	.767**	.492**	.387**	.502**
	Sig. 2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421
Mean Attraction to Public Policy Making	Pearson Correlation	.708**	1	.484**	.327**	.365**	.375**	.271**	.373**
	Sig. 2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421
Mean Commitment to Public Interest	Pearson Correlation	.760**	.484**	1	.422**	.394**	.371**	.378**	.396**
	Sig. 2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421
Mean Compassion	Pearson Correlation	.778**	.327**	.422**	1	.551**	.338**	.272**	.340**
	Sig. 2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421
Mean self-sacrifice	Pearson Correlation	.767**	.365**	.394**	.551**	1	.403**	.298**	.410**
	Sig. 2-tailed)	.000	.010	.000	.000		.000	.000	.000
	N	421	421	421	421	421	421	421	421
Mean Intrinsic Job Satisfaction	Pearson Correlation	.492**	.375**	.371**	.338**	.403**	1	.607**	.928**
	Sig. 2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	421	421	421	421	421	421	421	421
Mean Public Extrinsic Job Satisfaction	Pearson Correlation	.387**	.271**	.328**	.272**	.298**	.607**	1	.841**
	Sig. 2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	421	421	421	421	421	421	421	421
Mean General Job Satisfaction	Pearson Correlation	.502**	.373**	.396**	.340**	.410**	.928**	.841**	1
	Sig. 2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	421	421	421	421	421	421	421	421

**.Correlation is significant at the 0.01 level (2-tailed)

Table 4. 41 Regression analysis of public service motivation and intrinsic job satisfaction.

Predictor Variable	R^2	Adj. R^2	F	p	Constant	β_1	t	p(t)
PSM	0.242	0.24	133.544	0.000	1.889	0.446	11.556	0.000

Table 4. 42 Regression analysis of public service motivation and extrinsic job satisfaction.

Predictor Variable	R^2	Adj. R^2	F	p	Constant	β_1	t	p(t)
PSM	0.15	0.148	73.918	0.000	1.817	0.446	8.598	0.000

Table 4.40 shows the results of a bivariate correlation analysis of the data between PSM intrinsic job satisfaction and extrinsic job satisfaction. Hypothesis 3a proposes that PSM is correlated with intrinsic job satisfaction stronger than with extrinsic job satisfaction. Table 4.40 showed there was a positive and significant correlation between PSM and intrinsic job satisfaction, $r = .495$, $p < .01$. Table 4.46 also indicated a positive and significant correlation between PSM and extrinsic job satisfaction, $r = .387$, $p < .01$. These results suggest that the relationship between PSM and intrinsic job satisfaction is stronger than the relationship between PSM and extrinsic job satisfaction. Hence, **hypothesis 3a** was supported.

Analysis of simple linear regression is also congruent with the hypothesis 3a. Regression analysis in Table 4.41 suggests 24.2% of the variance in intrinsic job satisfaction can be explained by PSM with an R^2 of .242 and $p < .01$. This is quite a respectable result. However, only 15% of the variance in extrinsic job satisfaction can be explained by PSM with an R^2 of .15 and $p < .01$, as shown in Table 4.42. These results reveal that PSM predicts the variability in intrinsic job satisfaction better than the variability in extrinsic job satisfaction. Therefore, hypothesis 3a was not rejected. In addition to that, this study also found that in the context of the Fire and Rescue Department of Jakarta, the dimension of self-sacrifice of the PSM has the strongest correlation with general job satisfaction ($r = .410$. $p < .01$). The dimension of commitment to public interest of PSM was found to correlate with extrinsic job satisfaction the most ($r = .328$, $p < .01$) and the dimension of self-sacrifice of PSM had the highest correlation with the intrinsic job satisfaction ($r = .403$, $p < .01$).

Table 4. 43 Job satisfaction comparison between higher and lower public service motivation.

Group Statistics

	Public Service Motivation Category	N	Mean	Std. Deviation	Std. Error mean
Mean General Job Satisfaction	High Public Service Motivation	177	3.69	.341	.026
	Low Public Service Motivation	177	3.45	.402	.030

Independent Sample Test

		Levene's Test for Equality of Variances					t-test for Equality of Means		95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig.(2-Tailed)	Mean Difference	Std. Error difference	Lower	Upper
Mean General Job Satisfaction	Equal variances assumed	8.188	.004	6.055	352	.000	.240	.040	.162	.318
	Equal variances not assumed			6.055	342.868	.000	.240	.040	.162	.318

Table 4.43 shows the results of an independent sample t-test to examine the difference of general job satisfaction among employees with higher levels of PSM and lower levels of PSM. As was done in the previous independent sample t-test, to increase the accuracy of the results, the sample sizes from both groups (high and low PSM) were equalised (Rusticus and Lovato, 2014). Unequal variances can be corrected by the SPSS with Levene's test, but the unequal sample size is not corrected in independent sample t-test in SPSS. The sample size of low PSM is the smaller sample size (n = 177). Therefore, 177 out of 244 samples from high PSM were randomly selected using SPSS. After the sample sizes were equal n =177 for high PSM group and n = 177 for low PSM group, an independent sample t-test was conducted.

The results of t-test showed Levene's test for homogeneity of variance indicated unequal variances in both groups with a p-value of .004. Therefore, unequal variances were not assumed in the t-test. The results indicate that statistically, general job satisfaction between employees with higher levels of PSM and lower levels of PSM is significantly different with a p-value of $p < .01$. The mean of general job satisfaction among employees with higher PSM is higher at 3.69 compared to the mean of general job satisfaction among employees with lower PSM at 3.35. The

results suggest that **hypothesis 3b** is supported. Therefore, hypothesis 3a was not rejected.

4.5.4 The relationship between work-life balance and job satisfaction is mediated by public service motivation

The data were analysed to test **Hypothesis 4**. In order to test hypothesis 4 PROCESS macro for SPSS (Preacher and Hayes', 2008; Hayes, 2012) was used.

Table 4. 44 Indirect effects of work-life balance via public service motivation on job satisfaction

Indirect effect(s) of X on Y	Effect	BootSE	BootLLCI	BootULCI
WLB and general job satisfcation	0.0533	0.0132	0.0281	0.0808
WLB and extrisnic job satisfcation	0.0549	0.0144	0.0287	0.0845
WLB and intrinsic job satisfaction	0.0518	0.0128	0.0281	0.0775

Hypothesis 4 proposes that the relationship between WLB and job satisfaction is mediated by PSM. PROCESS macro for SPSS was used to measure the indirect effects. Table 4.44 shows the results of the PROCESS macro for SPSS. Table 4.59 presents the results of the mediating effects of PSM on the relationship between WLB and general job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction. According to the data in Table 4.44, the indirect effects of WLB on general job satisfaction via PSM is significant, (indirect effect = .0533, SE = .0132). The mediating effect was significant, with a 95% confidence level for the indirect effect ranged from .0281 to .0808. This finding lends support to **Hypothesis 4**.

A significant mediating effect of PSM was also observed on the relationship between WLB and extrinsic job satisfaction (indirect effect = .0549, SE = .0144) with the 95% confidence intervals ranging from .0287 to .0845. Table 4.44 also indicates that the relationship between WLB and intrinsic job satisfaction is also significantly mediated by PSM (indirect effect = .0518, SE = .0128) with the 95% confidence intervals ranging from .0281 to .0775. The findings suggest that PSM is a significant mediator on the relationship between WLB and general, extrinsic and intrinsic job satisfaction.

4.5.5 The level of public service motivation among four types of work-life balance

The data were analysed to test **Hypothesis 5**. ANOVA test was conducted to examine the differences of means across WLB types. The sample sizes of WLB types were too varied, and the gap is significant. The sample size is as small as n = 2 and as large as n = 327. Therefore, the sample sizes were not equalised. ANOVA test is used to compare means between two groups or more. The typology of WLB consists of four types of WLB. Hence, ANOVA was used to examine the data.

Table 4. 45 Public service motivation comparison between types of work-life balance

WLB type	Mean public service	Standard deviation	Standard error	95% CI to mean
Active (n = 327)	3.87	0.42	0.02	3.82 to 3.91
Beneficial (n = 88)	3.95	0.37	0.04	3.87 to 4.03
Harmful (n = 4)	2.79	0.45	0.23	2.07 to 3.51
Passive (n = 2)	2.50	0.71	0.50	-3.85 to 8.85

Test of Homogeneity of Variances

Mean Public Service Motivation

Levene Statistic	df1	df2	Sig.
1.136	3	417	.334

ANOVA

Mean Public Service Motivation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.023	3	3.008	17.873	.000
Within Groups	70.171	417	.168		
Total	79.194	420			

ANOVA test was run to examine the difference of PSM among for types of WLB. The Levene statistic presented in Table 4.45 suggests that the variances are equal within sampling variance (p = 334). Hence, the assumption of homogeneity of variance is satisfied. The descriptive data of the one-way ANOVA test indicated that the PSM differed significantly according to the types of WLB, $F_{(3, 417)} = 17.873$, $p < .01$. The

results of one-way ANOVA indicate that **Hypothesis 5** is supported. Therefore, Hypothesis 5 was not rejected. However, it should be noted that the sample sizes of harmful and passive groups are very small. Due to the small sample size, the results cannot be argued to be comprehensive. Further study is needed to investigate the level of PSM between four types of WLB.

4.5.6 The level of job satisfaction among four types of work-life balance

The data were analysed to test **Hypothesis 6**. To examine the differences of means across WLB types ANOVA test was conducted. The sample size is as small as n = 2 and as large as n = 327. Therefore, equalising the sample size was not an option as it would only decrease the accuracy and reliability of the results with too small of the sample size. Statistical data analysis was performed to compare means across four types of WLB. ANOVA is one of the statistical tests that can conclusively test the difference of means between two or more groups. Hence, ANOVA was used to examine the data.

Table 4. 46 Job satisfaction between types of work-life balance

WLB type	Mean job satisfaction	Standard deviation	Standard error	95% CI to mean
Active (n = 327)	3.59	0.37	0.02	3.55 to 3.63
Beneficial (n = 88)	3.66	0.39	0.04	3.58 to 3.75
Harmful (n = 4)	2.84	0.09	0.05	2.69 to 2.99
Passive (n = 2)	2.73	0.46	0.33	-1.4 to 6.85

Test of Homogeneity of Variances

Mean General Job Satisfaction

Levene Statistic	df1	df2	Sig.
1.579	3	417	.194

ANOVA

Mean General Job Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.223	3	1.408	9.967	.000
Within Groups	58.895	417	.141		
Total	63.118	420			

To test whether the level of job satisfaction among four types of WLB is significantly different, one-way ANOVA test was conducted. Table 4.46 shows a descriptive analysis of the one-way ANOVA test. The test of Levene statistic indicated that the assumption of homogeneity of variance is not violated (p = 194). The descriptive data of the ANOVA test indicated that job satisfaction was found to significantly differ according to the types of WLB F (3, 417) = 9.967, p < .01. The results of one-way ANOVA indicate that **Hypothesis 6** is supported. However, it should be noted that the sample sizes of harmful and passive groups are very small. Due to the small sample size, the result cannot be argued to be a comprehensive one. Further study is needed to investigate the level of job satisfaction between four types of WLB.

4.6 The four types of work-life balance among the employees of the Fire and Rescue Department

Table 4. 47 Work-life balance characteristic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Active	326	77.4	77.4	77.4
	Beneficial	89	21.1	21.1	98.6
	Harmful	4	1.0	1.0	99.5
	Passive	2	.5	.5	100.0
	Total	421	100.0	100.0	

Table 4.47 shows the composition of four types of WLB in the Fire and Rescue Department of Jakarta. Table 4.47 suggests that the majority of employees in the Fire and Rescue Department of Jakarta falls into the active type of WLB, accounted for 77.4% of the sample. 21.1% of the sample size falls into the beneficial type. 1% harmful and .5% passive types of WLB.

4.7 Supplementary findings

Table 4. 48 Correlation table of work-life balance, public service motivation and job satisfaction.

Correlations

		E-C	MEnhance	Mdevelopment	Maffect	MConflict	Mtime	Mstrain	Mean PSM	Mean APM	Mean CPI	Mean COM	Mean SS	Mean INS	Mean EXT	Mean GEN
E-C	Pearson Correlation	1	.542**	.522**	.438**	-.847**	-.755**	-.789**	.235**	.192**	.059	.220**	.235**	.197**	.064	.155**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.229	.000	.000	.000	.191	.001
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
MEnhance	Pearson Correlation	.542**	1	.895**	.881**	-.012	-.006	-.016	.553**	.457**	.381**	.384**	.453**	.456**	.334**	.457**
	Sig. (2-tailed)	.000		.000	.000	.800	.910	.741	.000	.000	.000	.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mdevelopment	Pearson Correlation	.522**	.895**	1	.577**	-.055	-.008	-.086	.522**	.453**	.354**	.361**	.414**	.429**	.276**	.411**
	Sig. (2-tailed)	.000	.000		.000	.260	.876	.079	.000	.000	.000	.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Maffect	Pearson Correlation	.438**	.881**	.577**	1	.036	-.002	.061	.458**	.356**	.321**	.319**	.390**	.380**	.318**	.399**
	Sig. (2-tailed)	.000	.000	.000		.467	.966	.211	.000	.000	.000	.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
MConflict	Pearson Correlation	-.847**	-.012	-.055	.036	1	.895**	.928**	.071	.060	.171**	-.019	.007	.054	.135**	.104*
	Sig. (2-tailed)	.000	.800	.260	.467		.000	.000	.148	.217	.000	.701	.885	.268	.006	.032
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mtime	Pearson Correlation	-.755**	-.006	-.008	-.002	.895**	1	.665**	.073	.097*	.126**	-.026	.033	.037	.100*	.085
	Sig. (2-tailed)	.000	.910	.876	.966	.000		.000	.136	.047	.010	.589	.503	.444	.041	.083
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mstrain	Pearson Correlation	-.789**	-.016	-.086	.061	.928**	.665**	1	.058	.020	.181**	-.009	-.015	.059	.143**	.104*
	Sig. (2-tailed)	.000	.741	.079	.211	.000	.000		.239	.677	.000	.848	.753	.225	.003	.033
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean PSM	Pearson Correlation	.235**	.553**	.522**	.458**	.071	.073	.058	1	.708**	.760**	.778**	.767**	.492**	.387**	.502**
	Sig. (2-tailed)	.000	.000	.000	.000	.148	.136	.239		.000	.000	.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean APM	Pearson Correlation	.192**	.457**	.453**	.356**	.060	.097*	.020	.708**	1	.484**	.327**	.365**	.375**	.271**	.373**
	Sig. (2-tailed)	.000	.000	.000	.000	.217	.047	.677	.000		.000	.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean CPI	Pearson Correlation	.059	.381**	.354**	.321**	.171**	.126**	.181**	.760**	.484**	1	.422**	.394**	.371**	.328**	.396**
	Sig. (2-tailed)	.229	.000	.000	.000	.000	.010	.000	.000	.000		.000	.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean COM	Pearson Correlation	.220**	.384**	.361**	.319**	-.019	-.026	-.009	.778**	.327**	.422**	1	.551**	.338**	.272**	.340**
	Sig. (2-tailed)	.000	.000	.000	.000	.701	.589	.848	.000	.000	.000		.000	.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean SS	Pearson Correlation	.235**	.453**	.414**	.390**	.007	.033	-.015	.767**	.365**	.394**	.551**	1	.403**	.298**	.410**
	Sig. (2-tailed)	.000	.000	.000	.000	.885	.503	.753	.000	.000	.000	.000		.000	.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean INS	Pearson Correlation	.197**	.456**	.429**	.380**	.054	.037	.059	.492**	.375**	.371**	.338**	.403**	1	.607**	.928**
	Sig. (2-tailed)	.000	.000	.000	.000	.268	.444	.225	.000	.000	.000	.000	.000		.000	.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean EXT	Pearson Correlation	.064	.334**	.276**	.318**	.135**	.100*	.143**	.387**	.271**	.328**	.272**	.298**	.607**	1	.841**
	Sig. (2-tailed)	.191	.000	.000	.000	.006	.041	.003	.000	.000	.000	.000	.000	.000		.000
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421
Mean GEN	Pearson Correlation	.155**	.457**	.411**	.399**	.104*	.085	.104*	.502**	.373**	.396**	.340**	.410**	.928**	.841**	1
	Sig. (2-tailed)	.001	.000	.000	.000	.032	.083	.033	.000	.000	.000	.000	.000	.000	.000	
	N	421	421	421	421	421	421	421	421	421	421	421	421	421	421	421

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The dimension of WLB and job satisfaction. Table 4.48 displays the relationships of all variables and their dimensions. The results suggest that WLB has a positive and significant relationship with job satisfaction in general (r = .155, p = .001). However, when the results were broken down into the relationships between WLB and the dimensions of job satisfaction, it showed that WLB did have positive relationships with both intrinsic (r = .197, p < .01) and extrinsic job satisfaction (r = .064, p = .191) but the relationship with extrinsic job satisfaction is not significant.

Table 4.48 also shows an interesting finding of a significant and positive correlation between conflict and extrinsic job satisfaction (r = .135 and p = .006) and general job

satisfaction (r = .104 and p = .032). This result seems contradictory with most of the studies about work-life conflict and job satisfaction in the literature review.

In Table 4.48, the correlation between time-based and extrinsic job satisfaction is significant and positive (r = .100 and p = .041). Positive and significant correlations were found between strain-based conflict and extrinsic job satisfaction (r = .143 and p = .003) and general job satisfaction (r = .104 and p = .033). The descriptive data of bivariate correlation in Table 4.48 also shows that development dimension and affect dimension have strong and significant correlations with PSM (r = .522 and r = .458) with both p < .01. Strong and significant correlations were also identified between development dimension and affect dimension and general job satisfaction (r = .411 and r = .399) with both p < .01.

Table 4.48 also suggests that the correlations between development and affect, and intrinsic job satisfaction are stronger than the correlations between development and affect and extrinsic job satisfaction. The results indicate skills, knowledge, behaviours and perspective gained from work and nonwork which are intrinsic factors to work, correlate stronger with intrinsic job satisfaction (r = .429, p < .01) than with extrinsic motivation (r = .276, p < .01). Even though the correlation between affect and intrinsic job satisfaction is higher than its correlation with extrinsic job satisfaction if compared to the development dimension, the results suggest that the correlation between affect and extrinsic job satisfaction is higher (r = .318, p < .01) than the correlation between development and extrinsic job satisfaction (r = .276, p< .01).

The dimensions of PSM and job satisfaction. Table 4.48 reveals that the correlation between PSM and intrinsic job satisfaction is stronger than the correlation between PSM and extrinsic job satisfaction. All dimensions of PSM also have higher correlations with intrinsic than extrinsic job satisfaction. Furthermore, Table 4.48 shows the correlations between the dimensions of PSM namely attraction to policy making (APM), commitment to public interest (CPI), compassion (COM), self-sacrifice (SS) and job satisfaction. The results indicate that the dimension of PSM associated with self-sacrifice is more correlated with job satisfaction than the other dimensions of PSM. This study found a positive correlation between extrinsic job satisfaction and PSM. The correlation is significant and strong with coefficient r = .387 and p < .01.
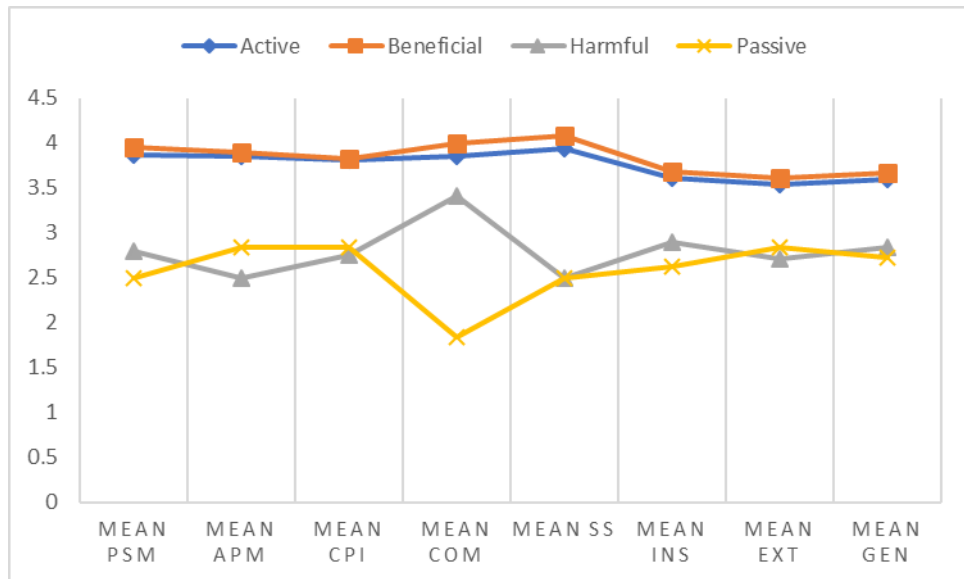
Figure 4. 4 Public service motivation and job satisfaction among the Fire and Rescue Department of Jakarta according to work-life balance types (values are means)

Figure 4.4 shows the means of overall PSM, four dimensions of PSM, intrinsic motivation, extrinsic motivation and general motivation. The results suggest that employees of the Fire and Rescue Department of Jakarta that fall into beneficial and active type have higher PSM and job satisfaction than those in the passive and harmful type of WLB.

4.8 Open-ended Questions

Besides the closed-ended questionnaires, another research method, such as open-ended questionnaire was also used in this study. Open-ended questionnaire is a very useful tool in research to understand the problem better and to explore reasons that cannot be identified by the closed-ended questionnaire (Schonlau, M., and Couper, M. P., 2016; Porst and von Briel,1995; Singer, 2003 and Couper et al., 2008, 2010). An open-ended question allows participants to freely express their opinions. Answers of open-ended questions can be approached from a personal perspective of the participants as they can identify what is important in answering or addressing one specific question. With proper layout and design, the open-ended method can motivate respondents to give answers in detail which in turn lead to more information to the researchers and gain more understanding (Smyth et al., 2009; Emde and Fuchs, 2012; Züll, Menold, and Körber 2014).

However, this method does not come without drawbacks. In order to analyse the open-ended questionnaire, coding is needed. Since the answers of the open-ended questions consist of a wide range of variety of answer. Coding is basically clustering the answers into categories. Categories are developed by the researcher or coder. Coding requires the researcher to read and understand each open-ended answer to conclude which category the answer can fall in. Fruh (2011) suggests steps to categorise the open-ended answers. They are the development of categorisation scheme, coding training and coding. This research utilised frequencies analysis to analyse the data.

4.8.1 Data analysis of open-ended questionnaire

The data from the open-ended questions will be coded into quantitative data. Therefore, the data will be analysed using the quantitative method. Excel was used to explore the answers retrieved from open-ended questions. The raw data was then coded into categories using steps suggested by Fruh (2011). To make categorisation easier, sentences in open-ended answers were then broken down into meaning units (Giorgi, 1994). Giorgi (1994) suggest that sentences can be clustered into texts that represent the same meaning, and these clusters are called meaning units or MU's. The researcher then coded the MU's into categories. Once the categories were all set, the data was sorted on the table of categories. Quantitative approach and then utilised by calculating the frequency and the percentage. Therefore, applying frequency distribution analysis. Diagram and graph were used to interpret the data better.

The open-ended questions are categorised based on the related theories and interpretation of the researchers. Therefore, subjectivity has become the bias of interpreting the results. To compensate for the bias of the interpretation, theories that are related to the interpretation are utilised as the basis which reduces the subjectivity of the researcher. Another way to reduce the bias and the subjectivity is to discuss the categories with fellow researchers to gain the different opinions of how answers fall to categories. However, different approaches to categorise the open-ended answers were also utilised to gain a better understanding.

This study incorporated a questionnaire and survey method to gather the primary data. The questionnaire consists of 53 questions, and among those questions, 5 of

them are open-ended questions. The other 48 questions are closed-ended. This study analysed both type questions differently. The closed-ended questions were analysed using the SPSS program, and the open-ended questions were analysed using frequency analysis using tabulation, graph and diagram. The interpretations were made after the open-ended questions were coded and analysed. The data analysis and interpretations are as follow.

