

The Effect of Work-Life Balance on Distributive Justice through Role Ambiguity



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ABSTRACT: This study aims to identify and analyze the impact of work-life balance on equitable distribution through the ambiguity of its role in PT. Cipta Mandala Indonesia in Surabaya. This study uses a quantitative approach where the population of this study are employees of PT. Cipta Mandala Indonesia with a sample of 50 respondents. The sampling method used is the non-probability sampling method, or saturated sampling. The data analysis technique used is partial least squares (PLS) using SmartPLS software. The results showed that: 1) Work-life balance had a significant and positive effect on role instability at PT. Cipta Mandala Indonesia in Surabaya. 2) Work-life balance has a large positive influence on the distribution of PT. Cipta Mandala Indonesia in Surabaya. 3) Role ambiguity has an important and positive effect on the distributive justice of PT. Cipta Mandala Indonesia in Surabaya.

KEYWORDS : Work Life Balance, Ambiguitas Peran, Distributive Justice

INTRODUCTION

Background

Every company must try to improve employee performance as its human resources. Humans as the most important element in the company that plays a role in determining the success or failure of a company. However, work-life balance is also a demand for personal work. The suitability of work and personal life today is becoming a determining factor in the career development of many employees. The difference between professional and personal life is an issue that requires more attention. Lack of balance can also lead to the risk of stress and tension due to long working hours, resulting in depression and interfering with the ability to complete work and family life.

According to (Lockwood, Nancy R, 2003) Work-life balance is defined as a state in which people experience a balance of connection and satisfaction in their roles as employees and in their families. Meanwhile, according to (Gibson, 2002) suggests that based on observations of problems, work-life balance is found in employees who refer to not learning about someone's special rights and obligations at work.

PT. PT. Cipta Mandala Indonesia is a service company that provides consulting and training services in the field of occupational safety (K3). Pt. Cipta Mandala Indonesia also has standard operating procedures (SOPs), but the company's SOPs are not very clear. Based on this, employees of PT. Cipta Mandala Indonesia finds it difficult to do its tasks, often delays work and is not responsible for its work and throws work at other employees. Each official position in the structure has clear task requirements to reduce confusion and increase productivity, but some structures can become ambiguous. Role ambiguity can arise from a lack of information and knowledge needed to perform a job. Performance uncertainty can arise from the company's lack of training.

According to (Marini, 2001), role ambiguity means lack of adequate information to perform the role optimally. Meanwhile, according to (Gordon, 1996) in (Novika, 2010) new employees often experience role ambiguity due to lack of complete information about their work and organizational activities and responsibilities. Work is done against the standards that the company sets, so organizations must also increase their organization's equity, especially as it relates to distribution equity. In this context, distributive justice is essential in today's corporations.

Distributive justice states that workers must be paid wages commensurate with their income and expenses, fairness being most commonly assessed in terms of fairness of results. If the ratio received from the comparison is equal or greater, then it can be said to be fair, which has an impact on the responsibility or work of the employee. So, from this explanation, if every company is unfair, then the role in the company will be ambiguous.

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Special Purpose

The specific objectives in this study are as follows:

1. Identify and analyze the impact of work-life balance on the uncertainty of the role of the PC. Cipta Mandala Indonesia.
2. Find and analyze the effect of work-life balance on distributive equity at PT. Cipta Mandala Indonesia.
3. Investigate and analyze the impact of role uncertainty on the definition of distribution in PT. Cipta Mandala Indonesia.

The Urgency (Virtue) of Research

This research has a priority urgency, namely work life balance is an important determinant for workers, if work life balance does not have balance, it can cause stress and tension, long working hours, and tiring work. Thus, companies need a clear job structure for each position and position. Related to this, the ambiguity of roles in the company must provide adequate information and provide good training also to its employees. The provision of information and training within the company is expected to provide distributive justice, where distributive justice is often assessed on the basis of fairness of outcomes for employees.

The Importance of Research in Higher Education Strategic Plan Achievements

This research is important to do in higher education because college is also one of the places where someone works who also has to balance work life with his personal life in a balanced manner. For universities, role ambiguity is also the most important thing to improve the responsibility of employees to do a job in accordance with each part fairly.

LITERATURE REVIEW

Work Life Balance

Work-life balance is the degree to which an individual connects and is satisfied with work life and family life, and can balance work and family guidance. When family roles are fulfilled, the workplace becomes a comfortable place and employees tend to avoid conflict (Greenhaus, 2003) in (Jannah, 2020). Meanwhile, according to other experts, employees who are able to manage working hours well and take care of their families will have work participation in the organization so that employees display increased work performance (Purohit, 2013) in (Jannah, 2020).

From the point of view of some of these experts, work-life balance is a good work-balance in an organization because employees are very demanding and must be able to balance work. Manage and meet your own needs, such as maintaining health, paying attention to family development, and others.

