BRITISH ACADEMY OF MANAGEMENT

BAM CONFERENCE

3RD-5TH SEPTEMBER
ASTON UNIVERSITY BIRMINGHAM UNITED KINGDOM

This paper is from the BAM2019 Conference Proceedings

A Literature Review of Work-life Balance in the Public Sector

Suhendro Oktosatrio

Business and Management, University of Wales Trinity Saint David, London, UK

Email: 1404450@student.uwtsd.ac.uk,

Jonathan Liu

Business and Management, Regent's University, London, UK

Email: Jonathan.liu@btinternet.com

Abstract

The transferability of business-like practices in the public sector has been discussed in many studies. The differences between the public sector and the private sector have become one of the major concerns to implement more business-like management practices in the public sector successfully. Performance-related pay is one of the business-like practices that has been widely implemented in the public sector as well as most criticised. However, there are also other practices that were first developed and have been successfully implemented in the context of the private sector that can be adopted in the public sector. This study offers a literature review and a theoretical framework of adopting work-life balance as a concept that was first developed in the context of the private sector to improve the performance of the public sector through job satisfaction. This research also aims to identify policies related to work-life balance concept in the local government of Jakarta.

Introduction

Work-life balance is a concept that is considered by many works of literature to be successful in the private sector and currently being implemented in the public sector. The business sector has been using this strategy to enhance job satisfaction. Big companies such as Google have internalised the concept of work-life balance as one of the company's values. Google has revolutionised the conventional concept of the working environment and continues doing so. They creatively designed their offices and work structures to be more employee friendly. This employee-friendly concept does not only improve productivity through job satisfaction but also attracts talented individuals to work with them, which eventually will increase their competitiveness. Google has successfully implemented the concept of work-life balance into their strategy. The concept of work-life balance was not only adapted successfully by Google but also studied continuously. The most recent one is the gDNA study.

The gDNA is a longitudinal survey that collects information from over 4000 Googlers (Bock, 2014). The gDNA is the first long term study ever conducted by Google. It was inspired by the Framingham Heart Study and planned for the next 100 years. The gDNA aims to better understand the interaction in work environments, how work impacts happiness, and how happiness impacts work. The first rounds of the study immediately realised that there is no such thing as a perfect work-life balance. The study has found that there two types of people in terms of how they interact with the concept of work-life. Those types of people are labelled as segmentors and integrators. Segemetors are those who can psychologically separate their work lives, and nonwork lives and integrators are those who have difficulties to tell when work life ends, and nonwork life begins. This ongoing study of gDNA is evident that Google takes the work-life matter seriously, and work-life balance is a concept that Google believes to be a smart decision today that can have profound impacts tomorrow.

Google is not the only company that supports the notion of work-family balance concept. Studies also suggest that work-life balance has positive impacts on various work-related outcomes other than job satisfaction. However, in the public sector, implementing business-like practice has never been easy. Some business-like practices, such as performance-related pay, by many critics, sought to impact the public sector negatively. One question arises immediately; how can successful

practices in the private sector, such as work-life balance be implemented in the private sector and yield similarly positive results? To better answer that question, first, we need to understand and acknowledge the differences between the two sectors and the concept of work-life balance.

Problem Statement

Studies and empirical evidence advocate 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). While Frederickson (1997) argues that principles and practices from the private sector are not always successfully applied in the public sector, and ethical motives and behaviours should be the main themes of the public administration. Introducing practices and principles in the private sector into the public sector was a strategy known as the New Public Management. 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). Implementing such a strategy that was driven by the private sector proved to be not as successful as it was expected (Dilulio, 1994; Frederickson and Hart, 2008; Gao, 2015).

The application of private management practices requires careful consideration when transferring the practices across sectors. Practices that are successful in the context of the private sector can be transferred to the public sector with serious but cautions considerations (Boyne, 2002). This creates challenges for scholars and practitioners to take advantage from the private sector practices and successfully implement them in the public sector in regard to the fact that the public sector is not run in the same manner as the private sector. Work-life balance is one of the practices that were rooted and developed from the private sector environment. The positive impacts of work-life balance on job satisfaction and performance have been discussed in many studies. This study aims to look at work-life balance closer from its root, development, trends and drivers and proposed a theory of how work-life balance is important to and can benefit the public sector.

Methodology

In order to understand the review topic, a systematic review was conducted on the existing studies of work-life balance, benefit and cost of work-life balance, trends and drives of work-life balance, the impact of work-life balance, the benefit of work-life balance for employers and employees, the critics of work-life balance and public versus private sector. The literature review applied the archival method recommended by Tranfield et al. (2003) because this method can establish a reliable knowledge base in the topics needed for this study. The process includes categorising the literature gathered from the sources into topics related and needed for the study, analysing and reporting the finding of the review. The literature of this study is mostly selected from sources such as ProQuest, Sage and Emerald, and other sources were used to gather the knowledge needed for this study. The selection of the literature is also based on the importance and the relevance of the information for this study as well as the number of citations. The selection of the literature is not limited by the date of the publications.

Public Sector Versus Private Sector

Studies suggest that the public sector is different from the private sector (Burgess and Ratto, 2003; Dixit, 2002; Weber, 2015; Bosman. 2009, Boyne et al., 1999, Berman et al., 1994; Nutt, 200; Shortell et al., 1990). Studies in the area of public administration suggest that in terms of ownership, funding, authority, stakeholders, managerial, organisational objective, organisational structure and organisational culture, the public sector has the distinctive features that separate it from the private sector (Rainey, 2009). Organisations in the public sector are not designed to maximise profit or to make sales. They are designed specifically to deliver public services. The public sector is also known to be labour intensive in order to perform in providing services to the public. The services, provided by the public sector, are critical. The public sector services affect people from birth and throughout their lives, from the hospital, schooling, transportation, security, social housing and eventually death. Therefore, the performance of the public sector significantly influences the quality of the health and wellbeing of a nation.