Figure 4. 5 What motivates employees the most at work aside from salary

Figure 4.5 is the tabulation data of the open-ended question number 13 (Q13: "Aside from salary, what motivates you the most at work?"). The results suggest how the family is an essential factor for the employees in the public sector of Jakarta. When salary is aside, 60% of respondents place family as the most important factor that motivates them at work.
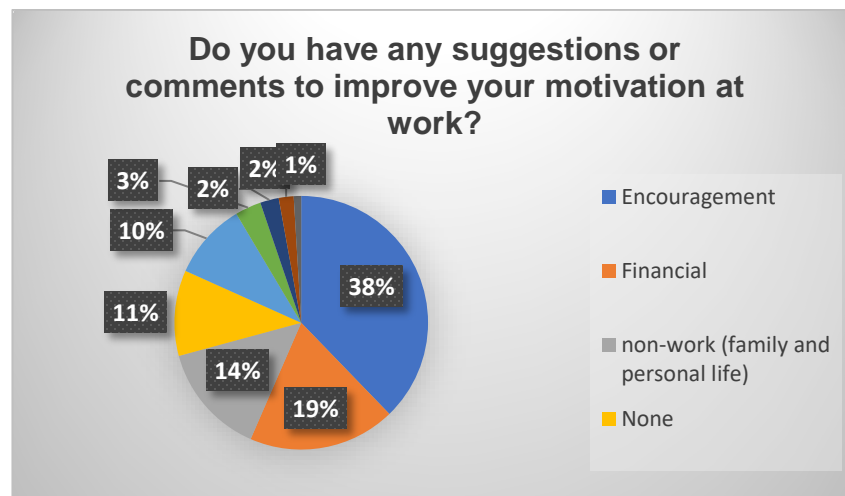
Figure 4. 6 Suggestions or comments to improve motivation at work

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Figure 4.6 is the tabulation data of the open-ended question number 14 (Q14: "Do you have any suggestions or comments to improve your motivation at work?"). Figure 4.6 shows that support in the form of encouragement is very central to employee motivation. 38% of the respondents said that words from their supervisors or commanding officers were very important to make them work harder and to make them feel more motivated. 19% of the respondents still placed financial as a factor that can improve their motivation. However, 14% of the respondents felt that attention to their family and personal lives contributed significantly to their motivation.
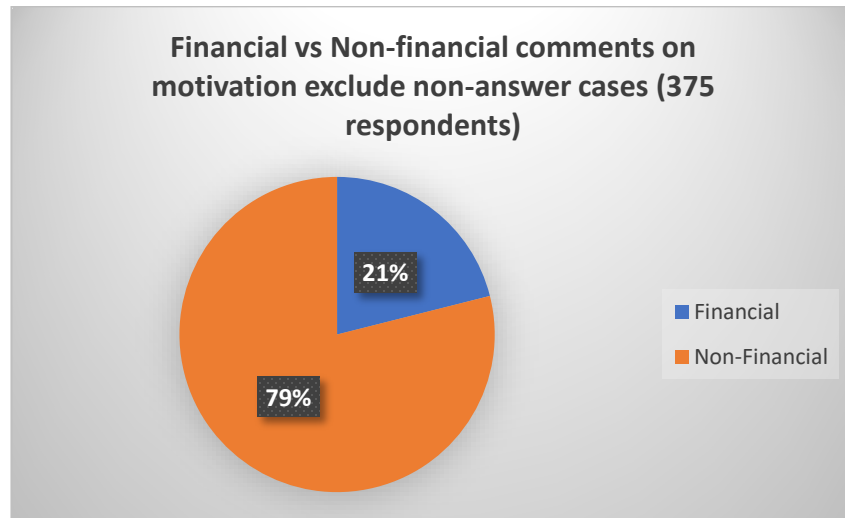
Figure 4. 7 Suggestions or comments related to financial and non-financial aspects to improve motivation at work

Figure 4.7 is the tabulation data of the open-ended question number 14 (Q14), but only answers that related to financial and non-financial aspects were tabulated. 375 out of 412 answers were found to have a relationship with financial and non-financial aspects. Figure 4.7 shows that 79% of the respondents chose non-financial factors as the factor that can improve their motivation at work the most.
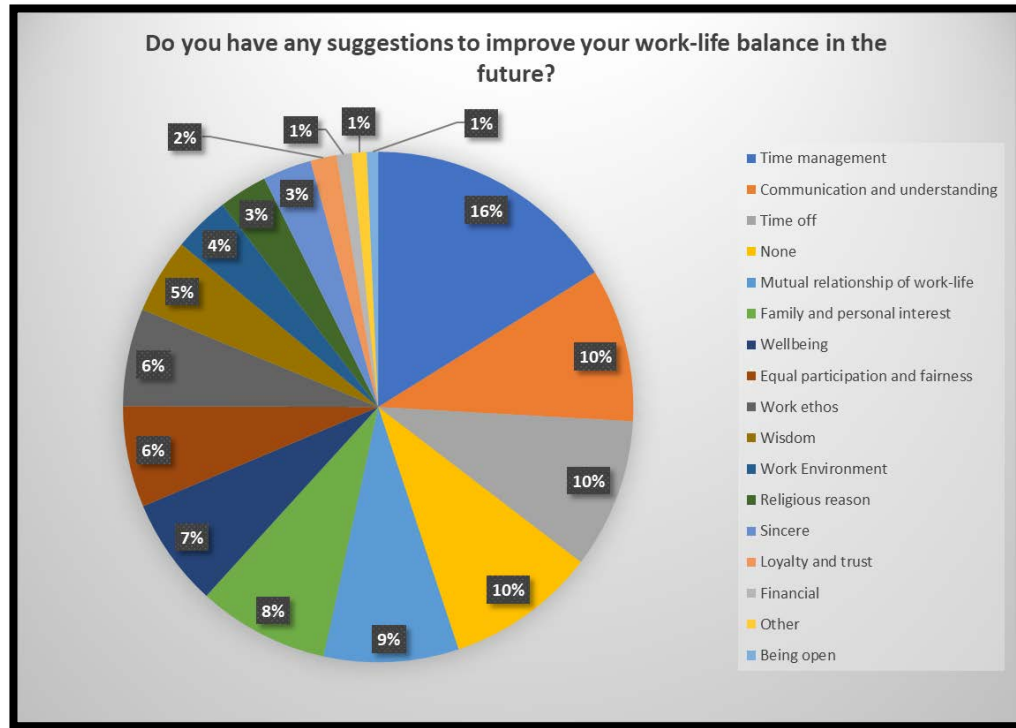
Figure 4. 8 Suggestions to improve work-life balance in the future

Figure 4.8 is the tabulation data of the open-ended question number 31 (Q31: "Do you have any suggestions to improve your work-life balance in the future?"). Figure 4.8 indicates that time has become the number one problem to achieve WLB. 16% of the respondents suggest that they need to manage their time better. Second to that is communication and understanding, and the third is again about time. However, in this context, the respondents suggest their jobs consume too much of their time, and they are having difficulties in allocating time for personal or family use. In total, time made of 26% of the answers. Interestingly, financial is not one of the significant factors that can improve WLB, only makes up 1% of the results.
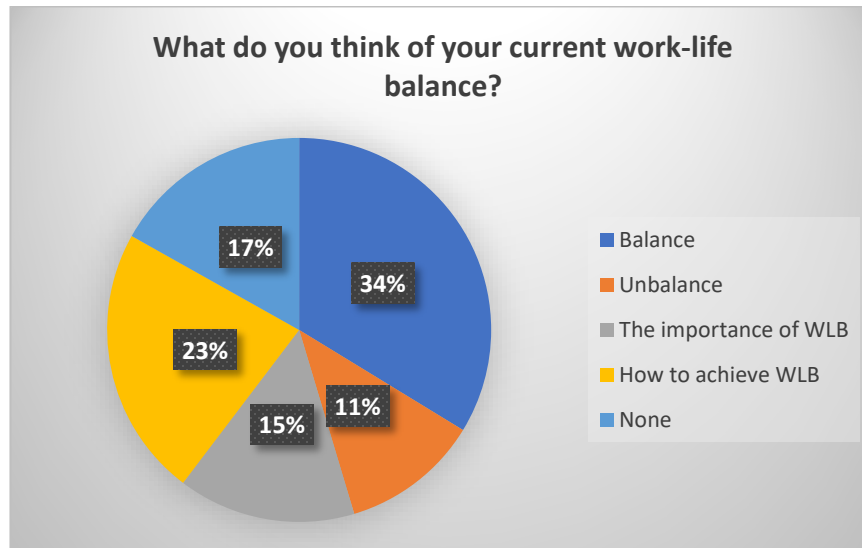
Figure 4. 9 Current work-life balance of the employee actual

Figure 4.9 is the tabulation data of the open-ended question number 32 (Q32:" What do you think of your current work-life balance?"). Figure 4.9 contains categories from the actual grouping of the answers from the open-ended questionnaire. After the tabulation of data, answers from the open-ended questionnaire were categorised into five categories, namely balance, unbalance, the importance of WLB, how to achieve WLB and no answer (none). Total of 45% answered balance or not balance. 15% of respondents answered how WLB was important for them, and 23% of respondents answered means to achieve WLB. 17% of the respondents did not answer the question, which clearly could not be evaluated.
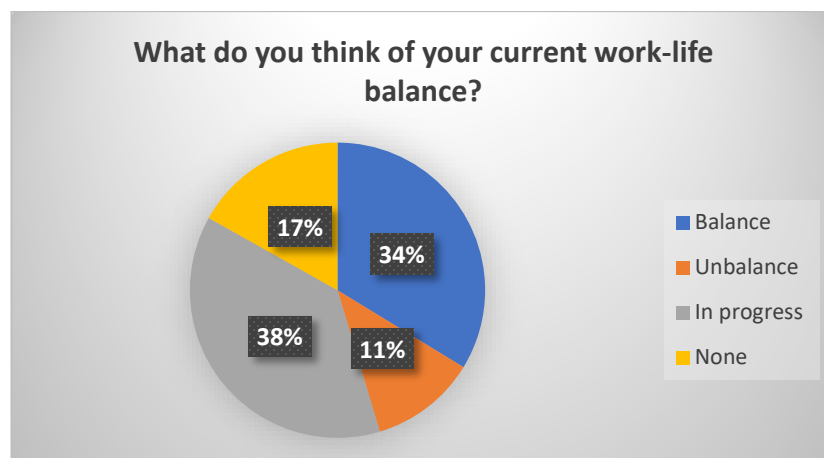
Figure 4. 10 Work-life balance with the assumption of in progress

Figure 4.10 is the tabulation data of the open-ended question number 32 (Q32), but a modification of categorisation was made. Figure 4.10 shows that 45% of respondents

could clearly decide their condition of WLB. The other 55% of respondents were still not able to decide or had no opinion when they were asked about their WLB. Less than 50% of respondents were able to decide their WLB status and only 34% of respondents have WLB. 38% of respondents are categorised as "in progress".
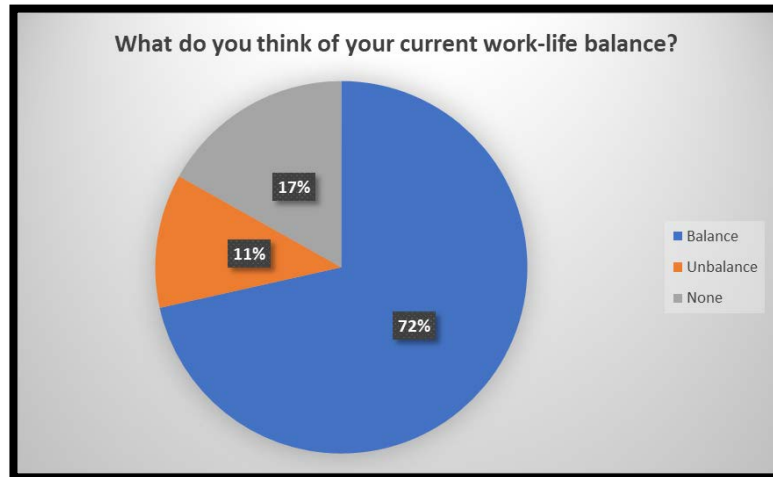
Figure 4. 11 Work-life balance and unbalance

Figure 4.11 is the tabulation data of the open-ended question number 32 (Q32), but a modification of categorisation was made. Figure 4.11 showed the result when all the answers that fell into 38% "in progress" category were included in the "balance" category. The percentage of balance went up to 72% of respondents, unbalance stayed at 11% as well as none at 17%.
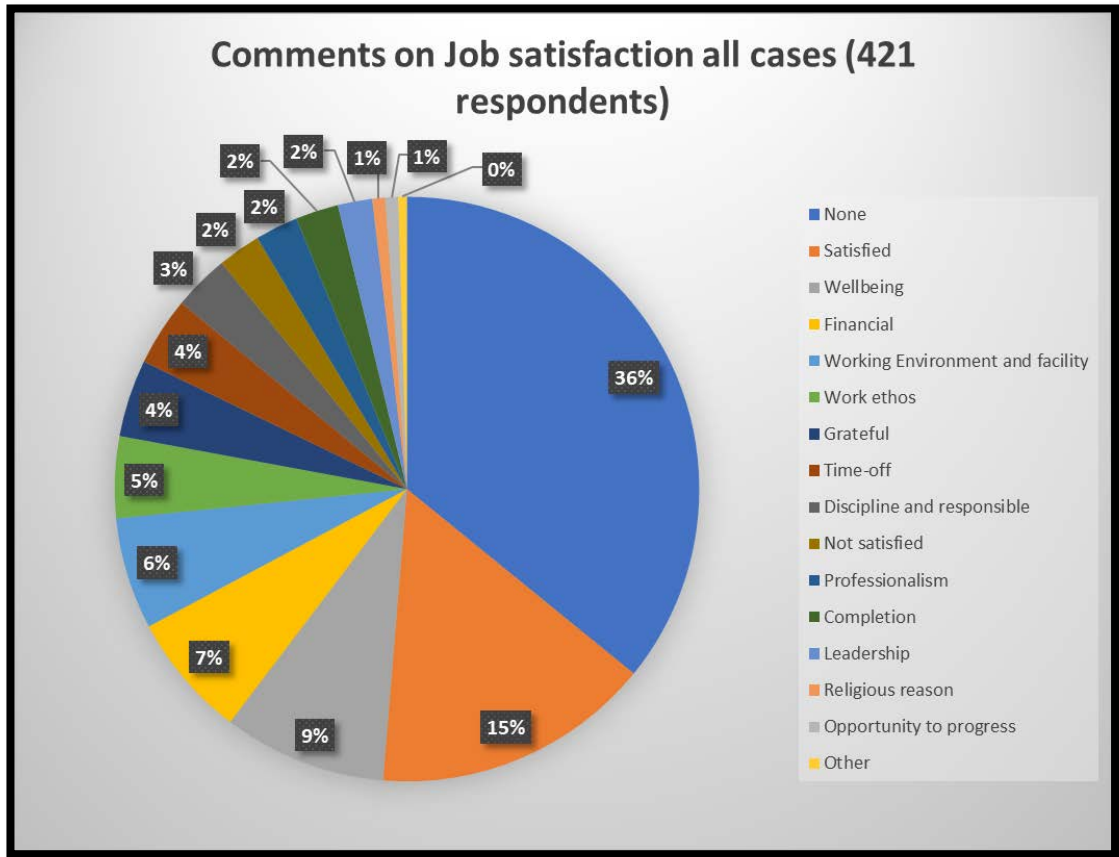
Figure 4. 12 Suggestions or comments regarding job satisfaction

Figure 4.12 is the tabulation data of the open-ended question number 53 (Q53: "Do you have any suggestions or comments regarding your job satisfaction that you wish to add?"). A large portion of respondents (36%) chose not to answer the question, or to leave it blank. Only 15% of the respondents confirmed that they were satisfied, and 9% of the respondents showed their expectation of improved wellbeing. 7% of the respondents suggested that there was a need to increase benefit and salary. Due to a large portion of respondents who did not add comments or suggestion regarding their job satisfaction, the analysis was focused only on cases with meaningful suggestions and comments. The answers were rounded up in Figure 4.13 and Figure 4.14
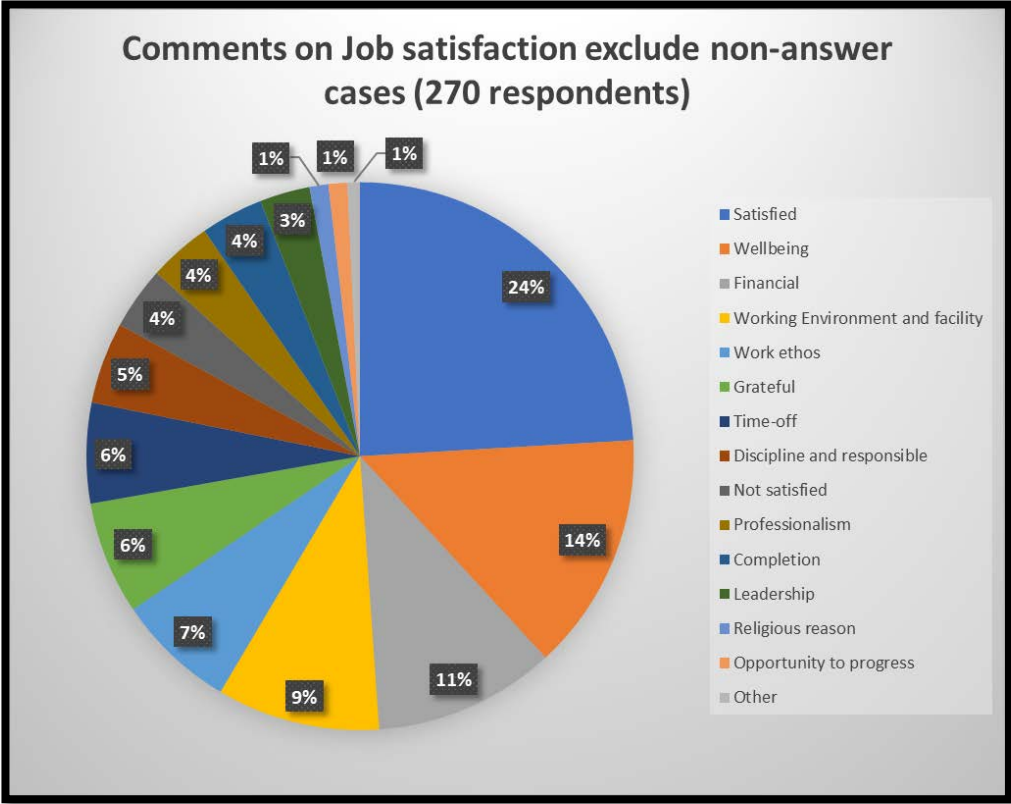
Figure 4. 13 Suggestions or comments regarding job satisfaction exclude non-answer cases

Figure 4.13 is the tabulation data of the open-ended question number 53 but with only cases with answers. The cases that did not answer question number 53 was taken out from the tabulation. The results show that 270 respondents were recorded, and 24% of the respondents confirmed that they were satisfied with their job satisfaction. Wellbeing and financial factor are at 14% and 11%.
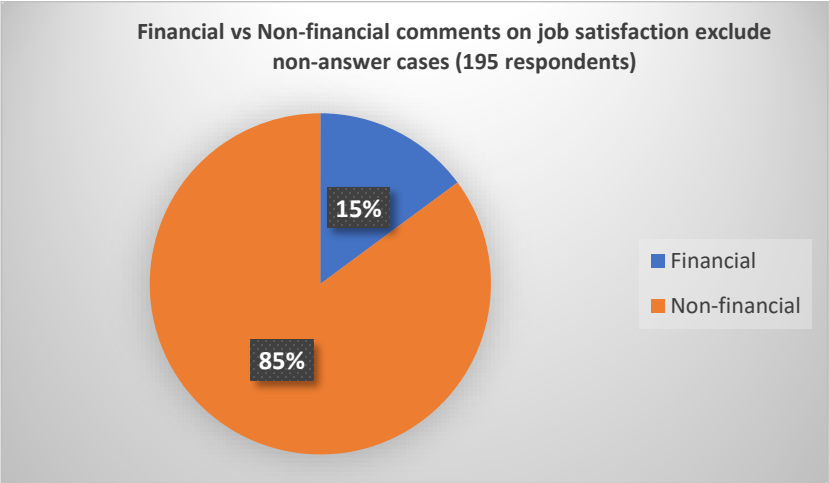
Figure 4. 14 Financial vs Non-financial comments on job satisfaction exclude non-answer cases

Figure 4.14 is the tabulation data of the open-ended question number 53. However, the cases were selected only that responded with answers related to financial and non-financial factors. The finding suggests that from 195 respondents, 85% of them place non-financial rewards or aspects as a means to improve their job satisfaction. This finding supports the notion that financial rewards in the public sector are not as effective as in the private sector.

4.9 Discussion and Quick Interview

As it was discussed in Chapter 3, besides the survey questionnaire, this study employed qualitative methods such as discussion and quick interview to gain a deeper understanding and context. The discussion and quick interview were conducted after the preliminary examination was done. The results from the quantitative method did not provide enough information to fully understand the real situation on the field as it was previously discussed about the disadvantaged of the quantitative method. Therefore, the second round of data collection was conducted. There were three main topics of the discussion and quick interview that needed to understand more. They are the perception of WLB, motivation and job satisfaction. In the area of WLB, the interviewees were asked how they felt about the concept of WLB and how and what they can improve their perception of WLB. The same types of questions were also asked regarding their motivation and job satisfaction. The results from the discussion and quick interview are concluded in the next chapter.

4.10 Chapter Summary

This chapter discussed the analysis of the data collected from the survey administered by this study. Descriptive and statistical analysis was carried out using SPSS to test the hypotheses and interpret the data into useful information. Descriptive analysis of the sample population was elaborated in detail. This is to give a clear perspective of the composition of the sample size where the data were drawn. The composition of the sample will then give the context to the findings. The generalisation of the findings will also be limited by the composition of the sample (Field, 2009). Before conducting any analysis, the data were tested to satisfy the assumption of the statistical tests using SPSS. The results showed that the assumptions for all the statistical data analysis needed for this study were all met. The validity and reliability of all measurements were also tested. The instruments

were all well-established, and well-validated measurement and their validity have been tested in various studies. Therefore, the validity of the instruments was already established and met (Sekaran, 2003; Sekaran and Bougie, 2013). The results also revealed that all the measurements were measuring what they were supposed to measure and met the standard for the instrument to be reliable with all the value of the Cronbach's alpha above .6. The value of the Cronbach's alpha above .6 is categorised as acceptable.

The analysis of the data revealed that all the proposed hypotheses of this study were supported by the findings, except hypothesis 1b and 2b. Interestingly, the findings suggested that the negative impacts of conflict on job satisfaction and PSM were not observed in this study. On the contrary, conflict was found to have a positive relationship with job satisfaction. The next chapters will further discuss the findings, elaborate their relationships with the literature review and provide comprehensive conclusions as well as recommendations for future studies. The summary of the results of the hypothesis tests is shown in Table 4.49.

Analyses of the open-ended questionnaire, discussion and quick interview provide a deeper understanding and the wider context of the research topic, such as the importance of family, as one of the most motivating factors when salary is aside. The results of the open-ended questionnaire, discussion and quick interview also suggest that non-financial rewards such as support and encouragement from supervisors or commanding officers play more significant roles to improve employee motivation. Moreover, findings from the open-ended data analysis, discussion and quick interview also support the findings from the closed-ended questions. It suggested that the overall WLB of the employees of the Fire and Rescue Department of Jakarta was in favour of positive WLB.

Table 4. 49 Summary of the hypothesis tests

Hypotheses proposed by this study	Decision
H1: There is a significant positive relationship between work-life balance and job satisfaction.	Not rejected
H1a: There is a significant positive relationship between work-life enhancement and job satisfaction.	Not rejected
H1b: There is a significant negative relationship between work-life conflict and job satisfaction.	Rejected
H1c: Job satisfaction level is higher in the positive work-life balance than in the negative work-life balance.	Not rejected
H2: There is a significant positive relationship between work-life balance and public service motivation.	Not rejected
H2a: There is a significant positive relationship between work-life enhancement and public service motivation.	Not rejected
H2b: There is a significant negative relationship between work-life conflict and public service motivation.	Rejected
H2c: Public service motivation level is higher in the positive work-life balance than in the negative work-life balance.	Not rejected
H2d: The employees with higher public service motivation have significantly better work-life balance than the employees with lower public service motivation.	Not rejected
H3: There is a significant positive relationship between public service motivation and job satisfaction.	Not rejected
H3a: The relationship between public service motivation and intrinsic job satisfaction is stronger than the relationship between public service motivation and extrinsic job satisfaction.	Not rejected
H3b: The employees with higher public service motivation are significantly more satisfied than the employees with lower public service motivation.	Not rejected
H4: There is a significant mediating effect of public service motivation on the relationship between work-life balance and job satisfaction.	Not rejected
H5: There is a significant difference in the public service motivation level between 4 types of work-life balance.	Not rejected
H6: There is a significant difference in the job satisfaction level between 4 types of work-life balance.	Not rejected

CHAPTER 5. DISCUSSION AND IMPLICATIONS

5.1 Introduction

The data from the survey were statistically analysed and interpreted in the previous chapter. Statistical data analysis and data interpretation enable researchers to generate findings. The purpose of this chapter is to discuss the findings in relation to the literature review and evaluate the implications of those findings. The four objectives of this study are to critically evaluate what relationships exist between WLB and job satisfaction, analyse the relationships between WLB and PSM, examine the relationships between PSM and job satisfaction and ascertain if PSM mediates the relationship between WLB and job satisfaction. Survey and statistical data analyses were conducted to pursue these objectives.

Analysis of the data suggests that the distribution of the data was assumed to be normal according to central limit theory. The assumption of the normal distribution is critical as it is required by some statistical analyses such as parametric data analysis (Field, 2009). The validity of the measurements was also assessed during the analysis of the data. The instruments that were used to measure the variables needed for this study have been well-established, well-validated and applied in previous studies. Therefore, it is not necessary to check again the validity of the instruments that are already well-validated (Sekaran, 2003; Sekaran and Bougie, 2013). When a study adopts an instrument that has been validated, the validity of the instrument can also be applied in the study (Korb, 2012).

Cronbach's alpha test was used to established instrument reliability (Trochim, 2006). The reliability tests showed that all instruments had Cronbach's alpha above .6 which satisfied the minimum score of acceptability. A scale that has a Cronbach's alpha above 0.6 is acceptably reliable (Kline, 2000; Murphy and Sholder, 1988; George and Mallery, 2003; Perry et al., 2004). After all the assumptions that were required had been met, statistical tests were conducted on the data gathered from the survey. After that, the results of the tests were analysed and interpreted. The analysis and interpretation of the data were used to establish relationships between data, infer information and consequently construct knowledge (Ainley, Nardi, and Pratt, 1999; Shaughnessy, Garfield, and Greer, 1996). The results of the data analysis were also interpreted to determine the decision of the hypothesis test.

5.2 Demographic analysis of the study

According to Lavrakas (2008), the most common demographic aspects include age, gender, race, religion, income, education, marital status, home ownership, sexual orientation, family size, health and disability status, and psychiatric diagnosis. Demographic data is important for generalisation purposes as it provides information or characteristic to determine if the sample in the study is a representative sample of the target population (Lavrakas, 2008). The target population of this study is the Fire and Rescue Department in Jakarta. According to Governor of Jakarta regulation number 9, 2002, there are three main duties of the Fire and Rescue Department. Those main duties are fire hazard prevention, firefighting, life rescue and life protection from fire and other disasters.

From the demography data, it was concluded that all of the respondents were Indonesian citizens and the majority of them were male employees (96.2%), in full employment (99.3%) at the rank of Class 1 or operational level (63.9%), below 44 years old (97.6%), earning between 2 million to 6 million rupiah (80.1%) who had worked less than 15 years (76.2%) in the Fire and Rescue Department of Jakarta and had graduated from Senior High School (84.6%). Approximately equal percentages were observed in marital status (43.7% single and 49.2% married) and children (52.7% with children and 47.3% without children). The detail on demographic data analysis of the study can be found in appendix 6.

5.3 Discussion of the findings

This section discusses the findings from the interpretation of statistical data extracted from the demographic, closed-ended and open-ended questionnaires. This section also discusses the results in relation to the literature. The completion of the study's objectives is also discussed in this section. The first section will present the demographic description of the sample and descriptive analysis of the measurement scales of this study. The second section discusses the relationship between aspects of WLB and dimensions of job satisfaction as well as the prevalence of job satisfaction among employees with a positive WLB. The third section elaborates the relationship between aspects of WLB and PSM. This section also discusses the comparative analysis of PSM and its four dimensions across employees with positive WLB and negative WLB.

5.3.1 The dimensions of role quality

To evaluate the overall WLB, this study used an approach known as role quality. The concept of role quality was developed during a study conducted by Barnett and Baruch in 1985 on women having multiple roles which then known as one of the origins of WLB study (Rantanen et al., 2011). Barnett and Baruch (1985) argue that role balance is reward minus concern and can range from negative to positive values. Their study argues that the experience of enhancement and conflict in each role will have significant impacts on psychological distress. In this study, the score attained from reducing the enhancement score with the conflict score which can range from negative to positive, based on the study of Barnett and Baruch (1985), is used as one of the methods to measure the perception of overall WLB of an individual. Therefore, role quality is an important factor in determining the overall WLB of an individual in terms of components approach. If the roles create more rewards than concerns or more enhancements than conflicts, the outcomes tend to be positive such as low level of role conflict and anxiety; hence, WLB is experienced.

Figure 4.3 illustrates that 90.3% of respondents are in positive WLB, and only 9.7% of respondents are in negative WLB. According to Barnett and Baruch (1985), there is a relationship between enhancements and conflicts of an individual with psychological distress. If a person experiences more enhancements than conflicts in his roles, that person tends to have a low intensity of role conflict, role overload and anxiety. In other words, people that have more enhancements in their lives than conflicts tend to have positive impacts on their role quality, which in turn lead to a more positive work-life relationship. Therefore, Figure 4.3 assumes that 90.3% of respondents experienced low levels of role conflict and role overload as well as low level of anxiety.

This result could be an indicator that their roles in the public sector have given them more positive impacts. It can be assumed that 90.7% of the respondents feel that what they do in the Fire and Rescue Department brings positive impacts on their overall role quality that their interactions between their work and nonwork produce positive impacts. This finding is aligned with the high PSM score found in the previous finding among the employees of the Fire and Rescue Department. This suggests that high PSM score is relevant to the high percentage of positive role quality score found

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in the fire department of Jakarta. These results are also congruent with the results of overall WLB in the Fire and Rescue Department of Jakarta from another approach.

5.3.2 Prevalence of four types of work-life balance in the Fire and Rescue Department

The results suggest that the majority of employees in the Fire and Rescue Department of Jakarta falls into the active type of WLB. This data indicates that the majority of the employee of the Fire and Rescue Department of Jakarta (77.4% of the sample) are experiencing both high enhancement and conflict while 21.1% of the sample size falls into the beneficial type. According to these findings, the overall work-life experience in the Fire and Rescue Department of Jakarta indicates a positive WLB, where the enhancement of the interactions between work and nonwork is still able to comprehend the conflict. Both active and beneficial types make 98.6% of the sample size. The negative WLB types based on the typology of WLB, according to Table 4.47, are harmful and passive types of WLB. Both types account for 1.4% of the sample size. The percentage of the negative WLB is significantly small. However, the percentage of active WLB among the Fire and Rescue Department of Jakarta is significantly high. Higher than the beneficial one. The active type alone accounts for 77.4% of the sample size.

This finding suggests that the employees of the Fire and Rescue Department are high at resources. This argument is supported by the levels of PSM and WLB among the employees of the Fire and Rescue Department. High PSM and overall WLB perception indicate that the Fire and Rescue Department is resourceful, employees are motivated which reflect the compatibility between personal and organisational or job values, the interactions between work and nonwork lives result in more positive impacts than the negative ones. However, this condition is also matched by high demands, which result in a high percentage of the active type of WLB. This result could also be an indication of a high workload in the Fire and Rescue Department.

