

The Impact of Organizational Justice Dimensions on the Quality of Work Life During the COVID-19 Pandemic

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Abstract

This study aims to prove and analyze the effect of the dimensions of organizational justice on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at Universitas Islam Negeri (UIN) Imam Bonjol Padang. In this study, 51 female lecturers who selected using the census method. The analytical method used to prove the truth of the hypothesis is multiple linear regression and t-statistical testing. Based on the results of testing the first hypothesis, it found that distributive justice had no significant effect on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang during the COVID-19 pandemic, while procedural justice and interactive justice had a positive effect on the quality of work-life of female lecturers at the Faculty of Economics. Islam and Business at UIN Imam Bonjol Padang during the COVID-19 pandemic.

Keywords: Organizational justice, quality, work life, covid-19, female lecturers.

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1. Introduction

In the last few months, citizens have experienced a fundamental change in behavior patterns due to the COVID-19 pandemic, especially in the city of Padang. The outbreak of this deadly virus has changed human life of high mobility in advanced. Health protocol could break the chain of COVID-19 spread around the world. In health protocol, the pattern and behavior of the world community, especially in the city of Padang, must be regulated, such as having to keep a social distance (social distancing), using masks during activities, and getting used to washing hands with running water and soap [1].

The Indonesian Doctors Association (IDI), as of late, likewise engaged the local area to lessen exercises outside, working at home, or remaining gainfully at home during the pandemic. It is likewise upheld by the public authority through the KMK RI No.01.07/MENKES/328/2020, which requires all organizations from different business fields to wipe out their functional exercises and focus on working exercises at home. The issuance of the wellbeing priest's choice has energized numerous offices or business elements to require their representatives to telecommute (WFH) [2].

Work from home is generally applied to agencies, whether managed by the government or the private sector, which has penetrated all business sectors, one of which is higher education. In this case, since mid-March 2020, all universities in Indonesia, particularly in West Sumatra, have implemented an online learning system. So that lecturers no longer have to come and

have activities on campus. They carry out the tri dharma of higher education from home [3].

It should affect the quality of work-life balance felt by lecturers, especially female lecturers. Quality of life working is one thing that will be disturbed when there is a change in work behavior from working from the office to working from home. It is due to several factors, such as the physical work environment that supports the implementation of work from homes, such as the media used, network availability, costs involved, and mastery of technology [4].

In this circumstance, lecturers must own equipment and media as the main facilitators. Further, networks and the ability to use media that support telecommuting activities are needed. Lecturers must be able to face the transformation. Of course, it takes time and repeated actions. One of the universities that have made fundamental changes in its work is Universitas Islam Negeri (UIN) Imam Bonjol Padang. Most of the activities until April 2021 were still online, and this applied to all lecturers, including female lecturers. Here, the role of female lecturers is relatively equal to that of male lecturers. It remarked on the workload given, which is relatively the same. In addition, several female lecturers are taking on some important roles, such as being the head of the program to the dean. Changes in work behavior will be a tremendous challenge for female lecturers considering they have two roles at one time. From a religious point of view, a leader comes from a male [5].

Gender equality makes each gender have the same role in the work environment. Gender equality is also a central issue in Indonesian education. The State

Minister for Research and Technology gives freedom for every lecturer to obtain the same chance in functional positions. Both male and female lecturers get the same rights and obligations, such as managing ranks and receiving state allowances. The same thing applies in the UIN Imam Bonjol Padang campus environment. It distributes courses through study programs, and both male and female lecturers will get a fair share [6].

Nowadays, in whole universities, particularly at UIN Imam Bonjol Padang, male and female lecturers are given the same opportunity to get strategic positions within the campus environment. These opportunities create dynamic job competition. Thus, all lecturers are motivated to achieve better positioning and achieve further [7].

Quality of work-life can also be affected by organizational justice. Justice is an invisible concept that can be felt differentially by the members of an organization. It is measured using three dimensions, distributive justice, procedural justice, and instructional justice. If the three dimensions are fulfilled, lectures will do their occupation comfortably [8].

