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**The Effect of Quality of Work Life and Organizational Justice on  
Employee Performance at PT Bank Central Asia  
TBK KCP Teluk Betung**

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**ABSTRACT**

This study aims to identify, investigate, and assess the impact of quality of work life and organizational justice on employee performance at PT BCA, Tbk Betung Bay Headquarters. The sample for this study consisted of 19 employees from PT BCA, Tbk Betung Bay Headquarters. The justification for using the entire population as the sample is that it represents the full population; if the population is fewer than 100, all individuals are included as study samples. Consequently, the researcher selected all 19 employees as the study sample. This study employed quantitative data analysis, involving the evaluation and interpretation of data through statistical computations to draw conclusions. To facilitate the analysis, the researcher used the SPSS program. The findings of the study indicate that both the quality of work life and organizational justice significantly impact employee performance at PT BCA, Tbk Betung Bay Headquarters.

*Quality of Work Life, Organizational Justice and Employee Performance.*

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**INTRODUCTION**

Financial institutions operating as public organizations at the local level are playing an increasingly important role in community development and service delivery. Evaluating such organizations places significant emphasis on the performance of their employees. Employee performance appraisal is a crucial activity, as it serves as an indicator to measure how effectively the organization achieves its goals (Sholathiah et al., 2022).

According to Bintoro & Daryanto (2017), employee performance refers to the accomplishments and outcomes achieved in the field of work. Performance quality is determined by efficiency, neatness, and accuracy in completing tasks, while quantity is measured by the effectiveness of individual employees in completing their work. Employees are expected to perform optimally, as high productivity and good work quality contribute to the organization's ability to achieve its goals ((Roberto Parinussa & Dunan, 2022). Employee performance is

one of the most critical aspects of organizational success because the quality of human resources drives the advancement of the organization. Performance is defined as the achievement or success level of individuals or groups in completing tasks within a specified period. This achievement is evaluated by comparing employee work outcomes against established benchmarks or agreed-upon standards (Rivai, 2018).

Employee work performance can be influenced by various factors, including communication, competence, discipline, work atmosphere, leadership style, motivation, organizational culture, quality of life, and working conditions (Siagian, 2018). However, this study focuses on two key factors: quality of work life (QWL) and organizational justice. These factors were selected because they frequently appear in theories exploring elements that impact employee performance (Moghimi et al., 2013).

In this study, employee performance is influenced by QWL. According to Soetjipto (2017), the term "quality of work life" refers to an organization's deliberate efforts to create opportunities for employees to enhance their productivity and contribute to the company's overall processes. Companies can achieve peak performance by improving employees' QWL (Rai, 2015). QWL programs aim to optimize employee potential while improving their overall quality of life (Larasati, 2018). A high QWL can lead to maximum work results, enabling organizations to achieve their goals more efficiently. As organizations succeed in meeting performance and staff targets, their overall success is enhanced. Previous research has highlighted gaps that motivated this study. Studies by Alfani (2018), Irmayanthi & Surya (2020), Arif et al. (2020), Farmi et al. (2021), and Riskawati et al. (2023) consistently found that QWL positively and significantly influences employee performance.

The second factor influencing employee performance is organizational justice, which refers to individuals' perceptions of the fairness of the outcomes they receive and the treatment they experience based on moral norms, ethics, and company policies (Robbins & Timothy A. Judge., 2016). Fernandes and Awamleh (2006) in Kristanto (2015) emphasized that organizational justice is crucial when workplace rewards align with employees' work and achievements. Effective management of organizational justice fosters harmony among employees by ensuring rewards are based on individual achievements (U. N. et al., 2019). Achieving balance within the organization is a true reflection of organizational justice. Research by Carlos Wiswanatha Mada et al. (2017), Avilla (2018), Karlinda et al. (2022), Retnowati & Darmawan (2022) and Jufrizen

& Hamdani (2023) consistently shows that organizational justice positively and significantly influences employee performance.

PT BCA, Tbk KCP Teluk Betung, the interplay of QWL, organizational justice, and employee performance reveals that employees' performance does not always align with organizational expectations. This discrepancy is attributed to work pressure and demands to achieve targets, which can lead to stress. Work stress often stems from the relationship between employees and their job components. Observations indicate that some employees lose motivation, enthusiasm, and engagement, treating tasks as obligations rather than opportunities for meaningful contribution. This is exacerbated by work pressure and a perceived lack of mutual respect between employees and leaders, with insufficient emphasis on employee welfare. Interviews and reviews with several employees, as well as discussions with the Head of CSO, revealed declining employee performance, resulting in delays in completing tasks. Factors such as excessive workloads, tight deadlines, and external challenges contribute to this issue. However, one employee noted that performance remains relatively good despite occasional delays and tasks exceeding capabilities.