Even though the employees are highly motivated, the high workload can result in burnout and stress (Greenglass, 2001). According to Rantanen et al. (2011), the ideal type of WLB is the beneficial type where work-life enhancement exceeds work-life conflict. Hence, the Fire and Rescue Department of Jakarta should focus its effort on reducing factors that contribute to work-life conflict, mitigating the high demands and

managing the workload. Even though studies suggest that people who fall into the active type of WLB can still achieve satisfactory WLB in terms of psychological functioning, the active type of WLB is still lower than the beneficial type in terms of vigour, self-rated health and life satisfaction (Rantanen et al., 2011; Rantanen et al., 2013). Therefore, the aim of the Fire and Rescue Department should be improving the WLB of the employees towards beneficial type.

5.3.3 The strategic relationship between WLB and general job satisfaction

The first objective of this study is to critically evaluate what relationships exist between WLB and job satisfaction. Based on the literature review and followed by the theoretical framework, this study proposed that in general, WLB is positively associated with job satisfaction. In this section, the relationship between WLB and job satisfaction will be discussed in greater detail. WLB consists of the dimensions of work-life enhancement and work-life conflict as well as role quality. However, general job satisfaction is the only type of job satisfaction, which will be discussed in this section.

5.3.3.1 Work-life balance and general job satisfaction.

This study predicts, based on the previous studies on WLB and job satisfaction, when employees of the Fire and Rescue Department in Jakarta gain more positive impacts than the negative ones from the interaction between their work and nonwork lives, they tend to feel more satisfied with their job. Data analysis was conducted to test the proposed hypothesis. This research found that there is a positive and significant relationship between WLB and job satisfaction. Regression analysis confirmed that changes in WLB scores were able to significantly predict variance in general job satisfaction scores. The linear regression model suggested that 2.4% of the variability in general job satisfaction could be accounted for by WLB. In other words, the higher the perception of WLB, the more satisfied they are with their jobs. Therefore, hypothesis 1 (there is a significant positive relationship between WLB and job satisfaction) is supported by the finding of this study. This finding is consistent with the literature review on the impacts of WLB on various work-related outcomes in Chapter 2. The shift system (one day on duty, one day off and one day standby) and other WLB practices that are implemented in the Fire and Rescue Department which was discussed in the literature review enable employees to actively engage in both

work and nonwork roles and achieve WLB which in turn positively impacts their job satisfaction. The finding of this study that suggests WLB is positively correlated with employees' job satisfaction working in the Fire and Rescue Department of Jakarta is expected. However, it is important to note that this kind of working shift system does not apply to the majority of the public sector in Jakarta.

The result of this study has been discussed by an extensive literature examining the positive effects of WLB on various work-related outcomes including job satisfaction or factors that contribute to job satisfaction such as commitment, loyalty, happiness, improved relationships with management, improved self-esteem, health, concentration, retention, reduced stress and increased motivation (Vlems, 2005; Scholarios and Mark (2006). The result is also aligned with a study conducted by Lazar, Osoian and Ratiu (2010) which argued that employees' job satisfaction, organisational commitment, job stress and turn over intention when introduced by WLB initiatives were affected positively. The previous study suggests that WLB has been positively associated with retaining more happier workforce (Rennar and Hank, 2007). Their study suggests that happy workers are more satisfied with their jobs than unhappy or less happy ones.

The result of this study is also supported by a survey conducted by Eagle Hill Consulting Firm in May 2014 among 400 DC-area employees. The survey revealed that poor WLB was the number one driving factor to leave the company. It implies that WLB plays a significant role in how employees perceive their jobs emotionally. Leaving the job is one of the indications of dissatisfaction that employees are not happy with their jobs or factors related to their job. This survey complements the notion that WLB is one of the most important factors that correspond directly to job satisfaction. Therefore, it can be justified that among factors that significantly influence job satisfaction, WLB is one of the factors that profoundly drive employees to have a positive emotional feeling toward their jobs which leads to job satisfaction.

Hill (2005) argues that there is a positive association between wellbeing and family satisfaction, and family satisfaction, based on theories of WLB, is significantly influenced by job satisfaction. Therefore, wellbeing also positively impacts job satisfaction through family satisfaction, as argued in the spillover theory of WLB. Whereas interactions between work and nonwork lives have been recognised by

many studies to have relationships with wellbeing (e.g. Brough and O'Driscoll, 2005; Frone et al., 1992). Moreover, family satisfaction and work satisfaction are two of the most important domains in life (Clark, 2000). Hence, it can be said that WLB has positive impacts on wellbeing, which eventually leads to job satisfaction, which is suggested by the result of hypothesis 1 of this study.

Hypothesis 1 of this study suggests that when there is a positive WLB among the employees where work-life enhancement exceeds work-life conflict, job satisfaction of the employees also increases. The result indicates that hypothesis 1 is confirmed and the combination of high work-life enhancement and low work-life conflict results in increased job satisfaction. According to Lazar, Osoian and Ratiu (2010), WLB plays a significant role in the public sector because it has been studied to have a strong correlation with job satisfaction. Their study argued that employees' job satisfaction, organisational commitment, job stress, and turn over intention when introduced by WLB initiatives were affected positively. Hence, their study confirmed the finding of hypothesis 1 of this study.

The result of this study is also corroborated by a study that summarised 42 WLB studies published between 1986 and 2011 conducted by Butts et al. (2013). According to Butts et al. (2013), job satisfaction was among one of the outcomes of the WLB policies, which is in line with the result of this study. One plausible explanation is because the application of WLB policies benefits employees by reducing their levels of work-life conflict (Anderson et al., 2002; Lapierre and Allen, 2006; McDonald et al., 2005). It may imply that WLB policies aim to improve employees WLB by reducing conflict, which in turn results in a positive implication on job satisfaction, among other things.

5.3.3.2 Work-life enhancement and general job satisfaction.

Data analysis using SPSS showed that the correlation between work-life enhancement and job satisfaction was positive and significant as predicted in this study. A simple linear regression confirmed that work-life enhancement was a good predictor of job satisfaction. Changes in work-life enhancement scores were able to significantly predict variance in general job satisfaction scores, and 20.8% of the variability in general job satisfaction can be accounted for by work-life enhancement. Therefore, hypothesis 1a is supported by the finding of this study. This finding implies

that their jobs as firefighters enable them to acquire such skills, knowledge, attitude and behaviour that can improve their roles in nonwork situation and vice versa as argued by Carlson et al. (2006) and Greenhaus and Powell (2006). It can be said that the employees of the Fire and Rescue Department perceive their jobs in a very positive way that their jobs or their involvement and participation at work have brought them positive impacts and made them a better family member. It also shows that employees working in the Fire and Rescue Department are actively involved both in their work lives and family lives and their involvement has led them to acquire skills, knowledge, behaviours, or ways of viewing things that help them to be better workers and family members which will eventually turn into personal development.

The positive operationalisation of work-life/family refers to enrichment (Frone. 2003). Studies have shown that a positive relationship between work and nonwork lives can occur to create synergy (Barnett and Hyde, 2001; Rankin, 1993). The positive interactions between work and nonwork (family) lives have also been described as positive spillover (Crouter, 1984), enrichment (Greenhaus and Powell, in press), facilitation (Grzywacz, 2002) and enhancement (Sieber, 1974). The finding of this study is supported by the literature that suggests work-life enhancement is correlated with high job satisfaction, low job exhaustion, low psychological distress and positive association with family satisfaction (Geurts et al., 2005; Kinnunen et al., 2006; Wayne et al., 2004; Aryee et al., 2005). The finding is also in line with the fundamental concept of work-life enhancement. The fundamental concept of work-life enhancement is that work-life enables individuals to broaden their resources to perform better in their nonwork life and vice versa (Barnett and Hyde, 2001; Friedman and Greenhaus, 2000; Greenhaus and Powell, in press).

Work-life enhancement has been proved to help employees with social skill in interacting with fellow employees and skill in multitasking on their jobs (Crouter, 1984; Kirchmeyer, 1992; Ruderman, Ohlott, Panzer, and King, 2002). According to spillover theory of WLB, skill is not the only thing that can be transferred. Emotional states can also spillover from one domain to another domain (Rothbard, 2001). For example, employees who enjoy their jobs are happier than those who do not, and that happiness is brought home and shared with their family members, which can eventually improve their performance as parents or spouses. Therefore, work-life

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enhancement creates influences that can expand the resources of an individual to deal with the demands (Greenhaus and Powell, 2006).

The positive correlation between work-life enhancement and job satisfaction can also be explained because employees that experience positive WLB tend to have higher potentials in career advancement (Judiesch, 2008). Hence, it influences their job satisfaction positively. Ayree, Srinivas and Tan (2005) reason that employees who have more enhancement in their work and nonwork lives tend to have more satisfaction with their jobs and higher commitment to the organisation. Moreover, the result of this study is also corroborated by Carlson et al. (2009). They argue that a positive work-life association has significant impacts on job satisfaction. In addition to that, work-family enrichment has been found to have positive relationships with job satisfaction, organisational commitment and turnover intention (Allen et al., 2000). Therefore, hypothesis 1a (there is a significant positive relationship between work-life enhancement and job satisfaction) is supported by the finding of this study and previous studies of WLB.

5.3.3.3 Work-life conflict and general job satisfaction.

Based on the literature review and theoretical framework, this study predicts that when the interaction between work life and family life is conflicting, it can be a significant contributing factor to various negative work-related outcomes such as decreased job satisfaction. This study hypothesises that conflict between work and nonwork lives and vice versa will produce negative work-related outcomes such as psychological distress, decrease organisation commitment, turnover, and decrease life satisfaction that will lead to decrease job satisfaction. Hence, it was predicted that there would be a significant negative relationship between work-life conflict and job satisfaction. Interestingly, this study did not find any results that can support that notion. On the contrary, the results of the bivariate correlation analysis found a positive relationship between work-nonwork conflict and general job satisfaction, and the relationship was statistically significant. A simple linear regression showed that changes in work-nonwork conflict scores were able to significantly predict variance in general job satisfaction scores as 1.1% of the variability in general job satisfaction can be accounted for by work-nonwork conflict.

This finding contradicts the previous studies of the negative impacts of work-life conflict on job satisfaction. It was found in this study that work-life conflict was positively correlated with job satisfaction. It was argued that longer work hours were related to higher income and conflict. Hence, even though the conflict was increasing so was the income and income was positively related to job satisfaction. Therefore, income has been argued to be the primary cause of a positive relationship between work-life conflict and job satisfaction.

Work-life conflict has been defined as "a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" and a source of stress for many individuals (Greenhaus and Beutell, 1985). Moreover, interactions between work and nonwork lives that cause conflict can lead to negative implications on various work-related outcomes such as turnover, job satisfaction, psychological distress, organisation commitment, life satisfaction, absenteeism, decreased productivity, burnout, decreased wellbeing and stress (Frone, Russell, and Cooper, 1992; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Parasuraman et al., 1989; Carlson, 2000; Cooper and William, 1994; Leiter, 1990; Bacharach, Bamberger and Conley, 1991; Wallace, 1997; Cooper, Dewe and O'Driscoll, 2001 and Boles, Johnston and Hair, 1997; Higgins et al., 1992, Parasuraman et al., 1989; O'Driscoll et al., 1992; Rice, Frone, and McFarlin, 1992; Brough and O'Driscoll, 2005; Frone et al., 1992).

This result seems contradictory with most of the studies about work-life conflict and job satisfaction in the literature review. However, this finding is aligned with a cursory analysis done by Moltz (2017). According to him, financial factors such as high income is more important in less-economically developed countries in which Indonesia is still categorised as a developed country (Kurniawan and Managi, 2018). In addition to that, Cabrita and Perista (2006) suggest that there are conflict contributing factors that are positively related to job satisfaction. Cabrita and Perista (2006) experimented with the European Union block and found out that working hours were positively related to job satisfaction. However, Working hours is one of the contributing factors of work-life conflict (Cabrita and Perista. 2006; Gutek et al., 1991; Acas, 2015; Human Solution Report, 2007) and yet it shows a positive relationship with job satisfaction.

Hence, income has been the mediating factor of the relationship between working hours and job satisfaction where longer working hours correlates with more income as suggested by Cabrita and Perista (2006). Income has been identified by many studies to have a positive relationship with job satisfaction (Mekkelholt and Hartog, 1989; Finlay et al., 1995; Clark et al, 1996; Clark and Oswald, 1996; Howard and Frink, 1996; Miles et al., 1996; Ganzach, 1998; Robie et al, 1998; Gaertner, 1999; Groot and Maasen van den Brink, 1999; Sloane, 2000; Sousa-Poza and Sousa-Poza, 2000; Eskildsen, et al., 2003; Bakan and Buyukbese, 2013). This study suggests that higher conflict is caused by longer working hours but at the same time, longer working hours increase income and higher income correlates positively to job satisfaction. Hence, it may explain the positive relationship between work-life conflict and job satisfaction among the employees of the Fire and Rescue Department in the context of the public sector in Indonesia.

This result is also corroborated by the findings from the demographic analysis. In the demographic analysis, 80.1% of the respondents have incomes just above the minimum wage, and according to the Governor of Jakarta regulation number 78, in 2018 the minimum wage of Jakarta is 3.9 million rupiahs per month or approximately 225 pounds (2019 exchange rate). This condition suggests that income, even though it is not a major issue, is still a dominant motivating factor in the context of the Fire and Rescue Department in Jakarta. The results of open-ended questionnaire confirmed this situation where financial was still an indispensable factor to improve the motivation of the employees in the Fire and Rescue Department of Jakarta with 19% of the respondents still placed financial as a factor that could improve their motivation. Therefore, the positive relationship between conflict and job satisfaction in this study might be explained by the phenomenon studied by Cabrita and Perista (2006) where income mediates the positive relationship between work-life conflict and job satisfaction.

5.3.3.4 Level of job satisfaction among four types of work-life balance

To test whether the level of job satisfaction among four types of WLB is significantly different, one-way ANOVA test was conducted. Table 4.46 shows a descriptive analysis of the one-way ANOVA test. The test of Levene statistic indicated that the assumption of homogeneity of variance is not violated ($p = 194$). The descriptive data

of the ANOVA test indicated that job satisfaction was found to significantly differ according to the types of WLB F $(3, 417) = 9.967$, $p < .01$. This finding supports the theory of the typology of WLB (Rantanen et al., 2011). Both active and beneficial WLB types scored higher than harmful and passive WLB types.

This finding suggests that the four types of WLB differ the job satisfaction of the employees in the public sector significantly. The dynamic of WLB plays a significant role in influencing employees' job satisfaction in the context of the public sector. The results of the one-way ANOVA test indicate that hypothesis 6 (there is a significant difference in the job satisfaction level between 4 types of WLB) is supported. Therefore, Hypothesis 6 was not rejected. The interesting finding of the results was harmful type did not experience the lowest level of job satisfaction. The results showed that the passive type of WLB experienced the lowest job satisfaction. This result could be correlated with the finding of a positive correlation between conflict and job satisfaction from the data analysis. However, this finding is not conclusive as the number of respondents that fall into harmful and passive types of WLB is very small ($n = 4$ and $n = 2$).

This finding is also similar to the previous finding, which suggests that the lowest level of PSM is among employees that fall under the passive type of WLB and not the harmful type. As it was mentioned, the correlation between work-life conflict and job satisfaction could be the factor that can explain the results of hypothesis 6. The results of hypothesis 1b suggest that instead of a negative relationship, the relationship between work-life conflict and job satisfaction is positive. What this implies is, in the context of the Fire and Rescue Department of Jakarta, both dimensions of WLB (work-life enhancement and work-life conflict) have positive impacts on job satisfaction. Therefore, this finding can be explained by the same logical explanation applied to the combination of work-life enhancement and conflict to determine the type of WLB, as suggested by Rantanen et al. (2011).

The initial analyses suggest that work-life enhancement and work-life conflict have positive impacts on job satisfaction. It means high enhancement and high conflict, which is an indication of the active type and low enhancement and high conflict, which is an indication of the harmful type of WLB correlates to high job satisfaction. The beneficial type of WLB, which is a combination of high work-life enhancement and low

work-life conflict, also correlates to high job satisfaction. Whereas, passive type of WLB, which is a clear indication of low work-life conflict and enhancement, will correlate to low job satisfaction. Hence, the passive type is found to have the lowest score of job satisfaction and even lower than the harmful type. This is because, in harmful type, work-life conflict still has to be higher than work-life enhancement; hence correlates to higher job satisfaction.

5.3.4 The strategic relationship between WLB and PSM

The second objective of this study is to investigate the relationships between WLB and PSM. Based on the literature review and followed by the theoretical framework, this study proposed five hypotheses, namely H2, H2a, H2b, H2c and H2d. Bivariate correlation analysis was used to examine the correlation between the studied variables and to test hypotheses 2, 2a and 2b. Simple linear regression analysis was also applied to examine the influence or impact of an independent variable on a dependent variable. To test hypotheses 2c and 2d, independent sample t-test was used.

5.3.4.1 Work-life balance and public service motivation.

The first bivariate correlation and regression analysis were conducted to examine if there is a significant positive relationship between WLB and PSM. The results confirmed the hypothesis 2 that WLB was positively and significantly correlated with WLB. This finding suggests that when employees experience more work-life enhancement than conflict, the level of PSM is higher. This finding also confirms that employees who gain positive impacts from work-life interaction are more motivated than those who experience more conflict than enhancement. These findings are aligned with the studies that suggest WLB programs increase motivation and productivity (Lockwood, 2003).

WLB is also positively correlated with factors that can make employees more motivated (Noor, 2011). Moreover, Hussein, Njati and Rukangu (2016) found that WLB is important to create a work environment that can attract, keep and motivate high-performance employees due to the impact of WLB on morale. WLB is also correlated with intrinsic motivation because it promotes job satisfaction, happiness and wellness at work (Nicole and David, 2015), leads to productivity (Hutcheson,

2012), stimulates job autonomy among employees (Mas-Machuca et al., 2016), gives freedom to employees to decide their works (Hornung and Rousseau, 2007).

Another plausible explanation is WLB has been perceived by the employees more than just a working condition concept. What it means is WLB is not only a concept that is implemented by the employers to make the working condition more desirable or comfortable for the employees by provisioning policies that allow employees to focus more on their nonwork lives. WLB also triggers positive impacts on employees, such as a sense of unselfishness or care for others of the organisation towards its employees (Zhong et al., 2016). WLB efforts can give significant impacts on the image of the organisation that cares for its employees and the unselfishness of the organisation (Krishnan and Mary, 2012). Theory of person-organisation fit (P-O Fit) argues that if there is a compatibility between employees' personalities, goals and values with those of the organisations, the employees will tend to feel that they belong to the organisation and more satisfied (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007).

When employees perceived high perception of P-O Fit, they will be more likely to experience positive feelings and job attitudes at work (Bretz and Judge, 1994; Chatman, 1991; Mowday, Porter, and Steers, 1982; O'Reilly and Chatman, 1986). The fact that motivation is higher when the values that are internalised in an individual is aligned with his or her organisation and job has been discussed in person-organisation fit and person-job fit theories, and the notion of PSM has been known to have similarity with the person-environment fit, person-organisation fit and person-job fit theories (Kristof-Brown 1996; Kristof-Brown, Zimmerman, and Johnson 2005). Studies suggest that positive feelings and job attitudes are strongly related to intrinsic motivation (Fisher, 2000; Ilies and Judge, 2002; Seo, Barrett, and Bartunek, 2004). Thus, this study argues that the alignment between the image of caring for others created by the WLB policies and the fundamental values of PSM heightens the perception of person-organisation fit, which leads to positive feeling and job attitudes at work that eventually impacts employee motivation.

Furthermore, Perry and Wise (1990) suggest that there is a positive relationship between PSM and preference to work in the public sector. They argue that the higher the person's PSM, the more likely he or she will choose a job in the public sector.

Tinuke (2014) suggests that WLB practices such as flexible working hours, alternative work plans, and leave plans are often perceived as part of benefit programs and reward packages offered by the organisation. Whereas, Ng and Gossett (2013) found there was a good person-organisation fit between unselfishness (contributing to society) and the rewards of public sector employment (WLB policies), among Millennials. Thus, it can be argued that WLB offered by the public sector as part of benefit programs and reward packages is aligned with those with high PSM. This is also aligned with a study conducted by Park and Word (2009), which implies that the positive and significant correlation between WLB and intrinsic motivation is because WLB and intrinsic motivation shared similar motivation patterns.

The finding of the study is aligned with many studies of WLB that suggest WLB has been closely associated with the level of motivation of the employees (Aluko, 2009; Mordi et al., 2010; Netemeyer, Boles and McMurrian, 1996; Yadav and Dabhade, 2014) and PSM is essentially a type of motivation in the public sector (Perry and Hondeghem, 2008). A study conducted by Yadav and Dabhade (2014) also supports the finding. They suggest that WLB positively impacts variables such as high morale and motivation. Moreover, WLB also has significant impacts on motivation that can lead to reduced absenteeism and lateness, improved productivity, enhanced organisational image, improved loyalty and commitment, increased retention of valuable employees and reduced staff turnover rate (European Research Studies, 2010; Lazar, Osoian and Ratiu, 2010; Department for Business Innovation and Skills, 2014).

A research conducted by Oktosatrio (2018) in the context of the public sector in Indonesia suggests that flexible workhour, work from home and reducing the distance between work and home accommodate positive interactions between work and nonwork lives which will eventually improve employee motivation. Moreover, WLB was found to have a great role in reducing stress and burnout due to long work hours (Acas, 2015; Human Solution Report, 2007). Studies also suggest that WLB has positive impacts on various work-related outcomes other than job satisfaction such as commitment, loyalty, happiness, improved relationships with management, improved self-esteem, health, concentration, retention, reduced stress and increased motivation

(Vlems, 2005; Scholarios and Mark (2006). These positive outcomes are eventually reflected in the form of increased motivation.

Moreover, commitment to family plays important roles both to contribute positively or negatively in the relationship between work and nonwork lives. According to Frone (2003) and Greenhaus et al. (2003), family commitment is one of the central components of the WLB equation. Therefore, the provision of WLB is about providing opportunities to value nonwork life, to care for others in the context of family and to bring positive influences both from work to nonwork life and vice versa. Those values are congruent with the core values of PSM. Hence, this study theorised that employees who experience positive WLB are more likely to have higher PSM.

5.3.4.2 Work-life enhancement and public service motivation.

Hypothesis 2a predicts that there is a significant positive relationship between work-life enhancement and PSM. The result of bivariate correlation analysis confirmed that work-life enhancement was positively correlated with PSM at a significant level. This finding is expected as it is aligned with the existing studies on WLB and PSM. According to spillover and enhancement theory, WLB allows the transferability of knowledge, skills, attitude, behaviour and aptitude between work and nonwork lives that can positively contribute to the development of an individual (Greenhaus and Powell, in press; Crouter, 1984; Kirchmeyer, 1992; Ruderman, Ohlott, Panzer, and King, 2002). Employees' abilities to gain knowledge, skills, attitude, behaviour and aptitude are required in performing the job with success, which will lead to intrinsic motivation such as competency (Naim and Lenkla, 2016). This is known as the development dimension of work-life enhancement.

The same thing happens to attitude and affection or emotional state. Spillover and enhancement theories suggest that when work life can contribute positively to employees' feelings and attitudes at work, those feelings and attitudes are carried over to nonwork life which will eventually contribute to the abilities of employees to be better family members and vice versa (Carlson et al., 2006; Greenhaus and Powell, 2006). Therefore, it can be argued that the positive outcomes resulted from the development and affect dimensions of work-life enhancement impact employees' PSM positively and significantly.

The plausible explanation of the positive relationship between work-life enhancement and PSM is because work-life enhancement produces positive outcomes both at the individual and organisational level (Carlson et al., 2009; Allen et al., 2000; Judiesch, 2008; Ayree, Srinivas and Tan, 2005). Work-life enhancement has two dimensions, namely development and affect. Development is when skills, knowledge, behaviours and perspectives gained from work and nonwork have significant impacts on personal development (Carlson et al., 2006; Greenhaus and Powell, 2006). Employees' abilities to gain knowledge, skills, attitude, behaviour and aptitude are required in performing the job with success, which will lead to intrinsic motivation such as competency (Naim and Lenkla, 2016).

Hence, development as one of the dimensions of work-life enhancement is argued to positively impact motivation which includes PSM, which is essentially a type of motivation in the public sector (Perry and Hondeghem, 2008). Therefore, it is believed that their jobs as firefighters have helped them to improve their personal development. Personal development gave them abilities or resources to be better family members and being good family members create positive nonwork/family to work relationship. Hence, development as one of the dimensions of work-life enhancement contributes positively to motivation.

Affect is the other dimension of work-nonwork enhancement. It refers to the experiences in terms of emotional state in work that improve the performance in nonwork and vice versa (Greenhaus and Powell, 2006). People experience positive emotions such as joy, interest, contentment and love as well as negative emotions such as anxiety, sadness, anger and despair throughout their lives (Fredrickson, 2001). Positive emotions are important because the overall balance of positive and negative emotions predict the perception of subjective well-being (Diener, Sandvik, and Pavot, 1991). It can be said while positive emotions can increase employee motivation, negative emotions will decrease employee motivation. It is argued that affect as one of the dimensions of work-life enhancement plays a significant role in influencing employee motivation which includes PSM which is essentially a type of motivation in the public sector (Perry and Hondeghem, 2008). Therefore, it is believed that most of the employees of the Fire and Rescue Department perceive their jobs as firefighters positively. The positive perception creates positive feelings or emotional

states that are carried over to their nonwork lives, as suggested by positive spillover theory.

Moreover, a survey conducted by a team of experts from the Centre for Well-being at NEF (New Economics Foundation) in 2014, found positive emotions are important factors that contribute to employee well-being. The traditional views of positive emotions suggest that positive emotions indicate well-being and direct behaviour whereas the broaden-and-build theory argues that positive emotions have more long-lasting consequences and play as a vehicle for individual growth and social connection to a better life in the future (Fredrickson, 2001). These studies underpin the importance of development and affect (emotional state) on different aspects of employee motivation. Additionally, spillover and enhancement theories suggest that when work life can contribute positively to employees' feelings and attitudes at work, those feelings and attitudes are carried over to nonwork life which will eventually contribute to employees' morale and vice versa (Carlson et al., 2006; Greenhaus and Powell, 2006). Hence, it will eventually improve the employee's motivation.

Therefore, this study argues that the positive relationship between work-life enhancement and PSM is due to the acquisition of skills, knowledge, behaviours and perspectives gained from work-nonwork interaction that leads to personal development, competency and increased intrinsic motivation (Naim and Lenkla, 2016; Carlson et al., 2006; Greenhaus and Powell, 2006). It is also believed that the experiences in terms of a positive emotional state driven from the interaction between work and nonwork will lead to the increased overall intrinsic motivation of the employees. It suggests that there is a relationship between work-life enhancement (development dimension and affect dimension) and employee motivation in which PSM is a type of motivation in the public sector.

In relation to this, intrinsic motivation was defined by Ryan and Deci (2000) as the motivation of an individual that originated from the interest or enjoyment of the activity itself. Hence, it can be said that work-life enhancement increases the enjoyment or interest in the work of the public sector. It is also argued that the increased enjoyment or interest in the work will lead to value congruence between the work and the individual, which will increase PSM. This is because PSM itself is perceived as motivation derived from the compatibility between personal values and the work in the

public sector or motives grounded in public institutions and organisations (Perry and Wise, 1990; Wright, 2001; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002; Steijn, 2006; Kristof-Brown et al., 2005; Leisink and Steijn, 2008).

5.3.4.3 Work-life conflict and public service motivation.

Hypothesis 2b predicts that there is a significant negative relationship between work-life conflict and PSM. A bivariate correlation analysis was conducted to test the hypothesis. The results suggest that there is a positive relationship between work-non work conflict and PSM. However, the relationship is not statistically significant. Therefore, hypothesis 2b was rejected. Work-life conflict did not correlate negatively with PSM. This finding is interesting as the literature suggests that conflict between work-life will result in various negative outcomes such as absenteeism, decreased productivity, burnout, and stress which in turn lead to decreased motivation(Cooper and William, 1994; Leiter, 1990; Bacharach, Bamberger and Conley, 1991; Wallace, 1997; Cooper, Dewe and O'Driscoll, 2001 and Boles, Johnston and Hair, 1997).