According to McDonald et al., work-life balance scores (2005) are as follows:

1. Time balance refers to time spent both at work and in other activities such as traveling with family.
2. Immersion balance refers to the degree or degree of psychological involvement of individuals in entering and leaving the workplace.
3. Satisfaction balance refers to the overall satisfaction of the individual with his work and tasks unrelated to it.

Role Ambiguity

Role ambiguity is a situation where an employee does not get enough clarity about the direction and purpose of information from the organization or corporation, the role experienced by the employee will be able to influence the confusion leading to the thought process and state of a person.

Multiple roles occur when a person hopes to take on a certain role but is not fully understanding or sure of what he or she is doing (Robbins, 2001) in (SPT, J., & SE, M.T, 2020). In line with this understanding, opinions from other experts suggest that multiple roles arise when an individual hopes to fill a certain role but is not clearly understood and uncertain about what he or she is doing. Role ambiguity is a concept that describes the availability of information related to a role. Stakeholders need to know that these expectations are accurate and consistent with the activities and responsibilities of the position. You also need to understand whether the job is suitable for the job and how the work will be done (Ahmad and Taylor, 2009) in (Hutami, et al., 2011).

The indicators of role ambiguity according to Rizzo, House and Lirtzman (Mas"ud 2004) are as follows:

1. Confident in authority and not having a clear work plan.
2. The purpose of work is not clear, and time needs to be allocated reasonably.
3. Do not know what responsibility and do not know what to do.
4. The scope of work is not clear how performance is evaluated.

Distributive Justice

Distributive justice concerns the allocation of human resources. In an organization, it should primarily focus on the results that employees receive that are fair. Justice is based on equality of service, proportionality, skill needs and other needs to each

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party. Disruptive justice is an individual's perception of the equitable distribution of resources among employees and visualizes equality in how rewards are distributed among employees (Greenberg and Baron, 2003) in (Yuniawan, A., 2008). Another opinion posits that distributive justice is the equality of resources and rewards that It reflects the perceived fairness of how resources and rewards are allocated and distributed. (Kreitner and Kinicki, 2003) in (Yuniawan, A., 2008). Thus, from expert opinion it can be concluded that employees tend to respond positively in the workplace, such as satisfaction and commitment, when they feel that their contribution to the organization matches the rewards they receive(Yuniati & Hartono, 2023)

The following indicators of distributive justice according to Niehoff & Moorman (1993: 537) include:

1. Working hours, are working hours determined by the company and stated in company regulations.
2. Workload, employees can conduct their own assessment of the workload that is currently heavy or light.
3. Awards, awarding awards to employees must be in line with the performance of the employee.
4. Responsibilities, job responsibilities should be given according to the skill level of employees in the workplace.

Hypothesis

A hypothesis is a temporary response to the expression of a research question, and the hypothesis of this study is as follows:

1. Work-life balance has an important and positive effect on the ambiguity of roles in PT. Cipta Mandala Indonesia in Surabaya.
2. Work-life balance has a significant positive effect on the distributive equity of PT. Cipta Mandala Indonesia in Surabaya.
3. Uncertainty of the role has an important and positive effect on the definition of distribution of PT. Cipta Mandala Indonesia in Surabaya.

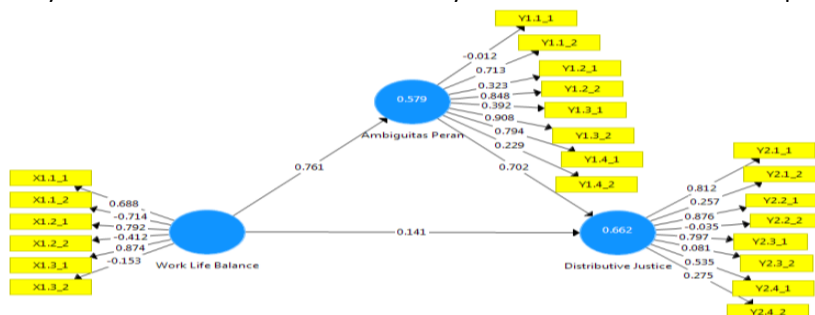
RESEARCH METHODS

Population and Sample

The population used in this study was the entire staff of PT. Ciptamanda Indonesia based on a sample of 50 respondents. The sampling method used is a non-stochastic sampling method called the saturated sampling method.

