

QUALITY OF WORK LIFE PROGRAMS AND ITS INFLUENCE ON EMPLOYEE PERCEPTION OF PROCEDURAL JUSTICE: CASE STUDY OF REAL ESTATE COMPANY IN INDONESIA

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ABSTRACT

Quality of work life (QWL) is one company program that can impact employee performance, and producing more satisfied and engaged employees. PT ABC is a city property developer that implements QWL programs. The purpose of this study is to evaluate PT ABC employees' perception about QWL, and its influence on employee perceptions of procedural justice. QWL is a program that improves employee welfare, atmosphere, and experience in the places where they work. Procedural justice is when policymakers follow the procedural rules that exist in distributing the results of its human resources programs, in this case, QWL programs. This research used a quantitative method; data was collected using survey questionnaire. Purposive sampling was used to identify and enjoin 200 respondents to participate. The results of this study show that the QWL dimensions that are perceived dissatisfactory and needs improvement are adequate and fair compensation, growth and security and total life space. These four dimensions have significant positive effect on perceptions of procedural justice. This research contributes to identifying areas of QWL that need to be given attention and have implications for organizations to improve the working conditions of employees in Indonesia.

Keywords: QWL, procedural justice, employee perceptions, property developer, Indonesia

1. Introduction

Employee productivity is crucial in every firm. Employee performance is a complex process that includes both the employee's own internal performance and the company's strategic initiatives. Motivation, goals, and expectations are just a few of the internal aspects to consider. The physical and non-physical environment of a corporation are external influences. Good performance is, of course, a desire for all firms and institutions that employ people, because their efforts are expected to boost the company's total performance (Husnawati, 2006). Quality of work life (QWL) is one company program that can impact employee performance with the end result of producing more satisfied and engaged employees.

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According to Cascio (2006), QWL can be viewed from two angles: 1) the first viewpoint of QWL is that it is a collection of practices that help the organization achieve their objectives; 2) the second viewpoint is that QWL refers to how an employee perceives his or her working environment, such as whether the employee feels safe, generally content, and has opportunities to grow and develop as human beings.

PT ABC was founded in 1989 and became Indonesia's first publicly traded industrial estate developer in 1994, when it was listed on both the Jakarta and Surabaya Stock Exchanges. That company is in the business of creating industrial real estate, which is backed up by infrastructure and township administration services. Land acquisition in the Kendal region of Central Java is under underway for PT ABC's flagship industry-based township in Cikarang, as well as an integrated township in Tanjung Lesung that caters to the tourism, hospitality, and leisure industries. In its overall area, PT "ABC" employs 1.600 people. Competent personnel are required as company resources to realize the vision and objectives of the organization. The Company's attention in managing human resources was directed into four (4) areas, namely Talent Management, Human Resources Technology, Learning and Development, and Recruitment, according to the strategic plan. PT ABC is one company that uses QWL program.

Based on preliminary interviews with eight (8) employees, it was found that were dissatisfied with the process of determining their compensation levels, e.g. salary and remuneration; lack of authority to make decisions; lack of process to determine their future career path; and having little inputs related to work- balance and creating an environment conducive to positive workplace relationships. These are QWL dimensions. From the four quality of work life dimensions that were deemed dissatisfactory, this research aims to investigate: 1) how do employees at PT ABC perceive the extent of implementation of QWL dimensions in the company; 2) how do QWL dimensions influence employee perception of procedural justice at PT ABC; and 3) which aspects of QWL dimensions do employees recommend to be improved at PT ABC.

2. Literature Review

According to Reddy & Reddy (2010), QWL is a work organization process that allows members at all levels to actively participate in organizational activities for organizational effectiveness. According to Arifin (2012), the concept of QWL emphasizes the need for human respect in the workplace. As a result, work quality plays a significant role in changing the work climate so that the organization achieves a higher level of technical and humanistic work - life quality. According to Timossi (2008) employees' perception of the atmosphere and experience of workers in their workplace will denote whether they are satisfied or dissatisfied with QWL. Based on the descriptions provided, the quality of work life can be defined as workers' perceptions of their welfare, atmosphere, and experience in the places where they work, which refers to how well the work environment fits their personal requirements (Timossi, 2008; Reddy & Reddy, 2010; Arifin, 2012).