It has also been discussed that conflicts emerged from the interaction between work and nonwork roles can outcome negative impacts on the organisation, family and individual (Kossek and Ozeki, 1998; Galovan et al., 2010; Grzywacz et al., 2007; Frone, 2000; Frone, Russel, and Cooper, 1992; Liu, Wang, Keesler, and Schneider, 2011) whereas employees who experience less problem or conflict in their interrelations between work and nonwork lives tend to have better psychological functioning and wellbeing hence more motivated (Rantanen et al., 2011). However, the results suggest that reducing conflict between work-nonwork does not increase motivation. On the contrary, the increase in conflict is followed by an increase in motivation, even though the result does not indicate a significant relationship.

This finding is surprisingly contradictory to previous studies of WLB, especially those in the area of work-life conflict. Studies investigating the impact of work-life conflict suggest that work-life conflict has various detrimental outcomes, which can eventually decrease motivation. Work-life conflict has been negatively associated with turnover, job satisfaction, psychological distress, life satisfaction and commitment (Parasuraman, Greenhaus, Rabinowitz, Bedeian, and Mossholder, 1989; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Frone, Russell, and Cooper, 1992). Work-life conflict has also been known to create tension in individuals

(Meyer, Mukerjee and Sestero, 2001) and triggered stress (Hudson, 2005). Veiga (2010) argues that conflict that exists between work and nonwork like promotes problem such as decreased satisfaction both personal and professional. It is argued that the effects that are found to be the negative implications of work-life conflict such as job stress, high turnover, decreased job satisfaction, psychological distress, decreased life satisfaction, tension and low commitment are detrimental to the motivation of the employees. Wani (2013) and Olaniyi (2013) argue that job-related stress can lead to lesser employee motivation and cause employees lacking motivation and dedication.

The result of this study is also contradictory with findings that suggest time-based and strain-based conflict impact various factors such as high turnover, decreased job satisfaction, psychological distress, reduced life satisfaction, low commitment, creating tension in individuals and triggering stress (Parasuraman, Greenhaus, Rabinowitz, Bedeian, and Mossholder, 1989; Higgins, Duxbury, and Irving, 1992; O'Driscoll, Ilgen, and Hildreth, 1992; Frone, Russell, and Cooper, 1992; Meyer, Mukerjee and Sestero, 2001; Hudson, 2005) which in turn lead to decreased motivation. The result of this study conflicts the notion that when participating equally in work and nonwork roles becomes problematic (Carlson et al. 2000; Greenhaus and Beutell, 1985) and causes strain (Carlson et al. 2000; Greenhaus and Beutell, 1985), the interest or enjoyment of the work itself or known as the intrinsic motivation (Ryan and Deci, 2000) decreases including PSM as a type of motivation in the public sector.

This study argues that the impacts from work-life conflict decrease the enjoyment or interest in the work of the public sector. It is also argued that the decreased enjoyment or interest in the work leads to decreased compatibility between the work and the individual, which in turn will negatively impact PSM. However, the result of the hypothesis testing showed the opposite way where work-life conflict had a positive relationship with PSM even though the relationship is not statistically significant. One plausible explanation is the dark side of the public series motivation. The dark side of PSM has been studied by many scholars. Jensen, Andersen and Holten (2017) proposed that PSM has been found to have many bright sides, but recent studies also found the dark sides of PSM such as burnout and work-related stress.

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According to Van den Broeck et al. (2012), when the nature of the job is demanding, and the resources are limited, PSM may increase the risk of sickness presenteeism. One of the results of this study suggests that the level of PSM among employees working in the Fire and Rescue Department is considered to be high. One of the dimensions in the PSM construct is commitment to public interest (CPI). Commitment in many studies has been empirically evident to be detrimental and one of the causes of work-life conflict (Kinman and Jones, 2008), especially when it is overly used or overcommitted. Over-commitment can cause more time devoted to work, which is one of the keys to work-life conflict (Netemeyer, 1996). Another plausible explanation is a high level of commitment to public interest (CPI) causes employees in the Fire and Rescue Department to use personal resources to maintain high-quality service during high demands.

Lipsky (1980) and Tummers et al. (2015) suggest that public employees can potentially meet high demands by using personal resources to maintain the quality of the services provided. However, personal resources are limited, and when they are exhausted because of the over-commitment, they can contribute to work-related stress and burnout (Jensen, Andersen and Holten, 2017). Therefore, it can be argued that the Fire and Rescue Department could be facing problems with a situation where demands are high, and resources are low. These conditions, according to the studies and the literature review, may create what is called the dark side of PSM. Over-commitment induces employees of the Fire and Rescue Department with a high level of commitment to public interest (CPI) to use personal resources and or devote more time to carry out their duties as firefighters. These conditions can cause them burnout and stress, which can lead to work-life conflict. However, it is important to note that even though the relationship between work-life conflict and public service motivation is positive, it is not statistically significant.

5.3.4.4 Level of public service motivation among four types of work-life balance
ANOVA test was run to examine the difference of PSM among for types of WLB. The descriptive data of the one-way ANOVA test indicated that PSM differed significantly according to the types of WLB. Among four types of WLB, the beneficial type of WLB has the highest score of PSM and the passive type of WLB has the lowest score of PSM. This finding suggests that employees with the beneficial type of WLB, in the

context of the public sector, are more motivated than the other three types of WLB. This finding is also congruent with the positive effects of beneficial WLB on psychological functioning and wellbeing (Rantanen et al., 2011), hence more motivated. The results of one-way ANOVA indicate that Hypothesis 5 (there is a significant difference in the PSM level between four types of WLB) is supported. Therefore, Hypothesis 5 was not rejected.

Interestingly, the lowest score of PSM did not fall into the harmful type of WLB as predicted by the theory of typology of WLB, where the harmful type exhibits the lowest psychological functioning. It is the passive type that exhibits the lowest level of PSM. However, it is important to note that the sample sizes of harmful and passive groups are very small. Due to the small sample size, the results cannot be argued to be a comprehensive one. Further studies are needed to investigate the level of PSM between four types of WLB. However, initial analysis supports these findings. The initial analysis suggests that work-life conflict does not harm PSM.

Therefore, a higher conflict, which indicates active or harmful types of WLB, also do not correlate negatively with PSM. Whereas previous findings suggest that work-life enhancement has a positive and significant impact on PSM and passive type of WLB is a clear indication of low work-life enhancement. Hence, the passive type is found to have the lowest score of PSM and even lower than the harmful type. This is because, in the harmful type, work-life enhancement can also be high, but when the work-life conflict is higher, it still falls under the category of harmful type. Nevertheless, the higher perception of work-life enhancement impacts more predominantly.

Furthermore, the theory of typology of WLB was based on the theoretical framework of the demands-resources approach (Bakker and Geurts, 2004; Voydanoff, 2005), role enhancement theories (Barnett and Hyde, 2001; Marks, 1977; Sieber, 1974; Wayne et al., 2007) and role conflict theories (Frone, 2003; Greenhaus and Beutell, 1985; Kahn et al., 1964). This suggests that employees in the Fire and Rescue Department who fall under the category of active and beneficial are resourceful. Whereas, employees that fall under harmful can be either low on resources and high on demands or high on resources, but the demands are even higher. On the other hand, employees that fall under passive type have to be on low resources and low demands which according to the theory of role balance (Marks and MacDermid,

1996), the combination of low enhancement and low conflict (passive type) will have impacts on low role engagement.

Therefore, the passive type of WLB shows low engagement across work and life roles because of the avoidance of conflicting role demands with the consequences of not gaining rewards either or because of the composition of work and life roles is less demanding or challenging (Rantenen et al., 2011). This condition is also aligned with PSM and value congruence theories that were mentioned earlier. The lack of passion and compatibility between personal value and work value decrease the motivation of the employees and leads to low engagement and decreased job satisfaction. But again, due to the small sample sizes of harmful and passive groups, the results cannot be argued to be comprehensive. Further studies with larger sample sizes on harmful and passive types of WLB are needed to investigate the level of PSM between four types of WLB in the context of the public sector in Indonesia.

5.3.5 Comparison between positive and negative WLB

5.3.5.1 Job satisfaction comparison between positive and negative work-life balance.

Base on the literature review, work-life enhancement plays a positive and significant role in many of work-related outcomes such as wellbeing, satisfaction, productivity, commitment, decrease turnover while work-life conflict impacts negatively. The WLB variable in this study is represented by the role quality dimension. Role quality dimension in this study is defined as "Enhancement minus conflict". Barnet and Baruch (1985) found that when employees experience more rewards (enhancement) than concerns (conflict) in a given role, they will tend to feel low levels of role overload, role conflict and anxiety. Hence, it can be argued that those people who experience more enhancement than conflict in their relationships between work and nonwork lives are more likely to perceive better WLB.

Chiang, Birtch and Kwan (2010) argue that WLB policies can make employees less sensitive for job demands which in turn leads to higher job satisfaction. Thus, it can be argued that the more employees are exposed to positive outcomes from work and nonwork lives (enhancement) the less sensitive to negative outcomes (conflict). This study predicts that employees who have higher work-life enhancement than work-life conflict (positive WLB) are more satisfied with their job compared to employees who

have higher work-life conflict than work-life enhancement (negative WLB). Independent sample t-test was conducted to examine the difference. However, the problem with unequal sample size was first corrected by reducing the larger sample size to match the smaller sample size using random sample selection on SPSS.

Once the unequal sample size was resolved, an independent sample t-test was selected to evaluate the difference, and the results indicate that the level of job satisfaction between positive WLB and negative WLB is significantly different. The level of job satisfaction in positive WLB is higher than in negative WLB. This result supports the hypothesis 1c (job satisfaction level is higher in the positive WLB than in the negative WLB). Therefore, the hypothesis 1c was not rejected. This finding lends support to the study of Barnet and Baruch (1985) when the interactions between work and nonwork lives result in more positive outcomes than the negative one, the perceptions of role overload, role conflict and anxiety are lower; hence, the perception of job satisfaction increases.

The results of this study are as expected based on strong relationships between WLB and various positive work-related from many of the previous studies in the field of WLB. The results of this study confirm the notion that employees who have higher levels of WLB are significantly more satisfied with their job than those who have lower levels of WLB. The theory of value congruence might explain the results of this study. The results suggest that some values in the concept of WLB are congruent with the values of employees working in the Fire and Rescue Department of Jakarta. Hence, value congruence leads to job satisfaction.

Theory of person-organisation fit (P-O Fit) argues that if there is a compatibility between employees' personalities, goals and values with those of the organisations, the employees tend to feel that they belong to the organisation and more satisfied (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007). Kristof-Brown et al. (2005) note that the value compatibility or value congruence in the case of person-organisation fit has been increasingly recognised as the defining operationalisation. It is argued that employees who have more value congruence between WLB and their personal values are prone to utilise WLB policies. Hence, they perceive better WLB, and at the same time, the value congruence increases the perception of job satisfaction. Thus, the higher score of job satisfaction among

positive WLB shows that the values that are attached to the concept of WLB reinforce values of employees working in the Fire and Rescue Department of Jakarta. It may also imply that WLB reinforces values that are similar to those attached to PSM values, which supports one of the findings of this study (hypothesis 2).

The result is also congruent with the notion that WLB concept is closely related to employee's satisfaction as well as productivity (Clarke, 2000; Gayathiri et al., 2013; Forsyth and Polzer-Debruyne, 2007; Chimote and Srivastava, 2013; McNamara et al., 2013; Brough et al., 2008). Moreover, Lazar, Osoian, and Ratiu (2010) argued that job satisfaction, organisational commitment, job stress, and turn over intention when introduced by WLB initiatives were affected positively. Therefore, this study confirmed that there is a positive relationship between WLB and job satisfaction. In other words, the interactions between work and nonwork lives in the Fire and Rescue Department of Jakarta do have significant impacts on factors that contribute to employee's job satisfaction. Employees with higher WLB were found to have more satisfaction with their job than those with lower WLB.

On the one hand, this study found that when there were positive outcomes from the interactions between work and nonwork lives (work-life enhancement), job satisfaction increased but on the other hand this study also found that work-life conflict did not negatively correlate with job satisfaction. Work-life conflict was found to be positively correlated too with job satisfaction, but the correlation was not strong. Nevertheless, even though the correlation between work-life conflict and jobs satisfaction was weak, it was significant. However, this study concludes that so long the work-life enhancement is higher than the work-life conflict, satisfactory WLB can still be achieved. This conclusion is supported by the finding of hypothesis 6 of this study, which will be discussed later in this section.

Other findings were found when this study examined intrinsic and extrinsic job satisfaction between positive and negative WLB. The results showed that while there was a significant difference in intrinsic job satisfaction between positive and negative WLB, the difference of extrinsic job satisfaction between positive and negative WLB was not observed. This finding suggests that WLB perception of employees working in the Fire and Rescue Department of Jakarta has more role on employee's intrinsic job satisfaction than extrinsic job satisfaction. It can also be argued that the concept

of WLB, whether it is as a practice or value, plays more as intrinsic reinforcement factor or intrinsic reward rather than extrinsic reinforcement factor or extrinsic reward. Hence, the intrinsic job satisfaction was significantly different while the extrinsic job satisfaction was not as found in this study.

The correlation between WLB and intrinsic job satisfaction found in this study is contradictory to several studies examining factors that are intrinsic and extrinsic to work. Gagne and Deci (2005) found that WLB practices had impacts on extrinsic motivation within an organisation. Herzberg, Mausner, and Snyderman (1959) perceive company policies, which include work-life policies, supervision and work environment as factors that are extrinsic to work and can cause job dissatisfaction. Park and Rainey (2012) include 'Family-friendly' policies such as flexible work hours and parental leave, which are part of the WLB practices, into one of the items of extrinsic motivation scale. Thus, WLB has been perceived by a lot of studies as external factors such as lifestyle, work-condition or company policy. This study found that employees with high levels of WLB have significantly higher intrinsic job satisfaction than employees with low levels of WLB and observed no difference in extrinsic job satisfaction.

One plausible explanation is WLB practices in the Fire and Rescue Department of Jakarta create values that respond to the intrinsic motivation of the employees. Hence, it makes the most impacts on the intrinsic aspect of job satisfaction of the employees. It is probably because WLB policies provide many opportunities for the employee to care for their loved ones, their families and even their personal matters. This provision of WLB at work triggers positive impacts on employees such as a sense of unselfishness or care for others of the organisation towards its employees (Zhong et al., 2016) and employees towards their most significant ones. WLB can give significant impacts on the image of the organisation. It creates the image of an organisation that cares for its employees and the unselfishness (Krishnan and Mary, 2012). This study argues that that company's image will significantly impact job satisfaction because the value congruence of unselfishness or care for others may as well trigger or increase job satisfaction through a positive and conducive environment (Aktas et al., 2011; Sheridan, 1992; Gregory et al., 2009; Shahzad et al., 2012;). This is because when employees perceived high perceptions of value congruence, they

will be more likely to experience positive feelings and job attitudes at work (Bretz and Judge, 1994; Chatman, 1991; Mowday, Porter, and Steers, 1982; O'Reilly and Chatman, 1986).

Kalleberg (1977) argues that WLB practices provided by the employer induce the perception of job satisfaction of the employees in general because those practices are perceived as a sense of recognition of the employee's needs by the organisation. In other words, practices that allow employees to take care of their needs, such as WLB practices, create a company's image that cares for others and does not always put its interests first. According to Governor of Jakarta regulation number 9 in 2002, there are three main duties of the Fire and Rescue Department. Those are fire hazard prevention, firefighting, life rescue and life protection from fire and other disasters. The main duties as a firefighter require an individual with high altruism. Altruism is often associated with compassion and self-sacrifice. As mentioned earlier, care for others and unselfishness are values that are aligned with the values of WLB. Therefore, WLB is argued by this study to have positive impacts on employees working in the Fire and Rescue Department because it has values that are congruent with the values of individuals that work as firefighters. When these values are congruent with factors that are intrinsic to work as a firefighter, WLB might as well be perceived as intrinsic motivation by the employees.

The relationship between WLB and intrinsic motivation found in this study is also supported by the study of Park and Word (2009). Their study found that employees who place WLB as one of their employment preferences will possibly move more toward intrinsic motivation. Park and Word (2009) also implied that the positive and significant correlation between intrinsic motivation and WLB was because WLB and intrinsic motivation shared similar motivation patterns. Theory of person-organisation fit (P-O Fit) argues that job satisfaction increases when there is a compatibility between company's values and employee's values (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007). Ng and Gossett (2013) found there was a good person-organisation fit between unselfishness (contributing to society) and the rewards of public sector employment (WLB policies), among Millennials. Thus, it can be argued that when WLB creates company's values that are compatible with

employees' intrinsic values, WLB is perceived as intrinsic reinforcement factors or intrinsic rewards rather than extrinsic reinforcement factors or extrinsic rewards.

5.3.5.2 Public service motivation comparison between positive and negative work-life balance.

Hypothesis 2c proposes that employees that experience positive WLB will have higher PSM than those who experience negative WLB. After adjusting the sample sizes, an independent sample t-test was performed to compare the level of PSM between two groups. The results show unequal means of PSM between positive and negative WLB. These results lend support to hypothesis 2c (PSM level is higher in the positive WLB than in the negative WLB). Therefore, the hypothesis 2c was not rejected.

The result of hypothesis 2c suggests that employees that have better WLB tend to have higher PSM. This correlation is expected because the previous results have concluded that there is a positive and significant relationship between WLB and PSM. It means the higher the perception of WLB, the higher the PSM of the employees. These findings are aligned with many of studies in the field of WLB that suggest positive correlations between WLB and various positive work-related outcomes such as personal development, competency, positive feelings and attitudes and wellbeing (Naim and Lenkla, 2016; Carlson et al., 2006; Greenhaus and Powell, 2006; Carlson et al., 2009; Allen et al., 2000; Judiesch, 2008; Ayree, Srinivas and Tan, 2005) which lead to increased motivation including PSM as a type of motivation in the public sector.

Studies also suggest that WLB has positive impacts on various work-related outcomes other than job satisfaction such as commitment, loyalty, happiness, improved relationships with management, improved self-esteem, health, concentration, retention, reduced stress and increased motivation (Vlems, 2005; Scholarios and Mark (2006). The result of this study suggests that WLB plays a significant role in PSM among employees working in the Fire and Rescue Department of Jakarta. In average, employees that experience positive WLB have significantly higher scores of PSM compared to those who experience negative WLB. It implies that positive perception of WLB, which is indicated by a combination of high work-life

enhancement and low work-life conflict enables employees in the public sector to increase their PSM or is associated with higher PSM.

5.3.5.3 The dimensions of public service motivation comparison between positive and negative work-life balance.

The data gathered from the survey also allows this study to investigate the dimensions of PSM in relation to WLB. Independent sample t-test was conducted to compare means of the dimensions of PSM across positive and negative WLB groups. The results suggest that employees with positive WLB have higher scores on all dimensions of PSM. However, the differences are not significant for APM and CPI. On the other hand, COM and SS were found to be significantly different between the two groups. These findings suggest that employees with positive WLB have significantly higher levels of compassion and self-sacrifice.

Moreover, the findings also revealed that employees with positive WLB were more interested in policymaking and committed to the public interest compared to the employees with negative WLB, but the differences are not statistically significant. Overall, based on the results, it can be argued that among the employees of the Fire and Rescue Department of Jakarta, the prevalence of PSM is higher when the perception of WLB is positive. The findings also suggest that employees with better WLB tend to be more attractive to policymaking, committed to the public interest, compassioned and willing to sacrifice themselves for others. However, it is important to note that only the dimensions of COM and SS were found to be significantly different.

This finding lends support to the argument of this study that suggests there is value congruence between WLB and PSM. This study found that there were significant differences in the dimensions of compassion and self-sacrifice between employees who experience positive WLB and negative WLB. It may imply that compassion and self-sacrifice play an important role to enable employees to achieve WLB. This study argues that WLB has a value congruence with PSM in terms of being unselfish or caring for others. Previous studies of WLB have defined WLB as the act of balancing, prioritizing, functioning, engaging both roles, role satisfaction, reducing conflict of work and nonwork lives which may include family, spouse, parents, children or significant others (Greenhaus, Collins and Shaw, 2003; Clark, 2000; Clark, 2001;

Byrne; 2005; Frone and Rive, 1987; Hogarth, Hasluck and Pierre, 2001; Lewis, 2010; Simmons, 2012; MacDermid, 1996; Kirchmeyer, 2000; Swami, 2007).

Even though various definitions have been stated by many scholars, WLB is essentially a combination of work and nonwork interests, and nonwork interest may include the interests of family, spouse, parents or significant other which is essentially a reflection of compassion and self-sacrifice or care for others. Therefore, the finding that confirmed the significant differences in the dimensions of compassion and self-sacrifice among employees who experienced positive WLB supported the notion of value congruence between WLB and PSM.

5.3.6 Comparison between higher and lower PSM

5.3.6.1 Work-life balance comparison between higher and lower public service motivation.

Hypothesis 2d proposes that employees with higher PSM have better WLB compared to the employees with lower PSM. The results indicate that employees with higher PSM, on average, have better WLB than employees with lower PSM. These results support Hypothesis 2d (employees with higher PSM have significantly better WLB than the employees with lower PSM). Therefore, the hypothesis 2d was not rejected. This result is in line with the prediction of this study that suggests PSM plays positive and significant roles in terms of the ability to achieve WLB.

The result suggests that employees with higher PSM tend to have more WLB compared to those with lower PSM. One possible explanation is because employees that have higher value of PSM, as suggested in PSM theory, show more altruistic values such as compassion, self-sacrifice and care for others (Perry and Wise, 1990). WLB policies, on the other hand, provide opportunities for the employees to channel those values by caring for their families, spouses, parents, children and significant others as their nonwork lives or other than work lives. Hence, there is value congruence between the values of WLB and PSM. Research suggests that employees who can perceive the importance of WLB tend to gain more benefit from the WLB policies, hence experience more positive WLB (Afrianty, 2013).

In her study of WLB in the Indonesian context, Affrianty (2013) proposes that the ability of those policies to achieve WLB is moderated by the employees' perceived value of WLB policies. She argues that WLB is less valuable for those who do not

perceive the importance of WLB policies. This argument is supported by a study conducted by Hattrup, Mueller and Aguirre (2007). They believe that the behaviours of an individual can be explained by the individual's values. Their study also suggests that values that are more important to an individual gain more attention and influence his or her behaviour more significantly, compared to the values that are less important which result in little or no impact on behaviour. In line with that argument, it is argued that employees who possess personal values that are aligned with the values of WLB will benefit more from the policies which in turn leads to better WLB (Blair-Loy and Wharton, 2002). It means employees who possess higher perceptions of the importance of WLB policies and what they are for tend to benefit more from the policies and will eventually lead to better WLB.

Another possible explanation is because public service can act as a buffer to reduce the effects of work-life conflict. This notion is supported by the study of PSM. It is argued that employees with higher PSM can compensate for the situation better than employees with lower PSM. Studies suggest that PSM can be a buffer against reduced attention (van Loon, 2015) and provide a psychological buffer for employees in the public sector to perform their duties with little reservation (Chen et al., 2013). Hence, employees with higher PSM can experience more positive impacts and reduced negative impacts of work and nonwork interactions that will lead to better job satisfaction.

5.3.6.2 The dimensions of work-life balance comparison between higher and lower public service motivation.

The results of independent sample t-test described in Table 4.37 suggest that the dimensions of WLB are different between employees with higher and lower PSM. The results show that employees with higher PSM have significantly more enhancement from the interactions between work and nonwork lives than those with lower PSM. This suggests that employees who have higher PSM are better at harnessing the positive impacts of work and nonwork relationships. However, the results suggest that the comparison of conflicts between higher and lower PSM groups does not show a significant difference. This suggests that employees who have higher PSM are experiencing the same work-life conflict as those who have lower PSM. It seems that PSM does not have any impacts on the perception of work-life conflict among employees working in the Fire and Rescue Department of Jakarta. However, this

argument is not aligned with studies that suggest PSM can act as a buffer to reduced conflict, as mentioned earlier.

The dimension of enhancement itself consists of two aspects; development and affect. Table 4.37 illustrates that both development and affect are significantly different between higher and lower PSM groups. The results indicate that employees with higher levels of PSM are more capable of taking positive advantages out of work-nonwork interactions than those with lower levels of PSM. The dimensions of conflict consist of time-based and strain-based aspects, and the results of independent sample t-test did not show significant differences in both aspects between higher and lower PSM groups. The data suggest that both higher and lower PSM groups experience the same amount of problems with time and strain. It indicates that working time in the Fire and Rescue Department of Jakarta negatively impacts both employees with higher and lower levels of PSM in the same way. The same level of conflict between higher and lower PSM groups suggests that the intrinsic reinforcement factors such as type of work, achievement and ability utilisation cannot cope with the conflicts caused by working time.

The strain, driven from work and nonwork lives, also impacts the higher and lower level of PSM groups at the same rate. Employees with higher PSM did not show significantly more strain than the lower ones. This finding disagrees with the theory of the dark side of PSM. The theory of the dark side of PSM suggests that employees with higher PSM show more stress and burnout than those with lower PSM (DiIulio, 1994; Maslach et al., 2001; Bakker and Demerouti, 2006; Giauque et al., 2012; Grant and Campbell, 2007; Taylor, 2013; Quratulain and Khan, 2013). However, the results could also mean that motivation alone was not enough for the employees to deal with the negative effects of work-nonwork interaction.

Working time or the activities during the working time is needed to be appropriately addressed as it affected not only employees with lower levels of PSM, but also those who had higher levels of PSM and this could significantly pose disadvantages to the public service organisations and what PSM could contribute to the organisation. But on average, employees both in the higher and lower groups of PSM experience positive WLB. This result is aligned with the next findings that show 98.6% of the sample size is comprised of active and beneficial types of WLB in which both of these

types are attributed to good WLB, and 90.3% of the respondents are categorised as positive WLB.

5.3.6.3 Job satisfaction comparison between higher and lower public service motivation

The results indicate that statistically, general job satisfaction between employees with higher levels of PSM and lower PSM is significantly different. The mean of general job satisfaction among employees with higher PSM is higher compared to the mean of general job satisfaction among employees with lower PSM. The results suggest that hypothesis 3b (the employees with higher PSM are significantly more satisfied than the employees with lower PSM) is supported. Therefore, hypothesis 3a was not rejected. This result is highly expected because of the previous finding that suggests a significant positive relationship between PSM and job satisfaction.

Hence, the logical consequence will be aligned with the result of hypothesis 3b. This suggests that employees that have high levels of PSM are more satisfied because they are more compatible with their job as firefighters or in other words, the compatibility is higher. Therefore, the compatibility or value congruence increases the perception of job satisfaction as suggested in value congruence theory (Perry and Wise, 1990; Bright, 2007; Taylor, 2007; Vandenabeele, 2007; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002) and person-job and person-organisation fit theories (Wright, 2001; Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007; Ng and Gossett, 2013; Shamir, 1991; Knoke and Wright-Isak; 1982; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002; Steijn,2006).

5.3.7 The strategic relationship between PSM and job satisfaction

The third objective of this study is to investigate the relationships between PSM and job satisfaction. Based on the literature review and followed by the theoretical framework, this study proposed three hypotheses, namely H3, H3a, and H3b. Bivariate correlation analysis was used to examine the correlation between the studied variables and to test hypotheses 3 and 3a. Simple linear regression analysis was also applied to examine the influence or impact of an independent variable on a dependent variable. To test hypotheses 3b, an independent sample t-test was used.

5.3.7.1 Public service motivation and general job satisfaction

The analysis of bivariate correlation found a positive and significant relationship between PSM and general job satisfaction. These results support hypothesis 3 (there is a significant positive relationship between PSM and job satisfaction). Therefore, the hypothesis 3a was not rejected. Based on the literature review of PSM in this study, the result is expected. The result supports studies that suggest a strong correlation between PSM and job satisfaction (Ritz 2009; Naff and Crum 1999; Liu, Tang, and Zhu 2008; Taylor 2007 and 2014; Liu and Tang 2011; Vandenabeele 2009).

