Do Married Woman Employees Need Counseling at Work? A Qualitative Study on the Motivation: Case Study of Sales Women at Information Technology Company

Amy Mardhatillah
Dwi Permata Sari amardatillah@yahoo.com / dwi.permatasari39@gmail.com Mercubuana University

Abstract

This study investigates the motivation among married woman employees based on Maslow, Herzberg two factors theory and ERG theory. Eight married woman who are working as sales person in Information and Technology (IT) company and five significant others were participated in this study. Result indicated that, most of the woman working because of the physiology and the social motive. Five out of eight woman are strongly motivated by extrinsic factors. This study also found that, most of the problems face by working woman is because of strain based conflict as well as marital satisfaction. With regard to the coping strategies most of the woman used problem focused strategies instead of emotional focus strategies in dealing with their problems. This study did not find significant different across different demography in term of motivation to work. However, the three women who indicated having intrinsic motivation are perceived more motivated and more professional by their significant other, furthermore these women also reported having less problems related to their work. In addition, the older the employees and the longer the tenure the more motivated they are by intrinsic factors. Implication of this study can be used to design an employee assistantship program such as counseling and sharing session for the woman employees to help them handle work life balance issues and stay motivated at work by increasing intrinsic motivation.

Keyword: Woman, Motivation, IT Company, Work Life Balance, Counseling at Work
Introduction

Woman involvement in labor market is steadily increase for the past twenty years. According to research reported by Cohen and Biance (1999), half of all women in the prime working ages were employed full time in America. In Indonesia, there are 1.759,74 thousand of women are actively working (BPS,2015). It is around 52% of the women population. In twenty years, the number of working women are steadily increasing up to 95 %, surprisingly most of them are married women with children (Azhar,2015). The explanations for this trend is because of women have increased opportunities for earnings and occupational attainment that they seek to realize as well as women have increased needs because male wages stagnated and desired to live a better living standards (Cohen and Biance,1999). Basically, motivation defined as one’s intention to take an action, and it determines behavioral direction (what a person does), intensity (how hard a person works) and persistence (how long a person works). Nakata and Fujimoto (2006) consider work motivation as individual perception on job worth and company commitment. Another definition of work motivation is energetic forces that come from within and outside individual, to initiate work related behavior and to determine its form, intensity, direction and duration (Latham & Pinder,2005). This consider as the psychological process resulting from the interaction between individual and their environmental. Being a career woman while performing role as a mother and a wife is not an easy job to do. But still many women are highly motivated to work. Some women are very motivated because of intrinsic factors and other because of extrinsic factors. Based on interview in the preliminary stage of this study, some of married woman with children experience discriminant to join certain company such as sales person in Information and technology company. This is because married woman employee tends to have more excuse from work due to family matter and less perform in compare to male sales person. Therefore, the present study want to describe the motivation among married woman who work as sales person in IT company. This research answer the question what factors that motivate most
woman to work. Further, this study also explores what is the commons problem face by these women that may affect their motivation to work. In addition, the present study discusses strategies that working women can used to stay motivated at work and can maximize their performance at work.

**Literature Review Motivation theory**

Several motivation theories were used in previous study to examine work motivation. In the present study three theories were used to analyzed the data including Maslow Theory, ERG theory as well as Hezberg two factors theory. According to Maslow (1943) there are five level of human needs including physiological needs, safety needs, love and belonging needs, esteem needs and the highest need is the actualization need. Aldefer (1969) condenses Maslow five human needs into three categories including, existence, relatedness and growth. Existence and relatedness needs represent Maslow first two level including the physiological and social desire (food, water, air clothing, safety, love and affection). Frederick Herzberg (1959) stated that at the workplace some factor can contribute to job satisfaction and some other factors contribute to job dissatisfaction. Factors for satisfaction known as the motivators. There are numerous factors which can motivate employees as identified in this theory including recognition, responsibility, advancement opportunity, sense of importance and inclusion in decision making process. While factors for dissatisfaction known as the hygiene factors. There are numerous factors which can demotivate employees as identified in this theory such as work condition, salary, company policy, relationship with colleagues, supervision and relationship with boss. These two factors model also similar with the principle of intrinsic and extrinsic motivation theory.