There are eight QWL dimensions that have been presented in previous literature (Reddy & Reddy, 2010) as shown in Figure 1 below: 1) Adequate and fair compensation – which is an important dimension that talks about fulfilment of employees' basic needs while working in the company, like the presence of salary, benefits and incentives); 2) Safe and healthy working conditions – an important dimension that requires organizations to invest in infrastructure and programs to keep employees safe and healthy; 3) Opportunity to immediately use and develop human capacity – a dimension that aims to increase autonomy, widen perspectives and expose employees to achieving multiple skills; 4) Opportunity to continue to grow and be secure in the future – which relates to providing employees with career prospects and career advancement; 5) Social integration in work organizations – where diversity is recognized and embraced, and giving all religious groups, races, skills and ranks equal representation in social platforms; 6) Constitutionalism in the organization of work – which is related to organizational norms that affect the freedom of individual employees; 7) Work and total life space – where there must be a balance between personal and professional life; and 8) The social relevance of work life – which is essential to build the existing relevance of employees to the communities in which they live.



Figure 1. Eight Dimensions of QWL (Reddy & Reddy, 2010)

Procedural Justice

According to Lewis (2013), organizational justice demonstrates that when people are treated properly, they will have the positive attitude required for successful organizational change, even under challenging circumstances. There are three forms of organizational justice:

- a) Distributive justice is when the outputs/receipts and inputs of two people/employees are comparable.
- b) Interactional justice is combination of a subordinate's trust in his supervisor and the justice that exists
- c) Procedural Justice is when policymakers follow the procedural rules that exist in the organization

Procedural justice is concerned with how an organization distributes its results and resources to its members. When policymakers follow the procedural rules that exist in the organization, individuals in the organization will sense the existence of procedural justice. Workers will become enraged and oppose change efforts if they believe organizational decisions and managerial actions are unfair. Some workers may receive the results they expect, while others may receive the opposite. People's perceptions of justice are influenced not only by the outcomes of specific decisions, but also by the process or process by which the decision is made. On the other hand, if the organization's procedures are not implemented properly, the individual will experience feelings of injustice. As a result, judgments must be made consistently, with as much factual information as feasible, with the interests of impacted individuals represented in a manner consistent with their ethical standards, and with a modifiable outcome (Haryatmoko, 2002 cited in Aridiani (2015)). A fair method is defined by numerous factors, including: 1) consistency, which ensures that multiple instances are treated equally; 2) impartiality; 3) representation of the party that is the subject of the voice in the decision-making process; and 4) transparency in the execution (Yusuf, 2016).

In determining the fairness of a procedure by an individual, there are at least six rules (Saputra, 2013), including:

1. Consistency, where the procedure is carried out with due regard to time and individual.
2. There is certainty that decision makers are free from bias in making decisions decision.
3. The accuracy of the information obtained for the decisions taken.
4. Opportunity to change and/or correct errors in taking decision.
5. Representation of the allocation process to all parties within the company.
6. The procedure has met the standards and morals that apply in the company.

Moreover, according to Tyler and Blader (2003) and Hidayah and Haryani (2013) procedural justice has six main rules. A procedure is deemed to be fair if each of these rules is followed. The following are the six rules in question: (1) Reliability. Fair practices must be consistent from one individual to the next and throughout time. Everyone has the same rights and is treated the same way. (2) Bias is minimized. Individual interests and partial doctrine are two sources of bias that frequently arise. As a result, both individual and partial interests must be avoided in order to reduce bias. (3) Up-to-date information.