Studies suggest that the positive correlation between PSM and job satisfaction is due to value congruence (Perry and Wise, 1990; Bright, 2007; Taylor, 2007; Vandenabeele, 2007; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002). The value congruence between an individual's values and the work's values is aligned with the definition of job satisfaction asserted by Locke (1976). According to Locke (1976), job satisfaction can be originated from two factors which are what he or she wants from the job and what experience he or she gets from the job, and job satisfaction occurs when the expectations meet the experiences of the job. Therefore, the compatibility between what the employees want and what they get from the job plays a significant role in job satisfaction and higher compatibility results in higher job satisfaction.

The correlation between PSM and value congruence has been discussed in many studies investigating PSM and its impact on work-related outcomes (Perry and Wise, 1990; Bright, 2007; Taylor, 2007; Vandenabeele, 2007; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002). The positive correlations between PSM and job satisfaction, organisational commitment, performance, retention (Perry and Wise, 1990) have potential impacts on behaviour because employees with higher PSM tend to be more productive, satisfied and committed (Perry and Wise, 1990). Rainey's (1982) suggests that higher PSM among public managers correlated with higher job satisfaction. The positive relationship between PSM and job satisfaction found in this study is also corroborated by studies using the U.S. Merit Principles Survey in 1992 (Brewer and Selden, 1998) and 1996 (Naff and Crum, 1999). The finding is also aligned with a study conducted by Kim (2005) among 1,739 Korean public employees.

The relationship between PSM and job satisfaction has been related to value congruence, as explained above. This notion of value congruence in the relationship between PSM is also corroborated with studies investigating person-job and person-organisation fit theories and PSM. According to person-job and person-organisation fit theories, compatibility between individual's values and job or organisational values brings positive work-related outcomes such as work motivation (Wright, 2001) and more satisfied employee (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007). Person-job and person-organisation fit theories have also been argued to influence job preference that people with higher PSM tend to opt the public sector as their choice of employment (Ng and Gossett, 2013; Shamir, 1991; Knoke and Wright-Isak; 1982; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002; Steijn,2006).

Therefore, the positive correlation between PSM and job satisfaction can be explained by the nature of the job as a firefighter and the direct recruitment system applied by the Fire and Rescue Department of Jakarta. The nature of the job as firefighters which emphasises altruism, care for others and self-sacrifice matches the value of PSM which also places altruism, care for others and self-sacrifice as important keys in the construct of PSM (Perry and Wise, 1990). The compatibility between those values creates value congruence that leads to job satisfaction, as suggested by studies investigating PSM (e.g. Perry and Wise, 1990; Bright, 2007; Taylor, 2007; Vandenabeele, 2007; Vandenabeele et al., 2001, 2004; Lewis and Frank, 2002). Job preference plays a significant role in determining the positive impacts of PSM in the public sector. Individuals who are motivated for public service or possessing altruistic work values such as caring for others, ability to contribute to society and desire to make a difference tend to seek employment in the public sector (Rainey, 1982; Lyons et al., 2006). The direct recruitment system implemented by the Fire and Rescue Department attracts only those who see the job as a firefighter compelling.

Therefore, only those who possess high levels of altruism will apply and get selected as firefighters. The recruitment process of becoming a firefighter is different from other services in the public sector of Jakarta. A discussion with Human Resource of the Fire and Rescue Department reveals that when people apply to be a public servant in Jakarta, they do not know which department they will work for except for

the Fire and Rescue Department. People who apply to be a firefighter understand the consequences, requirements and expectations right from the beginning of the recruitment. Therefore, it can be argued that only individuals who have certain qualities expected from a firefighter are willing to apply for the job. This makes the overall composition of PSM is high, and when the values of PSM compatible with the job as a firefighter, the compatibility will result in job satisfaction.

5.3.7.2 Public service motivation, intrinsic job satisfaction and extrinsic job satisfaction

These results suggest that the relationship between PSM and intrinsic job satisfaction is stronger than the relationship between PSM and extrinsic job satisfaction. Hence, hypothesis 3a (the relationship between PSM and intrinsic job satisfaction is stronger than the relationship between PSM and extrinsic job satisfaction) was supported. These findings are congruence with previous studies that suggest PSM as one of the types of intrinsic motivation. The rationale behind this notion is the concept of PSM was and has been developed based on characteristics that are similar to intrinsic motivation.

Studies suggest that PSM has been argued by many researchers as a specific form of intrinsic motivation (Crewson, 1997 and Houston, 2000). Re'em (2011) posits that PSM is the intrinsic desire to work and serve in the public sector, and it is the motivation that differs from the private sector. This implies that PSM is a type of intrinsic motivation in the public sector. A stronger relationship between PSM and intrinsic job satisfaction, as suggested by the result of this study supports the argument. It suggests that PSM in the Fire and Rescue Department of Jakarta plays its role as intrinsic reinforcement factors or intrinsic rewards, which will result in intrinsic job satisfaction.

The finding can also be explained by studies that suggest employees with high levels of PSM value non-monetary rewards more than extrinsic rewards because they have affection for public sector values (Perry and Wise, 1990 and Bright, 2009). The finding is also aligned with a study conducted by Anderfurhen-Biget et al. (2010) that asserts employees in the public sector are driven mainly by intrinsic motives rather than extrinsic motives. Therefore, it can be said that PSM is a type of intrinsic motivation. A stronger relationship between PSM and intrinsic job satisfaction can also be

explained by the special calling to serve as a firefighter. Many researchers and scholars of public administration have identified that working in the area of public service itself is a special calling (Perry, 1996). Bunderson and Thompson (2009), as well as Potipiroon (2007), suggest that sense of calling can be seen as a feeling of strong passion. Calling or passion and sense of duty are related to norm-based motives, which is one of the motives in PSM construct (Perry and Wise, 1990).

PSM theory is different from any other rational work motivation theories by incorporating employees' sense of calling or a strong feeling of passion in relation to their society or their jobs that impact society (Perry and Wise, 1990). The relationship between PSM and passion was also studied by Frank and Lewis in 2004. Employees in the public sector also show their passion for serving the public higher than those in the private sector (Wilkins, 2011). This suggests that PSM, as suggested by Perry and Wise (1990) in the Fire and Rescue Department, has incorporated passion, especially passion for helping others and being part of the society as well as being part of the greater good, into the job as firefighters. These studies are also corroborated by the findings from the quick interview.

One of the interviewees replied "Not doing anything or being on the standby is my number one stress factor. Other replied, "Being in the field, fighting the fire and being able to rescue and save lives are the ones that make me motivated, I feel like I can do something to society and that matters to me a lot". This finding suggests that being able to serve as a firefighter rewards them a great deal of satisfaction. Hence, they do not see their work as a burden but rather than as a reward, especially whenever they can accomplish their mission. One of the respondents replied, "A simple gratitude from the people we helped, eradicates all the fatigue and stress from the job". How doing and accomplishing the job have earned them job satisfaction is a good indication of why PSM is correlated stronger with intrinsic job satisfaction rather than extrinsic job satisfaction.

5.3.8 The mediating effect of public service motivation in the relationships between work-life balance and job satisfaction.

The fourth objective of this study is to determine if PSM mediates the relationship between WLB and job satisfaction. In order to test hypothesis 4 PROCESS macro for SPSS (Preacher and Hayes', 2008; Hayes, 2012) was used. PROCESS macro for

SPSS was performed to test and determine the indirect effects. One advantage of using PROCESS macro for SPSS is it can be applied to examine indirect effects without the assumption of the normality of the data. Hypothesis 4 proposes that the relationship between WLB and job satisfaction is mediated by PSM. According to the results, the indirect effects of WLB on general job satisfaction via PSM is significant.

This finding lends support to Hypothesis 4 (there is a significant mediating effect of PSM on the relationship between WLB and job satisfaction). A significant mediating effect of PSM was also observed in the relationship between WLB and extrinsic job satisfaction. The results also indicate that the relationship between WLB and intrinsic job satisfaction is significantly mediated by PSM. The findings suggest that PSM is a significant mediator on the relationship between WLB and general, extrinsic and intrinsic job satisfaction.

These results suggest that WLB or the perception of WLB play significant roles as internal and external reinforcement factors for the employees working in the Fire and Rescue Department of Jakarta via PSM. It indicates that WLB in the Fire and Rescue Department of Jakarta promotes job satisfaction not only as factors that are internalised as intrinsic motivation but also factors that are capable of creating a positive external environment which can lead to external motivation through PSM. The results of this study can be explained by the effect of personal value on behaviour.

Hattrup, Mueller and Aguirre (2007) suggest that behaviour can be explained by many factors and among them are individual's values. They opine that when a value is perceived to be important to an individual, it influences the behaviour of the individual and in contrast when that value is not considered to be important, it has no or little impact on behaviour. The provision of WLB at work triggers positive impacts on employees, such as a sense of unselfishness or care for others of the organisation towards its employees (Zhong et al., 2016). Similarly, a study conducted by European Research Studies (2010) suggests that WLB is one of the important aspects of the organisation because it improves various work-related outcomes by providing opportunities for the employees to better manage their nonwork lives which is not only beneficial for the employees but also the employers.

Hence, WLB policies are perceived as the act of unselfishness or care for others, and it enhances the image of a company that cares for its employees. On the other hand, self-sacrifice, altruism and prosocial motivation are among the values that are fundamental in the development of PSM theory as suggested by Perry and Wise (1990). Ng and Gossett (2013) found there was a good person-organisation fit between unselfishness (contributing to society) and the rewards of public sector employment such as WLB policies, among Millennials. Theory of person-organisation fit argues that if there is a compatibility between employees' personalities, goals and values with those of the organisations, the employees will tend to feel that they belong to the organisation and more satisfied (Tepeci and Bartlett, 2002; Van Vianen, De Pater and Van Dijk, 2007) which lead to increased motivation. Thus, WLB creates a company's values that are compatible with the values of PSM. Studies suggest that if the individual values are congruent with the type of job and organisation, it will create a positive and conducive environment (Aktas et al., 2011; Sheridan, 1992; Gregory et al., 2009; Shahzad et al., 2012;).

Hence, the value congruence between the company's image and the individual's values of PSM such as self-sacrifice, altruism and prosocial motivation increases the level of PSM of the employees. The higher the compatibility, the stronger the impact of the WLB on motivation and PSM as a type of motivation in the public sector (Perry and Hondeghem, 2008). This is because value congruence increases the perceived value of WLB policies, which leads to higher WLB perception. The higher the perception of WLB, the higher the level of PSM of the employees, which lead to higher job satisfaction.

Therefore, the mediating effect of PSM in the relationships between WLB and job satisfaction can be explained based on WLB, PSM and value congruence theories. Based on the findings, it is argued that employees in the Fire and Rescue Department who experience good WLB are more satisfied with their job because they are more motivated. The employees in the Fire and Rescue Department are more motivated in their job because they possess high levels of PSM. This framework describes the correlations between WLB, PSM and job satisfaction, including the mediating effect of PSM.

5.3.9 Supplementary findings

The dimension of WLB and job satisfaction. Table 4.48 displays the relationships of all variables and their dimensions. Several interpretations can be drawn from the results of the bivariate correlation analysis presented in Table 4.48. The results suggest that WLB has a positive and significant relationship with job satisfaction in general. However, when the results were broken down into the relationships between WLB and the dimensions of job satisfaction, it showed that WLB did have positive relationships with both intrinsic and extrinsic job satisfaction, but the relationship with extrinsic job satisfaction is not significant. This finding suggests that WLB is perceived as a more intrinsic factor by the employees.

It can also be argued that WLB has been perceived by the employees more than just a working condition concept. What it means is WLB is not only a concept that makes the working condition more desirable for the employees, but it is also a concept that plays more as intrinsic reinforcement factor or intrinsic reward rather than extrinsic reinforcement factor or extrinsic reward by provisioning policies that allow employees to care for their families or nonwork lives. Therefore, it can be argued that there are other values in the WLB concept that correlate more intrinsically with employees such as altruism and care for others.

Table 4.48 also shows an interesting finding of a significant and positive correlation between conflict and extrinsic job satisfaction and general job satisfaction. This result seems contradictory with most of the studies about work-life conflict and job satisfaction in the literature review. However, this finding is aligned with a cursory analysis done by Moltz (2017). According to him, financial factors such as high income is more important in less-economically developed countries. Cabrita and Perista (2006) suggest that there are conflict contributing factors that are positively related to job satisfaction. Cabrita and Perista (2006) found out that working hours were positively related to job satisfaction. Therefore, the positive relationship between conflict and job satisfaction in this study might be explained by the phenomenon studied by Cabrita and Perista (2006).

In Table 4.48, the correlation between time-based and extrinsic job satisfaction is significant and positive. This finding is congruent with the study of Cabrita and Perista (2006), where more work hours indicate more income hence result in more job

satisfaction. However, Carlson et al. (2000) state that time devoted to one sphere can create conflict between spheres and conflict experienced from both work and nonwork roles can ignite strain-based conflict. Therefore, more time at work not only creates more income but also produces more strain. Since there is a positive correlation between work hour and strain-based conflict as well as income as suggested by Cabrita and Perista (2006) which leads to job satisfaction, it can be said that the strain created by longer work hours will also positively correlated with an increase in job satisfaction. The results in Table 4.48 also support this notion. Positive and significant correlations were found between strain-based conflict and extrinsic job satisfaction and general job satisfaction.

The descriptive data of bivariate correlation in Table 4.48 also shows that the development and affect dimensions have strong and significant correlations with PSM. Strong and significant correlations were also identified between the development dimension and general job satisfaction as well as the affect dimension and general job satisfaction. Table 4.48 also suggests that the correlations between development and affect, and intrinsic job satisfaction are stronger than the correlations between development and affect and extrinsic job satisfaction. These results suggest that development and affect, as the dimensions of work-nonwork enhancement, correspond more to intrinsic motivation.

The correlation between development and affect and all the other variables can be interpreted as follows. The correlation between development and PSM, intrinsic job satisfaction and general satisfaction are all stronger than the correlation between affect and PSM, intrinsic job satisfaction and general satisfaction. The correlation of Affect is stronger than development only with extrinsic job satisfaction. It means development as one of the dimensions of work-nonwork enhancement has more impacts on PSM, intrinsic job satisfaction and general job satisfaction while affect has more impact only on extrinsic job satisfaction. These findings are relevant to Herzberg's Motivators and Hygiene Factors theory.

Development is when skills, knowledge, behaviours and perspective gained from work and nonwork have significant impacts on personal development (Carlson et al., 2006; Greenhaus and Powell, 2006). The results indicate skills, knowledge, behaviours and perspective gained from work and nonwork, which are intrinsic factors

to work, correlate stronger with intrinsic job satisfaction than with extrinsic motivation. Intrinsic job satisfaction is the satisfaction that comes from intrinsic reinforcement factors such as type of work, achievement and ability utilisation (Weiss et al., 1967). Weiss et al. (1967) argue that satisfaction to factors internal to work will result in intrinsic job satisfaction. Therefore, the development enhancement corresponds more to the motivating factor in Herzberg's Motivators and Hygiene Factors theory where the satisfaction comes from the activity itself. According to Herzberg (1959), motivating factors motivate employees and yield positive satisfaction.

Whereas, Affect is when the involvement in work sphere improves the emotional state and or the attitude of the individual to better perform in nonwork sphere and vice versa (Carlson et al., 2006; Greenhaus and Powell, 2006). Even though the correlation between affect and intrinsic job satisfaction is higher than its correlation with extrinsic job satisfaction, if compared to the development dimension, the results suggest that the correlation between affect and extrinsic job satisfaction is higher than the correlation between development and extrinsic job satisfaction. This finding can be interpreted that affect corresponds more to external factor or hygiene factor compared to development. Extrinsic job satisfaction is the satisfaction that comes from the environmental or extrinsic reinforcement factors such as working conditions, supervisions, co-workers and company (Weiss et al., 1967). Therefore, it can be argued that the dimension of affect is more of a hygiene factor in Herzberg's motivation theory. Therefore, the findings suggest that when the correlations between development and affect are compared, the development dimension is more correlated with the intrinsic job satisfaction and the affect dimension is more correlated with the extrinsic job satisfaction.

The dimensions of PSM and job satisfaction. Table 4.48 reveals that the correlation between PSM and intrinsic job satisfaction is stronger than the correlation between PSM and extrinsic job satisfaction as proposed on hypothesis 3a. All dimensions of PSM also have higher correlations with intrinsic than extrinsic job satisfaction. The results indicate that the dimension of PSM associated with self-sacrifice is more correlated with job satisfaction than the other dimensions of PSM. This finding is congruent with the character of a firefighter. As it was mentioned before, the primary duties of the Fire and Rescue Department are life rescue and life protection from fire

and other disasters. In this line of duty, saving others has become the highest priority, and it requires individuals that are willing to sacrifice their lives for others. Another plausible explanation is the way firefighters were recruited. According to HR of the Fire and Rescue Department, the recruitment process of becoming a firefighter is different from other services in the public sector of Jakarta.

A discussion with HR reveals that when people apply to be a public servant in Jakarta, they do not know which department they will work for except for the Fire and Rescue Department. People who apply to be firefighters understand the consequences, requirements and expectations right from the beginning of the recruitment. Therefore, it can be argued that only individuals who have certain qualities expected from a firefighter are willing to apply for the job. Hence, the prevalence of the dimension of PSM associated with self-sacrifice in the Fire and Rescue Department of Jakarta is higher than the other dimensions of PSM. This assertion is also confirmed by the later finding that suggests self-sacrifice is more correlated with job satisfaction compared to the other dimensions of PSM which also suggests that the more an individual is compelled to the willingness of self-sacrifice, the more satisfied he or she is with the job as a firefighter. It makes the later finding fully aligned with this finding.

This study found a strong positive and significant correlation between extrinsic job satisfaction and PSM. This result suggests that extrinsic factors do have an impact on motivation. However, it contradicts the Herzberg's theory of motivation that suggests hygiene factors do not provide motivation but are only necessary to avoid dissatisfaction. In his theory, Herzberg (1959), argues that hygiene factors are extrinsic to work and would not actually motivate employees to work harder, but the absence of the hygiene factors would cost de-motivation to employees. However, Herzberg's theory of motivation also points out that hygiene factors are critical for the presence of motivation at the workplace. Weiss et al. (1967) argue that satisfaction to factors external to work will result in extrinsic job satisfaction. The positive and significant correlation between extrinsic job satisfaction and PSM is congruent with this notion. Therefore, these results suggest that external factors impact job satisfaction in the form of extrinsic job satisfaction, and there is a positive correlation between extrinsic job satisfaction and motivation.

The results of this study are also congruence with the study of WLB done by Rantanen et al. (2011). Their study investigates the work role engagement and psychological functioning among Finnish university professionals according to WLB types. Their study found that the main differentiating factor between the active and passive type was role engagement and between beneficial and harmful type was psychological functioning. This implies that people that fall into active type show more work role engagement than the passive ones, while people in the beneficial type have higher psychological functioning than the harmful ones. It means beneficial and active types are better than the harmful and passive type in terms of work role engagement and psychological functioning. The results of this study showed that active and beneficial types of WLB were better than the harmful and passive types in terms of PSM and job satisfaction. The results of this study are in line with the study of Rantanen et al. (2011).

This study suggests that people in the active and beneficial types of WLB show higher PSM and job satisfaction than those who are in the passive and harmful types. Therefore, it can be argued that high PSM and jobs satisfaction in this study correspond well to high work role engagement and high psychological functioning found in the study of Rantanen et al. (2011). It may also imply there is a positive correlation between work-role engagement, psychological functioning, PSM and job satisfaction. This is because the results of this study found that people who fell into the beneficial and active types of WLB had higher PSM and job satisfaction than those in harmful and passive types. Whereas, Rantanen et al. (2011) suggest that people in the active balance have higher work role engagement than those in the passive type and people in the beneficial type have higher psychological functioning than those in the harmful type.

5.3.10 Findings from the open-ended questionnaire

Besides the closed-ended questionnaire, an open-ended questionnaire was also used in this study. An open-ended question allows participants to freely express their opinions. Answers to open-ended questions can be approached from the personal perspective of the participants as they can identify what is important in answering or addressing one specific question. The results from the open-ended question can be used to gain more in-depth information and context of the target population as well as

used to cross-check the results from closed-ended questions analyses. Microsoft Excel was used to explore the answers retrieved from open-ended questions. The open-ended questions were analysed using the frequency analysis, tabulation, graph and diagram. The interpretations were made after the open-ended questions were coded and analysed.

5.3.10.1 Motivation aside from salary.

Figure 4.5 is the tabulation data of the open-ended question number 13 (Q13: "Aside from salary, what motivates you the most at work?"). The results suggest that family is an essential factor for the employees in the public sector of Jakarta. When salary is aside, 60% of respondents place family as the most important factor that motivates them at work. This finding suggests the importance of family in their lives and how family-oriented they are, which is congruent with the Indonesian culture that values spending time with family, relatives and friends highly (Sat, 2012). The result also indicates that family plays a significant impact on their motivation, which should lead to the notion that public sector employees are more affected by instincts motivation (Buelens and Van den Broeck, 2007).

The third biggest motivation when salary is out of the equation is social interaction. When financial was taken out of the variables, social interaction ranked third after family and patriotism. This finding is aligned with the results of several studies which suggest that interactions between the employees and the beneficiaries or social interaction have significant impacts on PSM (Schott et al. 2016; Grant and Berg, 2011; Grant, 2008; Hackman et al., 1975; Brehm and Gates, 1997). Social interaction also has a significant impact on the employees in the public sector by translating the goals of the organisation into action (Paarlberg, 2007). The finding also implies that employees in the public sector value social interaction in a very significant way when the financial aspect is pulled out of the questions. This finding supports the theory that intrinsic motivation and factors have a more substantial impact on the employees in the public sector compared to the extrinsic motivation or factors (Willem et al., 2007).

The result shows that the only thing related to extrinsic motivation is "financial-related" category, which ranked seventh in the chart. This finding placed extrinsic motivation very low compared to other intrinsic motivation in this study. However, when respondents were allowed to put in any aspects that could motivate them, the

financial aspect straight away came up and ranked second, which is 19%. Nevertheless, encouragement, which is the non-financial aspect, still ranked first in this study. This implies that even though theories suggest that financial rewards have less impact than non-financial rewards on the public sector employees, financial factors still matter to the public sector's employees, as suggested when financial/salary is included in the question. This finding is aligned with the growing studies that suggest financial rewards still have significant value even to public employees with high PSM (Alonso and Lewis, 2001; Newstrom, Reif and Monczka 1976; Rainey 1982; Vandenabeele, 2008; Wittmer 1991; Wright, 2007; Wright and Pandey, 2008).

5.3.10.2 Improving motivation at work.
Figure 4.6 is the tabulation data of the open-ended question number 14 (Q14: "Do you have any suggestions or comments to improve your motivation at work?"). Figure 4.6 shows that support in the form of encouragement is very central to employee motivation in the Fire and Rescue Department as 38% of the respondents said that words from their supervisors or commanding officers were very important to make them work harder and to make them feel more motivated. Figure 4.6 also suggests that financial is still a compelling factor to improve the motivation of the employees in the Fire and Rescue Department of Jakarta where 19% of the respondents still placed money as a factor that can improve their motivation. However, 14% of the respondents felt that attention to their family and personal life contributed significantly to their motivation. The answers from the respondents suggest that they feel more motivated when the organisation or supervisors or commanding officers concern not only with their responsibilities in the organisation but also with their responsibilities as family members and their opportunities to enjoy or to take care of their personal lives.

5.3.10.3 Financial and non-financial motivating factors.
Figure 4.7 is the tabulation data of the open-ended question number 14 (Q14: "Do you have any suggestions or comments to improve your motivation at work?"), but only answers that related to financial and non-financial aspects were tabulated. There were 375 out of 412 answers that had relationships with financial and non-financial aspects. Based on the previous finding, the employees of the Fire Department of Jakarta, on average, have high PSM scores. Empirical evidence suggests that

employees in the public sector with high PSM are more interested in intrinsic motivation or rewards. Figure 4.7 shows that 79% of the respondents chose non-financial factors as the factor that can improve their motivation at work the most. This finding lends support to the notion that employees in the public sector are more motivated by intrinsic factors than extrinsic factors (Buelens and Van den Broeck, 2007).

5.3.10.4 Improving work-life balance.

Figure 4.8 is the tabulation data of the open-ended question number 31 (Q31: "Do you have any suggestions to improve your WLB in the future?"). Figure 4.8 indicates that time has become the number one problem to achieve WLB. 16% of the respondents suggest that they need to manage their time better. Second to that is communication and understanding, and the third is again about time. However, this time, the respondents suggest that their jobs consume too much of their time, and they are having difficulties in allocating time for personal or family use. In total, time made of 26% of the answers. This finding suggests that time-based conflict has been the obstacle to achieve WLB. However, further investigation suggests that when a person is asked about balance, the first logical and easier concept to perceive balance is number. Therefore, time, which is represented by numbers and plays as a quantitative aspect of WLB, is the first logical and easier concept to measure the perception of balance between work and nonwork lives. Whereas the qualitative aspects of WLB, such as personal development and emotional affection as part of work-nonwork enhancement as well as strain-based conflict as part of the work-nonwork conflict, are more abstract and difficult to quantify.

Nevertheless, the qualitative aspects of WLB are still prevalence such as the mutual relationship of work-life, family and personal interest, wellbeing, equal participation and fairness, work ethos, wisdom, work environment, religious reasons, sincere, loyalty and trust and being open that make the rest of the results. Interestingly, financial is not one of the significant factors that can improve WLB, which only makes up 1% of the results. Unlike motivation, where financial aspect is still a vital aspect to improve it, WLB does not require financial reasoning to improve its perception in the context of the public sector and the Fire and Rescue Department of Jakarta.

5.3.10.5 Perception of work-life balance.

The dynamic of the WLB concept can be explained by one of the theories that suggest the lack of commonly accepted basic language and key construct has resulted in the dynamic condition (Pitt-Catsouphes et al., 2006). Another theory suggests that the body of knowledge of WLB is constructed based on multiple theoretical frameworks (Morris and Madsen, 2007). These two theories alone have suggested that WLB is not a very simple concept to measure. To overcome the dynamic of the WLB concept, this study categorised the open-ended answers into three different approaches. These three approaches aim to understand the results better and view them at different angles.

The first approach is to categorise the answers without any interpretation, and the results are shown in Figure 4.8. The second approach is to categorise all the answers that suggest the importance of WLB and explaining the means to achieve the WLB as shown in Figure 4.9 into a category named "in progress", and the results are shown in Figure 4.10. This study assumed that those people who answered the question of their current WLB with the meaning of WLB to them and stating the importance of the WLB concept to them as well as explaining the means to achieve WLB were not able to clearly state their status of WLB.

This is because the respondents understood the concept clearly but were still struggling to achieve the WLB or not sure if they had achieved WLB or not. They understand that WLB is important for them but yet they have not been able to achieve it successfully, or they were not completely sure if they have achieved it or not, despite the efforts that have been made. Hence, the concept of balance in WLB is blurry. They understood the concept, the importance and the means to achieve WLB and they had also put a lot of efforts to work things out between work and personal or family life, but somehow, they were still not sure if they had achieved the balance or not. Therefore, those people were included in the category of "in progress".

The third approach is when all the answers that fell into 38% "in progress" category were included in the "balance" category. The rationale behind this is the respondents who could not claim that their work-life relationships were not balanced could be in the category of active or passive WLB types. Moreover, according to the theory of typology of WLB and the results of categorisation based on four types of WLB in

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Table 4.47 showed that 77.9% of the respondents fell into active and passive types of WLB. Active balance can be composed of high resources and high demands, and passive balance can be a combination of low resources and low demands. Active balance is a result of the simultaneous experience of high resources and demands while in the case of passive balance, it is low resources and demands (Rantanen et al., 2013).

The active and passive types are based on theories that underpin role conflict (Frone, 2003; Greenhaus and Beutell, 1985; Kahn et al., 1964), role enhancement theories (Barnett and Hyde, 2001; Marks, 1977; Sieber, 1974; Wayne et al., 2007) and the demands-resources approach (Bakker and Geurts, 2004; Voydanoff, 2005). Therefore, it can be argued that respondents who fall under active and passive balance are struggling to state their current WLB. Hence, the open-ended questionnaire results that fell under the category "in progress" were included in the "balance" category, as shown in Figure .4.11.

