

The Effect of Organizational Justice on Stress with Work-Family Conflict as a Mediating Variable

Maximilian Swandarujati¹ Titi Nufitri², & Ade Irma Anggraeni³

¹Management Study Program, Universitas Jenderal Soedirman, Indonesia

Email corresponding author : milianmaxi3@gmail.com

Abstract : The purpose of this study is to analyze the effect of organizational justice on Tupperware member stress with work-family conflict as a mediating variable. There were 80 member chosen as respondent of the study by using purposive sampling method. This study applies quantitative approach. Analysis tool used in this research is Multiple Regression with SPSS software. Based on the result of the analysis, it can be concluded that organizational justice has negative effect on on Dito Mulyo Pangestu Tupperware member stres with work-family conflict as a mediating variable.

Keyword: organizational justice, stress, work-family conflict.

INTRODUCTION

Job stress is one of the generally recognized antecedents of personal difficulties, work-related illnesses, and economic losses due to sick leave, absenteeism, and decreased performance (Bliese, Edwards, & Sonnentag, 2017; Choi, Yi, & Kim, 2018; Giorgi, Leon-Perez, Pignata, Demiral, & Arcangeli, 2018). In general stress is an unpleasant emotional and physiological condition that results from work experience that is considered detrimental by employees, especially experiences that are uncertain or beyond employee control. In various studies on stress, perceptions of organizational justice act as antecedents related to stress (Chirumbolo, Urbini, Callea, Lo Presti, & Talamo, 2017, Elovainio, Kivimäki, & Vahtera, 2002, Cropanzano, Goldman, & Benson, 2005, Virtanen & Elovainio , 2018, Eric G. Lambert 2019). Special attention is especially given to interactions between superiors and their employees, because communication and treatment of bosses especially in applying justice can affect employee perceptions related to stress.

On the other hand, the world of work has changed. Competition has increased, and therefore needs to be more efficient, among others by streamlining. The remaining

employees are subjected to more pressure because demands on such workers are intensified (Waismel-Manor, 2008). As a result, employees feel themselves trapped between increasing family demands within themselves, and increasing demands from their superiors to perform optimally in their role as workers and contribute outside their formal job requirements which are then referred to as work-family conflicts (Neal & Hammer , 2007). Work-family conflict can be stressful if the employees feel that the demands of the two fields of work and family are not too heavy for them.

Judge and Colquitt (2004) found that the dimensions of organizational justice have a negative relationship with stress mediated by family work conflicts. Organizational justice refers to employees' perceptions of fairness in the rules or procedures applied by the organization (Colquitt 2001). In relation to work-family conflicts, promoting organizational justice can reduce work-family conflicts experienced by employees. Applying fairness in the workplace makes employees feel the organization is paying more attention to them, and employees get what they need such as part-time work time (Judge and Colquitt 2004). Many subsequent studies support the results of these studies (Rabenu 2017, Armstrong 2015, Tziner 2014, Juan

M. Andrade 2019), but there have been no studies related to stress conducted on MLM organizations.

Multi-level marketing is the business practice of selling products or services through independent agents who are financially compensated for their sales. In Indonesia the MLM system was first introduced with the establishment of Creative Network International (CNI) in 1986 in Bandung under the name PT Nusantara Sun-Chlorella Tama (NSCT). CNI's success encouraged the emergence of various MLM companies in Indonesia, one of which was Tupperware. Tupperware is a subsidiary of Tupperware Brands Corporation, which manufactures plastic household appliances. Tupperware distributes its products throughout the world through its parent company Tupperware Brands Corporation using the direct sales method. In 2013, Tupperware's largest market was Indonesia, followed by Germany. Sales in Indonesia that year reached more than \$ 200 million with 250,000 distributors.

As a leading MLM company in Indonesia, Tupperware develops programs that support brand communication. These programs reflect Tupperware's philosophy of changing the lives of women and their families for the better: Enlighten, Educate, and Empower, abbreviated as 3E. Women are the backbone of Tupperware. In an interview with Forbes in 2011, CEO Rick Going said that 99 percent of Tupperware's sales force were women, and so were its buyers.