The public sector is different from the private sector in many ways (Barton 1980; Dahl and Lindblom 1953; Dixit 1997; Downs 1967; Rainey and Bozeman, 2000). Bureaucracy and its consequences are two distinctive features in the public sector that set it apart from the private sector (Dixit, 2002). Bureaucracy is established to maintain stability in the organisation. However, bureaucracy has diminished creativity, which enables organisations to adapt to emerging challenges and dynamic environment (Bosman, 2009). The public sector is notorious for its reluctance to adapt because of the organisational style adopted from the management theory of bureaucracy (Bosman, 2009; Dixit, 2002; Goodsell, 1994; OECD, 2017). This theory was first introduced by Max Weber (1864-1920). The main idea of bureaucracy is an organisation should be impersonal, strong and rigid in structure to be able to produce a consistent output through fix power and administration chain (Weber, 2015). His study also suggests that in order to produce consistent outputs such as a stable administration and power, the public sector needs to develop a strong, impersonal and rigid structure.

The public sector must operate under the condition of fairness and equality without allowing personal judgment to have interference with professional roles or decisions (Haralambos et al., 2004). Therefore, it can be argued that in order to produce the condition of fairness and equality as well as stable outcomes, the public sector structures its organisation in a very rigid way and it costs the public sector its reluctance to change and adapt to the rapidly changing environment. This rigidity has made public sector unable to react in the same way as the private sector. According to Dixit (2002), the second feature of the public sector is the consequence of the first feature. In order to achieve a successful bureaucracy, each agency or bureaucrat has its own internal agenda and objectives which are not necessarily aligned to each other (Dixit, 2002).

Therefore, strategies to improve job performance in the public sector should also be different from private sectors. Incentive strategy such as performance-related pay is an example of how business-like practices can yield different impact on the public sector. This strategy is argued not to work as effectively as in the private sector (Pearce and Perry, 1983; Gaertner and Gaertner, 1985; Moynihan, 2008; Paarlberg, Perry and Hondeghem, 2008). It is argued because the public sector has a different characteristic from its counterpart the private sector (Bosman, 2009; Burges and

Ratto, 2003; Haralambos et al., 2004; Weber, 2015). These studies also suggest that because of those characteristics, improving the performance in the public sector seems to be even more difficult than in the private sector. The performance measurement in the public sector is more difficult than in the private sector (Mimba, van Helden, and Tillema, 2007). This is due to the demand for, and supply of performance in the public sector are different from the private sector (Brignall and Modell, 2000; Cavalluzzo and Ittner, 2004; Rainey et al., 1976). The fact that worsens this condition is that there are only limited studies on the public sector compared to its counterpart, the private sector. Somehow, in many aspects, the public sector tends to rely on studies and evidence from the private sector (Ongaro and Van Thiel, 2017).

Despite its difficulty to change, efforts to do so must not be left out. Consistency, commitment and determination are factors so powerful that eventually, can change the public sector, no matter how reluctant it is. It will take some time, but it will change it. This notion is complemented by Osborne (2007). He argues that a strategy that can ignite chain reaction, a domino effect in the organisations or systems is the most critical thing to reinvent or change the public sector successfully. However, strategy alone is not enough to reinvent public sector. The implementation is also vital. The capability to correctly identify factors that can have a potential risk to hurt the strategy must be adequately addressed and solved before the application (Boyne, 2002). The implementation must encourage people to willingly change their behaviours to embrace changes in the organisational context which will lead to many new and different things such as new roles and responsibilities (Beer, Eisenstat and Spector, 1990). Hence, it is difficult but not impossible.

The Development of Work-life Balance

To be able to gain a comprehensive understanding of the concept of work-life balance, it is always critical to trace its roots where it all first started. Work-life balance was a concept that was first rooted from two main events, and they were both derived from the context of management in the private sector (Harrington, 2007). 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 (Harrington, 2007). The first event evolved companies to focus more on working mother and the need for childcare. The second event was triggered by the finding of relationships between employees' stress, depression and illness, and decreased productivity (ibid). There are a large number of studies that have confirmed employee stress at workplace affecting productivity, working efficiency and organisational commitment (Haque, Aston and Kozlovski, 2018; Imran, Haque and Rębilas, 2018; Faizan, Nair and Haque, 2018; Haque and Aston, 2016; Haque, Aston and Kozlovski, 2016; Haque and Yamoah, 2014). These events triggered researchers to conduct a further investigation about the relationship between work and family. Many publications regarding work and family were made during the time. In the 1980s, companies were getting more involved in implementing work and family concepts in their organisations. Organisations such as Catalyst, Inc., Work/Family Directions and Family and work Institute were funded and founded by companies like Exxon and IBM (ibid). This was the time when organisations started to pay attention to human behaviour affecting productivity in term of balancing work and life of the employees.