5.3.10.6 Current work-life balance of the employee

5.3.10.6.1 Actual findings

Figure 4.9 is the tabulation data of the open-ended question number 32 (Q32:" What do you think of your current WLB?"). Figure 4.9 contains categories from the actual grouping of the answers from the open-ended questionnaire. After the tabulation of data, answers from the open-ended questionnaire were categorised into five categories, namely balance, unbalance, the importance of WLB, how to achieve WLB and no answer (none). Figure 4.9 suggests that when respondents were asked at point-blank about their WLB, the result was interesting. Only a total of 45% of the respondents answered balance or not balance, 15% of respondents answered how WLB was important for them, and 23% of respondents answered means to achieve WLB.

The questions were re-evaluated, and it was clear that the questions were short and simple. Therefore, it was very unlikely that the respondents were not clear about the aspect that was being asked. However, 38% of the answers were not relevant to what was meant to be asked, and 17% of the respondents did not answer the question, which clearly could not be evaluated. This supports the theory that suggests WLB is a dynamic and abstract concept (Chandra, 2012; Gayathiri et al., 2013; Bundhun, 2009;

Jacobs, 2013; Smeaton, Kay and Knight, 2014; Wu et al., 2013). The concept of WLB is a concept that can be easy to understand but not so easy to measure and can have multiple interpretations.

5.3.10.6.2 Assumption of "in progress"

Figure 4.10 is the tabulation data of the open-ended question number 32 (Q32), but a modification of categorisation was made. Figure 4.10 shows that only 45% of respondents could clearly decide their condition of WLB, which is less than half of the total respondents. The other 55% of respondents were still not able to decide or had no opinion when they were asked about their WLB. This result suggests that the concept of WLB has not been fully understood. Only less than 50% of respondents were able to decide their WLB status and only 34% of respondents have good WLB. This suggests that WLB in the fire department of Jakarta is very low. However, the interesting finding is the 38% of respondents that are categorised as "in progress". These people are still struggling to achieve WLB. The understanding of both the concept and the importance, as well as the means to achieve WLB, are clear. However, the feeling of balance or unbalance is still undecided. One plausible explanation is because of the simultaneous experience of high resources and demands, which was identified in the answers. According to Rantanen et al. (2013), WLB can be categorised into four different types of balance, and when high resources are coupled with high demand simultaneously, it will result in active balance.

This finding is aligned with the previous finding that suggests the high percentage of active balance where work-life enhancement and work-life conflict are high. The active balance is characterised by role engagement differentiating factor (Rantanen's, 2008). High resources but followed by high demand will result in active type. One plausible explanation can be from the previous result of the high overall PSM scores. Studies suggest that high PSM increases the possibility of over-commitment and can impact negatively to the employees (Koumenta, 2015; Wright et al., 2017; Miraglia and Johns, 2016; Van Loon et al., 2015; Jensen et al., 2017). This high resource if matched by high demand, will result in active balance (Rantanen's, 2008).

5.3.10.6.3 Assuming "in progress" as balance

Figure 4.11 is the tabulation data of the open-ended question number 32 (Q32), but a modification of categorisation was made. Figure 4.11 shows the result when all the

answers that fall into 38% "in progress" category are included in the "balance" category. The assumption is based on the rationale that respondents who fell under "in progress" category experienced the same level of enhancement and conflict. Therefore, they could not decide whether they had achieved balance or not, hence, answered the question with things related to the importance and means of WLB. Consequently, those who still could not decide might as well be in the category of active or passive WLB types. Based on the previous finding, active balance is composed of high resources and high demands, while the passive balance is a combination of low resources and low demands.

Therefore, it can be argued that respondents who fall under active and passive balance are struggling to state their current WLB. The percentage of balance went up to 72% of respondents when the "in progress" category was included in the "balance" category. Previous approaches to assess WLB lend support to this assumption. The typology of WLB approach suggests 99% of the respondents fall under active, passive and beneficial types and can still reach satisfactory WLB while role quality approach shows 90.3% of the respondents are in the state of positive WLB. These findings suggest that employees who experience the same levels of enhancement and conflict at the same time are having difficulties in identifying themselves as to experience balance in their work and nonwork relationships. On the other hand, the approximately similar percentages between beneficial WLB category (21.1%) in Table 4.47 and balance category (34%) in Figure 4.10 suggest that employees who experience more enhancements than conflicts are capable of identifying themselves as having a balance between their work and nonwork spheres.

In Table 4.47, WLB was assessed using the typology of WLB approach. The results show 99% of the respondents are in active, passive and beneficial types of WLB. According to Rantanen et al. (2011), employees who fall under category active, passive and beneficial can still reach a satisfactory WLB. Whereas in Figure 4.11 when the WLB was assessed using the overall appraisal in which the respondents were asked in an open-ended question about their overall WLB only 72% of the respondents were able to be categorised as balance. However, when WLB was evaluated using role quality method (enhancement minus conflict), 90.3% was in the state of balance (positive WLB), and 9.7% was in the state of unbalance (negative

WLB) as shown in Figure 4.3. The conclusion of these results can be seen in Table 5.1.

Table 5. 1 Work-life balance approach

WLB Approach	Able to achieve WLB	Unable to achieve WLB
Typology of work-life balance	99%	1%
Overall appraisal (open-ended question)	72%	28%
Role quality (enhancement minus conflict)	90.3%	9.7%

The results from three methods in approaching WLB (typology of WLB, overall appraisal, and role quality) confirm that the concept is abstract and very difficult to measure. However, it is not impossible. Different methods result in different outcomes. One plausible answer is that the state of balance in the concept of WLB is not static. It is dynamic and fluctuating. It also suggests that the state of balance is subjective. This finding reflects how difficult the concept of WLB is. It is not the definition of WLB that is difficult to grasp. Findings suggest that the term WLB is easy to understand but the blurry feeling of balance that results in different conclusions from different approaches.

Asking one's perception of balance between his or her work and nonwork lives is not as simple as it looks. The concept is quite abstract and difficult to evaluate, and it is also very subjective and depending on the current experience of the person. This study argues that even though the person is technically in the state of balance between his or her work and nonwork lives by having more enhancement than conflict where the resources are vastly available than the demands, the timing and current situation when the person is asked about his or her WLB will have a significant impact on how the person defines his or her actual feeling of balance. If the question is asked when the workload has been overwhelming, it will significantly impact the current perception of his or her WLB. Therefore, the overall appraisal by asking individuals directly how balance their work and nonwork lives are, in some way, is more about quantifying feelings rather than the actual situation, and feeling is an abstract, fluctuate and dynamic construct.

How individuals balance their work and nonwork lives is very subjective and relative as it depends on how they feel about work and their personal life which will lead to how happy they are with their WLB (Chandra,2012; Gayathiri et al., 2013). One can feel quite balance between his work and life at some point, but that can change drastically at another point. If the fluctuation and the dynamics are quite high, determining the actual state of balance becomes even more difficult. Thus, the components approach is more suitable to measure the actual situation of someone's WLB. This is because the components approach is measuring only the perceptions of enhancement and conflict independently and not the perception of balance. In addition to that, the components approach also provides more information on WLB and can tap to a deeper understanding of the dimensions of WLB and their interactions with other variables.

5.3.10.7 Perception of job satisfaction.

A large portion of respondents (36%) chose not to answer the question, or to leave it blank. Only 15% of the respondents confirmed that they were satisfied, 9% of the respondents showed their expectation of improved wellbeing and 7% of the respondents suggested that there was a need to increase benefit and salary. Due to a large portion of respondents who did not add comments or suggestions regarding their job satisfaction, the analysis was focused only on cases with meaningful suggestions and comments. The cases that did not answer question number 53 was taken out from the tabulation. The results show 270 respondents answered the Q53, and 24% of them confirmed that they were satisfied with their job satisfaction where 14% and 11% mentioned about wellbeing and financial factors.

This result shows that wellbeing as one of the non-financial factors and financial factors are the two predominant concerns for the employees of the Fire and Rescue Department of Jakarta. The results show the expectation of the employees to improve their job satisfaction. The results in Figure 4.13 reveals that financial is only 11% of the expectations of the employees. It can be inferred that the employees in the Fire and Rescue Department does not place the financial aspect as their primary concerns. The first concern in Figure 4.13 shows wellbeing. In this category, employees expect the organisation or management pays more attention to their personal or family needs. The answers from this category did not specify financial as

the mean to improve their wellbeing. It suggests that the wellbeing that they are expecting is their overall personal and family lives.

Some of the respondents suggest that the organisation and managers need to improve their wellbeing in the form of attention, health care, family care and even some respondents state their concerns of wellbeing in the workplace and emphasise that even a tap on the shoulder means a lot to them. This finding supports the notion that in the public sector, employees are primarily motivated by non-financial rewards and less impacted by the financial rewards. Moreover, when the cases were selected only the ones with answers related to financial and non-financial factors, it was found that 85% of respondents place non-financial rewards or aspects as a means to improve their job satisfaction. This finding supports the notion that financial rewards in the public sector are not as effective as non-financial rewards.

5.3.11 Discussion and Quick Interview

Besides the survey questionnaire, this study employed qualitative methods such as discussion and quick interview to gain in-depth understanding and context. There were three main topics of the discussion and quick interview. Those topics are the perception of WLB, motivation and job satisfaction. In the area of WLB, the interviewees were asked how they felt about the concept of WLB and how and what can improve their perceptions of WLB. The same types of questions were also asked regarding their motivation and job satisfaction. The results from the discussion and quick interview are concluded as follows.

5.3.11.1 Work-life balance.

Several interviewees replied a common answer when they were asked about their WLB, such as "Yes, I feel like I can balance my work and my personal or family lives. However, the job is demanding, and we are under staff, so taking leave or time off is quite problematic, and duty always comes first in our line of work. Therefore, most of the time, the family is the one that has to take the suffering". Interestingly, almost all interviewees admitted that even though the situation was as mentioned, they felt happy and motivated only because they had accepted the situation as part of their duties/moral codes for being firefighters. Moreover, the feeling of satisfaction from helping others, meaning something to society as well as appreciating their jobs surpassed the consequences. For this study, this finding revealed how PSM could

affect the perception of WLB by influencing behaviours toward efforts dedicated to achieving WLB. This finding supports the notion that WLB seems to stem from the actions and attitude of the individuals (Greenhaus et al., 2003; Marks and MacDermid, 1996).

Another finding from the discussion and quick interview is family has been their primary concerns and having not enough time or attention to family worries them the most besides not being able to get in the action as firefighters. The boredom of standing by was found to be the most mentioned stress factor as one of the interviewees replied, "It is not the fire that frightens us but the boredom of not doing anything useful for others". Most interviewees understand the importance of WLB, which means the perception of the importance of WLB is rather high. However, most of their understanding of balance refers to the quantitative aspect, which is time. The finding is expected because it is easy to perceive balance in quantitative (numbers) than in qualitative (abstract). For example, it is easier to estimate balance from how many hours spent at work and how many hours spent at home or how many working days and how many nonworking days than how happy or involved you are with your work and nonwork lives.

The perception of balance can be more difficult when estimating how much effort has been put in place toward work and nonwork or how much involvement. The question of "Am I being equally involved in work and nonwork lives?" is not quantified as easy as numbers in the context of time. Therefore, asking "balance" produces more hesitation and uncertainty in answering the question. The observation of the discussion and quick interview suggests that when interviewees are having difficulties in processing the perception of "balance" they tend to straight away refer to numbers such as time at work versus time at home or days at work and days of holidays, the number of leaves and what kind of leaves they are entitled to.

The findings from the discussion and quick interview suggest that most of the time employees in the Fire and Rescue Department assess their perception of WLB quantitatively and only to the factors where balance can be easily estimated such as time, days or leaves (numbers). However, asking the impact of one factor to another factor was found to be relatively easy to answer. For example, asking if the job has given them something positive that they can be beneficial in their nonwork lives

produced relatively more straight forward answers. This finding provides support to the components approach of assessing WLB rather than the overall appraisal approach because the components approach is using work-life positive and negative impacts in assessing WLB while overall appraisal approach is using a single question asking individual's WLB.

5.3.11.2 Public service motivation.
The theory of PSM suggests that incentives in the public sector have minimal impact on performance in the public sector (Burgess and Ratto, 2003) and employees in the public sector are more intrinsically motivated than their counterparts in the private sector which are more extrinsically motivated (Brewer 2008; Perry and Wise 1990; Crewson 1997; Houston 2000). This notion is in line with the finding of this study from the discussion and quick interview. One of the interviewees replied, "Not doing anything or being on the standby is my number one stress factor. Being in the field, fighting the fire and being able to rescue other are the ones that make me motivated, I feel like I can do something to society and that matters to me a lot". Others replied, "A simple gratitude from the people we helped, eradicates all the fatigue and stress from the job".

Whereas typical replies related to the attitude towards incentive include "I would rather spend the time with my family or do personal things than an incentive for extra time". Others replied, "The extra incentive so far is not significant, it does not help your overall financial situation because it does not really give me any extra income anyway, just enough for the day". Further investigation revealed that extra time was not interesting because most of the time they spent the extra time only for standby in which according to the previous finding is one of the most stressful situations. They would rather spend their time with family or mind their personal business because they felt they could do (contribute) more to others (family).

These findings are aligned with the PSM theory that people with high PSM perceive being meaningful to others as an important value and source of motivation (Perry and Wise, 1990). This finding is also congruent with the Indonesian culture that values spending time with family, relatives and friends highly (Sat, 2012). The result suggests that family significantly influences their motivation, which is supported by the notion that public sector employees are more affected by instincts motivation

(Buelens and Van den Broeck, 2007). There was no single answer from the interviewees that mentioned the financial factor as their motivation. The discussion and quick interview found that the nature of the job as the firefighters is the highest motivation for the employees working in the Fire and Rescue Department of Jakarta.

Other answers that were identified as motivating factors were education and health facilities for their spouse and children, more time to spend with their families and the well-being of their families. Encouragement and appraisal were also found to be one of the factors that motivated them the most. This study found that money acts as a factor that can reduce strain or conflict. Money enables employees to solve or ease problems with financial matters that can lead to reduced stress and conflict. However, money does not impact their love and passion for the job. One of the interviewees replied "…of course I am happy if I get some extra money, but it does not make me more satisfied/motivated or less satisfied/motivated with my job as a firefighter but being in the field, fighting fires and helping people do. I will do my job as much with or without that extra money; it does not matter". This finding suggests that the job itself has provided so much motivation for the employees in the Fire and Rescue Department of Jakarta.

5.3.11.3 Job satisfaction

In terms of job satisfaction, the findings were aligned with the findings in WLB and PSM topics. The main source of job satisfaction among employees in the Fire and Rescue Department is the work itself, such as the values and the impacts of the job. One of the interviewees replied, "All the hard work, fatigue and pain are all gone when we can accomplish our job, get a tap on the shoulder and a little gratitude from the people we helped". This answer was straight away nodded by the rest of the group suggesting the consensus among them. This finding supports the notion of PSM proposed by Perry and Wise (1996). The four dimensions of PSM suggested by Perry and Wise (1996) do construct PSM and impact the level of job satisfaction among employees working in the Fire and Rescue Department. Even though some of them were complaining about the work environment, the under staff, the equipment and the working time, none of them admitted that those factors made them less satisfied with their job. One of the interviews highlighted those factors as something that had nothing to do with their job satisfaction.

5.3.12 Chapter Summary

The findings were discussed and analysed in relation to the existing studies on WLB, PSM and job satisfaction. Some of the findings were relevant to the previous studies and lent support to the notion that had been established previously. However, some findings were also found to be contradictory. Those findings posed new insights and contributed to the body of knowledge. The context of the Indonesian public sector, as well as the relationship between WLB, PSM and job satisfaction, also offered a new understanding of the relationships between studied variables and in a different context. The next chapter will consist of the conclusion that can be drawn from the literature review, analysis of the results, findings and discussion of the study. Moreover, the limitations of the study and recommendations for future research are also discussed in the next chapter.

CHAPTER 6. CONCLUSION

6.1 Introduction

This chapter discusses the conclusion that can be drawn from the literature review, data analyses, findings and discussion of the study. Moreover, the limitations of the study and recommendations for future research as well as the recommendation of this study are discussed in this chapter. The context of this study is the Fire and Rescue Department of Jakarta in Indonesia. The demographic analysis suggests that all of the respondents were Indonesian citizens, and the majority of them were male employees (96.2%), in full employment (99.3%) at the rank of Class 1 or operational level (63.9%), below 44 years old (97.6%), earning between 2 million to 4 million rupiah who had worked less than 15 years (76.2%) in the Fire and Rescue Department of Jakarta and had graduated from Senior High School (84.6%). Approximately equal percentages were observed in marital status (43.7% single and 49.2% married) and children (52.7% with children and 47.3% without children). Jakarta was chosen because the public sector in Jakarta as the capital city of Indonesia consisted of multiple backgrounds in terms of socio-demographic aspects. Hence, Jakarta may as well be the best representation of Indonesia.

6.2 Work-life balance.

There are theoretical and practical implications in this study. The theoretical implication of this study is the used of the component and overall approach to evaluating the perception of WLB. The components approach sees WLB as a direct formative latent construct (Edwards and Bagozzi, 2000). It means that the construct of WLB is based on dimensions that give meaning to it, and they create the perception of balance (Grzywacz and Carlson, 2007). Rantanen et al. (2011) assess WLB based on work-life enhancement and work-life conflict. This assessment based on a study by Frone (2003) that suggests work-family balance itself is a composition of work-family conflict (role conflict) and work-family facilitation (role enhancement). Therefore, this study suggests that the component approach investigates WLB deeper into its dimensions and capable of representing the state of WLB of individual and its relationship to other variables. When the variables were broken down, more information can be attained by tapping to the dimension of variables.

The results of this study show that there is a positive correlation between WLB, PSM and job satisfaction. The results of this study found that positive relationship between work and nonwork lives (enhancement) played a more significant role in determining the perception of WLB and influencing work-related outcomes such as motivation and job satisfaction than the negative relationship (conflict). It means when work has positive impacts on life and vice versa, it influences the perception of WLB, motivation and job satisfaction more to the positive than the negative impacts that conflict has on WLB.

The results of this study also support the theory of public service motivation that suggests employees in the public sector are more intrinsically motivated than their counterparts in the private sector which are more extrinsically motivated. This study also one of the first to investigate the strategic relationship between WLB and one specific type of motivation which is grounded primarily or uniquely in public institutions and organisations. The implications of the findings contribute to both WLB theory and PSM theory.

The practical implication of this study is public organizations should change the focus of WLB studies that have been centred on work-life conflict. In a nutshell, this study suggests that improving work-life enhancement is more effective in improving PSM and job satisfaction than negating factors related to the work-life conflict. As expected, work-life enhancement is positively associated with job satisfaction, especially intrinsic job satisfaction and PSM because work-life enhancement gives impacts on factors related to mastery, skills and or affection in both in work and nonwork-related factors. The finding suggests that their jobs as firefighters enable them to acquire such skills, knowledge, attitude and behaviour that can improve their roles in nonwork situation and vice versa as argued by Carlson et al. (2006) and Greenhaus and Powell (2006). Therefore, this study suggests that the new paradigm in WLB should no longer focus only on reducing or managing conflict alone but also managing and improving work-life enhancement as it is proved to be more significant in impacting various positive work-related outcomes in the context of the public sector in Indonesia. However, it does not mean that negating factors related to work-life conflict is insignificant.

This study also found that the relationships between work-life conflict, PSM and job satisfaction to be contradictory to previous studies examining work-life relationships. It means that in the context of the Fire and Rescue Department in Jakarta, work-life conflict does not have significant detrimental impacts on PSM and job satisfaction. The findings of this study suggested the opposite that work-life conflict was positively related to PSM and job satisfaction. This study proposed that the positive correlation between work-life conflict and job satisfaction was mediated by income. It is argued that work-life conflict increases as working hours increase. However, increased working hours is also followed by increased income, which is positively correlated with job satisfaction. This finding is congruent with the study of Cabrita and Perista (2006), where more work hours indicate more income hence will result in more job satisfaction.

It is also supported by this study that employees in the public sector are more motivated by non-financial factors than the financial factors, but this study also suggests that it does not negate the significance of financial factors. This study also indicates that employees in the Fire and Rescue Department are more motivated by non-financial rewards, especially to policies that allow them to care more for their families. The results of this study are aligned with the contemporary studies of WLB. This study found that in the Fire and Rescue Department, where men were the predominant gender, WLB still played a significant role. Thus, it implies that the importance of WLB is perceived equally among men and women.

The results of this study suggest that employees with higher levels of PSM are significantly better in WLB. This study suggests that PSM plays a significant role in enhancing the perceived valued of WLB of the employees in the Fire and Rescue Department, which can lead to a higher perception of WLB.

This study also found that for the employee working in the Fire and Rescue Department, family or extended family has a significant impact on their motivation. It was found in this study that employees of the Fire and Rescue Department prefered rewards or policies that enable them to care for their families. The findings from the analysis of the survey data revealed that time, communication and understanding are the main problems for employees in the Fire and Rescue Department to be able to achieve WLB.

6.3 Public service motivation.

The analysis of this study shows that when financial factor put aside, the employees of the Fire and Rescue Department of Jakarta perceive family or factors related to family as their number one motivating factor. It was confirmed by many studies that employees in the public sector are more intrinsically motivated (non-financial) than their counterparts in the private sector who are more extrinsically motivated or interested in financial rewards (Brewer 2008; Perry and Wise 1990; Crewson 1997; Houston 2000; Cacioppe and Mock, 1984; Crewson, 1997; Rainey, 1982; Wittmer, 1991).

Finding from the discussion and quick interview suggest that the employees of the Fire and Rescue Department do not tie financial factors with their motive to join the unit. One of the respondents made it clear that money was important, but it was never the reason he joined the Fire and Rescue Department. However, it was the opportunities to at least contribute to society, make a difference and be part of something bigger that compelled them the most. The findings of this study revealed that employees in the Fire and Rescue Department place non-financial factors higher than financial factors as means that influence their motivation. The survey revealed that the level of PSM of the employees in the Fire and Rescue Department was relatively high.

The theoretical implication is this study found that PSM as intrinsic motivation plays a significant impact on job satisfaction among employees working in the Fire and Rescue Department. The relationship between PSM and intrinsic job satisfaction was found to be higher than the relationship between PSM and extrinsic job satisfaction. It implies that PSM is perceived more as intrinsic reinforcement factors among the employees working in the Fire and Rescue Department of Jakarta. It was also argued that PSM had been correlated with passion and passion has been a critical driving factor for most professions.

However, this study suggests that even though PSM plays a strong positive and significant impact on job satisfaction among employees in the Fire and Rescue Department, the importance of financial factors such as income cannot be undervalued. Therefore, this research has no intention to undermine the necessity of financial rewards to improve the motivation and job satisfaction of the employees.

This study argued that there are other alternatives to rewards or practices that can impact motivation on employees in the public sector that are more significant if not as significant as the financial rewards. The findings suggest that WLB works in the public sector not only just as a concept to provide opportunities to take care of nonwork life, reduce the cost for employers or even to accommodate the new emerging type of workforce (women and dual-income household) but also to create a specific image for the organisation that is aligned with values of PSM. This alignment will increase the perception of WLB, which will lead to higher motivation and job satisfaction.

6.4 Recommendation of the study

The practical implication of this study is to suggest public service organizations in Indonesia to focus on WLB and PSM to improve job satisfaction among the employees as an alternative to financial rewards and merit system. This study also uses modified transforming the human resources model using the strategic relationship between WLB, PSM and job satisfaction to create a holistic recommendation combined with marginal gain philosophy model. Transforming the human resources model consists of nine fundamental steps which reflect the whole cycle of human resources management process. They are strategy, job design, recruitment and selection, induction, performance appraisal, reward and recognition, development, succession, and exit (Griffiths, 2015). The objective of using this model is to maximise the impact of human resources management on the organisation by changing and designing the full cycle of the process. Therefore, the recommendations are expected to address the issues of human resources management not only locally but also comprehensively, which will eventually impact the organisation.

The recommendation of this study proposes small changes in every step of transforming the human resources model. Hall, James and Marsden (2015) argue that the application of marginal gain in business has significant impacts on the overall performance of the organisation because it offers a more proactive approach. By creating small adjustments or improvements in every step of the model and incrementally aligning them to the objectives, it is expected that conclusive, applicable and credible solutions can be made available for the public sector in Indonesia. The nine steps of transforming the human resources are as follows:

Strategy. The strategy of human resources management to improve the performance of the public sector should start to include the importance of WLB and PSM and their impacts on employees' job satisfaction. The strategy of the public sector must also acknowledge that there have been compelling arguments that suggest the motivation of the employees in the public sector is fundamentally different than their counterparts in the private sector. Hence, it is only logical that factors that motivate employees in the public sector are also different from the private sector. Studies suggest that employees in the public sector are more intrinsically motivated than their counterparts in the private sector which are more extrinsically motivated (Brewer 2008; Perry and Wise 1990; Crewson 1997; Houston 2000). The findings of this study also lend support to the notion.

The strategy of the human resources management must also acknowledge the perception of WLB among their employees. The findings of this study revealed that active WLB has the highest prevalence among the employees. It suggests that the majority of the employees are experiencing high levels of enhancement and conflict at the same time. This condition is not desirable as it is an indication of high role engagement, which could lead to stress and burnout (Rantanen et al., 2011). The strategy of the human resources management should be able to address this current condition of WLB because this study shows that WLB has significant impacts on PSM and job satisfaction. The desirable condition, according to Rantanen et al. (2011) and the findings of this study is the beneficial type of WLB where work-life enhancement is higher than conflict.

To achieve the ideal type of WLB, the Fire and Rescue Department should reduce the cause of conflict and increase the work-life enhancement among the employees. This study revealed that time and stress had been the major contributing factors for conflict. The findings of this study suggest that the employees do not get the impression that the employer pays enough attention to their time with their families. Leave schemes are available, but they are not easy to access due to the nature of the job, the workload (demands) and the fact that the Fire and Rescue Department is still understaffed. The employees think that managing time still presents the most problem for them that they do not have enough time with their families or nonwork lives. These conditions create stress because it was found in this study that employees with high

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levels of PSM in the Fire and Rescue Department value spending time with family, relatives and friends highly, as suggested by Sat (2012). Furthermore, the waiting time during the standby shift is also found to be the source of stress. The boredom resulted from not doing anything worries most of the employees in the public sector, which will eventually lead to stress.

Even though it was found that work-life conflict has a positive relationship with job satisfaction, it was argued that the positive relationship was only feasible to some extent. This is due to the correlation between work-life conflict and extrinsic motivation. Studies suggest that extrinsic factor in the public sector such as financial rewards can give positive impacts in the short time but not in the long term (Perry, 1989; Deckop, Mangel and Cirka, 1999; Frey and Osterloh, 2005; Deci 1971; Kohn 1993; Crewson 1997). It is also found in this study that work-life enhancement has strong impacts on motivation and job satisfaction. The human resources management has to maximise their effort to improve personal development and working environment that can induce positive affections. This study suggests that the strong impact of work-life enhancement (development and affection) in the public sector is beneficial for the improvement of PSM and job satisfaction. Therefore, it should be pursued.

The strategy of human resource management is also required to pay more attention to the motivation of the employees. Study of Pery and Wise (1990) suggests that there is a specific type of motivation in the public sector defined as PSM. This study suggests that the alignment between PSM and the job as a firefighter plays significant impacts on job satisfaction. It was revealed that PSM mediated the relationship between WLB and job satisfaction. The strategy of human resource management should be directed to the importance of selecting the right people (people with the right kind of motivation) to serve as public servants. The findings of this study suggest that employees with high levels of PSM have higher WLB and job satisfaction. This study argues that PSM increases the perception of WLB because of the value congruence. WLB was also found to have a positive relationship with PSM because WLB improves the intrinsic motivation of the employees in the Fire and Rescue Department, especially the dimension of work-life enhancement.