### **Quality of Work Life**

According to U. N. et al. (2019), Employees feel more connected to the organization when they have consistent working conditions, mutually beneficial relationships at work, and are frequently involved. Moghimi et al. (2013) stated that the quality of work life is in accordance with the employee's view of the work situation and the experiences they gain while working there. Akar & Ustuner (2019) explains that the quality of work life indicates the organization's efforts to meet the needs of employees by creating a system that supports their active participation in decision-making and management of aspects of work life in the organizational environment. Kamel et al. (2019) states that organizations ensure that work well-being is achieved by providing work experiences that allow members of the organization to meet their personal needs while working. Mawu et al. (2018) said, the quality of work life can be assessed using various metrics, one of which is the provision of fair and appropriate compensation, as a form of appreciation for employee contributions to the results of production or services produced. Second, a comfortable and hygienic work environment is a concern, including freedom from noise, good lighting, and minimal pollution to create comfort. Third, providing opportunities for employees to apply and improve their skills is a very crucial aspect, especially those that provide positive challenges for full

involvement in work. Fourth, social interactions in the workplace must support the acceptance of individuals by the work environment and colleagues, while ensuring an atmosphere free from destructive prejudice. Finally, employee rights in the office, such as privacy and other rights, need to be fulfilled by the organization to maintain employee balance and satisfaction.

### **Organizational Justice**

Organizational justice is defined as a personal view of how fairness is perceived in the work environment. Prameswari & Suwandana (2017) explains, it includes an individual's attitude toward fairness in the workplace. Retnowati & Darmawan (2022) adds that organizational justice reflects the level of fairness perceived by employees regarding decision making, including managerial decisions. Carlos Wiswanatha Mada et al. (2017) explains that organizational justice relates to the treatment received by employees as assessed and perceived based on their work experiences within the organization. Karlinda et al. (2022) states that individuals view organizational justice as their perception of the equality of treatment they receive in the workplace. Avilla (2018) sees it as a balance between individual rights and obligations demanded by the organization. According to Kristanto (2015), indicators of organizational justice include: 1. Fair allocation of resources. 2. Fairness in decision making. 3. How employees perceive fairness in interpersonal relationships.

### **Employee performance**

Employee performance is related to the work results achieved based on the responsibilities given, both in terms of quality and quantity (Dunan & Sari, 2023). Hasibuan (2016) added that performance requires sacrifice of energy and thought to produce commodities or services, with a level of productivity that is compared between employees. Riani (2013) defines performance as the results of individual work according to applicable standards Arif et al. (2020), while Rosidah (2017) referring to performance as a combination of ability, effort, and opportunity. Factors such as role-stress and work/non-work conflict can also affect performance (Fatmah, 2017). According to Mangkunegara in Arif et al. (2020), performance indicators include: 1. Quality of work refers to the accuracy and appropriateness of work results. 2. Quantity of work - the amount of work completed. 3. Responsibility - Complying with duties and maintaining facilities. 4. Cooperation - The ability to work together. 5. Initiative - Concern for more work.