The information needed to establish whether or not a fairness judgment is correct must be based on facts. If a viewpoint is the foundation, it must be communicated by persons who have a thorough understanding of the situation, and the information presented must be complete. (4) It is possible to repair it. One of the most essential goals in upholding justice is to correct wrongdoing. As a result, fair procedures include guidelines that try to address present or potential flaws. (5) It should be representative. If an effort was made from the start to include all parties involved, the procedure is said to be fair. Although the intended involvement can be tailored to existing sub-groups, participation from a variety of parties is required in order for access to control to be open. (6) Ethical and fair procedures must be founded on moral and ethical principles. Thus, even if the many criteria listed above are met, the material cannot be considered fair if it fails to meet ethical and moral standards.

The research model that can be described is as follows:

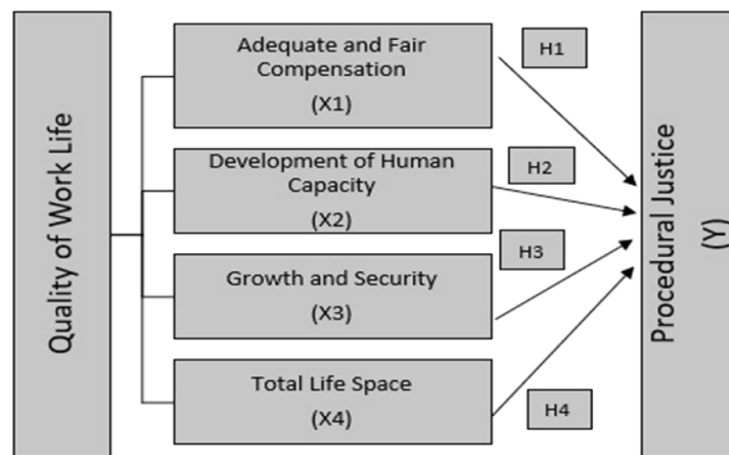


Figure 2. Conceptual Framework

H1₀: $\beta_1 = 0$ There is no significant influence of adequate and fair compensation toward perception of procedural justice

H1₁: $\beta_1 \neq 0$ There is significant influence of adequate and fair compensation toward perception procedural justice

H2₀: $\beta_2 = 0$ There is no significant influence of development of human capacities toward perception of procedural justice

H2₁: $\beta_2 \neq 0$ There is significant influence of development of human capacities toward perception of procedural justice

H3₀: $\beta_3 = 0$ There is no significant influence of growth and security toward perception of procedural justice

H3₁: $\beta_3 \neq 0$ There is significant influence of growth and security toward perception of procedural justice

H4₀: $\beta_4 = 0$ There is no significant influence of total life space toward perception of procedural justice

H4₁: $\beta_4 \neq 0$ There is significant influence of total life space toward perception of procedural justice

3. Method

The research utilized four out of eight QWL dimensions shown in Figure 1. The reason for choosing only four out of eight dimensions is due to the fact that these four dimensions: adequate and fair compensation, development of human capacity, growth and security, and total life space were the dimensions identified by employees in the preliminary study that was conducted. Therefore, it was decided by researchers to focus only on these four (4) dimensions and not on others.

In this study, purposive sampling was used. Purposive sampling, according to Sugiyono (2017), is a sampling technique that takes specific criteria into account. The criteria used for identifying the respondents for this study are:

- a) Length of employment: active employment minimum working period 2 years
- b) Age: Age range between 20 until 45 years old
- c) Position Level: Staff and Manager
- d) Level of Education: Minimum is Diploma

A total of 200 participants fit these criteria. According to Hair et al., (2010), the number of representative samples is calculated by multiplying the number of indicators by 5–10. The observation ratio in this study is 1:5, which equals $28 \times 5 = 140$. (number of indicators multiplied by 5). As a result, this study's minimal sample size is 140 people.

In this study, a survey was used to gather or obtain data over the course of a study. In this study, respondents were requested to fill up a Survey Questionnaire where they were not provided with alternative replies and were given a closed-ended questionnaire which means that the possible answer choices were set in advance.

