

The Effect of Organizational Justice and Work Stress: The Quality of Work Life Through Career Development in Greater Jakarta Metropolitan Regional Police

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ABSTRACT

This research was aimed to investigate the effect of organizational justice and work stress to the quality of work life through career development as the mediating factor. The phenomenon of quality of work life within the police institution is very strategic and important due to the unique characteristics of the police work which is different from another public organizations. This research involved 366 police personnel from 10 different unit as the sample selected as the proportionate cluster random sampling. The structural equation modeling (SEM) was employed to answer the research questions in the study. The results indicated that the organizational justice has a strong significant effect to career development ($r=0.734$; $p<0.00$); organizational justice has a lower significant effect to career development ($r= 0.214$; $p< 0.00$); work stress has a negative significant effect to career development ($r= 0.086$; $p< 0.01$); work stress has a negative effect to quality of work ($r= 0.097$; $p< 0.00$); and career development has a strong significant effect to the quality of work life ($r= 0.712$; $p< 0.00$). Hence, career development is an effective intervening variable in the model to influence the quality of work life of the police officer at Polda Metro Jaya.

Keywords: Career Development, Organizational Justice, Quality of Work Life, Work Stress.

INTRODUCTION

This study was conducted to examine the effect of organizational justice and work stress on the quality of work life through career development as mediation for police officers at Polda Metro Jaya. Police institutions have a strategic and important role in creating security, order, and quality of life in the community. In implementing the main tasks in the field of security and order services, police institutions need to be supported by the quality of human resources who have competence, dedication, and high integrity. The phenomenon of quality of work life as a new paradigm in HR management has been the concern of HR researchers in business organizations but has not been studied much in public organizations, especially police organizations. The quality of work life phenomenon is very relevant and strategic in police organizations because the characteristics of potential police work are related to the high risk of crime. Thus, the quality of work life phenomenon is an important consideration to be studied in police organizations. The focus of research on the quality of work life phenomenon of police officers as a public organization is the research gap of this study. Quality of work life is theoretically and empirically

influenced by work stress (Easton & Laar, 2013); organizational justice (Rai, 2013) and career development (Mondy, 2011; Parsa.B.et.al.,2014; Michael.R.et.al,1992;). They are the variables studied in this research model.

LITERATURE REVIEW

Quality of work life is a process which organizations, human resources and stakeholders have a view of how to work well together to improve the quality of life of human resources and organizations (Kelbiso, Belay, & Woldie, 2017). Determinants of Quality of Work Life among Nurses Working in Hawassa Town Public Health Facilities, South Ethiopia: A cross-sectional study. Hindawi Nursing Research and Practice Journal. The term of “quality of work life” encloses various themes in the field of human resources that relate the relationship between the organization as an employer and the human resources as employees who perform the tasks and goals of the organization. Quality of work life is a fairly extensive topic and includes ethics, various facts about working conditions, security, job satisfaction, work-life balance and integrity. The quality of work life developed by Walton (1975) has dimensions of (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) opportunities to utilize and develop HR capacity, (4) opportunities for development and security, (5) social integration in the organization, (6) constitution in work, (7) space for life and work, (8) social relevance to work life.

Organizational justice is a study of employee perceptions of equality in the allocation of resources in the organization (Greenberg,1990; Moorman,1991). Organizational justice presented by Nicholas Jackson (2019) includes (1) distributive justice; (2) procedural justice; (3) interactional justice; dan (4) informational justice. The study found that organizational justice variables affect the quality of work life of employees at the health and rehabilitation center organization

in Virginia (Rai, 2013). Work stress is a condition that is often faced by the police officers in accordance with the characteristics of their high-risk jobs because they often deal with criminals who have various types of weapons. Stress is a condition when individuals are faced with opportunities, obstacles or demands against an aspiration, and the result is seen as uncertain or unimportant (Richa Burman, 2018). Thus, stress can be interpreted as a condition that indicates a disturbance perceived by the individuals from their environment. Police officers must interact with the criminal environment with working hours that exceed the provisions so that it can have an impact on work stress. Work stress has dimensions that are (1) work interference, (2) work challenges, (3) non-work interference, (4) non-work challenges, all of which dimensions and indicators can affect work stress (Qolquit,2001).