When the distributive justice felt by employees is higher than they expect, the quality of work-life will increase. It showed that distributive justice is related to the value of justice related to the distribution of rewards, authority, and roles in organizations. When the value of distributive justice is high, it will encourage the quality of work life. When working from home, most employees complain about the obstacles they face, such as the low reward and high risk of working through work from home [9].

Recently study found that distributive justice has a positive effect on the quality of work-life perceived by organizational members. Furthermore, similar research results revealed that distributive justice had a positive and significant effect on the quality of work life [10]. These findings likewise strengthen the description of the theory that the higher the application of disruptive justice values felt by employees, the higher the quality of their working lives [11]. The results of the study showed that distributive justice had an overwhelmingly positive relationship with the quality of work-life perceived by employees [12].

In addition to distributive justice, the concept of justice can also be seen from the value of procedural justice [13]. The procedural fairness revealed relates to the perceived conformity of all employees, particularly lecturers, that use it for undergoing work procedures, achieving achievements, and career advancement [14]. When lectures go through the same procedure, thus the spirit of the work seriousness will be higher [15]. Thus, researchers suspect that procedural fairness has a

positive effect on the quality of work-life felt by employees, particularly lecturers [16].

Organizational justice measured by procedural justice has a positive and significant effect on the quality of work or life [17]. The higher the value of procedural justice seen from the similarity of the process through which all employees go through in occupation, indicating the procedural justice's procedures the better, so that the competition created is better, very healthy, and clean [18]. This condition makes all employees feel comfortable and passionate about working to show their ability to carry out their work duties and responsibilities [19].

Procedural justice had a positive and significant effect on the quality of work-life felt by all employees [20]. This finding is also in line with the recent research results. It showed that the concept of justice will have a positive impact on improving the quality of work-life for all employees [21].

2. Research Method

This research is causality research, namely research that discusses the reciprocal relationship between the independent variable with the dependent variable. In addition, data analysis used multiple regression. It revealed that the population is a unity of attributes pertinent to one another. In this study, the population was all lecturers of the Faculty of Economics and Islamic Business UIN Imam Bonjol Padang. This study used the selection of the sample to narrow the scope of the discussion. This study used the census method to get the right size or number of representatives. The census method is a data collection method that encourages researchers to conduct field observations directly to find target respondents. In this study, the sample was all-female lecturers at the Faculty of Economics and Islamic Business UIN Imam Bonjol Padang.

The research variables used in this study consisted of the quality of work-life and the dimensions of organizational justice. The quality of work-life is a feeling of comfort or discomfort felt by individuals who work. This feeling arises because there is a match between what they expected and what they received at work. The indicators used to measure the quality of work-life are growth and development, participation, physical environment, superiors, salary and benefits, social relevance, and social integrity.

The second variable used in this study is organizational justice, namely the emotional feelings felt by each worker related to fairness and similarity in work behavior. It is measured using three dimensions, distributive justice, procedural justice, and interactional justice. The data processing was using the help of research questionnaires distributed via a google

form. The data analysis method used to prove the truth of the hypothesis is multiple linear regression. The testing procedure was classical assumption testing, which includes testing for normality, multicollinearity, and heteroscedasticity. Afterward, multiple regression analysis and hypothesis testing are processed using the t-statistical test.

3. Result and Discussion

This study aims to prove and analyze the effect of organizational justice dimensions on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang. The numerous of respondents was 51 people. After all the data and information are collected, they will be processed immediately. Based on the processing results, the general description of the respondents who participated in this study is shown in Table 1.