It also should be noted in designing the strategy in the human resources management that improving work-life enhancement is a better strategy because it gives stronger impacts than reducing work-life conflict. However, it does not mean that work-life conflict does not need to be addressed properly. The same thing happens with financial rewards. Even though this study suggests that non-financial rewards have more impacts than financial rewards, it also suggests that it does not diminish the important value of financial rewards. The findings of this study point out that employees with high levels of PSM are more motivated by non-financial factors and the Fire and Rescue Department has to incorporate it in its strategy of human resources management without undermining the importance of the financial factors.

Job design. Studies suggest that job design play a significant impact on the public sector. According to the literature review of this study, a job design that acknowledges the importance of the beneficiary has been empirically proven to have a positive relationship with PSM. Studies suggest that the interactions between the employees and the beneficiaries or social interaction have significant impacts on PSM (Schott et al. 2016; Grant and Berg, 2011; Grant, 2008; Hackman et al., 1975; Brehm and Gates, 1997). Social interaction also has significant impacts on the employees in the public sector by translating the goals of the organisation into action (Paarlberg, 2007). This notion is corroborated by the findings of this study.

The findings of this study show that in the context of the Fire and Rescue Department of Jakarta, inputs such as compliments and gratitude from the people they helped contribute significantly to their motivation and job satisfaction. Therefore, job design that allows employees to gain direct or indirect inputs from the people they are affecting is amplifying their core values to contribute and make a difference to society. It is also observed in this study that employees who gained access to their beneficiaries were more motivated and satisfied with their job. This is because of the personal values that are aligned with the PSM dimensions. Therefore, developing the right job design can contribute to improving PSM and job satisfaction of the employees.

The findings of this study also show that factors such as time, boredom and family matters are potential conflict inducers. Time has made employees in the Fire and Rescue Department conflict their work and nonwork lives. The 24hrs shift and leaves

accessibility contribute to the difficulties of managing time for the employee of the Fire and Rescue Department. Job design also has to accommodate the boredom that the employees of the Fire and Rescue Department have to endure during the standby time on their stations. Job design has to minimise the effects of boredom by inserting activities which can improve their personal development. This is because boredom has been observed by this study to have induced stress among employees in the Fire and Rescue Department of Jakarta.

Job design must have impacts that can enhance personal development. It was found in this study that the job as a firefighter has helped the employees of the Fire and Rescue Department of Jakarta to gain personal development. Personal development has been observed in this study as a strong predictor of motivation and job satisfaction. Personal development and affection were also found to help the employees to be better family members and individuals. These findings suggest that job design must incorporate work-life enhancement in the design to gain stronger positive impacts from the relationships between work and nonwork lives.

Recruitment and selection. Studies have suggested that recruitment and selection are one of the fundamental factors that contribute to poor services in the public sector in Indonesia.   The study of the literature suggests that people in Indonesia join the public sector based on motives that are not aligned with the values of the public sector as proposed in the theory of PSM (Syamsir and Embi, 2011). This notion is supported by a study that suggests the fundamental problems in the public sector include recruiting the right type of people for the public sector's jobs, finding the effective recruitment system and motivating public sector employees to do their jobs as expected (Bandiera, Khan, and Tobias, 2017).

Therefore, the public sector in Indonesia should consider the importance of the alignment between personal values and organizational values in recruiting new employees. The public sector of Indonesia should also consider the applicability of PSM theory in the Indonesian context, as this study suggested and empirically proved. The implication of this is the public sector in Indonesia should be able to use PSM theory as a knowledge-based to recruit new employees that are more compatible with the core values of the public sector which is to provide high-quality public services. It is highly recommended that the public sector in Indonesia

incorporates the values of the PSM in its recruitment system to select the best people for the organisation who are able to work with the highest compatibility possible. This study corroborates the importance of recruiting the right people with the right motivation to help to solve the problems in the public sector in Indonesia.

Being able to recruit people with the right skills is important. However, this study shows that the right skills alone are not enough; motivated employees are also crucial in contributing to the overall performance of the public sector. Therefore, this study argues that employing people with high levels of PSM can contribute significantly to the performance of the organisation through job satisfaction. This study also suggests that employing people with high levels of PSM comes with the fact that they are motivated differently than people with low levels of PSM. Studies suggest that employees in the public sector are more intrinsically motivated than their counterparts in the private sector which are more extrinsically motivated (Brewer 2008; Perry and Wise 1990; Crewson 1997; Houston 2000). This study shows that employees with high levels of PSM are more motivated and satisfied than those with low levels of PSM and WLB are better among employees with high levels of PSM. Hence, the recruitment and selection processes should be designed to be able to harness the potential of PSM by maximising the value congruence between PSM and the values of the organisation.

Induction. The literature review of this study found that making the employees aware of what they do increases the compatibility between PSM and the values of the organisation, which results in increased job satisfaction. Therefore, induction is an important phase in the public sector to make knowledge sharing available in every level of the company's workforce and integrating it in the job description. Formal induction must take place only if followed by controlled informal knowledge sharing such as monthly gathering within or across departments. This will expose what each individual is doing with his job and acknowledge how his job can have impacts on others. Creating the awareness of how his job affects others will promote employee's responsibility towards his job.

Induction is also important to gain more positive impacts from the work environment. Induction allows employees to gain more knowledge about their job, hence, improving their skills and mastery, which will lead to increased personal development. The

increasing personal development, which is part of the work-life enhancement dimension of WLB, was found to have a strong correlation with PSM and job satisfaction. This highlights the importance of induction in improving the quality of human resources in the public sector. Human resources management should use induction as a tool to deliver the message of the organisation to all its employees, which will improve the compatibility of personal values and organisational values. It is suggested by this study that value congruence or value compatibility plays a significant role in improving employee motivation and job satisfaction.

Performance appraisal. Recruiting employees with high levels of PSM should be followed by the knowledge of how they are motivated. Studies suggest that people are motivated by their values. Hattrup, Mueller and Aguirre (2007) argue that the behaviour of an individual can be explained by the individual's values. Their study suggests that values that are more important to an individual gain more attention and influence his or her behaviour more significantly, compared to those that are less important which result in little or no impact on behaviour. This study found that personal values that are represented by PSM responded more positively to non-financial factors.

Performance appraisal in the public sector should also consider the character of the public sector. Studies argue that the public sector has different characteristics from its counterpart, the private sector (Bosman, 2009; Burges and Ratto, 2003; Haralambos et al., 2004; Weber, 2015). The characteristics of the public sectors were argued to be one of the reasons why measuring performance in the public sector is more difficult than in the private sector (Mimba, van Helden, and Tillema, 2007). Therefore, improving the performance in the public sector seems to be even more difficult than in the private sector (Bosman, 2009; Burges and Ratto, 2003; Haralambos et al., 2004; Weber, 2015). This problem should be taken into consideration when designing the proper performance appraisal in the public sector.

The performance appraisal should also consider the importance of intrinsic motivation among employees working in the public sector. The performance appraisal should not focus only on financial rewards but also incorporate non-financial rewards. The performance appraisal should also consider the findings of this study that suggest the importance of family and WLB for employees working in the Fire and Rescue

Department. The findings of this study suggest that performance appraisal should not be designed without acknowledging the available resources and the existing demands. The performance appraisal should not lead employees into draining their resources completely. The findings of this study already observed the active type of WLB for the majority of the employees in the public sector. This suggests that employees of the Fire and Rescue Department are already experiencing high enhancement and high conflict.

According to Rantanem et al. (2011), this condition is an indication of an organisation with high resources and also high demands. Studies suggest that WLB has positive impacts on a variety of work-related outcomes because it helps employees to expand their resources to deal with the demands (Marks, 1977; Sieber, 1974; Greenhaus & Powell, 2006). Failing to design a performance appraisal that recognises the importance of family and WLB will further drain employees' resources which can lead to reduced motivation and job satisfaction in the context of the public sector in Indonesia.

Reward and recognition. Study of the literature review and the results of this study also show the importance of WLB in the public sector as it has a significant impact on PSM and job satisfaction. This study also suggests that non-financial rewards have tremendous impacts on employees without underrating the role of financial rewards. This finding suggests that the focus of the public sector organisations should not be narrowed only to motivate their employees using financial means. This study shows empirical evidence of what non-financial factors can bring. A study conducted by Esteve and Ysa (2011) strongly suggests that employees in the public sector value their task to serve society higher compared to the employees in the private sector which place economic rewards as their top priority (de Graaf and Wal, 2008).

The findings of this study suggest that PSM levels were high among employees in the Fire and Rescue Department. Studies suggest that altruism and helping others are fundamental values for employees with high levels of PSM (Perry and Wise, 1990). These findings can be harnessed by designing reward and recognition systems that are aligned with the values of PSM. Therefore, rewards and recognitions that target the intrinsic aspect of motivation are more valuable in the context of the public sector. The findings of this study suggest that WLB is perceived as a factor that is aligned

with the values of PSM and positively correlates with intrinsic job satisfaction. Therefore, it is argued that rewards and recognitions that incorporate the values of WLB will have positive impacts on employees with high levels of PSM.

Development. The development program is an important issue in the public sector. The findings of this study suggest that there is a strong positive relationship between personal development and PSM. A similar relationship was also observed between personal development and job satisfaction. These findings confirmed the importance of development in the context of the public sector. A study conducted by Deloitte Global Human Capital Trends (2015) found that to accurately implement the best and the most relevant material for employees, an organisation must Align staff development program with the company strategy and involve frontline managers in designing staff development program and knowledge retention. This is because most of the time, frontline managers are the ones who confront many problems on the field. Their inputs are valuable to design the right development program for the employees.

It is recommended to use the existing technology to better approach the learning system for employees as well as simplify it and eliminate all possible duplication. The use of technology has been adopted by companies such as Phillips and MasterCard to create an effective learning environment. The findings of this study showed strong and positive relationships between personal development, as one of the dimensions of work-life enhancement, and PSM as well as job satisfaction. It was also discovered that in work and nonwork lives interactions, personal development which is part of work-life enhancement plays a strong role in influencing the perception of WLB among employees working in the Fire and Rescue Department. This is because personal development not only improves the skills and mastery of the employees to make them work more effectively and efficiently but also induces positive affections of the employees towards their jobs which will contribute to job satisfaction. These findings are aligned with the spillover theory of WLB in which emotions, skills, behaviour and attitude retained from work can be passed on to the family life and vice versa (Piotrkowski, 1979; Piotrkowski and Crits-Christoph, 1981; Crouter, 1984; Belsky et al., 1985; Kelly and Voydanoff, 1985).

Succession. Awangga (2005) suggests that people are driven to join the public sector in Indonesia because of strong motivating factors such as career development

and promotion opportunity. It is argued that the opportunity to progress is a critical non-financial factor that can contribute to employee motivation in the public sector. Hence, the strategy of human resources management should be able to accommodate a flexible career framework for the advancement of employee (Deloitte Global Human Capital Trends, 2015). Succession as one of the important keys of career development must be designed carefully to maintain and increase employee motivation in the public sector.

Succession does not only serve as a means to allow employees to progress in their careers but also serve to retain knowledge and skills. The strategy of succession in the public sector should also consider the importance of PSM to select and prepare the successor to maintain and increase the performance of the public sector. Studies also suggest that WLB is an important factor in career advancement. Studies suggest that employees that experience positive WLB tend to have higher potentials in career advancement (Judiesch, 2008). Therefore, it is argued that WLB should be carefully considered in succession strategy as it positively impacts career advancement, which will lead to employee motivation.

Exit. When employees exit the organisation, they bring all the skills and knowledge with them. An exit strategy aims to make sure those skills and knowledge are retained within the company and passed on to the existing employees. Retaining skills and knowledge is important because it helps employees to work better and achieve mastery which will lead to increased intrinsic motivation. Literature suggests that mastery and skill increase intrinsic motivation because employees who have better skills can do their jobs more effectively and efficiently. Employees' abilities to gain knowledge, skills, attitude, behaviour and aptitude are required in performing the job with success, which will lead to intrinsic motivation such as competency (Naim and Lenkla, 2016). Skills and knowledge from experienced employees are valuable to improve this effect. Hence, the exit strategy should retain those skills and knowledge as well as pass them on to the next generation.

The exit strategy must be integrated from the first day of the employment by implementing people data analysis and integrating existing technology to better understand and evaluate employee from the first day of work (Deloitte Global Human Capital Trends, 2015). A comprehensive exit strategy should be able to accurately

track down an employee's path throughout his or her career in the company and eventually design staff development and knowledge retention throughout the previous eight steps. An exit interview can be used to establish, track and better understand their reasons to leave the organisation and provide valuable feedback.

6.5 Limitations of the Study and Recommendations for Future Research

There are several limitations to this study. The first limitation comes from the nature of the design of this study. The design of this study is a cross-sectional study which means this is an observational study that collects data from the target population at a single point in time in order to investigate the relationships between variables of interest without changing or manipulating the natural environment of the participants. Studies suggest that one of the limitations of a cross-sectional study is its limitation to make strong interpretations of the causal direction (Bagger and Li, 2012; Fiksenbaum, 2013). It means a cross-sectional study cannot determine that one action (cause) makes another event occur (effect). Therefore, this study is not able to identify the causal effects of the variables of interests. This study also only takes a snapshot of a single moment in time. Hence, it does not consider the events before and after the study takes place, which may or may not affect the employees' perception of variables that are being studied. Hence, the timing of where the study takes place may influence the results of the study. Future research needs to consider a longitudinal study to negate this effect. However, the research model and hypotheses of this study does not involve cause and affect interpretation. Therefore, a cross-sectional study is suitable, sufficient and most viable design to accomplish all the objectives of this study.

The second limitation comes from the nature of the survey conducted in this study. The survey uses a structured questionnaire that restricts the scope of the research. A structured questionnaire is also unable to retrieve data that can be used for deep analysis. The data retrieved from a structured questionnaire can only produce answers to scope, rather than depth. However, this limitation does not significantly impact this study because the hypotheses of this study only require answers to the scope and do not need in-depth data analysis. Nevertheless, this study still requires more in-depth information to support the results from the hypotheses testing of this study. To accommodate the need for more in-depth information, this study utilises

open-ended questions. There are five open-ended questions in the survey questionnaire used in this study. The open-ended questions allow the participants to give more in-depth information regarding the topics of the research. This study also conducts discussions and quick interviews to gain in-depth information and background knowledge regarding the topics of interest in the study.

The third limitation of this study is related to the way the data are being collected. The survey questionnaire is a self-completed survey. As a result, the information retrieved from the survey may suffer self-completed bias. Self-completed or self-report bias occurs when the respondents of the research answer the questions based on what is socially acceptable. Therefore, the answers do not reflect their personal perceptions of the topics being questioned but rather reflect what might be considered as socially acceptable just to make them look good. For that reason, self-completed or self-reported bias may cause answers that are nor socially desirable or accepted under-reported (Donaldson and Grant-Vallone, 2002). As a result, the correlations between the variables from the data analyses may be different from the real ones (Podsakoff et al., 2003). To negate or limit this limitation, this study uses anonymity and maintains confidentiality throughout the process of the study. This allows the respondents to feel comfortable to answer the questions as objectively as possible, which reflect their true and personal perceptions (Donaldson and Grant-Vallone, 2002; Doty and Glick, 1998).

Fourth, the target population of this study also presents a limitation of this study. The data are collected only from one sector, that is the Fire and Rescue Department in Jakarta, Indonesia, as the target population. Consequently, the results of this study may only be applied or generalise to that population or similar populations. To generalise the results to the public sector in Indonesia, more participants from different departments or organisations and regions in the public sector in Indonesia are needed. However, even though this study only focuses on one region in Indonesia which is Jakarta, the diversity of Jakarta as the capital city and the heterogeneity of the people and culture in Jakarta that come from almost all-region in Indonesia (BPS, 2018) helps to improve the generation of the results into some extent. Similar findings from previous studies with different contexts and populations also help the generalisation of the results of this study. Nevertheless, as it was

mentioned, more studies involving respondents from other regions and organisations from the public sector in Indonesia are needed to be able to generalise the findings into the Indonesian context in general.

The fifth limitation of this study lies in the languages uses in the questionnaire. All the survey questions used to measure the constructs investigated in this study are originated and adopted from the English language except for the open-ended questions. Therefore, translation into the Indonesian language is needed due to the doubt of the ability of the respondents on the comprehensiveness of the English language. When translating one language to another language, there will always be a limitation to what extent the meaning can be fully transferred. Moreover, the possibility of some nuances is lost in translation or slightly altered is always there. Therefore, to minimise the impacts of reduced meaning or nuance in translation, a double/back-translation method is conducted. This method is implemented to minimise changes in meaning by translating the survey to the second language by one person and then the result is translated back to the original language by a second translator (Sechrest, Fay and Zaidi, 1972). This procedure, according to Lonner and Berry (1986), can be used to de-centre the final language of the instrument to collect data of the study. Two of fellow Indonesian students who studied English language in London and an American English native speaker are asked to help the back-translation of all the instruments used in the study.

The findings of this study have provided empirical evidence of the impacts of WLB and PSM on job satisfaction among employees working in the Fire and Rescue Department of Jakarta. However, the limitations of this study urge scholars to further study the concept of the WLB and PSM in the context of the public sector in Indonesia. This study has also found a strong positive relationship between PSM and job satisfaction as well as the role of non-financial rewards among employees with high levels of PSM. This finding is in line with the current studies investigating the public sector in Indonesia, which include motivation as one of the fundamental problems that drag down the effort to improve the quality of public services in Indonesia. Syamsir and Embi (2011) argue that people in Indonesia are entering public sector employment with the wrong set of motivation. Similarly, Albrecht dan

Zemke (1990) and Mohammad (2003) argue that motivation is one of the fundamental problems responsible for the poor quality of public service in Indonesia.

This study magnifies the importance of not only motivation but also the right motivation for employees working in the public sector. Studies suggest that there is a specific type of motivation grounded primarily and uniquely in public institutions and organisations known as PSM. Studies suggest that the lack of attention to human resources development is one of the fundamental problems that have caused the poor quality of public service in the context of the public sector in Indonesia (Albrecht dan Zemke, 1990; Mohammad, 2003). The results of this study corroborate that notion and call for more attention to human resources development. It is quite a coincidence that this study turned out to be aligned with the 74th Indonesia Independence Day theme "SDM Unggul Indonesia Maju" (quality human resources, great Indonesia) that was celebrated on 17th August 2019. This reflects the urgency and currency of this study.

This study also highlights the needs of the public sector in Indonesia to start paying attention to human resources as a critical factor in improving the quality of the public services and recognising that people in Indonesia are entering public sector employment with the wrong set of motivation as one of the fundamental problems. The results of this study also convincingly show that even though income still plays a significant role in inducing motivation and job satisfaction among employees working in the public sector, it is not the strongest argument for employees with high levels of PSM. Therefore, the prevalence of PSM is critical to understand what motivates employees in the public sector. The empirical evidence of this study shows that financial rewards are important but not critical in determining the levels of motivation and job satisfaction of the employees. It was revealed that non-financial rewards related to family matters had more impacts on motivation and job satisfaction. It was also found that WLB was significantly and positively correlated with PSM and job satisfaction, especially the role of work-life enhancement.

This study suggests that rewards are important and producing the desired effects only if they are wanted or aligned with personal values. The implication of this finding is to design a reward system that is compatible with the values of the employees and organisation to achieve the desired effects, such as increased PSM and job

satisfaction. It is also important to note that in designing a reward system, it is imperative to fully understand the type of motivation that is aligned with the characters of the organisation and recruit employees with similar motives. Direct recruitment conducted by the Fire and Rescue Department provides an understanding of how employees who are aware of what to expect and be expected from the Fire and Rescue Department and willing to dedicate themselves as firefighters can sustain high motivation even during high demands.

This study also provides empirical evidence that WLB, especially work-life enhancement, is an important factor that contributes to job satisfaction in the context of the public sector in Indonesia and the relationship between WLB and job satisfaction is mediated by PSM. Therefore, the roles of WLB and PSM should be taken more seriously as a means to improve the overall performance of the public sector through job satisfaction.

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APPENDICES

Appendix 1: Ethics Approval-University of Wales Trinity Saint David

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

PG2 / E1 FORM

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

Full Name:	Suhendro Oktosatrio
Tick all boxes which apply:	

Member of staff:	☐	Student:	☒	Honorary research fellow:	☐

Faculty/School/Centre:	University of Wales Trinity Saint David
Campus:	London
E-mail address:	Suhendro7@gmail.com
Contact Telephone Number:	07778446925
For students:	

Student Number:	1404450	Undergraduate	☐
Programme of Study:	Doctoral of Business Administration	Taught Postgraduate	☐
Director of Studies/Supervisor:	Jonathan Liu	Research	☒

SECTION B: Approval for Research Activity

Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☒	NO	☐

				Date
If Yes, please indicate source of approval (and date where known):	Research Degrees Committee	☒		30.06.2017
	Faculty Research Committee	☐		
	Other (DoS)	☒		03.06.2017

Approval in principle **must** be obtained from the relevant source prior to seeking ethical approval.

APPROVED

October 2016   1   Ethical Approval Form v4

Appendix 2: Approval-Programe Director DBA

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Yr Athro/Professor Medwin Hughes DL DPhil DPS FRSA FLSW
Is-Ganghellor/Vice-Chancellor

August 2, 2017

To Whom it May Concern

Suhendro Oktosatrio (student number 1404450)

This letter is to confirm that Suhendro Oktosatrio is a DBA student studying with the University of Wales Trinity Saint David on our London campus.

The DBA is a research degree (equivalent to a PhD) and requires students to undertake a significant research project that must include the collection and analysis of primary data. Suhendro has submitted a proposal for his research and this has been approved by our Research Degrees Committee. The aim of the of DBA is to ensure that any research undertaken will have been an academic and an applied application when completed.

In order to undertake his research including data collection from individuals within your organization, Suhendro needs to be able to provide a letter from yourselves agreeing to this. Suhendro can share the detailed proposal with you if that would be helpful.

Many thanks for your co-operation.

Yours sincerely

Professor Jill Venus
(Programme Director DBA)

Director of Research (Faculty of Business and Management)

Campws Caerfyrddin
Carmarthen Campus
SA31 3EP
01267 676767

Campws Llanbedr Pont Steffan
Lampeter Campus
SA48 7ED
01570 422351

Campws Abertawe
Swansea Campus
SA1 6ED
01792 481000

www.uwtsd.ac.uk

Appendix 3: Approval-Fire and Rescue Department

<table>
<tr>
<td>JAYA RAYA</td>
<td>PEMERINTAH PROVINSI DAERAH KHUSUS IBUKOTA JAKARTA
DINAS PENANGGULANGAN KEBAKARAN DAN PENYELAMATAN
Jl. KH. Zainul Arifin Nomor 71
Telepon (021) 6341458 – 6330325 – 6344766 Fax. 6338402 – 6340527
Website www.kebakaran.jakarta.go.id, www.jakartafire.net
Email : ketahanan.damkardki@gmail.com, damkardki@jakarta.go.id
JAKARTA
Kode Pos : 10140</td>
</tr>
</table>

Nomor   : 4847/-1.784.6   29 Agustus 2017
Sifat   :
Lampiran   :
Hal   : Surat Balasan

                                        Kepada
                                 Yth.   Direktur Dana Kegiatan Pendidikan,
                                        Direktur Dana Rehabilitasi Fasilitas
                                        Pendidikan Kementerian Keuangan
                                        Republik Indonesia
                                        di
                                            Jakarta

Menindaklanjuti surat dari Kementerian Keuangan Republik Indonesia Sekretariat Jenderal Lembaga Pengelola Dana Pendidikan Nomor S-386/LPDP.3/2017 tanggal 10 Agustus 2017 tentang rekomendasi izin penelitian dari salah satu personil TNI AD penerima beasiswa LPDP program doktoral di Universitas of Wales Trinity Saint David, United Kingdom, dengan ini Dinas Penanggulangan Kebakaran dan Penyelamatan Provinsi DKI Jakarta memberi izin untuk melakukan penelitian kepada :

Nama   : Suhendro Oto Satrio
Pangkat/NRP   : Mayor Arm / 11990050651076
NIM   : 1504450
Judul penelitian : Investigating the relationship between public service motivation, work-life balance and job satisfaction in the context of public sector in Indonesia.

Demikian surat ini di sampaikan, atas perhatiannya diucapkan terimakasih

APPROVED

                          Kepala Dinas Penanggulangan Kebakaran
                                  dan Penyelamatan
                                Provinsi DKI Jakarta

                          Dr. H. Subejo, S.H., M.Si
                          NIP. 196104101985031011

Appendix 4: Survey Questionnaire (in English)

Dear Participant,

My name is Suhendro Oktosatrio. I am studying doctor of business administration (DBA) at the University of Wales Trinity Saint David, and I would like to thank you for taking part in this survey. Your participation provides valuable insight, and I am grateful for your participation.

This survey is part of my DBA program, and it is a critical stage required for my research. The data retrieved from this survey is confidential and used strictly for research and academic purposes and is anonymous.

The primary purpose of this study is to investigate the relationship between public service motivation, work-life balance, and job satisfaction in the context of the public sector in Indonesia to improve our knowledge further. Your contribution is essential and vital for this study to gain more understanding of the knowledge.

Please feel free to contact me if you have any questions. My contact details are provided at the end of the questionnaire.

Regards,
Suhendro Oktosatrio
Mayor Arm Nrp. 11990050651076
DBA Student 1404450
University of Wales Trinity Saint David

UNIVERSITY OF WALES
Trinity Saint David
LONDON

Vice-Chancellor Professor Medwin Hughes DL DPhil DPS FRSA
Executive Dean and Head of the London Campus Dr Audsin Dhas

University of Wales Trinity Saint David, London Campus
Winchester House, 11 Cranmer Road, London SW9 6EJ
www.uwtsd.ac.uk
0207 566 7600

Informed Consent Form

The primary purpose of this form is to provide all the information about the research. The consent form is to make sure that you are well informed of all the aspects involved in this study that may affect your decision whether or not you want to participate in this research.

Please read this consent document carefully before you decide to participate in this study.

Purpose of the research study:

Public service motivation theory suggests that employees in the public sector are motivated differently than their counterparts in the private sector. Public service motivation focuses on motives grounded primarily or uniquely in public organisations. The title of the study is "Investigating the relationship between public service motivation, work-life balance and job satisfaction in the context of public sector in Indonesia." The primary purpose of this study is to establish relationships between motivation in the public sector and work-life balance of the employees as well as their job satisfaction and to determine if motivation in the public sector plays a significant role in affecting the balance of work and non-work life of the employees as well as their job satisfaction.

What you will be asked to do in the study:

In this research, you will be given a questionnaire. You will be asked to answer the questionnaire by ticking your answer in the box provided through the entire survey. There will be no open-ended questions, all you have to do is tick the box that best corresponds to your answer.

The questionnaire consists of three sections. The first section is the public service motivation questionnaire, which will measure your level of motivation working in the area of public sector. The second section is the work-life balance questionnaire, which will provide information about your work and non-work life balance. The third section is the Minnesota Satisfaction Questionnaire (MSQ) Short Form which will ask you to answer questions about your satisfaction at work.

Should you be willing to participate, please sign the informed consent form and return it to your personnel staff and they will give you the questionnaire. You are free to bring the questionnaire along with you and fill it out at your convenience in one-week time. Please return the questionnaire in one-week time to your personnel staff.

Time required:

The survey will take approximately 20 minutes to complete.

Are there any risks involved in this study?

Although no study is completely risk-free, we do not see any potential significant risks to you if you decide to participate in this study. We seek all the protocols available to eliminate any potential significant risks. Steps are taken to make sure the survey will not involve any significant risks to you.

Are there any benefits to participation?

There will be no direct benefit to you from your participation in this study. However, your participation in this study will certainly have some impacts on improving and developing the public sector in Indonesia.

Incentive or Compensation:

There will be no incentive or compensation for participating in the study. Therefore, you will not be adversely affected in any way if you choose not to participate.

Confidentiality:

Your identity will be kept confidential to the extent provided by law. The survey is anonymous and the information is non-traceable to individuals. Therefore, you will not be able to see your own data once it is submitted. However, access to see the final result of the study will be given on request. The researcher may also contact you with your consent to gain more information on the study. Your response will be confidential and protected. This research will not include any personal and sensitive data.