MATERIALS & METHODS

This research used a mixed methods approach with the explanatory sequential design technique, the essence of which is that this research conducts data collection procedures and sequential quantitative and qualitative data analysis in two stages (Abbas Tashakkori & Charles Teddlie; 2003; Cresswell,2018). Quantitatively, this study used the SEM analysis model by placing career development variables as intervening variables. Then it was continued with data collection procedures and qualitative data analysis was carried out to explore the research findings conducted at the quantitative stage. This study involved 366 samples consisting of 271 non-commissioned officers, 64 first officers, 31 middle-ranking police officers selected by proportional cluster random sampling. The data analysis technique used Structural Equation Modelling (SEM) to describe the relationship between variables formulated in the research hypothetical model. Furthermore, qualitative analysis was conducted to explore the relationship

between variables found from quantitative analysis.

RESULT

The results and findings of the study are presented to answer the research questions

and objectives. Firstly, it is about how respondents perceive the quality of work life, organizational justice, work stress, and career development. The results of the study are presented in table 1 below.

Table 1. Statistical Description of Organizational Justice, Work Stress, Career Development variables and Quality of Work Life

Variable	N	Minimum	Maximum	Average	Std. Deviation
Organizational Justice	366	2.10	5.00	4.216	0.61129
Job Stress	366	1.00	5.00	3.686	1.12044
Career Development	366	1.33	5.00	4.148	0.80959
Quality of Work Life	366	1.39	5.00	4.151	0.76004

Source: Data after being processed, 2024

The table above shows that the average score of organizational justice is 4.216 with the minimum score of 2.1 and the maximum score of 5; work stress is 3.686 with the minimum score of 1 and the maximum score of 5; career development is 4.148 with the minimum score of 1.33 and the maximum score of 5; and the quality of work life average is 4.151 with the minimum score of 1.39 and the maximum score of 5. In the descriptive quantitative terms, the essence of these average numbers

indicates that overall respondents perceive organizational justice, quality of work life, career development to be quite good with an average score above 4 and work stress shows a relatively low average score (mean 3.686) compared to the other three variables. Moreover, the research results on the perceptions of respondents from each of ten work units in Polda Metro Jaya towards quality of work life are presented in table 4.13 page 181 below.

Table 2. Test Results of Respondents' Perceptions on the Dimensions of Organizational Justice Based on Work Units

Dimension	Work Unit	N	Minimum	Maximum	Average	Std. deviation
Distribution Fairness	Ditreskrimum	30	3.00	5.00	4.113	0.540
	Ditreskrimsus	23	3.40	5.00	4.322	0.532
	Ditresnarkoba	17	2.40	5.00	3.835	0.775
	Ditintelkam	14	2.20	4.40	3.671	0.704
	Dit Sabhara	79	2.00	5.00	4.286	0.691
	Dit Lantas	106	2.20	5.00	4.077	0.702
	Ditreskrimsus	23	3.40	5.00	4.322	0.532
	Ditresnarkoba	17	2.40	5.00	3.835	0.775
	Ditintelkam	14	2.20	4.40	3.671	0.704
	Dit Sabhara	79	2.00	5.00	4.286	0.691
Procedural Fairness	Dit Lantas	106	2.20	5.00	4.077	0.702
	Ditreskrimsus	23	3.20	5.00	4.313	0.578
	Ditresnarkoba	17	3.40	5.00	4.224	0.418
	Ditintelkam	14	2.00	4.80	3.943	0.699
	Dit Sabhara	79	2.20	5.00	4.266	0.706
	Dit Lantas	106	1.60	5.00	4.213	0.726
	Dit Binmas	6	3.40	4.60	4.133	0.450
	Satbrimobda	83	1.80	5.00	4.357	0.727
	Biro SDM	6	3.80	5.00	4.233	0.427
Biro Rena	2	5.00	5.00	5.000	0.000	
Interpersonal	Ditreskrimum	30	3.00	5.00	4.067	0.488