However, Redmond, Valiulis and Drew (2006) stated in their book that the notion was not new and was already recognised but in many different terms. The terms are referred to policies that endeavour to provide more opportunities to balance work and home responsibilities (ibid). The policies are not only for family workers, but they apply to all workers to have opportunities to balance their work and their life (ibid). According to Redmond et al. (2006), the arrangement of the work-life balance concept is also known as FFWA (Family-Friendly Work Arrangements), AWA (Alternative Work Arrangements), zero hours contract (the amount of time is not specified in the contract for workers to flex their own time), E-working (workers can do their works from any location they want), teleworking (it allows workers to work remotely even in at home,

It also refers to E-working), term-time working (this concept is allowing parents to work only during school term with all school holidays off).

According to Parakati (2010), the work-life balance went way back in the early 19th century. In the early 1800s, the US government produced measures that limited the hours up to 10 working hours a day in some government employees. Several states in the late 1800s and early 1900s issued a labour limitation for women (Parakati, 2010). In 1920, the limitation of total working hours allowed was being introduced, and in the 1930s The Fair Labour Standards Act of 1938 regulated the 40-hour workweek (ibid). The wave of work live balance continued to ripple with the Pregnancy Discrimination Act of 1978. Those events were the reviving factors of how work-life balance had become increasingly important, not only for the employees but also for the employers, which in further investigations were significantly revealed (ibid).

Despite how the concept of work-life balance was initially introduced and known in many different terms, a clear definition needs to be made in this research to avoid being off the grid. According to Greenhaus, Collins and Shaw (2003), work-life balance is satisfaction with work role and family role while both are well functioning and engaged in where role conflict is minimum. Whereas, work-life balance 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 work-life balance definition in his study as the method to address issues related to work and non-work lives faced by employees.

The Advantages and Disadvantages of Work-life Balance Policies

Work-life balance, job satisfaction and job performance

The advantages and disadvantages of work-life balance policies have been discussed in various studies (Lewis, 2010; Kofodimos, 1993; Lewis and Copper, 1995; Greenhaus, Collins and Shaw, 2003; Spinks, 2004; Bird, 2006; Corporate Voices for Working Families, 2011). Smeaton, Ray and Knight (2014) in their works for the Department for Business Innovation and Skills propose that work-life balance policies have positive impacts on cost reduction. A similar explanation is also suggested by Shepard et al. (1996) that with flexible work hours is positively correlated with productivity and retention.

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 results of this survey suggest work-life balance as the most aspect that tied to their satisfaction aside from the salary. Eagle Hill Consulting Firm (2014) revealed that poor work-life balance was the number one driving factor to leave the company. The survey suggests that work-life balance is playing a significant role in how employees feel about their job.

Work-life balance can benefit both employees and employers (Lazar, Osoian and Ratiu, 2010). Their study suggests that potential outcomes of work-life balance for employees are increased job satisfaction, a greater sense of job security, enhanced control over work-life balance environment, reduce job stress levels and better physical and mental health. Whereas, employers gain benefits from the work-life balance in terms of reduced absenteeism and lateness, improved productivity, enhanced organisational image, employee loyalty and commitment, increase retention of valuable employee and reduce turnover rates.

Work-life balance also remains to be one of the primary drivers related to improving job performance through job satisfaction (Bird, 2006; Lockwood, 2003). This notion based on the theory that happy workers tend to be more productive (Zelenski et al., 2008; Lyubomirsky et al., 2005; Pfeffer, 2018). According to Oswald, Proto and Sgroi (2014), happiness contributed very significantly to productivity. On the other hand, increasing stress at work can a have a negative impact on how employees can balance

their work life and nonwork life, as well as their satisfaction to their job and their commitment to the organisation (Kossek, 2005; Bragger et al., 2005; Anderson et al., 2002).

When the employees are happy, the productivity increases by up to 12% and less happy employees can decrease productivity by up to 10% (Oswald et al., 2014). Further findings have made work-life balance as one of the critical factors that affects organisation overall performance (Kalliath & Brough, 2008; Mañas & Garrido, 2007; Bloom et al., 2011; Osoian et al., 2009). According to Scholarios and Mark (2006) in order for an organisation to be successful, work-life balance plays a significant factor affecting high technical professional commitment and loyalty. In the public sector organisations, work-life balance has a significant impact on performance and productivity (Sakthivel and Kamalanabhan, 2011; Sakthivel and Jayakrishnan, 2012).

Blurring boundaries

Work-life balance as a policy is argued by Lewis (2010) to have not only advantages but also disadvantages. Lewis (2010) suggests that flexibility in term of split-shift has disadvantages. His study suggests flexibility is felt to blur employees' work-life and personal life, showed by the increasing number of work and personal responsibility conflicts. The boundaries between work and non-work-life are also discussed by Kanter (1977), Lockwood (2003), Nieto (2003) and Schor (1991). Lewis (2010) also found a contradictory fact about work-life balance initiatives. Work-life balance initiatives are supposed to reduce the number of work hours to provide more time for personal life-related activities, but the finding shows 34% of participants experiences overtime on a regular basis. Another disadvantage found by the work of Lewis (2010) is that flexibility might eventually sacrifice personal time by the increasing conflicts between work and personal schedule due to the scheduling difficulties.

The Drivers of Work-life Balance

The field of work-life balance continues to drag attention from scholars and business practitioners all over the world and the implementation of work-life balance in organisational setting has reached to a level where it is considered to be the way it is supposed to be (Kersley et al., 2005; US Bureau of Labor, 2007). Harrington (2007) proposed that the momentum of work-life balance was also due to the driving factors such as the increase of woman in professional roles, media attention, corporate image and reputation, demand and feedback from employees and consortium.