All manual data will be stored at the researcher's private storage and all digital/electronic data will be stored in password protected cloud system storage and backed up on the encrypted external drive. The researcher will be the only one that has access to the cloud and external drive. Manual data will be destroyed right after the completion of the study. Digital data will be deleted one year after the completion of the study unless further use of the data is needed which will require the consent of all parties involved. The researcher will also comply with all the data protection agreement

with the target organisation. All the data retrieved from the survey will be used only by the consent of all parties involved and for the duration of the study. Your name will not be used in any report or publication.

Voluntary participation and right to withdraw from the study:

The survey is completely voluntary. There will be no consequences for your decision whether or not you participate in this study and if you decide to participate, you still have the right to withdraw from the study at any time without consequence or penalty.

Should you elect to discontinue participation after the submission of the questionnaire, any complete or incomplete information already collected will still be used in the study since there will be no personal details in the questionnaire, the researcher will not be able to identify which questionnaire belong to which participant. Retrieving your data after submission is nonviable due to the anonymity and non-traceable design of the questionnaire.

Whom to contact if you have questions about the study:

If you have any further questions, suggestions or issues related to this study, please contact:

Name: Suhendro Oktosatrio
Email: 1404450@student.uwtsd.ac.uk
Phone: +6281220361999, +447778446925

Agreement:

If you wish to participate in this study, please sign the form below. A signature will indicate agreement to participate in the survey and consent of the use of the questionnaire in the study.

Participant's Name: (Print) _____

Signature _____ (Date) _____

Survey Questionnaire:

This survey is designed to measure public service motivation, work-life balance and job satisfaction among the employees. The questionnaire is anonymous and non-traceable. The survey will not ask any personal or sensitive information.

This survey consists of 4 sections and will take approximately 20 minutes to complete. There is no right or wrong answer. All answers are highly depending on your personal judgment. Your answer will have absolutely no impact on your professional career or personal life. This survey is not an assessment by any means.

Section A background and demographic.

In section A, please tick your answer in the box.

Gender: *(Please tick appropriate gender)*

Male	
Female	

Age: *(Please tick appropriate age bracket)*

< 15		25-29		40-44		55-59	
15-19		30-34		45-49		60-64	
20-24		35-39		50-54		> 64	

Nationality: *(Please write your nationality)*

Rank/classification: *(Please tick appropriate rank/classification)*

Class 1	
Class 2	
Class 3	
Class 4	

Qualification: *(Please tick appropriate qualification)*

Elementary school		Bachelors	
Junior high school		Masters	
Senior high school		Doctorate	

Employment status: *(Please tick appropriate gender)*

Part-time/temporary/contract	
Full-time/permanent	

Number of years or service *(Please tick appropriate year experience bracket)*

Less than 1 year		9-12 years	
1-2 years		13-15 years	
3-5 years		More than 16 years	
6-8 years			

Monthly income in rupiah (*Please tick appropriate income*)

<1 million rupiah		4 - 6 million rupiah	
1 - 2 million rupiah		6 - 8 million rupiah	
2 - 4 million rupiah		> 8 million	

Marital status (*Please tick appropriate status*)

Single	
Married	
Widowed	
Divorced	
Other (Please specify)	

Do you have any children (biological, step, foster, or adopted children)?

(*Please tick appropriate status*)

Yes	
No	

Section B public service motivation.

In section B please read the statement and choose your level of agreement or disagreement. Tick your answer in the box.

Abbreviation:

SD	**Strongly Disagree**
D	**Disagree**
N	**Neither**
A	**Agree**
SA	**Strongly Agree**

Example:

No	Statement	Answer
1.	I consider public service my civic duty.	SD D N A SA ☑ (Agree)

No	Statement	Answer
1.	I am interested in making public programmes that are beneficial for my country or the community I belong to.	SD D N A SA

2.	Sharing my views on public policies with others is attractive to me.	SD	D	N	A	SA
3.	Seeing people get benefits from the public programme I have been deeply involved in brings me a great deal of satisfaction.	SD	D	N	A	SA
4.	I consider public service my civic duty.	SD	D	N	A	SA
5.	Meaningful public service is very important to me.	SD	D	N	A	SA
6.	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.	SD	D	N	A	SA
7.	It is difficult for me to contain my feelings when I see people in distress.	SD	D	N	A	SA
8.	I am often reminded by daily events how dependent we are on one another.	SD	D	N	A	SA
9.	I feel sympathetic to the plight of the underprivileged.	SD	D	N	A	SA
10.	Making a difference in society means more to me than personal achievements.	SD	D	N	A	SA
11.	I am prepared to make enormous sacrifices for the good of society.	SD	D	N	A	SA
12.	I believe in putting duty before self.	SD	D	N	A	SA

13.	Aside from salary, what motivates you the most at work?	
14.	Do you have any suggestions or comments to improve your motivation at work?	

Section C work-life balance.

Section C consists of two parts. In this section, family is regarded in a wider context. If you are **married, family** is your **nuclear family (the parents and their children).** If you are **single, family** is your **personal life, parents, brother or sister**.

Part 1.

This part is asking you about how your work impacts your family (personal) life. Tick your answer in the box.

No	Statement	Answer
15.	My work keeps me from my family activities more than I would like.	SD D N A SA
16.	My involvement in my work helps me to acquire skills and this helps me to be a better family member	SD D N A SA
17.	The time I must devote to my job keeps me from participating equally in household responsibilities and activities.	SD D N A SA
18.	My involvement in my work helps me to understand different viewpoints and this helps me to be a better family member	SD D N A SA
19.	When I get home from work I am often too frazzled to participate in family activities / responsibilities.	SD D N A SA
20.	My involvement in my work makes me cheerful and this helps me to be a better family member	SD D N A SA
21.	Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.	SD D N A SA
22.	My involvement in my work makes me feel happy and this helps me to be a better family member	SD D N A SA

Part 2.

This part is asking you how your family (personal) life impacts your work life. Tick your answer in the box.

No	Question	Answer
23.	The time I spend on family responsibilities often interfere with my work responsibilities.	SD D N A SA
24.	My involvement in my family helps me to acquire skills and this helps me to be a better worker	SD D N A SA

25.	Due to stress at home, I am often preoccupied with family matters at work.	SD	D	N	A	SA
26.	My involvement in my family helps me to expand my knowledge of new things and this helps me to be a better worker	SD	D	N	A	SA
27.	Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.	SD	D	N	A	SA
28.	My involvement in my family makes me cheerful and this helps me to be a better worker	SD	D	N	A	SA
29.	The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.	SD	D	N	A	SA
30.	My involvement in my family makes me feel happy and this helps me to be a better worker	SD	D	N	A	SA

31.	Do you have any suggestions to improve your work-life balance in the future?	
32.	What do you think of your current work-life balance?	

Section D job satisfaction.

This is the last section of the questionnaire. Please continue the main statement with the rest of the statement and tick your answer in the box.

Abbreviation:

VD	Very Dissatisfied
D	Dissatisfied
N	Neither
S	Satisfied
VS	Very Satisfied

No	Statement	Answer				
	On my present job, this is how I feel about …………	VD	D	N	S	SS
33.	Being able to keep busy all the time.	VD	D	N	S	SS
34.	The chance to work alone on the job.	VD	D	N	S	SS
35.	The chance to do different things from time to time.	VD	D	N	S	SS
36.	The chance to be "somebody" in the community.	VD	D	N	S	SS
37.	The way my boss handles his/her workers.	VD	D	N	S	SS
38.	The competence of my supervisor in making decisions.	VD	D	N	S	SS
39.	Being able to do things that don't go against my conscience	VD	D	N	S	SS

40.	The way my job provides for steady employment.	VD	D	N	S	SS
41.	The chance to do things for other people.	VD	D	N	S	SS
42.	The chance to tell people what to do.	VD	D	N	S	SS
43.	The chance to do something that makes use of my abilities.	VD	D	N	S	SS
44.	The way company policies are put into practice.	VD	D	N	S	SS
45.	My pay and the amount of work I do.	VD	D	N	S	SS
46.	The chances for advancement on this job.	VD	D	N	S	SS
47.	The freedom to use my own judgment.	VD	D	N	S	SS
48.	The chance to try my own methods of doing the job.	VD	D	N	S	SS
49.	The working conditions.	VD	D	N	S	SS
50.	The way my co-workers get along with each other.	VD	D	N	S	SS
51.	The praise I get for doing a good job.	VD	D	N	S	SS
52.	The feeling of accomplishment I get from the job.	VD	D	N	S	SS

53.	Do you have any suggestions or comments regarding your job satisfaction that you wish to add?	

Please make any other **comments on this study** in the box below.

If you have any further questions or suggestions, please contact me:

Suhendro Oktosatrio

Email: 1404450@student.uwtsd.ac.uk

Phone: +62 8122 036 1999

+44 777 844 6925

This is the end of the questionnaire.

Please return this questionnaire to your personnel office.

Report from this survey can be provided after the completion of the study by contacting 1404450@student.uwtsd.ac.uk requesting for a copy of the report.

Thank you very much for your participation.

Appendix 5: Survey Questionnaire (in Indonesia)

Yth. Responden.

Sebelumnya kami mengucapkan terima kasih atas partisipasinya. Dengan mengisi survei ini berarti Anda menyatakan kesediaannya untuk berpartisipasi dalam survei. Survei ini adalah bagian dari penelitian yang kami lakukan dalam rangka pendidikan S3 kami dan sebagai salah satu upaya meningkatkan kesejahteraan anggota yang pada akhirnya akan meningkatkan kinerja organisasi.

Survei ini terdiri dari 4 bagian dan hanya memerlukan waktu sekitar **20 menit** untuk menyelesaikannya. Hasil survei ini sama sekali tidak akan berpengaruh terhadap pekerjaan atau karier Anda. Survei ini juga **bukan penilaian** terhadap Anda. Tidak ada jawaban yang salah atau yang benar. Semua jawaban tergantung dari pendapat pribadi Anda. Oleh karena itu jawablah semua pernyataan sesuai dengan **apa yang benar-benar Anda rasakan.**

Dalam survei ini Anda **tidak perlu mencantumkan identitas Anda**, sehingga Anda **bebas menjawab** semua pertanyaan sesuai dengan apa yang Anda rasakan. Namun mohon agar menjawab semua pertanyaan dengan sungguh-sungguh, karena survei ini dapat memberikan kontribusi yang sangat berarti dalam rangka meningkatkan kesejahteraan anggota dan kinerja satuan.

Hormat kami,

Suhendro Oktosatrio
Mayor Arm. Nrp. 11990050651076

A. Latar belakang dan Demografi.
Berilah tanda checklist (√) pada salah satu kotak yang ada sesuai dengan kondisi Anda.

Jenis kelamin:

Pria	
Wanita	

Umur:

< 15		25-29		40-44		55-59	
15-19		30-34		45-49		60-64	
20-24		35-39		50-54		> 64	

Kewarganegaraan:

Indonesia	
Lainya (sebutkan)	

Pangkat/Golongan:

Golongan 1/Tamtama	
Golongan 2/Bintara	
Golongan 3/Pama	
Golongan 4/Pamen	

Pendidikan terakhir:

SD		Diploma	
SMP		S1	
SMA		S2/S3	

Status pekerjaan:

Paruh waktu/kontrak/honorer	
Pegawai negeri tetap	

Masa kerja:

Kurang dari 1 tahun		9-12 tahun	
1-2 tahun		13-15 tahun	
3-5 tahun		Lebih dari 16 tahun	
6-8 tahun			

Pendapatan bersih sebagai pegawai:

<1 juta rupiah		4 - 6 juta rupiah	
1 - 2 juta rupiah		6 - 8 juta rupiah	
2 - 4 juta rupiah		> 8 juta rupiah	

Status perkawinan:

Belum kawin		Bercerai	
Kawin		Lainnya (Jelaskan)	
Duda/janda			

Apakah Anda mempunyai anak, baik anak kandung, tiri, asuh, atau adopsi?

Ya	
Tidak	

B. Motivasi Pelayanan Publik

Di bagian ini, nyatakanlah tanggapan Anda terhadap beberapa pernyataan atau pertanyaan berikut dengan memberi tanda checklist (√) pada salah satu kotak yang telah disediakan.

Keterangan:	STS	Sangat Tidak Setuju
	TS	Tidak Setuju
	RR	Ragu - Ragu
	S	Setuju
	SS	Sangat Setuju

Contoh:

No	Pernyataan	Jawaban
1.	Saya merasa tidak tega bila melihat orang lain menderita.	STS TS RR S☑ SS

No	Pernyataan	Jawaban
1.	Saya tertarik dalam pembuatan program kemasyarakatan yang berguna untuk rakyat dan negara.	STS TS RR S SS
2.	Berbagi pandangan saya tentang kebijakan publik dengan orang lain sangat menarik buat saya.	STS TS RR S SS
3.	Melihat orang lain merasakan manfaat dari suatu kegiatan kemasyarakatan, di mana saya turut terlibat di dalam kegiatan tersebut, memberikan saya kepuasan tersendiri.	STS TS RR S SS
4.	Saya menganggap pengabdian kepada masyarakat sebagai suatu tanggung jawab moral.	STS TS RR S SS
5.	Pelayanan publik yang bermanfaat bagi masyarakat sangat penting untuk saya.	STS TS RR S SS
6.	Saya lebih suka melihat pejabat publik melakukan sesuatu yang terbaik untuk seluruh masyarakat, walaupun hal itu bisa merugikan kepentingan saya.	STS TS RR S SS
7.	Saya sulit menahan perasaan saya bila melihat orang lain dalam kesulitan. .	STS TS RR S SS
8.	Kejadian yang saya alami sehari-hari sering mengingatkan saya bagaimana tergantungnya kita antara satu sama lain.	STS TS RR S SS
9.	Saya merasa bersimpati pada nasib orang-orang yang kurang mampu.	STS TS RR S SS
10.	Bisa memberikan perubahan yang berguna bagi masyarakat lebih berarti buat saya daripada prestasi pribadi.	STS TS RR S SS
11.	Saya siap memberikan pengorbanan yang besar demi kepentingan masyarakat.	STS TS RR S SS
12.	Saya percaya bahwa kepentingan tugas harus diletakan di atas kepentingan pribadi.	STS TS RR S SS

Mohon tuliskan jawaban Anda pada kolom yang telah disediakan.

13.	Selain gaji, apa yang paling memotivasi Anda dalam bekerja?	
14.	Apa saran atau komentar Anda untuk meningkatkan motivasi Anda dalam bekerja?	

C. Keseimbangan antara Kerja dan Keluarga/pribadi.

Bagian ini menanyakan pendapat Anda tentang bagaimana pekerjaan Anda mempengaruhi kehidupan keluarga/pribadi Anda dan sebaliknya.

Bagi yang **telah menikah,** yang dimaksud **KELUARGA** adalah **suami/istri dan anak**. Sedangkan bagi yang **belum menikah,** yang dimaksud **KELUARGA** adalah **ayah, ibu, kakak, adik atau kehidupan pribadi Anda.**

Bagian 1.

Bagian ini menanyakan bagaimana pekerjaan Anda mempengaruhi kehidupan keluarga/pribadi Anda. Berilah tanda checklist (√) pada salah satu kotak yang ada sesuai dengan pendapat Anda.

Keterangan:

STS	Sangat Tidak Setuju
TS	Tidak Setuju
RR	Ragu - Ragu
S	Setuju
SS	Sangat Setuju

No	Pernyataan	Jawaban
15.	Pekerjaan saya sering menyita waktu saya bersama keluarga/pribadi lebih dari yang saya inginkan.	STS TS RR S SS
16.	Keterlibatan saya dalam pekerjaan memberikan saya banyak keterampilan yang bermanfaat, sehingga saya bisa menjadi orang yang lebih baik bagi keluarga saya.	STS TS RR S SS
17.	Waktu yang saya habiskan untuk bekerja membuat saya tidak bisa menyeimbangkan kewajiban saya dalam pekerjaan dengan kewajiban saya dalam keluarga.	STS TS RR S SS
18.	Keterlibatan saya dalam pekerjaan memberikan saya wawasan yang luas, sehingga saya bisa menjadi orang yang lebih baik bagi keluarga saya.	STS TS RR S SS
19.	Saat pulang ke rumah dari bekerja, saya sering sudah terlalu lelah untuk melakukan kegiatan atau keperluan keluarga/pribadi lainnya.	STS TS RR S SS
20.	Keterlibatan saya dalam pekerjaan membuat saya ceria, sehingga saya bisa menjadi anggota keluarga yang lebih baik.	STS TS RR S SS
21.	Karena tekanan dalam pekerjaan, terkadang saat saya sampai di rumah pikiran saya sudah terlalu lelah untuk melakukan kegiatan lain yang saya sukai.	STS TS RR S SS

No	Pernyataan	Jawaban
22.	Keterlibatan saya dalam pekerjaan membuat saya bahagia, sehingga saya bisa menjadi anggota keluarga yang lebih baik.	STS TS RR S SS

Bagian 2.

Bagian ini menanyakan bagaimana kehidupan keluarga/pribadi Anda mempengaruhi pekerjaan Anda. Berilah tanda checklist (√) pada salah satu kotak yang ada sesuai dengan pendapat Anda.

Keterangan:

STS	Sangat Tidak Setuju
TS	Tidak Setuju
RR	Ragu - Ragu
S	Setuju
SS	Sangat Setuju

No	Pernyataan	Jawaban
23.	Waktu yang saya gunakan untuk urusan pribadi/keluarga sering mengganggu tanggung jawab saya dalam bekerja.	STS TS RR S SS
24.	Keterlibatan saya dalam keluarga memberikan saya banyak keterampilan yang bermanfaat, sehingga membantu saya untuk bisa bekerja lebih baik.	STS TS RR S SS
25.	Karena permasalahan di rumah, saya menjadi lebih banyak mengurusi urusan keluarga/pribadi saya saat saya sedang bekerja.	STS TS RR S SS
26.	Keterlibatan saya dalam keluarga memperluas wawasan saya tentang berbagai hal baru, sehingga membantu saya untuk bisa bekerja lebih baik.	STS TS RR S SS
27.	Karena tanggung jawab keluarga/pribadi sering membuat saya stres, saya jadi sulit berkonsentrasi dalam bekerja.	STS TS RR S SS
28.	Keterlibatan saya dalam keluarga membuat saya ceria, sehingga membantu saya untuk bisa bekerja lebih baik.	STS TS RR S SS
29.	Sering ada kegiatan di tempat saya bekerja yang bisa membantu karier saya, tapi saya sering tidak bisa hadir karena terhalang kegiatan saya bersama keluarga/pribadi.	STS TS RR S SS
30.	Keterlibatan saya dalam keluarga membuat saya merasa bahagia, sehingga membantu saya untuk bisa bekerja lebih baik.	STS TS RR S SS

Mohon tuliskan jawaban Anda pada kolom yang telah disediakan.

31.	Apa saran Anda agar antara pekerjaan dan kehidupan pribadi/keluarga bisa lebih harmonis?	
32.	Apa pendapat Anda tentang keseimbangan antara pekerjaan dan kehidupan keluarga/pribadi Anda saat ini?	

D. Kepuasan Kerja.

Ini adalah bagian terakhir dari survei tentang kepuasan Anda dalam bekerja. Berilah tanda checklist (√) pada salah satu kotak yang ada sesuai dengan pendapat Anda.

Keterangan:

STP	Sangat Tidak Puas
TP	Tidak Puas
N	Netral
P	Puas
SP	Sangat Puas

No	Pernyataan	Jawaban
	Dalam pekerjaan saat ini, ini yang saya rasakan tentang	
33.	Kesempatan untuk menggunakan kemampuan yang dimiliki dalam menyelesaikan pekerjaan.	STP TP N P SP
34.	Pencapaian prestasi yang didapatkan dari pekerjaan.	STP TP N P SP
35.	Kesibukan dari kegiatan kerja yang dilakukan sehari-hari.	STP TP N P SP
36.	Kesempatan untuk mendapatkan keahlian dan keterampilan yang lebih baik.	STP TP N P SP
37.	Kesempatan menggunakan wewenang yang dimiliki terhadap orang lain (rekan kerja).	STP TP N P SP
38.	Kebijakan (aturan) yang diterapkan.	STP TP N P SP
39.	Antara gaji yang diterima dengan jumlah pekerjaan yang dilakukan	STP TP N P SP
40.	Hubungan dengan sesama rekan kerja.	STP TP N P SP
41.	Kesempatan untuk dapat berkreasi pada pekerjaan yang dilakukan.	STP TP N P SP
42.	Kesempatan untuk mandiri dalam menyelesaikan pekerjaan.	STP TP N P SP
43.	Stabilitas dalam pekerjaan saya.	STP TP N P SP
44.	Kesempatan melakukan sesuatu untuk orang lain.	STP TP N P SP
45.	Kesempatan untuk dapat menjadi "seseorang" di dalam lingkungan kerja.	STP TP N P SP
46.	Kemampuan untuk melakukan hal-hal yang tidak bertentangan dengan hati nurani.	STP TP N P SP
47.	Pujian yang saya dapatkan atas kerja yang saya selesaikan.	STP TP N P SP
48.	Kebebasan untuk menggunakan penilaian sendiri.	STP TP N P SP
49.	Cara atasan menangani keluhan para anggota.	STP TP N P SP
50.	Pengawasan atasan mengenai hal-hal teknis.	STP TP N P SP
51.	Kesempatan dalam melakukan kegiatan lain yang berbeda (selingan), seperti seni dan olah raga.	STP TP N P SP

52.	Kondisi lingkungan kerja, seperti ketersediaan ruangan dan peralatan kerja dari satuan.	STP TP N P SP

Mohon tuliskan jawaban Anda pada kolom yang telah disediakan.

53.	Apakah Anda mempunyai saran atau komentar lain tentang kepuasan Anda dalam bekerja?	

Bagaimana komentar Anda tentang survei ini.

Apabila ada hal yang ingin ditanyakan lebih lanjut silakan menghubungi kami:

Suhendro Oktosatrio

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S E L E S A I

Mohon untuk dikembalikan kepada staff personil

Feedback dari penelitian ini akan disediakan setelah penelitian ini selesai. Silakan menghubungi kami apabila memerlukan salina dari feedback.

Terima kasih banyak atas partisipasinya.

Appendix 6: Demographic and Variable Analyses of the Study

Gender. The Fire and Rescue Department is currently employing 2352 people. The descriptive analysis shows that the sample drawn from the target population has a representative composition. While the target population has a composition of 96.6% male and 3.4% female, the sample has 96.2% male and 3.8% female. Therefore, the sample is capable of representing gender aspect from the actual population. The gender composition of the sample represents the target population, and it helps the generalisation purposes of the study (Lavrakas, 2008).

Age and nationality. The Fire and Rescue Department is mostly populated by young employees, with 81.7% of the respondents are young employee age 15 to 34. Due to the nature of the job, most of the human resources, especially the younger ones, are allocated at the front end of the job. Therefore, to a certain extent, the results of this study may be useful to the majority of the workforce in Indonesia. The nationality of the respondents participated in this study is Indonesian.

Rank and qualification. In terms of rank, the descriptive analysis was aligned with age composition. Class 1 and class 2 compose 64% and 30% of the sample size, respectively. It supports the age composition of the sample and suggests that the majority of the sample is working at the front line of duty. As it was found in the age and rank, the majority of the sample has completed senior high school (84.6% of the sample size). This is due to the tasks of the Fire and Rescue Department, which require most of its employees to be posted as firefighter operators.

Employment status. The descriptive analysis found that three respondents were part-time employees. Due to the results insignificancy, those cases were not dropped, and it made only .7% of the sample size while at the same time, more data is better for statistical analysis. Therefore, the descriptive analysis confirms that the results from the survey data can be associated with employees in permanent employment status.

Service. The sample consists of approximately equal percentage between employees that serve less than eight years (52.7%) and more than eight years (47.3%). This composition enables a fair representation of the younger generation of employees. The data suggests that 76.2% of the respondents have served less than

15 years, which is lower than the midpoint of service range. Therefore, the sample best represents employees that serve from 1 to 15 years, which refers to the younger generation of the employees as well as the young workforce.

Income. The lowest category is "income less than 1 million", which composes 1.4% of the sample. The highest category is "income more than 8 million", which composes 1% of the sample, and 80.1% of the respondents have incomes between 2 – 6 million. Compared to the minimum wage of the province of Jakarta, 80.1% of the respondents have incomes above the minimum wage. According to the Governor of Jakarta regulation number 78 in 2018, the minimum wage of Jakarta is 3.9 million rupiahs per month or approximately 225 pounds (2019 exchange rate). Therefore, it can be said that financial factor should not be a major issue in the sample as the majority of the respondents in the sample have incomes approximately at the minimum wage.

Marital status and children. The results show that there is an approximately equal representation between single and married, numbering at 184 single (43.7%) and 207 married respondents (49.2%). Whereas the rest of the respondents, which comprise 7.1% of the sample size, are widowed (3 respondents), divorced (1 respondent), and other (26 respondents). Therefore, it is safe to conclude that the marital status other than single and married will not significantly impact the interpretation of the findings, and marital status of single and married are equally represented by the sample. The equal sample sizes were also detected from the children standpoint, whether the respondent has children or not. Moreover, independent statistical analysis found that there were no significant differences in the level of WLB, PSM and job satisfaction between single and married as well as children and no children.

Public service motivation. The prevalence of PSM in the context of the public sector in Indonesia is corroborated by the studies of Yanti (2012), Syamsir (2014) and Komalasari et al. (2009). The prevalence of four dimensions of PSM was also shown in the descriptive analysis of PSM. The dimension of self-sacrifice was the highest among them. This finding is congruent with the character of the job as a firefighter.

Work-life balance. The average WLB score of 0.85 suggests that the score is positive but only slightly above zero. This also means that overall, the quality of WLB

is positive but rather in a very small margin. Thus, the enhancement from the interaction between work and nonwork lives is just about right to counterbalance the conflict. The small difference between the enhancement and conflict scores may also indicate that the balance is unstable. The positive value of WLB score could easily turn into negative if there is a slight fluctuation in the enhancement or conflict scores. Later findings suggest that most of the employees working in the Fire and Rescue Department of Jakarta fall in the category of active balance which is in line with the mean score of WLB showed in the descriptive analysis.

Work-life enhancement. The descriptive analysis shows that the mean score of the development dimension is 3.88, which is above the middle score of the response scale (3 = not sure). The mean score above 3 suggests that the employees of the Fire and Rescue Department perceive their jobs in a very positive way that their jobs or their involvement and participation at work have brought them positive impacts and made them better family members. Similar findings were found in the affect dimension of work-life enhancement. However, the results show that the dimension of work-life enhancement associated with affect has slightly more positive impacts on employees working in the Fire and Rescue Department.

Work-life conflict. The results indicate that the mean score of work-life conflict is 3.05, which is only slightly above the middle point of the scale (3 = not sure). Work-life conflict contains two distinct dimensions, namely time-based conflict and strain-based conflict, both scoring 3.08 and 3.02, respectively. It shows that the employees of the Fire and Rescue Department in Jakarta are experiencing time-based conflict rather higher than strain-based conflict.

Job satisfaction. The mean score of general job satisfaction in the Fire and Rescue Department of Jakarta is 3.59. According to the percentile score analysis of job satisfaction as suggested by the MSQ manual, a percentile score of 75 (3.9) or higher would indicate a high degree of job satisfaction, a percentile score of 25 (3.3) or lower would be considered as a low level of job satisfaction and the score in the middle of percentiles would indicate average satisfaction. Hence, the job satisfaction of employee working in the Fire and Rescue Department of Jakarta is overall in the level of average or medium job satisfaction.

Intrinsic and extrinsic job satisfaction. Further analysis of percentile scores of intrinsic job satisfaction and extrinsic job satisfaction showed similar results. Both intrinsic and extrinsic job satisfaction of the employees are at the medium level. However, the mean score of intrinsic job satisfaction is 3.6, and the mean score of extrinsic job satisfaction is 3.5. Thus, on average, the level of intrinsic job satisfaction is higher than the extrinsic job satisfaction for the employees of the Fire and Rescue Department in Jakarta.

The results of the comparison of the mean scores between intrinsic job satisfaction and extrinsic job satisfaction indicate that the line of work in the Fire and Rescue Department can provide more intrinsic reinforcement factors or intrinsic rewards for the employees. In other words, what they do as firefighters has given them more satisfaction than other factors extrinsic to the job itself.