	Ditreskrimsus	23	3.40	5.00	4.130	0.517
	Ditresnarkoba	17	3.00	5.00	4.153	0.421
	Ditintelkam	14	1.80	5.00	3.857	0.868
	Dit Sabhara	79	2.00	5.00	4.205	0.765
	Dit Lantas	106	2.00	5.00	4.079	0.673
	Dit Binmas	6	3.60	4.80	4.000	0.506
	Satbrimobda	83	2.00	5.00	4.340	0.697
	Biro SDM	6	3.40	5.00	4.233	0.612
	Biro Rena	2	4.80	5.00	4.900	0.141
Informational Fairness	Ditreskrimum	30	3.40	5.00	4.220	0.477
	Ditreskrimsus	23	3.40	5.00	4.348	0.523
	Ditresnarkoba	17	3.00	5.00	4.094	0.453
	Ditintelkam	14	2.80	4.80	3.843	0.657
	Dit Sabhara	79	2.00	5.00	4.215	0.760
	Dit Lantas	106	2.20	5.00	4.221	0.676
	Dit Binmas	6	4.00	4.40	4.133	0.207
	Satbrimobda	83	2.20	5.00	4.443	0.671
	Biro SDM	6	3.80	5.00	4.400	0.537

Source: Data after being processed, 2024

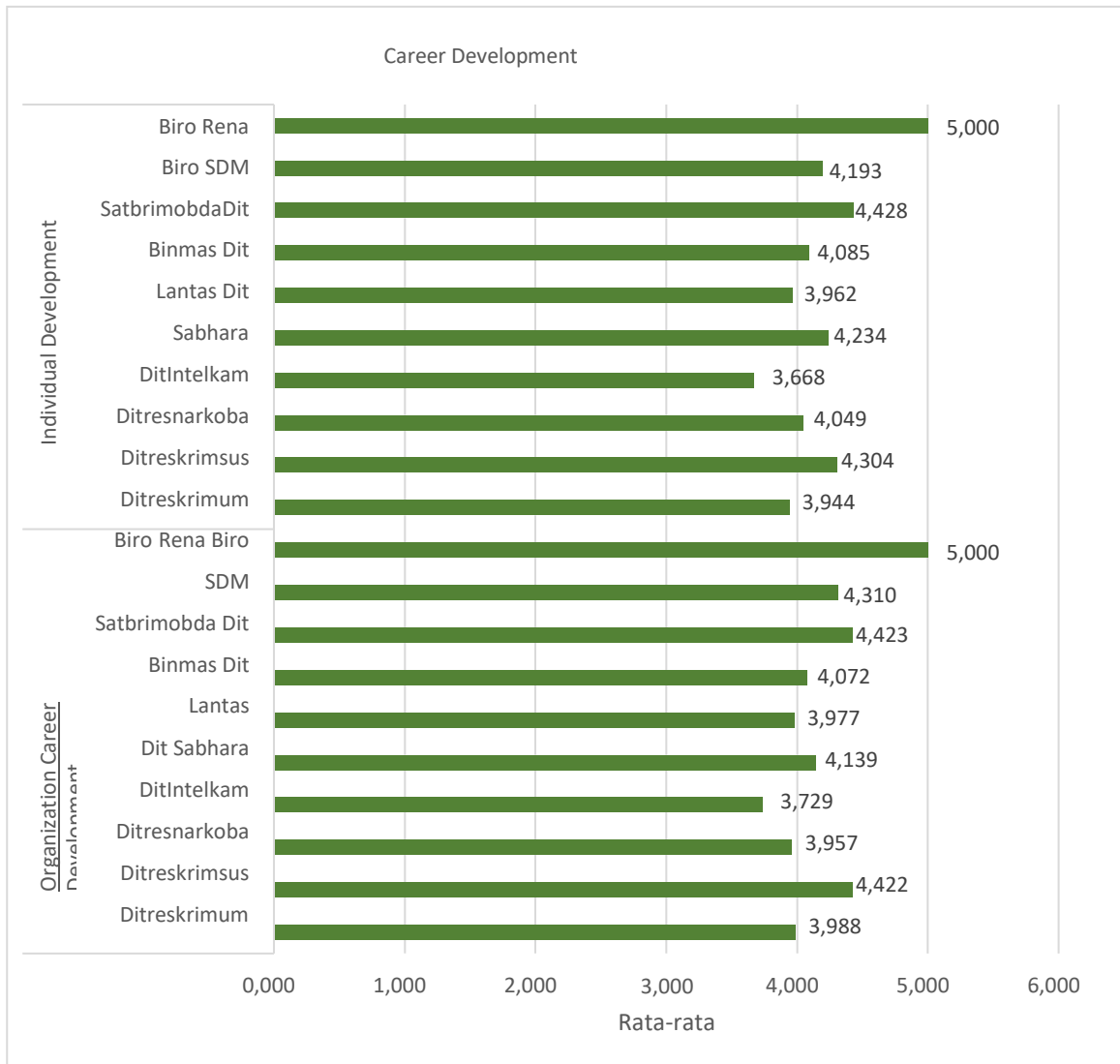


Figure 1. Quality of Work Life variables of each work units

Figure 4.13 above shows the quality of work life perceived by the work units of the General Planning and Budget Bureau (Biro Rena), HR Bureau (Biro SDM), Regional Police Cars Unit (Satbrimobda), Directorate of Community Development (Ditbinmas), Directorate of Samapta Bhayangkara (Ditshabara) dan Directorate of Special Criminal Investigation (Ditreskrimsus) is on an average scale above 4 out of a maximum scale of 5, dan those on a scale below 4 include Directorate of Traffic (Ditlantas), Directorate of General Criminal Investigation (Ditreskrimum), Directorate of Security Intelligence (Ditintelkam) and Directorate of Drugs Investigation (Ditresnarkoba). These results mean that