The increasing number of women entering the workforce created new challenges for companies is considered by Harrington (2007) to be one of the most significant catalysts of work-life balance development. Harrington (2007) argues that women are beginning to show their competency as professional managers and other strategic position in organisations, and this creates the need to attract more talented women into organisations. The growing need for career women to do professional jobs brings consequences for companies to insert new policies. Policies that will accommodate several concepts of opening more opportunities for the woman to keep pursuing their career while still maintaining their duties as parents (Harrington, 2007).

Study of Harrington (2007) also places media attention has one of the prominent endorsers for work-life balance introduction. The success story of career women is resounding how women can balance their desire to have a successful career as professionals as well as parents for their children. Harrington (2007) argues the euphoria of successful mothers has jumped started the popularity of work-life balance. Harrington (2007) also suggests that work-life balance is immediately seen as an opportunity to create competitive advantage in the "war for talent", promote work-life balance as their companies' values and gain a reputation by imposing work-life balance. Therefore, it opens an extensive source for talented female professionals to enter the male-dominated workforce. The last driving force of work-life balance suggested by Harrington (2007) is a consortium. Consortium is perceived as collaborative efforts on the work-life balance among managers to help them to find similar interest and concerns, to learn more from each other and share information (Harrington, 2007).

Emerging Trends Affecting Work-life Balance

Despite all the drivers that push the field of work-life balance forward, some trends are shaping the advancement of work-life balance. Boston College Center for Work and Family (2007) has conducted a survey among business leaders and developed a comprehensive list of 33 trends that have impacts on organisations and employees. The list was then categorised into five broader categories, namely generational diversity, global challenge, diversity and inclusion, increasing workloads, and technology.

Generational diversity suggests that the ageing workforce created wider and wider generation gap in the organisation and this trend will significantly impact on how work-life balance policies are being implemented because every generation has different needs in terms of their perspectives of work-life balance. Global challenge suggests that cultural differences will also create different work-life balance approach. Diversity and inclusion suggest that diversity in the workforce further requires the inclusion of work-life balance policies in the work environment. Increasing workloads in a more complex and competitive environment have made companies struggle with stress due to long work hours, and work-life balance plays a significant role in reducing stress and burnout due to long work hours (Acas, 2015; Human Solution Report, 2007). The advancement of technology has made works more flexible, employees can work from anywhere and spend more time at places they would rather be such as home, but on the other hand, technology has also virtually moved office environment to home, and this has made office and home boundaries blurred.

The Involvement of Government in Work-life Balance Campaign

The rise of work-life balance was not only embraced by business practitioners and scholars, but it had also caught the attention of governments, especially in the United States and around Europe (Redmond, Valiulis and Drew, 2006). The government started taking the initiative regarding work-life balance more seriously and imposed them in a more formal way by legislation. The manifestation of government involvement can be seen as follows:

- Working mothers are allowed and have the right to have work hours' reduction for 9-12 months after giving birth. Allowing mothers to have more time for breastfeeding (Daven and Moss, 2005). Countries such as Hungary, Italy, Norway and Spain have posted it under formal regulation.

- Parents are given the right to work part-time until their child reaches an age between 6 and 8 (ibid). Austria, Norway, Spain and Sweden are among countries that practice this policy.

- Whereas, according to Redmond, Valiulis and Drew (2006). UK and Italy have put regulation regarding work-life balance into action. The UK, through the Employment Act 2002, has implied that workers are given the right to request flexible working arrangements. The arrangements are including types of a flexible working scheme such as part-time, job sharing, home working, teleworking, shift work, staggered hours, annualised hours, term-time working and compressed hours.

The need for the governments to eventually involve in the enforcement of work-life balance is due to the reluctance of business practitioners to address the issue of employees' need of work-life balance (Human Solution Report, 2007). According to its survey, only 1/3 of employers surveyed really addressed and took real action on employees' need for balancing their work and their life.

In the context of Indonesia, the government is also involved in work-life balance campaign. However, according to the researcher's investigation, work-life balance policies are not explicitly stated (Afrianty, 2013), they are more under the umbrella of overall efforts to improve the wellbeing of the employees. The policies are all related to the concept of work-life balance, but they are all scattered under different laws. In her study (Afrianty, 2013) could not point out one single law from the Indonesian

government that implicitly stated the policies as a work-life initiative. Despite this fact, the research was still able to identify programs and policies in Indonesia that could be interpreted as work-life balance applications from discussion and correspondence with several public sector organisations.

- Flexible leave time for the duration of 14 workdays. Leave can be taken separately or consecutively depends on the need of the employee.

- More casual dress code every Friday and extended lunch break for Friday prayer.

- Providing cafeterias and parks for employees to have their break and interact with colleges as well as a practical fitness corner and a library.

- Maternity leave and special leave for those who have emergencies.

- Discrimination of working time for office and field work as well as shift work.

- Family gatherings and sports among employees in every department.

- Five days a week policy to give more opportunity for the employees to spend time with families or to release work tension.

Challenges in Implementing Work-life Balance Initiatives

Like any other initiatives, some factors will significantly impact the implementation and need to be taken as a consideration prior to the initial implementation. These factors are the critical pillars for work-life balance initiatives to be implemented successfully in the organisation. These factors also need to be addressed and carefully planned to achieve a higher probability of work-life balance successful practices. According to McDonald et al. (2005), there are five factors to be considered by organisations when trying to implement employees' work-life balance. They are managerial support, career consequences, organisational time expectation, genders perceptions and co-worker support. According to their work, understanding and addressing these factors are very critical because these factors contribute significantly to problems that prevent the work-life balance policies from being implemented successfully. The implementation of work-life balance initiatives also depends on the perception of the importance of work-life balance and family supportive supervisor behaviours/FSSB (Afrianty, 2013).