Intrinsic motivation is when individual doing something because of the person enjoy or find it interesting. While extrinsic motivation is when individual doing something for external rewards or to avoid negatives consequences (Benaboe & Tirole, 2003).

**Motivation and woman employees**

Jalivand (2000) stated that although the need for money is the common and constant factor
that motivate woman to work, however, this cannot explain why the participation of women in the workforce continues to increase. Research shows that there are other factors that make women entering the workforce including improving education, wage increases, changes in the economic position of women and the character and conditions of their employment, the decline in the gender gap and discrimination, low fertility, the distance between marriage and first child birth, using birth control, improved technology, increased urbanization, unemployment and inflation rates, and the latter is the law and customs administration (Jalilvand, 2000).

Jalilvand (2000) describes the theory of push-and-pull proposed by Iglehart (1979), which explains the factors that influence a woman’s decision to enter the working world can be subdivided into the external factors and internal factors. External factors are based on supply and demand of the labor market that may attract women to work while Internal factors relate to the characteristics of individuals and households, will push the woman out of the house and into the world of work (Jalilvand, 2000). For women at a relatively low level of formal education, the motivation to work even encouraged to meet the economic needs of the family, while women more intellectual education, especially higher education then the motivation is driven by career development (Sungkawati & Ratnawati, 2015). De Quelyoe, Asnawi and Molo (1994) found that the most dominant reason for women to work is because household income is less. Average other reasons such as a desire to spend leisure time, gain experience and help their parents. Work at home industry is seen to have the advantage and so the reason to work because the work can be done at home, quickly gets results and is not bound by time, did not have any other skills, work close to home and want to help their parents earn a living. Calo, Patterson and Decker (2014) explains the Age stereotypes on elderly workers where usually some people discriminate against their intrinsic and extrinsic motivation to keep working. This study found that older workers do not require extrinsic rewards, but rather the intrinsic motivation that motivate them to work.
Work life balance and motivation

Research shows achieving a balance between work and life remains an important goal and a success criterion for both male and female employees (Fischer et al., 1993). Literature suggests several definitions for worklife balance. J.M. Greenhaus, K.M. Collins and J.D. Shaw (2002) define work-life balance as equal time sharing between work and nonwork, equal involvement and equal satisfaction between work and nonwork dimensions. According to Greenhaus et al there three types of conflict might experience by working women including strain based conflict, time based conflict and behavior based conflict. and Further G.G. Fisher, C.A. Bulger and C.S. Smith (2009) define work-life balance in terms of work interfering personal life, personal life interfering work, work enhancing personal life and personal life enhancing work. According to G.G. Fishers et al. (2009) work-life balance is about how an individual can fulfill their both roles (work and non-work) with the feeling of accomplishment and less concern.

Fischer, Stamm, Buddeberg and Klaghofer (2008) examine the relationship between career motivation, life goal and work life balance among physicians. Result in this study found that Future family physicians, both females and males, are less career-oriented. A well-balanced integration of professional and private life is an essential goal for the new generation of doctors; this applies even more to female doctors and family physicians. Karatepe and Tekinkus (2006) study the relationship between work family conflict, emotional exhaustion and intrinsic motivation. Result of this research found that work family conflict increase emotional exhaustion and intrinsic motivation negatively correlated with emotional exhaustion. Antonius, Alana and Nunie (2017) found a significant relationship between heroic leadership and quality of work life.
Method
Sample in the present study are married woman who work at the IT company as sales person. There are eight women participated and five significant others. The method used to collect data are interview and observation. Triangulation method also used to validate information by interviewing significant others including husband, peer and supervisor. Data analysis in the present study is follow the Huberman and Miles (2014) method. According to this method there are four steps of data analysis in qualitative study including data collection, data reduction, data display and conclusion.

