

The Impact of Organizational Justice on Employee Burnout in Tabriz Tractor Manufacturing Company

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ABSTRACT

The most important asset of the organization is human resources that paying attention to their values and needs is the main way to achieve the goals of the organization. Creating appropriate job security and the required support with fair salaries and without creating problems for employees will increase productivity and progress in various areas. The aim of this study was to examine the effect of organizational justice on burnout in Tabriz Tractor Manufacturing Company. The present study was applied in terms of aim and descriptive-correlational in terms of the nature. The statistical population of the study included 281 employees of Tabriz Tractor Manufacturing Company. Standard burnout and organizational justice questionnaires were used to collect data. Data were analyzed in SPSS software. Based on the results of the study, among the organizational justice dimensions, procedural justice and interpersonal justice, respectively, have the greatest impact on burnout. Based on the results of this study, it seems that organizational justice has an important role in helping managers to identify weaknesses and eliminate them and to increase the productivity of social capital.

Keywords: Organizational Justice, Burnout, Tractor Manufacturing, Tabriz.

Introduction

To achieve the advantage of surviving in the conditions of global competition and having productivity, every organization needs to use skilled workforce that can fulfill this demand. Skilled workforce can operationalize its capabilities when placed in a healthy organization with optimal structure and design. A successful and healthy organization gives as much importance and value to employees as it cares about production and productivity (Alvani, 2014). Accordingly, skilled and qualified employees have become valuable assets for companies. By understanding the need to maintain and strengthen these valuable reserves, they can be used to improve, enhance and increase the company's productivity. In this regard, job security of employees is one of the most important factors that should be considered.

Burnout is a feeling of physical, mental and emotional exhaustion in a person that causes hopelessness, frustration, and negative view of themselves and others and being pessimistic about everyone (Endkazelki, 2011, p. 104). A person who suffers burnout becomes pessimistic and suspicious in relationships with people and feels a kind of chronic exhaustion and deals with people with aggression and anger (Salahian et al. 2011). Job burnout can be expressed as the perception of emotional exhaustion, loss of personality and decline in personal and personal achievements (lack of individual position in the job) (Shahnazdoost et al., 2011, p. 50), which can have harmful consequences for the person and the company, including discouragement at work, absenteeism, not using the knowledge, not using creativity and innovation, trying to do retaliatory work, not being obedient to superior factors, depression and bad mood with colleagues, nervous pains, respiratory problems, high blood pressure and diabetes, etc. All of them reduce productivity of employees and reduce production or reduce the quality of the company's products and transfer of boredom and bad mood at home and sometimes they have irreversible effects.

As a result of the transmission of the created anomalies to the society, certain anomalies are also formed. Organizational justice in the organization factor affects the behavior of employees. Based on the theory of organizational justice, whenever managers observe organizational justice, employees' commitment to the organization, creativity, innovation and their permanence in the organization will increase, resulting in progress and success. It also brings benefit for the organization and society (Greenberg, 1990: 254). Organizational justice refers to fair behavior and fair treatment and logic of equality in the organization (Nadiri and Tanova 2010). Organizational justice includes three dimensions, including procedural justice, distributive justice, and interpersonal justice (Zargoo et al. 2006 and Blocky et al. 2005).

Distributive justice): Scientific definition: It refers to a fair judgment of the distribution of results, such as the level of payment or promotion opportunities in an organization (Zargoo et al. 2006 and Blocky et al. 2005).

Procedural justice: Scientific definition: The process of achieving fair results (Claire 2006).

Interpersonal justice: Scientific definition: Individuals should not choose unfair behaviors with themselves and others to achieve fair goals. There is also a negative and significant relationship between organizational justice and burnout and turnover intention (Khan 2003). Also, it can be concluded that as observing the justice and fairness by the management of the organization towards the employees will increase, the burnout and turnover intention among the employees will reduce, and consequently the performance of the employees will improve. Rastegar and Siah Sarani Kojouri, 2015 in their research also concluded that perceived injustice has a direct, positive and significant effect on employee burnout.

The results of a research conducted by Greenberg (1990) also show that if organizational justice is implemented by managers, employee commitment to the organization, innovation and their survival in the organization will be more and it will lead to progress and success of the organization and the society will benefit from the progress and development of the organization. However, if the organizational justice is not observed, it will cause burnout of the employees. Investigating the relationship between organizational justice and burnout, especially in these special critical conditions of Coronavirus in society, is necessary and crucial for this organization. It is also crucial to provide solutions to eliminate or reduce the harmful factors and effects. Reducing these harmful factors on the productivity will enhance the quality and the rate of production of products.