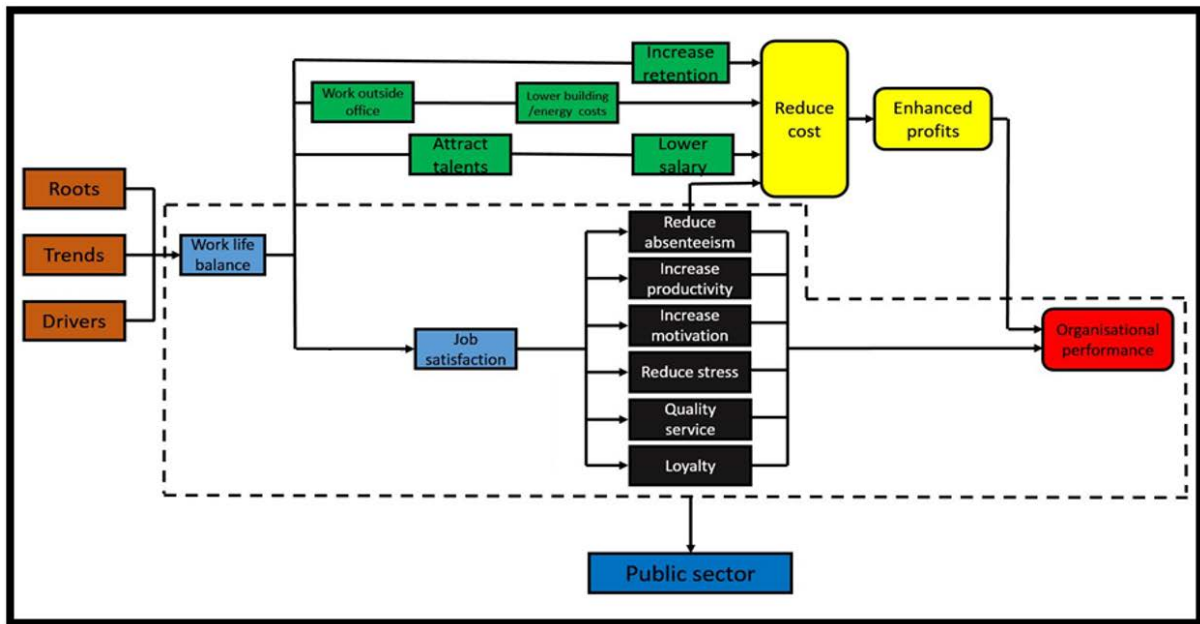## Work-life Balance Concept in the Public Sector

Figure 1. Conceptual framework.

From the literature review of work-life balance in this study, this study suggests that the roots, trends and drivers of work-life balance have made the concept an important factor to be seriously considered in every organisation. This study also proposes that work-life balance can influence organisational performance through job satisfaction and cost reduction. Figure 1 shows how work-life balance impacts organisational performance through two distinct mechanisms. The first mechanism is through cost reduction that is reflected as enhanced profit, which eventually translated into increased organisation performance. The second mechanism is through job satisfaction, which will them translated into positive work-related outcomes such as reduce absenteeism, increase productivity, increase motivation, reduce stress, quality service and loyalty.

The fundamental differences between the private sector and the public sector suggest that not all practices in the private sector can be implemented in the public sector. This study argues that the best approach of implementing work-life balance in the public sector is through the correlation between work-life balance and job satisfaction as described by the dashed box in Figure 1. This is due to the nature of the public sector as a non-profit organisation that does not allow the public sector to take advantage of the work-life balance concept through cost reduction.

Conclusion

With all the information from the literature relevant to the interests of the research, several points can be concluded. Not all practices in the private sector or known as business-life practices can be directly implemented in the public sectors to improve organizational performance due to the characteristics of the public sector. Business-like practice such as performance-related pay is argued not to work as effectively as in the private sector (Pearce and Perry, 1983; Gaertner and Gaertner, 1985; Moynihan, 2008; Paarlberg, Perry and Hondeghem, 2008). This is due to the performance measurement in the public sector is more difficult than in the private sector (Mimba, van Helden, and Tillema, 2007).

Bureaucracy, as one of the characteristics of the public sector, has diminished creativity, which enables organisations to adapt to emerging challenges and dynamic environment (Bosman, 2009). The public sector is notorious for its reluctance to adapt because of the organisational style adopted from the management theory of bureaucracy (Bosman, 2009; Dixit, 2002; Goodsell, 1994; OECD, 2017). Moreover, due to bureaucracy, each agency or bureaucrat has its own internal agenda and objectives which are not necessarily aligned to each other (Dixit, 2002). These characteristics have made the public sector significantly different from the private sector. This study suggests that these differences need to be accounted for when implementing business-like practices in the public sector.

On the other hands, this study argues that work-life balance is more suitable for the public sector to improve organisational performance through job satisfaction. The rationales are as follows. The literature suggests that work-life balance is a non-financial concept that was originated from the private sector to accommodate women joining the workforce. The non-financial aspect of work-life balance provides viability to the public sector that is budget sensitive and not designed for profit maximisation. It also opens opportunities for the public sector to attract a wider pool of talented employees.