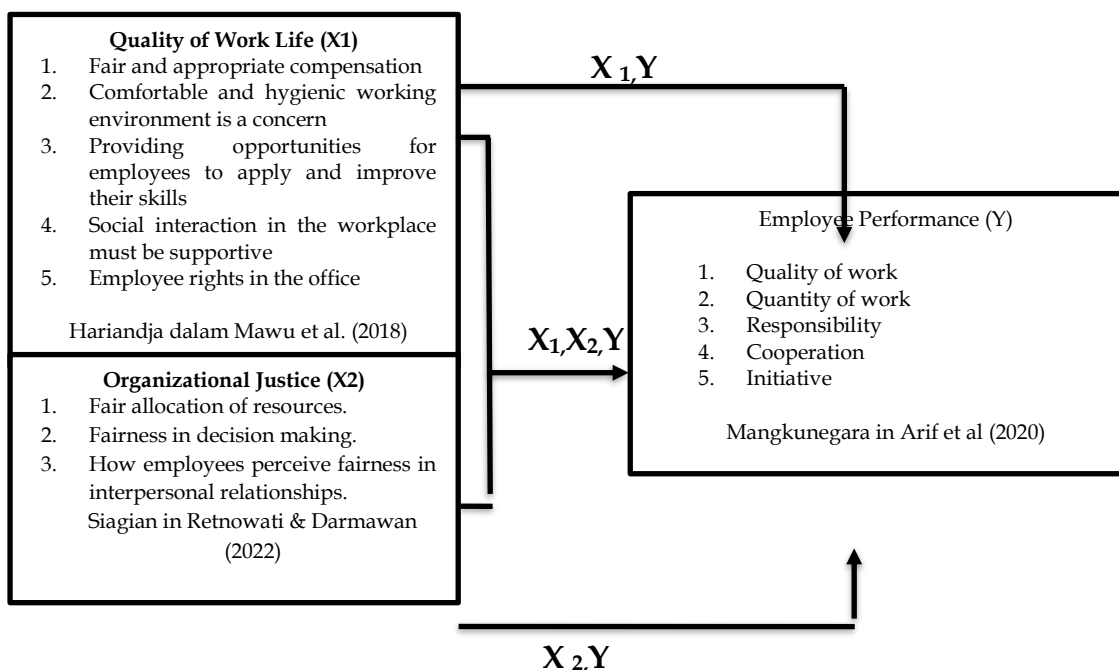


Figure 1. Conceptual Framework

### Hypothesis

Sugiyono (2018), explain hypothesis made as assumption temporary For answer questions asked during formulation Topic research. Based on history and issues mentioned, the hypothesis is as following :

- H1 : QWL has an effect on employee performance at PT BCA Tbk KCP Teluk Betung in a positive manner and significant
- H 2: Justice organization has a positive and significant effect on employee performance at PT BCA Tbk KCP Teluk Betung.
- H3 : QWL and organizational justice have an effect on employee performance at PT BCA Tbk KCP Teluk Betung.

### RESEARCH METHOD

This study applies quantitative analysis, which focuses on processing data in the form of numbers that can be measured or calculated. The research sample consisted of 32 employees of PT BCA, Tbk. Kcp Teluk Betung, which was chosen because the entire population of less than 100 was sampled. Employees were given questionnaires to fill out, and the factors that exist measured using a Likert scale. The analysis technique applied is quantitative analysis, which involves calculations to draw conclusions. This study uses SPSS as an analysis tool including, multiple linear regression, coefficient of determination, t-test, and F-test.

## RESULT AND DISCUSSION

### Multiple Linear Regression Testing

**Table 1. Multiple Linear Regression Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	( Constant )	1,519	5.334		.285	.778
	Quality Of Work Life	.624	.162	.522	3,852	.001
	Organizational Justice	.383	.138	.375	2,767	.010

Source: data processed with SPSS25, 2024.

The above results can be formulated:

$$Y = \alpha + \beta_1.X_1 + \beta_2.X_2 + e_t$$

$$Y = 1.519 + 0.624X_1 + 0.383X_2 + e_t$$

Interpretation :

1. The constant value (a) of 1.519 means that that employee performance values will remains 1.519 if all independent variables remain constant.
2. If all variables remain constant, then the quality of work life increases. contribution to employee performance of 0.624 at PT BCA, Tbk Teluk Betung Sub-district Office.
3. If all variables remain constant, then organizational justice increases contribution to employee performance of 0.383 at PT BCA, Tbk Teluk Betung Sub-district Office.
4. contribution to employee performance of PT BCA, Tbk KCP Teluk Betung is owned by the variable of quality of work life.

### Testing the Coefficient of Determination

**Table 2. Results of Determination Coefficient**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 <sup>a</sup>	.626	.600	4.713

a. Predictors : ( Constant ), Organizational Justice, Quality of Work Life

Source: Data Processed with SPSS 25, 2024.

Referring to the results of the determination coefficient, researchers can conclude that employee performance at PT BCA, Tbk KCP Teluk Betung is influenced by independent variables such as quality of work life and organizational justice with an explained influence of  $R^2 = 0.626$  or 62.6%. In other words, changes in employee performance can be explained by these two variables. by 62.6%, while the remaining 37.4% was influenced by other external factors.

**Parsal Test (t-Test )**

**Table 3. t-Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	( Constant )	1,519	5.334		.285	.778
	Quality Of Work Life	.624	.162	.522	3,852	.001
	Organizational Justice	.383	.138	.375	2,767	.010

Source: Data Processed by SPSS25, 2024.