In the Tupperware Indonesia site, there are 6 career paths in Tupperware. First is Consultant (C), then Team Captain (TC), then Manager or (M). Then there is the Group Manager (GM), Authorized Group Manager (AGM), and the peak is the Distributor (D). Each level has a sales target. Salespeople are very vulnerable to role conflicts between work demands and

family demands because of boundary-spanning and the stressful nature of the sales position (Boles, Johnston, & Hair, 1997). Frone MR, Russell M, Cooper ML. (1992); Duxbury & Higgins 2001, KM Shockley, W Shen, MM DeNunzio, ML Arvan, EA Knudsen 2017 found that work-family conflicts were reported more frequently for mothers than for fathers, even when mothers participated in part-time work (Gronlund 2007). It also appears that the negative effects of work-family conflict may be greater for women and for older workers.

In MLM organizations, distributors are valued through incentive schemes offered by MLM companies. They are paid to recruit others as distributors. The person recruited then duplicates the distributor's work to sell products or services to others (Coughlan & Grayson, 1998). The scheme allows original agents to receive commissions from all sales made by agents under them (Robert D. Mather, Dustin Belden, & Heather Sherwood, 2017). The system adds pressure on distributors not only to make sales but also recruitment as a target that must be met to obtain incentives and maintain membership.

Based on these problems, researchers are interested in analyzing the effect of organizational justice on stress by mediating work-family conflict that will be carried out at the largest Tupperware distributor in Purwokerto Dito Mulyo Pangestu.

LITERATURE REVIEW

Organizational Justice

The idea of organizational justice comes from Adams's theory of justice (Adams: 1963-1965) which assumes justice and injustice is a provision that comes from a comparison between oneself and others based on input and output (Awamleh, 2013: 12), or at the personal level, provided by

individuals as knowledge or efforts and results achieved. This term has also been used by (Greenberg 1987) and (Bies 1986) in accordance with individual thoughts and reactions to the function of organizational justice (Lee, 2003: 21).

Jamnes 1993 argues that organizational justice is an equitable treatment that is anticipated by employees by employers, and the response of employee behavior towards justice. Cropanzano, Rupp, Mohler, & Schminke (2001) argue that organizational justice is the level at which some organizational activities are considered fair or equitable with reference to some standards set in the organization. It is often argued that perceptions of fairness are prerequisites for the basis of job control in relation to the demands of work in the work environment (Proost, Verboon, & van Ruyseveldt, 2015).

Perceptions of organizational justice can include various aspects related to justice in the workplace such as distributive, procedural, informative, and interpersonal (Judge & Colquitt 2004). Perceptions of organizational justice can also be treated as a whole (Ambrose & Arnaud, 2005; Ambrose & Schminke, 2009; Hauenstein, McGonigle, & Flinder, 2001; Lind, 2001), because when forming justice judgments, individuals tend to use whatever information available and prominent at the time and thus made a judgment (Greenberg, 2001).

(Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O., & Ng, K.Y. 2001), divides organizational justice into four dimensions

Procedural justice refers to the perception that the processes and procedures used by organizations to achieve the most prominent results (distributive justice) are fair and correct (Colquitt et al., 2001). Most employees prefer transparent, fair, and correct processes and procedures

(Greenberg, 1990). For many people, fair processes are as important as fair outcomes, and procedural fairness can influence their perceptions of fair outcomes (Folger & Cropanzano, 1998). For example, Landy, Barnes-Farrell, and Cleveland (1980) found that perceptions of fairness in employee evaluation procedures are important to employees, regardless of whether their performance appraisals are negative or positive.

Distributive justice relates to the perception that the most prominent results in organizations (eg salary, promotion, job evaluation, shift and position assignments, and workplace discipline) are fairness (Colquitt et al., 2001). Distributive justice is based more on the principle of justice than on the principle of equality (Greenberg, 1990; Lambert, 2003). The principle of equality applies that distributive results must be decided based on employee contributions (for example, efforts) and contributions (eg, level of success). Under the principle of equality, all workers who do so receive the same results regardless of their efforts or success (Greenberg & Colquitt, 2005).