Respondents were asked to score their answers using the Likert Scale technique. A Likert scale technique was employed to score this study questionnaire. According to Sugiyono (2013), the use of a Likert scale to assess a person's or a group of people's attitudes, views, and perceptions of social phenomena. Respondents were given four options to choose from: (*Sangat Setuju*): Strongly Agree (5); (*Setuju*): Agree (4); (*Netral*): Neutral (3); (*Tidak Setuju*): Disagree (2), and (*Sangat Tidak Setuju*): Strongly Disagree (1).

4. Results and Discussion

4.1 Descriptive Analysis

Research question 1: How do employees at PT ABC perceive the extent of implementation of QWL dimensions in the company

Table 1. Results of Descriptive Analysis

		X1 (Adequate and Fair Compensation)			X2 (Develop of Human Capacity)		X3 (Growth and Security)			X4 (Total Life Space)	
		I am satisfied with my salary (remuneration) that I get in this company	I am satisfied involved in making decisions that effect to company	I am satisfied with the extra benefit (alimention, transport, doctor, dentist, etc) that company offer to me	I am satisfied my company given a lot of work empowerment to decide about my own style and pace of work	I am satisfied with my performance evaluation (awareness of how good or bad have been my performance at work)	I am satisfied the promotion are handled fairly in my company	I am satisfied my company offers sufficient opportunities to develop my own abilities	I am satisfied My company offers sufficient training opportunities to perform my job competently	I am satisfied can take time off during my work to take care of personal or family matters	I am satisfied my schedule of work balance with time to rest
		DA=34%	DA=35%	DA=40%	A=35,5%	A=34,5%	DA=42%	DA=45,5%	DA=45,5%	DA=37,5%	DA=43,5%
GENDER	Male	19,0%	20,5%	22,5%	20,5%	17,5%	25,0%	23,0%	25,5%	21,0%	22,5%
	Female	15,0%	14,5%	17,5%	15,0%	17,0%	17,0%	22,5%	20,0%	16,5%	21,0%
POSITION	Staff/Supervisor	29,5%	31,0%	33,5%	26,0%	29,0%	28,0%	32,5%	32,5%	28,0%	34,0%
	Manager	4,5%	4,0%	6,5%	9,5%	5,5%	14,0%	13,0%	13,0%	9,5%	9,5%
WORKING PERIOD	< 2 years	1,5%	1,5%	2,0%	2,5%	2,5%	2,5%	3,5%	3,0%	2,5%	3,0%
	2 - 5 years	14,0%	15,5%	18,0%	13,5%	13,5%	18,5%	18,0%	18,0%	17,0%	16,0%
	> 5 year	18,5%	18,0%	20,0%	19,5%	18,5%	21,0%	24,0%	24,5%	18,0%	24,5%
EDUCATION	Diploma	5,0%	7,5%	11,0%	8,5%	10,5%	11,0%	17,0%	13,0%	12,0%	11,0%
	Bachelor	27,5%	25,0%	26,5%	24,0%	20,5%	27,0%	26,0%	31,0%	23,5%	29,5%
	Magister	1,5%	2,5%	2,5%	3,0%	3,5%	4,0%	2,5%	1,5%	2,0%	3,0%
AGE	< 30	11,0%	10,5%	14,0%	16,0%	16,0%	13,0%	16,5%	13,5%	13,5%	17,5%
	30 ~ 40	16,0%	13,0%	15,0%	11,0%	11,5%	14,0%	15,5%	17,0%	9,5%	14,0%
	> 40	7,0%	11,5%	11,0%	8,5%	7,0%	15,0%	13,5%	15,0%	14,5%	12,0%

Based on Table 1 above, according to employees, the QWL dimensions that are dissatisfactory are a) adequate and fair compensation; b) growth and security; and c) total life space. This result was derived by cross-tabulation of demographic profiles. The respondents who feel that QWL in their companies are dissatisfactory were mostly male, with staff/supervisor positions, a working period more than 5 years, with bachelor's education degree, and aged between 30 until more than 40 years old. This result is consistent with existing literature that states older men with long experience, married with family responsibility and having better remuneration to support their family needs perceive that QWL is important. The nature of Indonesian society where men lead as heads of households requires them to seek better employment remuneration with better facilities, skill, abilities and knowledge, as well as a permanent job. These older men who have family need balance between work and personal space.

