

## The impact of organizational Justice on job burnout

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**Abstract:** The motive of this research is to scrutinize the relationship between organizational justice (procedural justice, distributive justice and interactional justice) and job burnout among the employees working in public sector organizations in twin cities of Pakistan ( Islamabad & Rawalpindi ). Out of 150 questionnaires 120 questionnaires were received back. The normality of the data was demonstrated by using Kolmogorov-Smirnov. Pearson and Spearman correlation tests are used to recognize the relationship between the variables of the study. The outcome of the study shows a negative relationship between organizational justice and job burnout.

**Keywords:** organizational justice, Kolmogorov-Smirnov, Pearson and Spearman correlation tests.

### INTRODUCTION

Organizational justice has transpired as a new psychosocial predictor of health at work[1] Evidence advocates that employees who discern organizational injustice experience negative feelings and mental distress[2].

Job burnout is a person's acknowledgement to stressful interpersonal factors at workplace in which Job incumbents' more contact with others would cause changes appear in their attitudes and behaviors. The ones with job burnout not just confront difficulties, but outcome in difficulties materialize for others, putting others' mental health and performance in peril. The main objective is to administrate the organization and create a justice between employees. Manager should perpetuate upright rules for each worker. The department of the manager with the employees should be equal in reward system, promotion, supervision, hiring and appointments[3]. If there is a justice in organization then the employees learn and feel rules and regulations, procedures and policies more expeditiously[4]. The studies have enlighten that the justice processes play a major role in the organization, i.e. this relates to how to deport with individuals within organizations to influence beliefs, attitudes, feelings and behavior of employees.

Stress is very salient to make the staff agile, studies displays that the work which is done in stress gives us more fruitful results. But distress declines the efficiency and effectiveness of employees. Sometimes work-related strain also has negative effect on

employee's occupational behavior. Giving stress to the employees results as job burnout. This is the crucial issue with the employees[5]. Previous researches shows that employees who are going through stress, pressure and fatigue in jobs shows less productivity and efficiency. This thing effects the organization directly. Organization cannot afford that their employee's shows bad performance[6].

According to Maslach and colleagues job burnout is related to the psychological process of cognition[5]. It consists of emotional, physical and mental stress. It occurs when the person have severe type of stress and highly exhausted condition. It is the main hurdle in the way of improvement and motivation. It brings de-motivation in the behavior of workers. Masoudi and colleagues [7] have demonstrated that there must be equitable reward system when the employees do work appropriately. But when management exhibit inappropriateness then it cause stress for the workers. Moliner *et al* reported that there are various features of burnout and it has positive relationship between organizational justice and burnout[8]. Further, among the aspects of organizational justice, procedural justice has the strongest relationship with burnout [8]. Lambart and colleagues [9] also found that they also have a strong relationship with the job burnout and also have significant impact on distributive and procedural justice[9]. In their research examined that the relationship between distributive justice and procedural justice with burnout. If there are inequalities and injustice in organization then some issues starts[10].

These issues are lack of motivation, dissatisfaction at work, emotional exhaustion, lack of devotion to work and unaccomplished of organizational goals.

The purpose of this study, therefore, was to estimate the relationship between organizational justices (including its subscales) with job burnout in employees.

**Problem statement:**

Job burnout as a job hazard received attention in recent years using to define humans' responses against mental pressures. Symptoms of job burnout include Emotional exhaustion, Depersonalization and decline of personal performance in keeping in contact with colleagues and patients. The individuals' affected to job burnout suffer from Headache, sleep disturbance, Irritable mood, Unsuccessful marriage, anxiety, depression, high blood pressure and etc.[11]. The vital purpose leading to job burnout conveyed as tolerating mental pressure stemmed from job for a long time together with high loads of work. Lack of interest in work, no relation between proficiency with the job or occupation the person continues his activity on it, working out of the potential and etc lead the individuals to job burnout. Victims affected to job burnout generally provided with low self esteem and self confidence in their personal life, to compensate it retain on working in excess or desired to prove to others they are very important persons. According to the type of job and skill of an individual, by a fair salary, job satisfaction would be resulted. Yet, if employees in their job and organization found feeling of unfairness and feel discrimination, mentally would be indifferent, depressed, tired and affected by job burnout. Further, they would question all the aspects existing at their workplace and show reaction to others' comments in a negative way whereby their work's quality and quantity would be lessened [12]. Hence, according to the theoretical analyses and the results of various studies, this study aims to give a response to the question "is there any notable relationship between the organizational justice and job burnout among the workers of Organization.

**METHODOLOGY**

Statistical population of this research is consisting of all the workers of public organizations' working in head offices. Questionnaires are filled out by the participants of the research process. There is not any remarkable difference between respondents on the basis of demographics. We are using two questionnaires for data gathering.

**Chester and Todd Organizational justice Questionnaire (2007)[13]:**

This questionnaire subsists of three extents named as procedural justice (from question 1-13), distributive justice (from question 14-17), and interactive justice (from question 18-26). 26 items are included in questionnaire and each question has a response option of 1-5 Likert scale having a range from very low to too high. Total score could be range from 26-130.