Transactional justice, also referred to as interpersonal justice, relates to individuals' feelings that they have been treated with respect and dignity by supervisors and administrators (Colquitt et al., 2001; Colquitt & Greenberg, 2005; Lambert, 2003). Being treated fairly generally results in a positive psychological state (Colquitt & Greenberg, 2005). Conversely, a feeling that there is a lack of interpersonal justice can result in anger and frustration, resulting in negative psychological conditions (Krehbiel & Cropanzano, 2000). In other words, not because we disagree, but how we disagree, it is part of transactional justice (Eric G. Lambert 2019).

Informative justice deals with the adequacy of the explanations given in terms of timeliness, specifications, and correctness.

Informative justice "focuses on the explanations given to people who convey information about why procedures are used in certain ways or why results are distributed in particular ways".

Stress

Selye (1956), defines Stress as the non-specific response of the body to whatever pressure is applied to the body. Stress is a broad problem and has become a public health problem mainly because of its negative effects on physiological and mental health (Lee, Joo, & Choi, 2013). In addition, work stress is an expensive phenomenon for organizations and contributes to expensive turnovers (O'Neill & Davis, 2011). Tziner (2014) argues that if stress is a condition when employees perceive a work situation as presenting a lot of demands that exceed their abilities and resources, then they assess the situation as stressful. The main sources of stress for the majority of adults employed include workload (Neel, 2016), and perceptions of a lack of organizational justice (Eric G Lambert, Linda D. Keena, Stacy H. Haynes, David May, Rosemary Ricciardelli, Matthew Leone 2019) .

Stress has three main categories of causes of work stress and work stress which include, stressors arising from the work itself (Noblet and LaMontagne, 2006); social relations at work (Botero and Van Dyne, 2009; Rodwell, J.J., Noblet, A.J. and Allisey, A.F. 2011); and organizational environment in general (Todorova, I.L.G., Alexandrova-Karamanova, A., Panayotova, Y. and Dimitrova, E. 2014). Exposure to stress such as situations of heavy workload, lack of managerial support and limited or no input in the decision making process, lack of autonomy and job control, role ambiguity and perceptions of injustice can have a negative impact on stress levels and employee welfare (Qin, X., DiRenzo, MS, Xu, M. and Duan, Y 2014). The literature shows evidence of a relationship between employee perceptions

of organizational fairness and stress. Experiences of injustice both actual and perceived only have been found as sources of work stress (Greenberg, 2004; Judge and Colquitt, 2004).

Work-family conflict

The concept of work-family conflict and role strain theory are central to research on flexible work arrangements and welfare. According to role strain theory (Goode 1960), dual role demands can be contradictory when individuals cannot fulfill the expectations of all roles and therefore have to relinquish some of these roles. Work-family conflict is a specific form of inter-role conflict in which role pressures emanating from work and family domains are incompatible (Frone et al., 1992, Greenhaus & Beutell 1985). Organizational employees must balance their work responsibilities with work at home or their families (Williams and Alliger, 1994). They face the dilemma of choosing between one activity or another, with implications brought about by any choice. This phenomenon, called work-family conflict (hereinafter referred to as WFC), is a role conflict that arises from interference between family demands and work demands (Munir, Nielsen, Garde, Albertsen and Carneiro, 2012).

Work-family conflict is associated with increased psychological tension, with higher stress levels and lower welfare levels related to work to family and family to work as a source of conflict. Excessive job demands affect employee relations with the family and make them unsure of which should be a priority. As a result they become unable to resolve family and work demands. Currently, there is an increase in conflicts between the work domain and family life, and studies focus on conflicts experienced by an employee between their role in the family and at work, (Burke & Elkot, 2010). Spector, P. E., Allen, T. D., Poelmans, S. A. Y., Lapierre, M. L., Cooper, C. L., & Widerszal-Bazyl, M.

(2007) reveal a clear relationship between work-family conflict and work demands. Therefore, it is important to have the right balance between work and family domains, so that both demands can be met efficiently (Bass, L., B., Butler, BA, Grzywacz, G, J., & Linney D. K 2008).