Result
Result indicated that, most of the woman working because of the physiology and the social motive. Five out of eight woman are strongly motivated by extrinsic factors. This study also found that, most of the problems face by working woman is because of strain based conflict as well as marital satisfaction. With regard to the coping strategies most of the woman used problem focused strategies instead of emotional focus strategies in dealing with their problems. This study did not find significant different across different demography in term of motivation to work. However, the three women who indicated having intrinsic motivation in which their love their job are perceived more motivated and more professional by their significant other, furthermore these women also reported having less problems related to their work. In addition, the older the employees and the longer the tenure the more motivated they are by intrinsic factors. Tables below indicated the respondent profile as well as summary for the motivation to work among married working women.
<table>
<thead>
<tr>
<th>Category</th>
<th>Subjects A</th>
<th>Subjects B</th>
<th>Subjects C</th>
<th>Subjects D</th>
<th>Subjects E</th>
<th>Subjects F</th>
<th>Subjects G</th>
<th>Subjects H</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>35 years old</td>
<td>25 years old</td>
<td>26 years old</td>
<td>31 years old</td>
<td>27 years old</td>
<td>28 years old</td>
<td>40 years old</td>
<td>24 years old</td>
</tr>
<tr>
<td>Work</td>
<td>Private employees (Tele Sales)</td>
<td>Private employees (Tele Sales)</td>
<td>Private employees (Marketing)</td>
<td>Private employees (Tele Sales)</td>
<td>Private employees (Sales)</td>
<td>Private employees (Marketing)</td>
<td>Private employees (Marketing Manager)</td>
<td>Private employees (Sales)</td>
</tr>
<tr>
<td>Length of work</td>
<td>5 years old</td>
<td>2 years old</td>
<td>1 years old</td>
<td>2.5 years old</td>
<td>1 years old</td>
<td>4 years old</td>
<td>28 years old</td>
<td>3 years old</td>
</tr>
<tr>
<td>Number of children</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Level of education</td>
<td>S1</td>
<td>S1</td>
<td>S1</td>
<td>S1</td>
<td>S1</td>
<td>S1</td>
<td>S1</td>
<td>S1</td>
</tr>
<tr>
<td>age Marriage</td>
<td>8 years old</td>
<td>7 years old</td>
<td>1 years old</td>
<td>2.5 years old</td>
<td>1 years old</td>
<td>9 years old</td>
<td>10 years old</td>
<td>1 year 3 months</td>
</tr>
<tr>
<td>Work husband</td>
<td>Private Employee Contracts (IT Staff)</td>
<td>Private Employees Remain (Bank Staff)</td>
<td>Private Employee Contracts (Admin)</td>
<td>Private Employee Contracts (Teknisi)</td>
<td>Private Employees Remain (Travel Staff)</td>
<td>Private Employees Remain (Bank Staff)</td>
<td>Private Employees Remain (Sales)</td>
<td>Private Employees Remain (Sales)</td>
</tr>
<tr>
<td>income husband</td>
<td>Lower than wife</td>
<td>Higher than wife</td>
<td>Lower than wife</td>
<td>Higher than wife</td>
<td>Higher than wife</td>
<td>Higher than wife</td>
<td>Higher than wife</td>
<td>Higher than wife</td>
</tr>
</tbody>
</table>
### Table: Significant other