Work-life balance has attracted many big and influential organisations as well as scholars because of its impacts on various positive work-related outcomes, including job satisfaction. Google, one of the giant companies, have been internalised the concept of work-life balance as one of the company's values. The most recent study

of work-life balance is called the gDNA study. The gDNA study was conducted by Google had identified two types of people in terms of how they interact with the concept of work-life, namely segmentor and integrator. This suggests that the impacts of work-life balance as a non-financial extrinsic motivation factor have been successfully harvested and empirically proven in the private sector. How people interact with the concept of work-life balance, as suggested by the study of gDNA can be used as a base line on how employees in the public sector would react. If conducted properly, work-life balance can also be beneficial for the public sector.

This study argues that the public sector should implement the work-life balance concept because the drivers and trends surrounding the importance of work-life balance have signified its urgency and inevitability. Increase of woman in professional roles, media attention, corporate image and reputation, demand and feedback from employees and consortium are the drivers of work-life balance identified in this study as suggested by Harrington (2007). Whereas, emerging trends such as generational diversity, global challenge, diversity and inclusion, increasing workloads, and technology push the urgency of work-life balance in every organisation, including the public sector.

Work-life balance should be implemented by the public sector because it benefits both the employers and employees. Lazar, Osoian and Ratiu, (2010) suggest that potential outcomes of work-life balance for employees are increased job satisfaction, a greater sense of job security, enhanced control over work-life balance environment, reduce job stress levels and better physical and mental health. Whereas, employers gain benefits from the work-life balance in terms of reduced absenteeism and lateness, improved productivity, enhanced organisational image, employee loyalty and commitment, increase retention of valuable employee and reduce turnover rates. However, the disadvantage of work-life balance, such as the blurring boundary also needs to be taken into consideration.

The literature review underpins the cost reduction and the job satisfaction approach as two mechanisms that explain how work-life balance impacts organisational performance. This study argues that the best approach to implementing work-life balance to increase organisation performance in the public sector is through the correlation between work-life balance and job satisfaction. This is due to the nature of

the public sector as a non-profit organisation that does not allow the public sector to take advantage of the work-life balance concept through cost reduction. A comprehensive understanding of the urgency and the relevancy of how work-life balance and how the concept can be successfully implemented in the public sector is imperative to improve overall organisational in the public sector. This study also points out the involvement of governments to encourage all organisations to embrace work-life balance by passing laws related to work-life balance policies. Such an effort has also been carried out by the local government of Jakarta as well as the government of Indonesia. However, work-life balance policies in Indonesia are not explicitly stated. They are more under the umbrella of overall efforts to improve the wellbeing of the employees and scattered under different laws.

This study of the literature suggests that the idea of work-life balance that once developed in the context of the private sector is visible to be successfully implemented in the public sector by understanding and acknowledging the differences between the public and the private sector. The concept of work-life balance has many benefits that the public sector should take advantage of. However, the fundamental differences between the private and the public sector need to be addressed accordingly. Learned from the private sector, managerial support, career consequences, organisational time expectation, genders perceptions and co-worker support are factors that might not work the same way in the public sector as they do in the private sector. Understanding the differences between the private sector and the public sector helps managers in the public sector adjust their support, anticipating career consequences, aligning their time expectation, overcoming genders perception and socialising the concept of work-life balance to gain benefit from co-worker support.

The implementation of work-life balance initiatives also depends on the perception of the importance of work-life balance and family supportive supervisor behaviours/FSSB. The capability to correctly identify factors that can have a potential risk to hurt the strategy of work-life balance must be adequately addressed and solved before the application. The implementation must encourage people to willingly change their behaviours to embrace changes in the organisational context, which will lead to many new and different things, such as new roles and responsibilities. Hence, it is difficult but not impossible.

References

Advisory, Conciliation and Arbitration Service. (2015). Flexible working and work-life balance. Available at: www.acas.org.uk (Accessed: 1 February 2019).

Afrianty, T. W. (2013). Work-Life Balance Policies in the Indonesian Context. School of Management. Curtin Business School.

Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes. Journal of Management, 28(6), 787-810.

Bailey, B., & Dandrade, R. (1995). Employee satisfaction plus customer satisfaction equals sustained profitability: digital equipment corporation's strategic quality efforts. Center for Quality of Management Journal, 4: 3-11.

Beer, M., Eisenstat, R. A., and Spector, B. (1990). Why Change Programs Don't Produce Change. Harvard Business Review 68, no. 6: 158–166.

Bird, J. (2006). Work-life Balance-Doing it Right and Avoiding the Pitfalls. Employment Relations today, 33 (3).

Bloom, N., Kretschmer, T., & Van Reenen, J. (2011). Are family-friendly workplace practices a valuable firm resource? Strategic Management Journal, 32(4),

Bock, L. (2014). Google's Scientific Approach to Work-Life Balance (and Much More). Boston, MA: Harvard Business School Publishing.

Bosman, M. (2009). The Historical Evolution of Management Theory from 1900 to Present: The Changing Role of Leaders in Organizations. http://www.strategicleadershipinstitute.net/news/the-historical-evolution-of-management-theory-from-1900-to-present-the-changing-role-of-leaders-in-organizations-/

Bragger, J., Rodriguez-Srednicki, O., Kutcher, E., Indovino, L., & Rosner, E. (2005). Work-family conflict, work-family culture, and organizational citizenship behaviour among teachers. Journal of Business and Psychology, 20(2), 303-324. doi:10.1007/s10869-005- 8266-0.

Brignall, S. and Modell, S. (2000), "An institutional perspective on performance measurement and management in the new public sector", Management Accounting Research, Vol. 11 No. 3, pp. 281-306.