THE FORMULATION OF HYPOTHESES

The relationship between organizational justice and stress has been extensively investigated. Limited research to date suggests that perceptions of organizational justice might be linked to work stress (Lambert, Hogan, & Allen, 2006; Lambert, Hogan, & Griffin, 2007). Organizational justice refers to the perception that organizations that employ employees have treated them fairly in a fair manner (Greenberg, 1987a, 1987b; Lambert et al., 2007; Taxman & Gordon, 2009) Differences in the dimensions of organizational justice related to general work stress and various types of stress and tension responses, such as insomnia, overall perceived stress, absence related to illness, and fatigue (Elovainio, Kivimäki, & Vahtera, 2002; Greenberg, 2006; Judge & Colquitt, 2004; Robbins, Ford, & Tetrick, 2012).

The relationship between perceived organizational justice and stress may exist because low organizational justice is seen as a stressor that leads to various stress and tension responses (Judge & Colquitt, 2004; Sora et al., 2010). Research conducted (Eric G Lambert 2019, Chirumbolo, Urbini, Callea, Lo Presti, & Talamo 2017) shows the negative relationship of organizational justice to stress. Injustice is considered as a trigger for stress and therefore negatively affects psychological health (Judge & Colquitt, 2004; Vermunt & Steensma, 2004). The strength of different dimensions of organizational justice in work-related stress felt by employees. These findings support previous research which found that the absence of justice raises negative emotions,

2005). Based on these studies researchers hypothesized:

H1: Organizational justice will negatively affect stress perception.

Perception of organizational justice is a well-known antecedents of various positive work outcomes, including job satisfaction and job stress reduction (Greenberg & Colquitt, 2013). Judge & Colquitt (2004), Greenberg and Colquitt (2005), Malisetty and Kumari (2016), and Kyei-Poku (2014) highlight the negative relationship between organizational justice, and WFC. The relationship with procedural justice is explained by the tension that arises when a collaborator considers the procedure carried out incorrectly and unfairly. For example, employees whose superiors do not allow them to explain why they are late, or why they make mistakes, generally consider the situation unfair; while those who listen tend to feel more justice, even if the results are not what they are looking for or even if they are given punishment.

Some studies have shown that supervisory leadership styles that are considered unfair by their employees, with inadequate or unequal procedures and treatment, produce negative emotional states such as stress, frustration, and anxiety, usually associated with WFC (Malisetty and Kumari, 2016; Kyei Poku, 2014). For example, Judge and Colquitt (2004) found that some dimensions of organizational justice had a negative relationship with WFC that was exhibited by collaborators. Based on these studies, researchers hypothesize:

H2: Organizational justice will negatively affect work-family conflict.

Eric G. Lambert et. al (2019) in his research on prison staff have confirmed the including those related to stress, absence from work (Saito, Igarashi, Noguchi-Watanabe, Takai, & Yamamoto-Mitani, 2018).

Perceptions of organizational justice concern the extent to which people feel that they have been treated fairly by their organizations and those around them (Smith, Bond, & Kağıtçıbaşı, 2006), as well as impacting work-family conflicts (Ahmed, Eatough, & Ford, 2018). Among the aspects studied by management, special attention is paid to interactions between managers or supervisors and their employees, because communication and treatment of bosses can influence employee perceptions. Grandey (2001) argues that "the justice literature is very relevant for our understanding of how good family-friendly policies are for organizations". Organizations with unfair policies and practices will contribute to disruption. Thus, perceptions of fairness and their relationship with WFC have been investigated (Cropanzano, Byrne, Bobocel and Rupp, 2001, Ferris, Spence, Brown and Heller, 2012)

Judge & Colquitt (2004) argue that one way for organizations to respond to work-family conflict is to apply justice in the workplace. This is proven in his research if organizational justice has a significant correlation with stress and is mediated by family work conflicts.

H3: The negative relationship between organizational justice and stress will be partially mediated by work-family conflict.

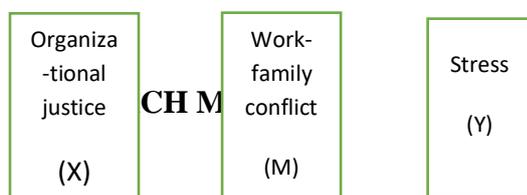


Figure 1 Research Model

This research is a quantitative study and uses survey methods by distributing questionnaires. The subjects of the research were the employees of Dito Mulyo Pangestu. The object of research is stress and the factors that influence it, namely organizational justice and work-family conflict among Dito Mulyo Pangestu employees. Research Implementation Time in October 2019. Located in the office of Dito Mulyo Pangestu Purwokerto, JL. Martadireja I, No. 983, Purwokerto, Banyumas Regency, Central Java.