each respondent perceives the quality of work life differently according to the work characteristics and work environment of each work unit. The average score of the quality of work life in the Biro Rena is on the highest scale of 4.640 and followed by Biro SDM of 4.548; Satbrimobda of 4.414; Ditreskrimsus of 4.326; Ditbinmas of 4.202; Ditshabara of 4.135; Ditlantas of 3.996; Ditintelkam of 3.950; Ditreskrimum of 3.984 and Ditresnarkoba has the lowest average score.

In accordance with the SEM analysis for the relationship between variables corresponding to the hypothetical model, the research results are obtained according to the following figure.

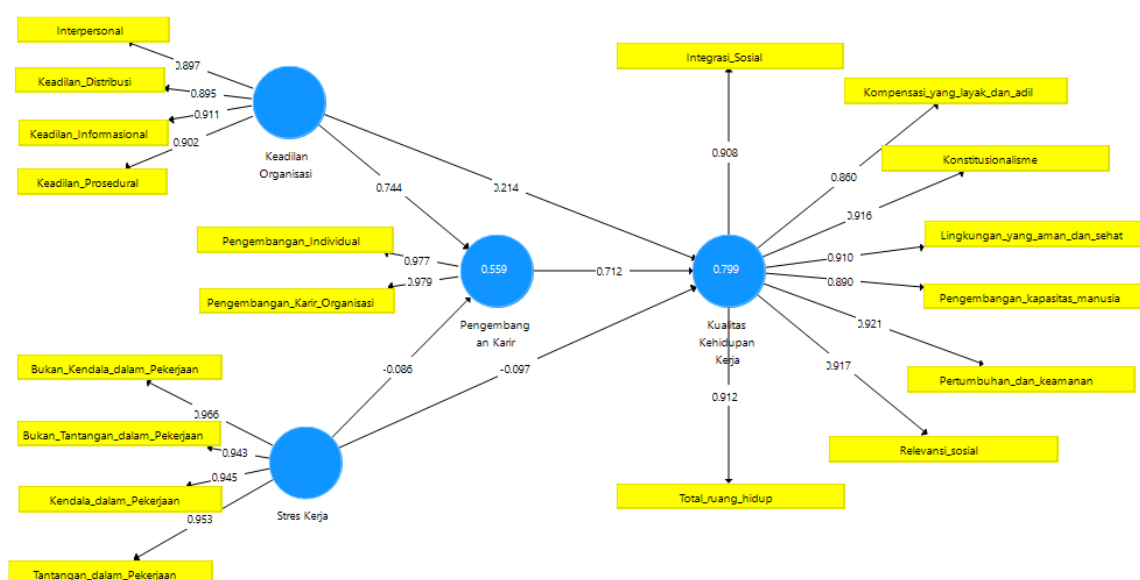


Figure 2. Structural Relationship Model Between Research Variables

The figure above shows that organizational justice has a strong and significant relationship with career development ($r=0.744$ $P<0.000$); organizational justice has a less strong relationship with quality of work life ($r=0.214$; $p<0.000$); career development has a strong and significant relationship with quality of work life ($r=0.712$; $p<0.000$); work stress has a low negative significant relationship with career development ($r=-0.086$; $p<0.01$) dan work stress has a weak negative significant relationship with quality of work life ($r=-0.097$; $p<0.00$). Overall, the research findings according to the results of SEM