Methods

The present study is an applied and descriptive-correlational research. The statistical population of this study was all employees of Tabriz Tractor Manufacturing Company.

Parts cutting workshop included 360 people with a mean level of education of diploma

Assembly, testing and calibration workshop included 355 people with a mean level of education of bachelor. Headquarter department included 335 people with a mean level of education of master, The statistical population of the study included a total of 1050 people. In the parts cutting workshop, the mean level of education was diploma and all of them were male, in the assembly and calibration workshop, the mean level of education was bachelor and 90% of them were male employees, in the headquarter department, the mean level of education was master and 70% of them were male and the rest were female. Accordingly, the statistical population of the present study included 1050 employees of Tabriz Tractor Manufacturing Company. The sample size was obtained at 281 people based on Cochran's formula with an error of 0.05, which were randomly selected. The data were collected through method and by using a questionnaire.

Employee burnout questionnaire

This test was developed by Maslach in 1981 and is based on a new estimate of the phenomenon of stress, that is, burnout. This questionnaire measures emotional exhaustion, depersonalization phenomena and lack of personal success within the framework of professional activities and is used especially to measure and prevent burnout in professional groups and is scored on a 5-point Likert scale with the options of never, low, moderate, high, and very high. To assess the validity of this questionnaire, Maslach and Jackson used Cronbach's alpha coefficient and confirmed the validity of each of the subscales (quoted in Saatchi, 2010).

Organizational Justice Questionnaire

This questionnaire was developed by Niehoff and Moorman (1993) and includes 20 questions that measure the three dimensions of organization (distributive justice, procedural justice and interpersonal justice). The number of questions in distributive justice, procedural justice, and interpersonal justice is 5, 6, 9 questions, respectively. The validity of the questionnaire was obtained through Cronbach's alpha method was obtained at 91% for distributive justice, 76% for interpersonal justice, 92% for procedural justice, and 94% for general organizational justice (Nadiri and Tanova 2010). Ghanbari and Hejazi (2013) calculated the reliability of the questionnaire using the Cronbach's alpha method and reported it at 91% for general organizational justice, 86% for distributive justice, 89% for procedural justice, and 84% for interpersonal justice. This questionnaire has twenty questions scored on a 5-point Likert scale, ranging from strongly disagree with a score of 1 to strongly agree with a score of 5. Cronbach's alpha in the present study was obtained at 88% for distributive justice, 76% for interpersonal justice, and 90% for procedural justice.

There are three types of justice in the environment, including distributive justice, procedural justice, and interpersonal justice that interpersonal justice is transferred to subordinates by supervisors. Niehoff and Moorman standard questionnaire has referred to supervisors' behavior. There is a significant difference among these three areas of research regarding the interpersonal justice.

Interpersonal justice is seen less in parts cutting workshop and workers do not have satisfactory attitude towards executives and supervisors there is a direct and significant relationship between level of education and interpersonal justice. It means that in the low level of education, interpersonal justice is low and organizational justice is less seen in the parts cutting workshop.

The relationship between the dimensions of organizational justice and burnout and the ambiguity and role conflict was examined in employees. The results showed that organizational justice has an inverse and significant relationship with ambiguity and role conflict and burnout. To assess organizational justice, Niehoff and Moorman (1993) questionnaire was used (33). This questionnaire was prepared by Naami and Shokrkon in 2004 to assess the status of justice in organizations (34). This questionnaire included 20 questions used in the form of three distributive justice (5 items), procedural justice (6 items) and interpersonal justice (9 items). This questionnaire is scored on the 5-point Likert scale. The validity of this questionnaire was examined using Cronbach's alpha and split-half methods. The results showed that Cronbach's alpha is 85% and split-half is 75%.

Data analysis method: Descriptive statistics and inferential statistics in Spss software were used for initial data analysis.

Results

Descriptive results of variables

Table 1 - Table of descriptive indices of burnout

Variables	N	SD	skewness	kurtosis	Min	Max	
Job burnout	281	73.0	65.-0	32.-0	89.1	00.5	
Organizational justice	281	85.2	88.0	52.0	02.-0	05.1	80.4
Distributive justice	281	63.2	10.1	50.0	67.-0	00.1	00.5
Procedural justice	281	03.3	94.0	14.0	38.-0	00.1	00.5
Interpersonal justice	281	84.2	90.0	47.0	15.-0	00.1	78.4

Inferential results

Investigating the normality of the distribution of variables

Kolmogorov-Smirnov test was used to evaluate the normality of the distribution of variables. The null hypothesis in this test is that the distribution is normal. If the significance level of the test is greater than 0.05, the null hypothesis will be confirmed and it will be concluded that the distribution of the desired variable is normal. According to the obtained significance levels, it is concluded that all variables have a normal distribution (significance levels greater than 0.05) (Table 2).