On the other hand, the QWL dimension perceived to be satisfactory by males aged less than 30 years old is the development of human capacity. According to literature younger employees are physically strong and when energy is used, there is a freedom to develop abilities and own style, they will be satisfied.

Research question 2: Does QWL dimensions influence employee perception of procedural justice at PT ABC

The results in Table 2 show that 1) adequate and fair compensation has significance influence towards perception of procedural justice with the result T-test $0.001 < 0.05$; H01 rejected and H1 accepted from hypothesis; 2) Develop human capacity has significance influence towards perception of procedural justice with the result T-test $0.004 < 0.05$, H02 rejected and H2 accepted from hypothesis; 3) Growth and security have significance influence towards perception of procedural justice with the result T-test $0.014 < 0.05$, H03 rejected and H3 accepted from hypothesis; 4) Total life space has no significance influence towards perception of procedural justice with the result T-test $0.348 > 0.05$, H4 rejected and H04 accepted from hypothesis.

Table 2. T-Test

Coefficients ^a					
Model				Standardized Coefficients Beta	t Sig.
1	(Constant)	2,227	0,304		7.333 0.000
	Adequate and Fair Compensation	0,217	0,063	0,239	3.432 0.001
	Develop of Human Capacity	0,162	0,056	0,196	2.915 0.004
	Growth and Security	0,167	0,067	0,167	2.483 0.014
	Total Life Space	-0,051	0,054	-0,065	-0.941 0.348

a. Dependent Variable: Procedural Justice

The results in Table 3 shows that the $R^2 = 0.013$ means that the independent variable (X) which are adequate and fair compensation (X1), develop of human capacity (X2), growth and security (X3), total life space (X4) can describe and influence 13% of dependent variable procedural justice (Y).

Table 3. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 ^a	0,130	0,112	0,62754

a. Predictors: (Constant), Total Life Space, Growth and Security, Develop of Human Capacity, Adequate and Fair Compensation

Research question 3: Which aspects of QWL dimensions do employees recommend to be improved at PT ABC

Based on the results of Table 4, the QWL dimensions perceived to be satisfactory by employees at PT ABC: Develop Human Capacity (58%), while QWL dimensions perceived to be dissatisfactory and needs improvement by employees at PT ABC are adequate and fair compensation (36%), growth and security (34%), and total life space (41%).

Table 4. Summary Perception Employees about QWL Dimension at PT ABC

		STS	TS	N	S	SS
X1 - Adequate and Fair Compensation	Q1	21%	34%	30%	11%	5%
	Q2	23%	35%	19%	14%	10%
	Q3	20%	40%	15%	16%	9%
X2 - Develop Human Capacity	Q7	10%	18%	16%	36%	22%
	Q8	9%	13%	23%	35%	22%
X3 - Growth and Security	Q9	20%	42%	24%	10%	5%
	Q10	18%	46%	24%	9%	5%
	Q11	12%	46%	25%	15%	3%
X4 - Total Life Space	Q18	23%	38%	11%	25%	5%
	Q19	18%	44%	7%	24%	8%

Discussion and Implication

Salary and fair compensation affect employees' perception of procedural justice and how employees perceive procedural justice will depend upon how an organization distributes its results/outcomes like salary with consistency and transparency in execution. Workers will become enraged and oppose change efforts if they believe organizational decisions and managerial actions are unfair. Some workers may receive the results they expect, while others may receive the opposite. People's perceptions of justice are influenced not only by the outcomes of specific decisions, but also by the processes by which the decision is made (Lewis, 2013). Adequate and fair compensation significantly affects procedural justice perception by 13%; this result can be considered low because there are several factors that influence the delivery of salaries: position, working period, education, and competence. In fact, each company may have a different salary policy according to company size and business context. This is adjusted to the abilities and positions held by employees. The government has also issued the *Peraturan Menteri Ketenagakerjaan No.1 Tahun 2017*.