1. The first hypothesis is accepted, meaning that the performance of PT BCA, Tbk employees KCP Teluk Betung is positively and significantly influenced by the quality of work life, as seen from mark  $t_{table} (2.042) < t_{count} (3.852)$  and a significant value of less than 0.05.
2. The second hypothesis is accepted, meaning that the performance of PT BCA, Tbk employees KCP Teluk Betung is positively and significantly influenced by organizational justice, as seen from mark  $t_{table} (2.042) < t_{count} (2.767)$ , and the smaller significant value is 0.05.

**F Test**

**Table 4. F Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1078.557	2	539,278	24,278	.000 <sup>b</sup>
	Residual	644,162	29	22.212		
	Total	1722.719	31			
a. Dependent Variable : Employee Performance						
b. Predictors : ( Constant ), Organizational Justice, Quality of Work Life						

Source: data processed by SPSS25, 2024.

The third hypothesis is accepted, meaning that the performance of PT BCA, Tbk employees KCP Teluk Betung is influenced by the quality of work life and organizational justice through ANOVA,  $F_{table} (3.33) > F_{count} (24.278)$ , and significance value less than 0.05.

### Discussion

#### 1. Quality of work life influences employee performance

Quality of Work Life (QWL) has an influence positive towards employee performance due to a comfortable working environment, support management, balance between work and personal life, as well as opportunities for self- development can improve motivation, productivity, and employee job satisfaction. This creates optimal working conditions so that employee performance becomes better. In line with studies conducted by Alfani (2018), Irmayanthi & Surya (2020), Arif et al. (2020), Farmi et al. (2021), and Riskawati et al. (2023), it was found that employee performance is positively and significantly influenced by employee quality of life.

#### 2. justice affects employee performance

justice influences employee performance because of the perception of Fairness, such as fair distribution of tasks, transparency in decision making, and equitable rewards, increases employee trust and commitment to the organization. When employees feel they are being treated fairly, they tend to be more motivated, productive, and loyal, which ultimately improves their performance. In line with research Carlos Wiswanatha Mada et al. (2017), Avilla (2018),Karlinda et al. (2022), Retnowati & Darmawan (2022)andJufrizen & Hamdani (2023) show that employee performance is positively and significantly influenced by organizational justice.

#### 3. Quality of work life and organizational justice have a joint influence on employee performance.

Quality of work life and organizational justice together influence employee performance because both create a conducive, fair and supportive work environment for employee well-being. When employees feel that their quality of work life is fulfilled, such as work- life balance and a comfortable environment, as well as feel justice in the treatment and decisions of the organization, they are more motivated to perform well. The combination of these two factors increases job satisfaction, loyalty, and productivity, which has an impact positive on employee performance. In line with studies conducted by Alfani (2018), Irmayanthi & Surya (2020), andJufrizen &

Hamdani (2023) show that employee performance is significantly influenced by service quality and organizational justice.

## CONCLUSION

Based on the results of data analysis, it was found that employee performance at PT BCA, Tbk KCP Teluk Betung was positively influenced by the quality of work life ( quality of work life ). This shows that a work environment that supports a balance between personal life and work, as well as attention to employee welfare, can encourage increased performance. In addition, organizational justice also has a positive influence on employee performance. A sense of fairness in the division of tasks, rewards, and decision making creates higher trust and motivation among employees. Furthermore, ANOVA analysis shows that employee performance is simultaneously influenced by both variables, namely quality of work life and organizational justice. The combination of these two factors is a key element in creating a productive and harmonious work environment, which overall supports the achievement of company targets.

To improve employee performance at PT BCA, Tbk Kcp Teluk Betung, the company can implement several important strategies. First, improve internal communication through open dialogue between management and employees to discuss targets, challenges, and solutions together. Second, provide regular training and development to improve skills, as well as provide a clear career development path so that employees feel motivated. In addition, appreciation and recognition of employee achievements, both in the form of praise and formal awards, are also very important to increase work enthusiasm. A comfortable work environment with adequate facilities and supportive leadership also plays a big role in supporting productivity. Furthermore, the balance between work and personal life can be improved through flexible working hours or wellness programs. Finally, encourage collaboration and innovation by involving employees in decision making. as well as providing space for creative ideas can create a dynamic and results- oriented work atmosphere.

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