<table>
<thead>
<tr>
<th>Category</th>
<th>Subjects A</th>
<th>Subjects B</th>
<th>Subjects C</th>
<th>Subjects D</th>
<th>Subjects E</th>
<th>Subjects F</th>
<th>Subjects G</th>
<th>Subjects H</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Other</td>
<td>Husband A: Work because her husband can not be sufficient in terms of economic. Never forbid his wife to work because she had a miscarriage, the house never talked about work, remain responsible with homework</td>
<td>Husband B: Work because they want to buy their own needs, and the figure of women workers and bored at home, the priority is to work at the office but still balanced to divide their time between the office and home</td>
<td>Husband C: portrait her as a career woman, C works for the needs of socialites and has a high lifestyle, provide for the household because her husband has not been able to meet the needs of households, rarely fight to drag on with his wife and C always tell the problem with a friend at the office</td>
<td>Manager D: Always on time come to the office and have a tremendous spirit in their work, are responsible for the work, the motivation to work when interviewed was eager to help his family’s economy</td>
<td>Manager E: Never had a problem with a job for daily reports and the target is always smooth, never looked gloomy for E jolly, but for the discipline came to office E still can not arrive on time</td>
<td>Husband F: Very responsible with homework, dear to her child even when the child is sick asked her husband returned home and F will go half a day to his office, the motivation to work his wife was to help the economy of the family and in addition because of boredom if only at home alone, a sense of sociality his high also the reason why F still works</td>
<td>Staff G: Bosses were good and if his men did not Achieve the target G will be grumpy, have a tremendous spirit in the work, be a role model for his staff and often advise their staff to do what they want to do, getting married does not mean hamper what is already an future goals</td>
<td>Manager H: Staff are diligent and have a good work, job up and down together with the other sales associates, never seen any problems because it does not open with his colleagues at the office, motivations to selfactualization and economic needs</td>
</tr>
</tbody>
</table>

#### Discussion

Common motivation profile among married women who work as sales person in IT company based on Maslow’s Hierarchy of Needs are due to the physiological needs such as economic needs and social needs. Similarly, based on Two Factor theory of Herzberg the most motivation is due to extrinsic factors namely economic factors and the absence of activities at home. While
based on the theory of ERG Alderfer, most of married women work because of relatedness factors in which they are in need to give financial support to their parents and they like friends at the office.

**In contrast to common profile, which is extrinsic motivation, there is a special profile of work motivation** based on Two Factor Herzberg’s theory. The special profile reflect that women work because of the intrinsic motivation. They work because they love their job. This motivation is only found in the subject D and G. It also affects the performance of both subjects where in the subject D, the manager of the subject D in this case is significant other in this study tells that D has a high discipline, responsible for the job and have high motivation to work. On the other hand, subject G also show intrinsic motivation. She says that that she loves her job. Significant others of subject G, in this case is her staff tells that his boss is a good leader, has a great passion for work and she is a role model for her staffs. Other informant also show intrinsic motivation but more into prestige and esteem need, to actualize themselves and financially independent. However, the significant others of these informant did not always agree that they motivation at work is as high as subject D and G. With regard to the common problems faced by these working women that may affect their motivation are family-related problems. Based on the theory of work family conflict problems that arise more due to strain based conflict, in which conflict occurs due to dual role and marital life satisfaction. Most of the women cannot concentrate at work if their husband or children sick at home. Furthermore, most of women cannot concentrate at work if they have problems with husband. In addition, they also worry to leave the child at home. The solution made by these women to deal with these problems are using the problem focused coping strategy. According to this strategy to solve the problem is to face the problem actively. Several things that these women do including forget the problem when they are at work and still working professionally, contacting the husband or children who are sick at home, choose permission or leave when the child is ill at home, and does not bring his personal problems to the office. In this study, none of
the women used the emotional coping strategy to express their feeling.

**Conclusion**

In conclusion, most of the woman working because of the physiology and the social motive. Most of the problems face by working woman is because of strain based conflict as well as marital satisfaction. Most of the woman used problem focused strategies instead of emotional focus strategies in dealing with their problems. Women who indicated having intrinsic motivation are perceived more motivated and more professional by their significant other, furthermore these women also reported having less problems related to their work. In addition, the older the employees and the longer the tenure the more motivated they are by intrinsic factors. Implication of this study can be used to design an employee assistantship program such as counseling and sharing session for the woman employees to help them handle work life balance issues and stay motivated at work by increasing intrinsic motivation.

**References**


Clarifying the relationship between work and family constructs. Academy of management review, 25(1), 178-199.


experience| NOVA. The University of Newcastle’s Digital Repository.