Develop human capacity is a QWL component that has at its core the giving of authority to support performance. Such support may be shown during the performance appraisal process, which can also, in contrast, be a source of extreme dissatisfaction when employees believe the system is biased, political, or irrelevant. Therefore, intuitively, people will only be satisfied with the performance appraisal process if they meet the fairness criteria. After receiving the results of the performance appraisal, the perception of the appraisal may conflict with their belief in the contribution they make. The fulfillment of their expectations of these differences will cause them to feel that they are not being judged fairly and cause dissatisfaction with the performance appraisal.

Develop human capacity QWL dimension is shown in this study to significantly affect procedural justice perceptions by 13%; this result may be considered low because there are other factors that can influence the success of a performance appraisal system, one of them depending on the perceived fairness of employees and their reactions. Employees lower their performance to reduce input when they are underpaid, and increase their performance to generate more input when they are paid more. Performance appraisal and fair treatment will provide a motivational basis for employees to improve their performance in the future (Fauziah, 2016).

Growth and security is a QWL component which is centered upon the training and career path of employees, and in this study, is shown to influence employees' perception of procedural justice. Growth and security significantly affects procedural justice by 13%; a result which is considered low because there are several factors that affect the effectiveness of training, e.g. the competence of trainers and training methods, the quality of teaching materials, the link between the training environment and effectiveness, support from supervisors and co-workers, and the quality of training participants. On the other hand, career path control can work well if several factors are met such as determining the career path goals to be achieved based on the policies set in the company, determining the appropriate method to achieve career path goals, conducting training in preparation for reaching a career path, implementing work, check the results of the implementation, take appropriate action aimed at finding deviations if deviations have been found, then appropriate action is taken so that it does not happen again.

Total life space has no significance influence toward perception of procedural justice. Total life space is the extent to which individuals feel bound and satisfied with their work life and family life and are able to balance the

demands of work and family. Commitments other than work such as family, hobbies, arts, studies (Frame and Hartog, 2003). According to Schabracq (2003) factors that affect the total life space are personality characteristics, family characteristics, work characteristics, individual attitudes. It means individual satisfaction in the aspect of total life space is based on the individual themselves playing a role in balancing the roles between work and family or other outside lives.

5. Conclusion and Implications

One of the goals of the QWL system's development is to boost employee satisfaction at work. When employees perceived QWL dimension to be satisfactory, it can be used as well as motivation to do a good job and keep working. The study found that PT ABC employees perceive the QWL program is dissatisfactory in terms of salary, training and career path, balance work based on the demographic result, men with staff/supervisor positions with more than 5 years of experienced with bachelor education in the age range of 30 to more than 40 years. Furthermore, the study found that adequate and fair compensation, development of human capacity, growth and security have influence on employee perception of procedural justice. On the other hand, employee suggestions point to the fact that adequate and fair compensation, growth and security, total life space, and development of human capacity needs to be improved further by PT ABC. This not only applies to the program but to the processes involved in engaging employee participation in improving these QWL processes.

Recommendations for Managerial Practice

1. Adequate and fair compensation: transparent process must be ensured in salary determination based on the level of position, working period, education and competence. Salary is adjusted according to the workload and the results of the employee's performance as seen from the annual performance appraisal.
2. Growth and security: the policies set in the company must be clear, determining the appropriate method to achieve career path goals, conducting training in preparation for reaching a career path, implementing work, check the results of the implementation, take appropriate action aimed at finding deviations if deviations have been found, then appropriate action is taken so that it does not happen again.
3. Total life space: There must be a transparent process to engage employees in designing and creating family-friendly benefits program that are needed by employees to balance life and work, which includes flexitime which is not fixated on incoming and outgoing hours but the results of work but still based on 8 hours of work, job sharing so that employees can feel cared for and can provide solutions from employee complaints, telecommunicating and others, giving workload adjusted to working hours, restrictions on work outside of office hours, for example overtime on weekends.

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