Research Results

The results of the study will be described based on suitability. The results of research data processing are as follows:

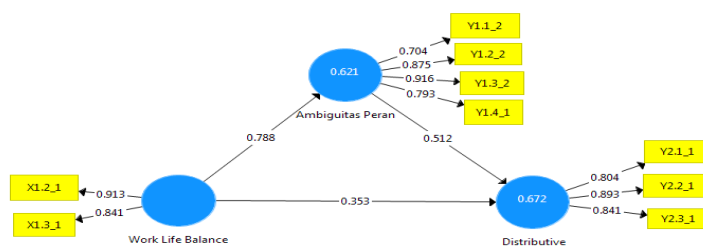


Picture 1 Diagram path

There are three variables, including X1 based on Figure 1 above. There are three indicators about life balance. In other words, each statement of two indicators means a total of six countries. Y1: The ambiguity of the role is the sum of the four indicators and the door Y2 8. Fully. X1.3_2))), role ambiguity (Y1.1_1; Y1.2_1; Y1.3_1; Y1.4_2). If the indicator is invalid and its value is greater than 0.7, the load factor is declared valid. Therefore, if the metric value is less than 0.7, it must be deleted or deleted and recalculated.

Here are the results of the analysis after recalculation:

Model Pengukuran Measurement Model (Outer Model)



Picture 2 Diagram path outer model

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Based on Figure 2 above, some indicators that are invalid or less than 0.7 are charged after removing or deleting, and all indicators already have 0.7 or more. The result of this study is the influence of work-life balance. The positive impact on role differences was 0.788, and the balance between work and personal life was 0.353 and the inconsistency of the share distribution role was 0.512. Variable Life Life (x1.2_1 = 0.913, x1.3_1 = 0.841) 0.793) Director's cost of capital expense (Y2.1_1 = 0.804; Y2.2_1 = 0.893; Y2.3_1 = 0.841) > 0.7 = 0.841) > 0.7 In other words, it must be learned or valid and available for additional analysis.

Validity Test

Convergent validity

Table 1. outer loading test

Variable	Indicator	Outer loading
Work Life	X1.2_1	0.913
	X1.3_1	0.841
Role Ambiguity (Y1)	Y1.1_2	0.704
	Y1.2_2	0.875
	Y1.3_2	0.916
	Y1.4_1	0.793
Distributive Justice (Y2)	Y2.1_1	0.804
	Y2.2_1	0.893
	Y2.3_1	0.841

Source: Data processed (SmartPLS 2022)

Based on Table 1 above, it can be seen that the external load value for each index of the scan variable is >0.7. The above data shows that none of the variables in the index have an external load value of <0.7. Therefore, all metrics are declared available or searchable and can be used for further analysis.

Table 2. Average Variance Extracted Test (AVE)

Variabel	AVE
Work life balance	0.770
Role Ambiguity	0.682
Distributive justice	0.717

Source: Data processed (SmartPLS 2022)

As per table 2 above, the AVE values for the variables work-life balance, role ambiguity, and distributive fairness are >0.5. Thus it can be said to meet the criteria that is said to be valid.

Discriminant Validity

Fornell Lacker

Table 3. fornell larcker test

Variable	WorkLife Balance (X1)	Ambiguitas Peran (Y1)	Distributive Justice (Y2)
WorkLife Balance (X1)	0.878		
Role Ambiguity (Y1)	0.788	0.826	
Distributive Justice (Y2)	0.757	0.790	0.847

Source: Data processed (SmartPLS 2022)

Based on the work-life balance variable has a value of 0.878, role ambiguity has a value of 0.826, and fairness of distribution has a value of 0.847, so one variable is already more than the other variable.

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Cross Loading

Table 4. cross loading test

Indikator	Work Life Balance	Ambiguitas Peran	Distributive Justice
X1.2_1	0.913	0.721	0.804
X1.3_1	0.841	0.661	0.485
Y1.1_2	0.545	0.704	0.370
Y1.2_2	0.684	0.875	0.636
Y1.3_2	0.684	0.916	0.676
Y1.4_1	0.670	0.793	0.832
Y2.1_1	0.624	0.683	0.804
Y2.2_1	0.676	0.737	0.893
Y2.3_1	0.617	0.574	0.841

Source: Data processed (SmartPLS 2022)

As can be seen from Table 4 above, each indicator of the survey variable has the greatest reciprocal load compared to the variables it forms. Based on the results obtained, the indicators used already have very good discriminatory validity when editing each variable.

Reliabilitas Test

Cronbach's Alpha

Table 5. cronbach's alpha test

Variable	Cronbach's alpha
Work life balance	0.707
Role Ambiguity	0.843
Distributive justice	0.802

Source: Data processed (SmartPLS 2022)

From Table 5 it can be seen that Cronbach's alpha value > 0.6 for each variable. Therefore, researchers concluded that all variables have a high level of confidence because each research variable can show that the variable qualifies Cronbach's alpha.