Table 1. Respondent Demographics

Demographic	Total	Percentage (%)
Age		
25 – 30 Years	2	3.92
31 – 35 Years	5	9.80
36 – 40 Years	3	5.88
41 – 45 Years	7	13.73
46 – 50 Years	9	17.65
51 – 55 Years	23	45.10
> 55 Years	2	3.92
Education		
S2	48	94.12
S3	3	5.88
Years of Service		
1 – 5 Years	2	3.92
6 – 10 Years	4	7.84
11 – 15 Years	11	21.57
16 – 20 Years	3	5.88
21 – 25 Years	5	9.80
26 – 30 Years	14	27.45
> 30 Years	12	23.53
Marital Status		
Married	48	94.12
Single	3	5.88
Total	51	100.00

In accordance with the results of data observations that have been carried out, it is known that most of the respondents have an age between 51 years to 55 years, which is 45.10% while the respondents with the least number are those aged 25 to 30 years and those who are over 50 years old. each amounted to 3.92%. From the observations, it is also known that most of the respondents have an education at the S2 level, this is recognized by 94.12% of the total respondents while 5.88% of the other respondents have an education at the S3 level. If it is observed from the working period, most of the respondents have a working period of 26 to 30 years. This statement was acknowledged by 27.45% of respondents, while the respondents with the least number were those who had only had a working period of one year to five years, which was only 3.92% of the total respondents. Based on the results of observations,

it is also known that most of the respondents are married, as many as 94.12% of the total respondents. Thus, it can be concluded that most of the female lecturers of the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang are experienced senior lecturers.

This study uses the classical assumption test in advance of testing the hypothesis. The hypothesis testing phase uses multiple linear regression models after all of the research variables were normally distributed and released from matters, such as symptoms of multicollinearity and heteroscedasticity. Summary results can be seen in the following sub-chapters: Normality Test Results.

Normality testing aims to determine the pattern of variance that supports each research variable. Normality testing was accomplished with the One-Sample Kolmogorov Smirnov test residual with the Residual model. Based on the results of the tests, a summary of the results is shown in Table 2.

Table 2. Residual Normality Test Results

Information	Asymp Sig (2-Tailed)	Cut Off	Testing
ARESID	0.319	0.05	Normal

Table 2 shows that the absolute residual value generated by all research variables has produced an asymp sig (2-tailed) value above 0.05. It implied that all research variables are normally distributed, and further data processing can be completed immediately.

Multicollinearity testing aims to ascertain no strong relationship between one-another independent variable. Multicollinearity testing was using the Tolerance and Variance Influence Factor (VIF). Based on the results, the summary is shown in Table 3.

Tabel 3. Multicollinearity Testing Result

Information	TOL	VIF	Result
Distributive Justice	0.688	1.452	No Multicollinearity
Prosedural Justice	0.722	1.386	No Multicollinearity
Interaccional Justice	0.819	1.222	No Multicollinearity

Table 3 shows that each independent variable that will be formed into a multiple regression model already has a tolerance value above 0.10 and a VIF value below 10. It means the variable dimensions of organizational justice consist of distributive justice, procedural justice, and fairness. Interactional has been exempt from the symptoms of multicollinearity. Therefore, further data processing will accomplish immediately. The heteroscedasticity testing used the Glejser model. The result was showed in Table 4.

Table 4. Heteroscedasticity Glejser Testing Result

Information	Sig	Cut Off	Result
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Distributive Justice	0.445	0.05	No Heteroskedasticity
Prosedural Justice	0.812	0.05	No Heteroskedasticity
Interactional Justice	0.106	0.05	No Heteroskedasticity

Table 4 shows that each independent variable has a sig value above 0.05. Therefore, all independent variables have been free from heteroscedasticity symptoms.

Thus, all variables will be used in further data processing stages. After all hypothesis testing procedures, hypothesis testing can be settled immediately. The results of data processing are shown in Table 5.