**Hazel and Maslach job burnout questionnaire(1976)[14].**

It consisting of 22 questions each with response option of 1-5 likert scale having range from completely disagree to completely agree. Total score might be range from 22-110. The content and face validity of the questionnaire can be confirmed with the qualitative response from experts and professors in the sports management field, and Cronbach's alpha reliability tests of the Organizational justice and burn out is 0.94 and 0.72 respectively. Descriptive statistics is used to describe the sample and summarization of data. Kolmogorov - Smirnov is mostly used to check the normality of data. To identify the relationship between variables spearman and pearson correlation coefficient is used for categorical and continuous variables, respectively. When data is continuous but not normally distributed we mostly used spearman's correlation. In order to find out predictors of job burnout multiple linear regressions is considered. Individual having inappropriate and incomplete information in questionnaire is excluded from specific analysis. Statistical importance is considered for p value less than 0.05. Statistical analysis is performed by using SPSS version 18.

**RESULTS**

A total of 120 out of 150 questionnaires were received back. To check the normality of the data Kolmogorov – Smirnov was used. Table 1 shows the results of the normality test.

**Table 1: Results of Kolmogorov-Smirnov Test for examination of normal data**

variables	N	Z	sig	results
Organizational justice	120	0.808	0.53	Normal
Job burnout	120	1.44	0.03	Abnormal

Results of the correlation analysis presented in

table 2 show that there is significant and negative

relationship between organizational justice and burnout of employees ( $r = -.186$ ,  $p = .04$ ). Also, the results of the correlation test exhibit that there is just significant and negative relationship between the components of Procedural justice and burnout ( $r = -0.$

277,  $p = 0.003$ ). In addition, there is no significant relationship between distributive justice ( $r = -.084$ ,  $p = .369$ ) and interactive justice ( $r = -.165$ ,  $p = .076$ ) with job burnout.

**Table 2: The correlation coefficient between organizational justice and burnout (N=120)**

Variable	Index	Organizational justice	Components of Organizational justice		
			Distributive justice	Procedural justice	Interactive justice
Job burnout	Spearman Correlation coefficient	- 0.186	- 0.084	- 0.277	- 0.165
<b>Significant level</b>		0.04	.369	0.003	0.076

According to the results in Table 3, the value of Durbin-Watson Test was 2.08. As a value of 2 means that there is no autocorrelation in the sample, this confirms the use of regression test. According to

the coefficient of determination obtained from the output of the test, only 0 .068 of the variation in burnout is explained by organizational justice.

**Table 3: results of Durbin-Watson Test for independence of errors**

model	R-Square	Adjusted R-Square	Standard deviation	Significant level	Durbin-Watson
1	.068	.043	10.58	.04	2.08

**Table 4: significance regression equation test**

		Sum of square	df	Mean square	F	Significant level
Step 3	regression	920.453	3	306.818	2.37	.04
	remainder	12666.778	113	112.095		
	Total	13587.231	116	.....		

According to Table 4 and regression test, there is linear and significant relationship between two

variables of organizational justice and burnout in the  $p \leq 0/05$ .

**Table 5: significant variables of multiple regressions**

	Non-Standard coefficient		Standard coefficient	t	Significant level
	B	Standard deviation	Beta		
Constant value	71.997	4.533	-----	15.88	.001
Distributive justice	-.666	.273	-.249	-2.442	.016
Procedural justice	-.125	.112	-.109	-1.122	.264
Interactive justice	-.3	.153	-.195	-1.96	.052

According to the results in Table 5, multiple linear regression analysis showed that only distributive justice in the third step regression has power to predict burnout. Based on the results of the beta coefficient per unit increase in distributive justice, the burnout rate will show a 25% reduction. Therefore, the regression equation would be as follows:

$Y = 71.997 - 0.66$  (distributive justice)

**CONCLUSION**

The major hypothesis declares that organizational justice and job burnout have a very important relationship with each other. Hence, a significant relationship reported between emotional tiredness, lack of proficiency at job, lack of interest in work and lack of proficiency at job, bad behavior with colleagues and lack of proficiency at job, organizational justice and lack of proficiency at job. First research hypothesis is confirmed indicating that this finding is relevant with previous studies conducted by Muliner *et*

al [8]. Hence, employees who apprehend this feeling compared to other colleagues in different contexts, received the behavior of justice and equality. According to the outcome from findings, it can say that the managers and planner within organizations can actuate the employees by reduce the job burnout and increase the satisfaction level and job performance increases so that this can come to realize where employees assured their performance would be evaluated with accuracy, the rules of earnings distribution and awards would be relied on fairness principle, how to evaluate employees' effort and performance and how to make decision on compensate the efforts and distribution of awards with employees to ask employees' view, fairness called upon necessary in social interactions. First sub-hypothesis: The organizational justice components can forecast job burnout. It can perceive that the variable of organizational justice with error less than ( $p < 0.01$ ) can predict the job burnout among employees. These findings are relevant with the findings of the studied from Muliner *et al* [8]. Fair distribution of awards and earnings relates to mental health of employees where there is a positive relationship with job burnout and lack of mental calmness. Hence, if a person has a good feeling in observing the justice in distributing the resources and awards, concluded that managers distribute the awards and earnings without discrimination, so the mental health and satisfaction of employees would be increased. Further, fairness in procedures and trend to dispense and allocate resources and coordinating the regulations of distributing awards and salary regarding the employees' views associate to the lack of job burnout. Hence, it can shape that employees would be more satisfied with higher mental health while the managers define their decisions for the employees and the employees found the fairness in decision making on distributing the earnings.

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