Table 2 - Results of Kolmogorov-Smirnov test to examine the normality of the distribution of variables

Variables	n	Kolmogorov-Smirnov test z-statistic	sig
Job burnout	281	297.1	077.0
Organizational justice	281	24.1	097.0
Distributive justice	281	308.1	071.0
Procedural justice	281	287.1	079.0
Interpersonal justice	281	261.1	083.0

Comparison of burnout based on activity part

One-way analysis of variance was used to compare burnout based on activity part. The null hypothesis in analysis of variance is that the mean of the dependent variable is equal at all levels of the independent variable. If the significance level of the test is less than 0.05, the null hypothesis will be rejected. The significance level of analysis of variance is 0.001. Since the significance level of analysis of variance is smaller than 0.05, the null hypothesis is rejected. As a result, the rate of burnout of employees varies significantly according to their activity parts. The results of LSD post hoc test show that the rate of burnout of employees in the parts cutting workshop is higher than the assembly and calibration workshop and the

headquarters parts. In the assembly and calibration workshop, it is more than the headquarters part (Tables 4 and 3).

Table 3 - Results of analysis of variance to compare burnout by activity segment

Variable	Activity part	N	Mean	SD	f-value	sig
Job burnout	Parts cutting workshop	94	13.4	65.0	31.37	001.0
	Assembly and calibration workshop	94	80.3	51.0		
	headquarters	93	32.3	77.0		

Table 4- Results of LSD post hoc test for pairwise comparisons of burnout based on activity part

Variable	(I) activity part	(J) activity part	Mean difference (I-J)	Difference standard error	sig
Job burnout	Part cutting workshop	Assembly and calibration workshop	33.0	09.0	001.0
		headquarter	82.0	10.0	001.0
	Assembly and calibration workshop	Part cutting workshop	33.-0	09.0	001.0
		headquarter	49.0	10.0	001.0
	headquarter	Part cutting workshop	82.-0	10.0	001.0
		Assembly and calibration workshop	49.-0	10.0	001.0

Comparison of organizational justice based on activity part

One-way analysis of variance was used to compare organizational justice based on activity part. The null hypothesis in analysis of variance is that the mean of the dependent variable is equal at all levels of the independent variable. If the significance level of the test is less than 0.05, the null hypothesis will be rejected. The significance level of analysis of variance is 0.001. Since the significance level of analysis of variance is smaller than 0.05, the null hypothesis is rejected. As a result, there is a significant difference between levels of organizational justice of employee based on activity part. Also, there is a significant difference among distributive justice, procedural justice and interpersonal justice in terms of employee activity part. The results of LSD post hoc test show that the level of organizational justice and components of distributive justice, procedural justice and interpersonal justice in the parts cutting workshop is less than the assembly and calibration workshop and the headquarters parts. Also, in the assembly and calibration workshop, it is less than the headquarter part (Tables 5 and 6).

Table 5 - Results of analysis of variance to compare organizational justice based on activity part

Variable	Activity part	n	Mean	SD	f-value	sig
Organizational justice	Parts cutting workshop	94	47.2	75.0	305.19	001.0
	Assembly and calibration workshop	94	85.2	74.0		
	Headquarter	93	22.3	97.0		
Distributive justice	Parts cutting workshop	94	26.2	94.0	179.15	001.0
	Assembly and calibration workshop	94	56.2	96.0		
	Headquarter	93	09.3	22.1		
Procedural justice	Parts cutting workshop	94	66.2	92.0	153.17	001.0
	Assembly and calibration workshop	94	03.3	80.0		
	Headquarter	93	42.3	94.0		
Interpersonal justice	Parts cutting workshop	94	47.2	74.0	967.15	001.0
	Assembly and calibration workshop	94	89.2	80.0		
	Headquarter	93	17.3	99.0		

Table 6- Results of LSD post hoc test for pairwise comparisons of organizational justice based on activity part