Composite reliability

Table 6. composite reliability test

Variable	Composite reliability
Work life balance	0.870
Ambiguitas peran	0.895
Distributive justice	0.870

Source: Data processed (SmartPLS 2022)

MODEL STRUCTURAL (INNER MODEL)

Uji R –square

Table 7. R-Square Test

Indikator	R-Square
Role Ambiguity (Y1)	0.621
Distributive Justice (Y2)	0.672

Source: Data processed (SmartPLS 2022)

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Table 7 shows that the R-squared value for the variable Role Ambiguity (Y1) is 0.621 and for the variable Distributive Equity (Y2) is 0.672. if the resulting value is changed as a percentage, then the resulting value for the role ambiguity variable (Y1) is $0.621 \times 100 = 62\%$, and the resulting value for the distributive equity variable (Y2) is $0.672 \times 100 = 67\%$ (strong). It was concluded that the test results of structural models (internal models) variables "Role Ambiguity" and "Distributive justice" are included in the category of models (strong).

Effect size(f^2)

Table 8. effect size test

No.	Corerelation	Value	Criterion
1.	Work Life Balance terhadap Role Ambiguity	1.640	Kuat
2.	Work Life Balance terhadap Distributive Justice	0.144	Cukup
3.	Role Ambiguity terhadap Distributive Justice	0.303	Kuat

Source: Data processed (SmartPLS 2022)

Based on table 8 above, the influence of Work life balance on Role Ambiguity has a strong influence, while the influence of Work Life Balance on Distributive Justice has a strong influence, and the influence of Role Ambiguity on Distributive Justice has a strong influence.

Q-Square(Q^2)

Table 9. Q-square test

	SSO	SSE	$Q^2(=1-SSE/SSO)$
Work Life Balance (X1)	100.000	100.000	
Ambiguitas Peran (Y1)	200.000	123.732	0.381
Distributive Justice (Y2)	150.000	85.393	0.431

Source: Data processed (SmartPLS 2022)

Based on table 4.17 above, it can be seen that the value produced by the changing work-life balance (X1) has a value of 0, which means that the changed work-life balance (X1) has no prognosis relationship, because work-life balance is the independent variable influencing the dependent variable. The balance of roles (Y1) and the fairness of distribution (Y2) shows > 0, so it can be said that the balance of variable roles (Y1) has a value of 0.381, which means that the balance of roles (Y1) has a strong prognosis and final relationship. Distribution justice (Y2) has a value of 0.431, which means Distribution justice (Y2) has a strong relationship between prognosis and endure. So, to conclude, if the value of Q^2 is more than 0.35, then they say that the relevance of the prognosis of the results is high.

Goodness of fit (GOF)

Table 10. GoF test

	Model sturated	Model Estimasi
SRMR	0.107	0.107
d_ ULS	0.517	0.517
d_ G	0.404	0.404
Chi-Square	103.327	103.327
NFI	0.706	0.706

Source: Data processed (SmartPLS 2022)

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Based on Table 10, it is known that the resulting NFI value is 0.706, which if the value is percentage becomes 71%. So, the model that this study has has is 71% fit.

Test the hypothesis

Table 11. Hypothesis test

Pengaruh	Original Sample Estimate	T-statistic	P-Values	Result
H1 : Work Life Balance → Ambiguitas Peran	0.788	11.927	0.000	Accepted
H2 : Work Life Balance → Distributive Justice	0.353	2.671	0.008	Accepted
H3: Ambiguitas Peran → Distributive Justice	0.512	3.646	0.000	Accepted

Source: Data processed (SmartPLS 2022)

Based on Table 11 above, these three research hypotheses are accepted because each of the effects in question has a positive coefficient (original sample estimate) and a t-statistic > 1.985, which you can see is possible. The P-value < 0.05. So that the independent variable has a significant positive value for the dependent variable.

CONCLUSION

According to the results of the research analysis test and discussion, the first conclusion that can be drawn from the work-life balance study on distributive justice through role ambiguity in PT. Cipta Mandala Indonesia, Surabaya, that work-life balance has a significant effect. Positive effect on character blur. From this it can be said that if the imbalance between the working lives of employees also leads to a decrease in employee job satisfaction, then this hypothesis can be accepted and proven correct. This is because if a company has a good work-life balance, it will reduce the ambiguity of employee roles.

Second, work-life balance has a significant positive effect on equitable distribution. Thus, it can be argued that the notion that distributive justice is more in line with organizational discourse based on the principle that justice needs to be judged for balance to be acceptable and justified. This is because a company can be said to be fair if the work-life balance and distribution are fair and good, which has implications for employee performance.

Third, role ambiguity has an important and positive impact on distributive justice. This allows us to accept hypotheses and prove their correctness. Role ambiguity is a situation where you experience role ambiguity in your organization and the resulting performance is not optimal. Factors related to role ambiguity include coordination of work processes, violation of instructions, job description, and appropriateness of communication flows. This is to reduce role ambiguity if the company has good distributive justice. The problem of fraud causes ambiguity in roles within the organization and, if not resolved, can lead to deviant behavior in the workplace.

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