Table 5. Hypothesis Testing Results

Information	Coefficient	Sig	Cut Off	Result
(Constanta)	19.981			
Distributive Justice	0.016	0.813	0.05	No Significant
Prosedural Justice	0.272	0.002	0.05	Significant
Interactional Justice	0.302	0.000	0.05	Significant

It shows that each independent variable has a regression coefficient that will be transformed into multiple regression equation models shown below.

$$Y = 19,981 + 0,016X_1 + 0,272X_2 + 0.302X_3$$

The regression model showed that the value of the constant generated in the test is 19.981. When distributive justice, procedural justice, and interactional justice value are stable, the value of the quality of work-life is 19,981. There is a tendency to improve the quality of work-life felt by every lecturer even without the organizational justice dimension they feel.

Following the formation of the multiple regression model result, the distributive justice variable has a positive regression coefficient of 0.016. In the statistical testing process, a sig value was 0.813. The test procedure ran using an error rate of 0.05. Thus, (sig > 0.05) can be concluded that distributive justice has no significant effect on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang.

From the results of the formation of the multiple regression model, the procedural justice variable has a positive regression coefficient of 0.272, strengthened by a sig value of 0.002. Thus, the value obtained is well above 0.05. It showed that procedural justice has a significant effect on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang.

The multiple regression equation models showed the interactional justice variable has a positive regression coefficient of 0.302, which is proven statistically with a sig value of 0.000. These findings indicate that the sig value obtained is well below 0.05. It means that interactional justice has a significant effect on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang.

3.1. The Effect of Distributive Justice on the Quality of Work Life of Female Lecturers

The first hypothesis results were found that distributive justice had no significant effect on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang. These results show that the quality of life of female lecturers is not only influenced by the values of distributive justice at work but can be driven by numerous variables such as support from family, colleagues, and superiors, to the value of faith owned by each individual. The findings obtained revealed that improving the quality of the work-life of teachers is not only driven by the implementation of distributive justice values but can be influenced by family support or social support for each individual. Research results found that distributive justice had no significant effect on the quality of work-life of female employees.

3.2. The Effect of Procedural Justice on the Quality of Work Life of Female Lecturers

The second hypothesis results were found that procedural justice has a positive effect on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang. When each female lecturer undergoes the same procedure in carrying out tasks during a pandemic, it will create a healthy and dynamic competition, a conducive working climate or atmosphere, thereby encouraging the improvement of the quality of work-life of each lecturer marked by the achievement of success. Every lecturer fulfills the obligations as a professional lecturer. These findings are supported by procedural justice had a positive effect on the quality of work-life of female employees. The research results stated that the higher the implementation of the value of procedural justice in work felt by employees, the higher the quality of their work life.

3.3. The Effect of Interactional Justice on the Quality of Work Life of Female Lecturers

The third hypothesis results were found that interactional justice had a positive effect on the quality of work-life of female lecturers at UIN Imam Bonjol Padang. When the value of each female lecturer's interactional justice is advanced, it will provide

encouragement and enthusiasm for their occupation. The success of working will increase the quality of work-life felt by every lecturer. Expressing a feeling of fairness in an interactional manner at work will help improve the quality of work-life of employees. Furthermore, similar results obtained the higher the value of interactional justice would further rectify the quality of work-life of individuals working in an organization.

4. Conclusion

The results of the hypothesis testing concluded that distributive justice does not affect the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang during the COVID-19 pandemic. The second hypothesis results showed that procedural justice had a positive effect on the quality of life-work of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang during the COVID-19 pandemic, whereas in the third hypothesis, the interactional justice had a positive effect on the quality of work-life of female lecturers at the Faculty of Islamic Economics and Business at UIN Imam Bonjol Padang during the COVID-19 pandemic. Based on the conclusions explained, several necessary things are suggested for the management of the UIN Imam Bonjol Padang campus to give increasingly moral support to every lecturer, particularly women, in the form of motivation, sharing, and various positive supports to all lecturers. With the support provided, it will increase the enthusiasm of lecturers to create successes during the pandemic and improve the quality of their working life. In addition, using different methods and variables that affect the quality of working life of lecturers during the COVID-19 pandemic for the next research is expected. These suggestions are important to improve the quality of research results obtained in the future.

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