analysis indicate that the career development variable is an effective variable in influencing the quality of work life. Organizational justice is an important variable that influences the career development of police officers at Polda Metro Jaya. Qualitatively, respondents in the Ditintelkam work unit stated that the procedural justice dimension is still considered to have weaknesses, especially related to policies that pay less attention to providing justice opportunities for equal opportunities and the right to attend education and training according to their field of work.

The findings of qualitative deepening related to organizational justice are work unit policies that still do not treat members as human resource assets who are more humanistic in doing work. This phenomenon is mainly in the balance of work life between the organization's official duties and family life which in turn affects job satisfaction and motivation. One of the interesting findings is that according to Ditshabara, the routine task of securing demonstrators who are often carried out in the field, patrols that sometimes exceed working hours, according to regulations, rapid reaction teams to face various crimes and public order, has not become a heavy workload, but has become a proud work value with passion as a police profession. Furthermore, a policewoman who has served as a rapid reaction team for three years at Ditsbahara whose work characteristics are always carried out at night, which is prone to crime, said that the tasks she performed were in accordance with her ideals of becoming a police officer so that she did not feel the workload that caused stress and disrupted the quality of work life. This qualitative finding is the result of interview with policewomen in Ditshabara that loving their work passionately is the impetus for motivation and enthusiasm for a police's work.

Moreover, according to informants, individual career development that has been planned and prepared by individuals in accordance with the organizational requirements does not always occur through individual expectations in certain work units. The reward system for individual achievement and performance is not yet regarded in accordance with the values of a merit system that prioritizes meritocracy in career development. This situation is considered to result in job demotivation and job satisfaction, which in turn has an impact on the quality of work life. In addition, education and training opportunities is an important and strategic element in career development. However, these opportunities

are not easily obtained by individuals in the organization.

The opportunity to utilize and develop the capacity of human resources especially for leadership support for work as a dimension of the quality of work life, is also perceived as an obstacle in fostering work comfort in certain work units. This phenomenon is especially felt by older police officers due to their limited knowledge and skills in using the new digital technology implemented in the organization. Health, conduciveness, and security of environmental conditions are very important dimensions of the quality of work life because according to informants these conditions affect interest and motivation to be placed in certain work units. The leadership factor is considered a force that can encourage the quality of work life which includes work enthusiasm, developing work motivation and creativity, and building a technology-based work culture and the culture of dialogue among organizational members.

CONCLUSION

Based on the quantitative model using the Structural Equation Model, career development is an effective and strategic mediating variable in influencing the quality of work life. This merit-based individual career development system must be made an organizational culture that promotes meritocratic values that upload transparency, accountability, openness, fairness, and objectivity to implement the quality of work life. Career policy developed by the organization is a variable dimension of career development that is very strategic to be informed transparently for all members of the organization so that it helps for individual career planning in accordance with the diversity of job characteristics and competencies in various work units.

Distributive justice as one of the dimensions of organizational justice is not only on the orientation of financial welfare but more importantly and strategically is on justice in obtaining educational opportunities, career

development, and obtaining awards (reward system) based on merit system values and based on competence and professionalism. Procedural justice as one of the other dimensions of organizational justice is also closely related to the quality of work life dimension, especially those related to the development of growth and security for organizational members.

Work challenges as one of the dimensions of work stress can basically provide positive value for the quality of work life if members of the organization have “passion” for the work done and pride and love for work which is the social dimension of work life from the quality of work life. The work challenges dimension as the dimension of work stress variables that pay attention to the balance of work and family lie can have implications for the quality of work life. Likewise, the dimension of work challenges in the form of the introduction of new technological facilities, especially for older members of the organization, can affect the quality of work life, so effective communication is needed for changes in organizational work culture.

Declaration by Authors

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