Variable	(I) activity part	(J) activity part	Mean difference (I-J)	Difference standard error	sig
Organizational justice	Parts cutting workshop	Assembly and calibration workshop	-38.-0	12.0	002.0
		Headquarter	-75.-0	12.0	0
	Assembly and calibration workshop	Parts cutting workshop	38.0	12.	002.0
		Headquarter	-37.-0	12.0	002.0
	Headquarter	Parts cutting workshop	75.0	12.0	0
		Assembly and calibration workshop	37.0	12.0	002.0
Distributive justice	Parts cutting workshop	Assembly and calibration workshop	-31.-0	15.0	045.0
		Headquarter	-83.-0	15.0	0
	Assembly and calibration workshop	Parts cutting workshop	31.0	15.0	045.0
		Headquarter	-53.-0	15.0	001.0
	Headquarter	Parts cutting workshop	83.0	15.0	0
		Assembly and calibration workshop	53.0	15.0	001.0
Procedural justice	Parts cutting workshop	Assembly and calibration workshop	38.-0	13.0	004.0
		Headquarter	76.-0	13.0	0
	Assembly and calibration workshop	Parts cutting workshop	38.0	13.0	004.0
		Headquarter	38.-0	13.0	003.0
	Headquarter	Parts cutting workshop	76.0	13.0	0
		Assembly and calibration workshop	38.0	13.0	003.0
Interpersonal justice	Parts cutting workshop	Assembly and calibration workshop	42.-0	12.0	001.0
		Headquarter	70.-0	12.0	0
	Assembly and calibration workshop	Parts cutting workshop	42.0	12.0	001.0
		Headquarter	27.-0	12.0	029.0
	Headquarter	Parts cutting workshop	70.0	12.0	0
		Assembly and calibration workshop	27.0	12.0	029.0

Testing the research hypothesis

Organizational justice affects the job insecurity of Tabriz Tractor Manufacturing Company.

According to Table 7, organizational justice has a significant inverse effect on job insecurity of Tabriz Tractor Manufacturing Company ($p = 0.001$, $t = -4.745$). The intensity of the effect is 0.32. It means that with one unit increase in the level of organizational justice, job insecurity decreases by 0.32.

Table 7- Estimated coefficients of the structural model of the effect of organizational justice on job insecurity

independent variable	Dependent variable	estimated coefficients	Standard error of estimation	Critical ratio	sig	Standard estimation coefficient
organizational justice	job insecurity	309.0-	065.0	745.4-	001.0	317.0-

Conclusion

Results revealed that burnout has a direct and significant relationship with organizational justice and this result is consistent with those of the research conducted by Base, as he concluded that when distributive and interpersonal justice in the organization is low, burnout in the organization would be higher and it would result in unproductive or self-destructive behaviors such as boredom, absenteeism and resistance to change, fatigue, and muscle weakness among employees. This result is consistent with the result of the research conducted by Lambert et al. (2010).

Based on the theory of organizational justice, it can be stated that employees react to the implementation or non-implementation of justice in the organization. One of the most important of these reactions is burnout. When employees feel injustice in the organization, their participation in the organization will decrease. Also, when they feel justice in the organization, their participation in the organization to make the organization prosperous will increase. This result is also consistent with the result of the research conducted by Decnick (2010), as it showed the relationship between organizational justice and burnout and showed that organizational justice has an inverse and significant relationship with burnout. The more job insecurity in the organization and the less organizational justice, the greater the burnout among employees of an organization.

Nowadays, the role of justice has become more apparent due to the importance of organizations in human social life. Fair behavior and maintaining development in managers and creating a sense of justice in employees are among the main tasks of management. Observing justice in management treatment with employees such as distribution of rewards, supervisory relationships, promotions and appointments for employees is important (Seyyed Javadin, Farahi, Taheri Attar; 2008: 56). Given the importance of organizational justice, managers should make great efforts regarding the variables of organizational justice and its implementation. Efficiency and effectiveness of human resources, especially managers, has an important role in the efficiency and effectiveness of organizations. Thus, increasing organizational justice and job satisfaction and reducing job insecurity among employees is one of the main and essential tasks of organizations. Managers, as leaders, make many organizational decisions that have a direct impact on the policies and procedures, and how fair employees feel about these policies and organizational issues is a major concern. Increasing organizational justice and job security by the company and observing organizational justice by employees in the company creates a mutual commitment between employees and the organization that increases organizational commitment by employees and increases organizational commitment and it enhances performance.

To improve the performance of employees, it is recommended to managers pay more attention to the fair amount of employees' salaries and eliminate discrimination and observe the rules and regulations of the organization. To implement organizational justice, managers should pay more attention to fair distribution of employees' workload, payment of bonuses in proportion to employees' activities fairly, and employment of employees in accordance with their specialization. To create job security, it is also recommended to managers to guide the organization's rules towards defending the rights of employees and employ them based on their competence and merit and create an environment for them to feel comfortable in the work environment. As a result, developing and maintaining fair behaviors, and creating a sense of justice in the organization and employees is essential to increase the positive views of employees, create motivation for effort and commitment and loyalty, and enhance their individual and collective performance.

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