Based on calculations using the Slovin formula, the size of the sample that must be studied is 80 people. In this study the sample was taken by purposive sampling technique. According to Sugiyono (2013) purposive sampling is a sampling technique with certain considerations. Considerations for determining the sample in this study are Tupperware members who were active in ordering goods in the past month. The activeness of the member shows the employee's relationship with the organization, so that it will be easier for researchers to examine the perceived perceived fairness of the employee towards the organization that affects stress.

Members' organizational justice was measured by 20 items from Colquitt (2001), stress was measured using 14 items from Cohen, Kamarck, & Mermelstein (1983), and the work-family conflict questionnaire used 4 items from Gutek (1991).

RESULT AND DISCUSSION

Respondents are 100 active members of Dito Mulyo Pangestu and taken as a sample of 80 members, all of them housewives. The return rate of the questionnaire is 100%, so that it meets the minimum criteria for returning questionnaires to 25-60% of the total questionnaires distributed in the survey (Sugiyono 2009).

Table 1. Descriptive Statistics

Variable	Std.		
	Minimum	Maximum	Mean Deviation
Organizational Justice	3.00	5.00	4,13 .591
Work-family Conflict	1.00	3.00	2.18 .760
Stress	1.00	3.00	2.01 .605

Based on the table above it is found that the highest average is in the fairness of Tupperware member organizations (4.13). It shows if Tupperware members feel fair treatment from the organization. The work-family conflict variable has an average value (2.18) included in the low category so that the average Tupperware member does not feel work-family conflict. The overall mean of the stress variable is (2.01) which shows the tendency of stress levels felt by the Tupperware members to be low.

Hyphotesis Analysis Regression Analysis

Table 12. Results of Regression Analysis for Stress

Indepent Variable	B	Sig	t	F
Step I				
Organizational Justice	-0,643*	0,000	-21,274	452,579
Step II				
Organizational Justice	-0,100*	0,341	-0,958	321,540
Work-family conflict	-1,573	0,000	-5,372	

Note: *p(one-tailed) < 0,05

Table 13. Results of Regression Analysis for Work-family Conflict

Indepent Variable	B	Sig	t	F
Organizational Justice	-0,345*	0,000	-34,408	1,184

Note: *p(one-tailed) < 0,05

To test whether the proposed hypothesis is supported or not supported, t-statistics are used (one-sided test). Test criteria if $t_{table} (1,664) < t_{count}$ and significance is less than 0.05 then the hypothesis is accepted. Based on the results of the regression calculations in Table 18. In the first step, a t_{count} of -21,274 is obtained and has a significance level of 0.00. The output of regression analysis is the value of t_{count} of organizational justice variable of -21,274 > 1,664 with Sig. 0.00 < 0.05. Because the t_{count} of organizational justice variable (X) is greater than the t_{tabel} and the significance is less than 0.05, the first hypothesis stating that organizational justice has a negative effect on perceived stress is **supported**.

To test whether the proposed hypothesis is accepted or rejected, use the t statistic (one-sided test). Test criteria if $t_{table} (1,664) < t_{count}$ and significance is less than 0.05 then the hypothesis is accepted. Based on the results of the regression calculations in Table 18. In the first step, a t_{count} of -34,308 was obtained and had a significance level of 0.00. The output of regression analysis is known to calculate the t_{count} of organizational justice variables of -34,308 > 1,664 with Sig. 0.00 < 0.05. Because the t_{count} of organizational justice variable (X) is greater than the t_{table} and the significance is less than 0.05, the second hypothesis stating organizational justice has a negative effect on work-family conflict is **supported**.