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

Cavalluzzo, K.S. and Ittner, C.D. (2004), "Implementing performance measurement innovations: evidence from government", Accounting, Organizations and Society, Vol. 29 Nos 3/4, pp. 243-67.

Cimete, G., Gencalp, N.S., & Keskin, G. (2003). Quality of life and job satisfaction of nurses. Journal of Nursing Care Quality, 18(2), 151-158.

Corporate Voices for Working Families. (2011). Business Impacts of Flexibility: An imperative for expansion.

Curristine, T., Lonti, Z., and Joumard, I. (2007). Improving Public Sector Efficiency: Challenges and Opportunities. ISSN 1608-7143. OECD Journal on Budgeting. Volume 7 – No. 1.

Dixit, A. (2002), Incentives and Organizations in the Public Sector: An Interpretive Review, Journal of Human Resources, 37(4), 696-727.

Dunne, H., & Teg, C. (2007). Puttin Balance into Business-Worklife balance as a business strategy for avoiding brain drain. Strategic HR Review, 6 (6).

Eagle Hill Consulting Firm. (2014). http://eaglehillconsulting.com/opinions/the-importance-of-work-life-balance-3/

Faizan, R., Nair, S.L.S., and Haque, A.U. (2018). The Effectiveness of Feminine and Masculine Leadership Styles in Relation to Contrasting Genders' Performances, Polish Journal of Management Studies, 17(1), 78-91.

Feather, N.T., & Rauter, K.A. (2004). Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. Journal of Occupational and Organizational Psychology, 77(1), 81-94.

Field, J. (2008). Job Satisfaction Model. Retrieved from http://talentedapps.wordpress.com/2008/04/11/job-satisfaction-model-for-retention/.

Frederickson, H. G. (1997) "The spirit of Public Administration" San Francisco: Jossey-Base.

Frederickson, H.G and Hart, D. K (1985) "The Public Service and the Patriotism of Benevolence". Public Administration Review, 45:547-53.

Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. Journal of Applied Psychology, 76(4), 560-568.

Greenberg, J. and Baron, R.A. (2008). Behaviour in Organizations. 9th Ed. Pearson Prentice Hall. Upper Saddle River, New Jersey. 774p

Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. Journal of Vocational Behavior, 63(3), 510-531.

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

Haque, A.U., Aston, J., and Kozlovski, E. (2018). The impact of stressors on organisational commitment of managerial and non-managerial personnel in contrasting economies: Evidences from Canada and Pakistan, International Journal of Business, 23(2),152-168.

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

Haque, A.U., and Yamoah, F. (2014). Gender Employment Longevity: I.T staff response to Organisational Support Programme in Pakistan. International Journal of Academic Research in Business and Social Science (IJ-ARBSS), 4(12), 324-347.

Haralambos, M., M. Holborn, and H. Robin (2004). Sociology: themes and perspectives (Sixthed.). London: HarperCollins.

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

Hogarth, T., Hasluck, C. and Pierre, G. (2000), "Work-Life Balance 2000, Results from the Baseline Study", Institute for Employment Research, report RR249, University of Warwick, Warwick.

Imran, M., Haque, A.U., and Rębilas, R. (2018). Performance Appraisal Politics and Employees' Performance in Distinctive Economies, Journal of Polish Management Studies, 18(2), 135-150.

Kalliath, T., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. Journal of management organization 14(3), 323-327.

Kanter, R. (1977). Work and family in the United States: A critical review and agenda for research and policy, Russell Sage Foundation, New York.

Kersley, B., Alpin, C., Forth, J., Bryson, A., Bewley, H., Dix, G., & Oxenbridge, S. (2005). Inside the workplace: First findings from the 2004 Workplace Employment Relations Survey. London: Department of Trade and Industry.

Kofodimos, J.R. (1993). Balancing act. San Francisco: Jossey-Bass.

Kossek, E. E. (2005). Workplace policies and practices to support work and families. In S. Bianchi, L. Casper, & R. King (Eds.), Work, family health and well-being (pp. 97–116). Mahwah, NJ: Lawrence Erlbaum Associates.

Kuo, Y.F., & Chen, L.S. (2004). Individual demographic differences and job satisfaction among Information Technology personnel: An empirical study in Taiwan. International Journal of Management, 21(2), 221-231.

Lewis, R.A. (2010). Work-Life Balance in Hospitality: Experiences from a Geneva.

Lewis, S., & Cooper, C.L. (1995). ―Balancing the work-home interface: a European perspective‖. Human Resource Management Review, 5(4), 289-305.

Lazar, I., Osoian, C. & Ratiu, P. (2010). The role of work-life balance practices in order to improve organizational performance. European Research Studies, 13.-Based Hotel. International Journal of Management & Information Systems (IJMIS), [S.l.], v. 14, n. 5, ISSN 2157-9628.

Locke, E. A. (1976). The nature and causes of job satisfaction, In Dunnette, M. D., Editor. Handbook of Industrial/Organizational Psychology, McNally, Chicago, 1297-1346.

Lockwood, N. (2003). Work-Life Balance, Challenges and Solutions, Society for Human Resource Management (SHRM) Research Department, SHRM, Alexandria, VA.

Lyubomirsky, S., King, L. and Diener, E. (2005). The benefits of frequent positive affect: does happiness lead to success? Psychological Bulletin. Vol. 131 No. 6, pp. 803-855.

Mañas Alcón, E., & Garrido Yserte, R. (2007). Políticas de conciliación en las firms. Un análisis del caso español. Madrid: Fundación EOI.