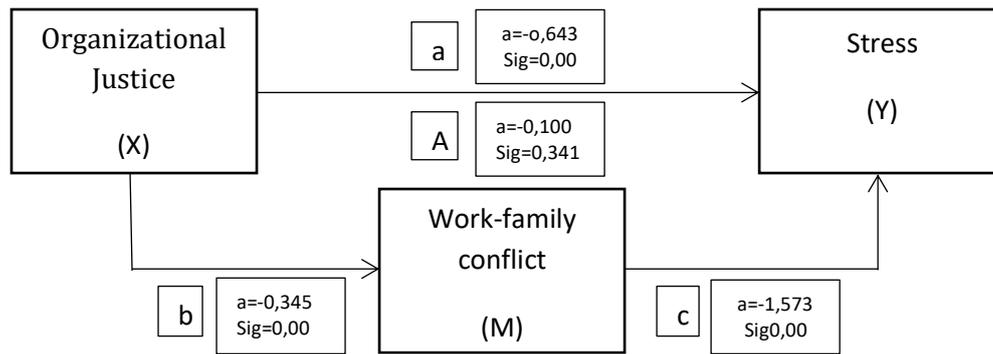


Figure 2. Mediation Analysis Model

Note :

a = regression equation from X to Y before adding M

A = regression equation from X to Y after adding M

b = regression equation from X to M

c = regression equation from M to Y

The first step is to create an independent variable regression equation (X) to the dependent variable (Y) as in Figure 5. The regression calculation results are obtained in Table 18. In the first step the unstandardized coefficients in the first equation of organizational justice for stress are -0,643 with a significance of 0, 00 and the t_{count} of $t_{-21.274}$, meaning that organizational justice has a negative effect on stress.

The second step makes the regression equation of the independent variable (X) to the mediating variable (M) as in Figure 5. The regression calculation results are obtained in Table 19. The unstandardized coefficients in the second equation of organizational justice for work-family conflict are -0.345 with a significance of 0,00, and t_{count} of -34,308 means that organizational justice has a negative effect on work-family conflict.

The third step makes the regression equation the independent variable (X) to the dependent variable (Y) by adding the mediation variable (M) as in Figure 5. Then the regression calculation results are obtained in Table 18. Step I, before adding the mediation variable in the first equation of organizational justice for stress, the unstandardized coefficients value of -0,643 with a significance of 0.00 and the t_{count} of -21,274, and after the mediation variables are added in the second equation (Table 18. Step II)

organizational justice for stress, the unstandardized coefficients value of -0,100 with significance 0.341 and the value of t_{count} of 0.958. This means that organizational justice has no direct effect on stress. The influence of organizational justice is mediated by family work conflicts.

Berdasarkan hasil analisis di atas diketahui bahwa variabel keadilan organisasi berpengaruh signifikan terhadap stress. Pengaruh berubah menjadi tidak signifikan ketika konflik kerja-keluarga dimasukkan sebagai variabel mediasi. Berdasar hasil tersebut, dapat disimpulkan bahwa konflik kerja-keluarga mampu memediasi pengaruh keadilan organisasi terhadap stres sebagai mediasi sempurna (*perfect mediation*).

Based on the analysis above, it is known that the variable of organizational justice has a significant effect on stress. Influence becomes insignificant when work-family conflict is included as a mediating variable. Based on these results, it can be concluded that work-family conflict is able to mediate the effect of organizational justice on stress as perfect mediation.

Discussion

Organizational justice has a negative effect on stress

The results showed that organizational justice negatively affected the stress of Tupperware member Dito Mulyo Pangestu Purwokerto. Applying fair policies and systems in Dito Mulyo Pangestu, such as achievement-based incentives achieved by members, can reduce the tress felt by Tupperware members due to feelings of being treated unfairly. These findings are consistent with research conducted by Eric G Lambert 2019, if transactional justice

(treating staff with respect) and distributive justice (feeling that what is received is fair) has a negative effect on work stress. When staff feel they are treated with respect, they are also more likely to understand fair processes and outcomes. Lambert et al. (2006) found that procedural fairness, which had a significant direct negative effect on organizational work stress, could consider the views and input of employees in implementing policies.