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

Milkovich, G. T., and Boudreau, J. W. (1997). Human Resource Management. Irwin McGraw-Hill.

Mimba, N. P, van Helden, G. J., Tillema, S. (2007). Public sector performance measurement in developing countries: A literature review and research agenda, Journal of Accounting & Organizational Change, Vol. 3 Issue: 3, pp.192-208, https://doi.org/10.1108/18325910710820265

Mosadeghrad, A.M. (2003). The Role of Participative Management (Suggestion System) in Hospital Effectiveness and Efficiency. Research in Medical Sciences, 8(3): 85-89.

Mueller, C. W., and Kim, S. W. (2008). The contented female worker: Still a paradox? In K. A. Hegtvedt and J. Clay-Warner (Eds.), Justice: Advances in group processes volume 25 (pp. 117-150). Bingley, UK: Emerald Group Publishing Limited. Retrieved from http://books.google.com/books? id=rynLSn6zYRkC.

Nieto, M. (2003). The development of life work balance initiatives designed for managerial workers, Business Ethics, July, Vol. 12, issue 3.

Office Team Survey. (2012). http://officeteam.rhi.mediaroom.com/jobsatisfaction

Okpara, J.O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. Information Technology & People, 17(3), 327-338.

Organ, D.W. (1997). Organizational citizenship behaviour: it's construct clean up time. Human Performance, 10(2): 85-97.

Osborne, D. (2007). Reinventing Government: What a difference a Strategy Makes. 7th Global Forum on Reinventing Government Building Trust in Government, Vienna, Austria.

Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities. International Journal of Social Economics, 30, (11/12), 1210-1232.

Osoian, C., Lazar, L., & Ratiu, P. (2009). "The benefits of implementing and supporting work – life balance policies in organizations". Babeş-Bolyai University, Cluj-Napoca. Rumania.

Oswald, A.J., Proto, E., and Sgroi, D. (2014). Happiness and Productivity. University of Warwick, UK, and IZA Bonn, Germany, University of Warwick, UK JOLE 3rd Version.

Perry-Smith, J. E., & Blum, T. C. (2000). Work-life human resource bundles and perceived organizational performance. Academy of Management Journal, 43(6), 1107-1117.

Peterson, D.K., Puia, G.M., & Suess, F.R. (2003). "Yo Tengo La Camiseta (I have the shirt on)": An exploration of job satisfaction and commitment among workers in Mexico. Journal of Leadership and Organizational Studies, 10(2), 73-88.

Pfeffer, J. (2018). Work hours and health: a comment on "Beyond nine to five". Academy of Management Discoveries. Vol. 4 No. 1, pp. 94-96.

Rainey, H.G., Backoff, R.W. and Levine, C.H. (1976), "Comparing public and private organizations", Public Administration Review, Vol. 36 No. 2, pp. 233-44.

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

Roberts, S. (2005). Work/Life no longer a "woman's issue". Business Insurance , 39 (32), 3-4

Sakthivel, D. and Jayakrishnan, J. (2012). Work-life Balance and Organizational Commitment for Nurses. Asian Journal of Business and Management Sciences, 2 (5), 01-06.

Sakthivel, R. and Kamalanabhan (2011). Work-life balance reflections on employee satisfaction. Serbian Journal of Management 6 (1): 85-96.

Scholarios, D., & Marks, A. (2006). Worklife balance and the software worker. Human Resource Management Journal, 14(2): 54-74.

Schor, J. (1991). The Overworked American, New York, Basic Books.

Shepard, E., Clifton, T. & Kruse, D. (1996). Flexible work hours and productivity: Some evidence from the pharmaceutical industry, Industrial Relations, 35(1), January, 123-39.

Smeaton, D., Ray, K., and Knight, G. (2014). Costs and Benefits to Business of Adopting Work-life Balance Working Practices: A Literature Review. Department for Business innovation and Skills. UK.

Spinks, N. (2004). Work-life balance:Achievable goal or pippe dream? Journal for quality and participation, 27 (3), 4-11.

Tranfield, D., Denyer, D. and Smart, P. (2003), Towards a methodology for developing evidenceinformed management knowledge by means of systematic review. *British Journal of Management.* 14(3). p. 207-222.

Tombari, N., & Spinks, N. (1999). The Work – Family Interface at the Royal Bank Financial Group: Successful, Solutions – A Retrospective Look at Lessons Learned, Women in Management Review, 14(5): 186-94.

The Pennsylvania State University. (2010). Job satisfaction: Do I like my job? Work attitudes and motivation. The Pennsylvania State University; World Campus.

US Bureau of Labor. (2007). Employee benefits survey. Retrieved 11 August 2007 from http://data.bls.gov/cgi-bin/surveymost.

Weber. (2015). Weber's Rationalism and Modern Society: New Translations on Politics, Bureaucracy, and Social Stratification, edited and translated by Tony Waters and Dagmar Waters. New York: Palgrave Macmillan.

Wech, B.A. (2002). Trust context: Effect on organizational citizenship behaviour, supervisory fairness, and job satisfaction beyond the influence of leader-member exchange. Business and Society, 41(3), 353-360.

Wilson Banwell. (2007). Human Solution Report. Implication of Work-life Balance and Job Stress. Canada.

Zelenski, J., Murphy, S. and Jenkins, D. (2008). The happy-productive worker thesis revisited. Journal of Happiness Studies. Vol. 9 No. 4, pp. 521-537.