Organizational justice has a negative effect on work-family conflict

The results showed that organizational justice negatively affected the work-family conflict of Tupperware member Dito Mulyo Pangestu. Neilson & Stanfors 2014 believes that mothers experience greater work-family conflict than fathers. In particular, the presence of children significantly increases family time requirements, and research shows these demands tend to fall excessively on women. The adoption of family-friendly policies such as part time work allows members who are housewives to work and still have sufficient time to take care of the family, so members do not experience work-family conflicts (role conflicts arising from interference between family demands and requirements the work of Munir, Nielsen, Garde, Albertsen and Carneiro, 2012; Baldacchino et al., 2019).

Work-family conflict mediates the effect of organizational justice on stress partially

The results of this study indicate that work-family conflict mediates the effect of organizational justice on stress partially by Dito Mulyo Pangestu Purwokerto members. With regard to parental status, the fact that mothers experience work-family conflicts is greater than that of fathers. In particular, the presence of children significantly increases family time requirements, and research shows these demands tend to fall excessively on women (Neilson & Stanfors, 2014), resulting in increased work-family conflict. The adoption of family friendly policies such as part time work allows members to divide time between work and being at home better. Members who are housewives can work and still have enough time to take care of the family, so that members do not experience work-family conflicts (role conflicts arising from interference between family demands and work requirements of Munir, Nielsen, Garde, Albertsen and Carneiro

, 2012; Baldacchino et al., 2019). Pearlin LI, Menaghan EG, Lieberman MA, 1981 distinguishes stressors from various social pressures arising from the demands of work or family life, and stress reactions such as depression, bad moods and well-being. Then the reduced level of family work conflict among Tupperware members will also reduce the level of stress that members feel.

CONCLUSIONS AND IMPLICATIONS

Conclusion

Organizational justice has a negative effect on the stress felt by member Dito Mulyo Pangestu Purwokerto. Members feel fair treatment from the organization, so they do not feel stressed. Organizational justice has a negative effect on work-family conflict. Members who feel fair treatment from the organization, especially in family friendly policies, will have more time for their families, thereby reducing the level of work-family conflict. Work-family conflict mediates the effect of organizational justice on stress. Based on the results of research there is a tendency if members do not feel stressed. That is because as a working housewife, members succeed in sharing work responsibilities and domestic affairs effectively.

Implications

Based on the questionnaire of organizational justice, the lowest score is found in questions 11 (the awards I received were in accordance with my work) and 12 (the distributor treated me politely) with 314 points. This means that what members feel is lacking is the reward given by the organization for the achievements they have achieved. Then the researcher suggests that the organization can review the reward scheme provided to members.

Based on the stress questionnaire, the highest score is in question 13 (In the last month, how often have you been able to spend the time you want) with 167 points. The highest score for the work-family conflict questionnaire is in question 2 (I can't do my hobby because I work too much) with 186 points. This means that what most influences the level of work-family conflict and stress of members is when they cannot spend time as they wish including doing their hobbies. Then the researchers suggest that the organization revisits the application of the part time work policy.

Penelitian menunjukkan jika keadilan organisasi memiliki pengaruh yang signifikan dalam menurunkan tingkat stres yang dirasakan member Tupperware. Peneliti menyarankan agar organisasi meningkatkan promosi keadilan di tempat kerja. Member yang merasakan keadilan cenderung tidak merasakan stres akibat perasaan diperlakukan secara tidak adil. Research shows that organizational justice has a significant effect in reducing the level of stress felt by Tupperware members. Researchers suggest that organizations increase the promotion of justice in the workplace. Members who feel justice tend not to feel stress due to feeling unfairly treated.

Research shows that work-family conflict partially mediates the negative relationship between organizational justice and stress. The researcher suggests that the organization can focus on implementing family friendly policies so that members are more comfortable in working. Members who are housewives can

: work and still have enough time to take care of the family, so members do not experience work-family conflicts.

Limitations

This study only analyzes the personal factors that exist in the members so that the scope of this research is still on an individual scale. MLM usually has a hierarchy of various levels of sales agents consisting of one or a group of sales agents at the top with the next agent level below them. Agents get multi-level commissions from direct product sales and from sales generated by agents below them in a hierarchical structure (Curtis 2011). Based on this theory MLM members can also work in groups, but this cannot be examined due to limitations in research.

The sample in this study is limited to members who are at managerial level, so stress, organizational justice, and work-family conflict that may be experienced by members at lower levels cannot be analyzed.

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