THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE WITH BURNOUT AMONG EMPLOYEES IN FARS PROVINCE GAS COMPANY

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Abstract
The aim of present study was to evaluate the relationship between organizational justices with job burnout among the employees in Fars province Gas Company. The studied sample was include 193 person among the employees which selected using cluster multistage method and also using the questionnaire, related indexes were evaluated. The study design was as descriptive correlation design. The result showed that the distributive justice could predict the emotional weakness and general work burnout. Also, the general organizational justice could predict the technical power absence. Also the marriage status only could predict the emotional weakness and general job burn-out. According to the present result, it was determined that along the personal factors (sex, age, marriage status), the organizational factors such as organizational justice which are affected by organizational climate and leadership style can be effective in job burn-out occurrence among the organizational employees.

Keywords: Organizational justice, Job burnout, Fars Province Gas Company

Introduction
One of the concepts drawn into attention by organizational/industrial psychologists and many scholars and practitioners in human force productivity mentioned as tiredness, lethargy, sluggishness and lethargy job incumbents, in a plain language conveyed as job burnout. It seems job burnout is a person's response 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 encounter difficulties, but result in difficulties appear for others, putting others' mental health and performance in danger (Saatchi, 2005). Scholars have determined a variety of causes in emerging job burnout. In this study, the role of three factors including organizational justice is addressed. In literature review associated to organization and management, the term organizational justice applied first by Greenberg. In his viewpoints, organizational justice associates with employees' understanding towards job justice in the organization. The studies have shown that the justice processes play a major role in the organization, i.e. this relates to how to behave with individuals within organizations to influence beliefs, attitudes, feelings and behavior of employees. According to Landi, organizational justice accounted as one of the research scopes at organizational science which influences employees' attitudes and understanding on how the organizational approaches and decisions apply within an organization. Justice influences positively the organizational commitment, organization's civil behaviors, job satisfaction and performance. On the other hand, the individuals who feel injustice are likely to leave the organization or show low levels of organizational commitment, or even might have maladaptive behaviors, e.g. take revenge and/or finally might be suffered from job burnout.

Problem statement
Job burnout as a job danger received attention in recent years using to define humans' responses against mental pressures. Burnout attributed to a set of symptoms which engage individuals who are under pressure, entered to scope of social science and psychology for a while. Symptoms of job burnout include Emotional exhaustion, Depersonalization and decrease 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., (Maslach, & Leiter, 2000). The main reason 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 sustain on working in excess or desired to prove to others they are very important persons. This might come useful in a short term, but, finally leads to decrease of energy and increase of mental pressure which damage individual's health and others (Farajpoor, 2003). Besides what mentioned above, the role of three other factors organizational justice is addressed. It is a long time justice assumed as one of the most fundamental problem and most important human's desire such that the scholars have addressed it in continuous. The individuals desired to have a payment system without defect or ambiguity. 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 decreased (Mahdad, 2006). Hence, according to the theoretical analyses and the results of various studies, this study aims to give a response to the question "is there a significant relationship between organizational justice and job burnout among the employees working in Fars gas firm?"

**Research importance**

Meet the mental health in individuals across a community is one of the most important goals in any state where a large quantity of financial and spiritual capitals of states assign to this. The importance of recognizing the methods for fatigue and depression treatment means that avoiding depression and burnout using proper approaches in order to treat burnout. An overview of burnout focuses on the point that fatigue conveys working tediously where having rest helps to put it aside, but, the symptoms of job burnout are totally different where this chronic fatigue not has to be misunderstood with normal and transitory fatigues. One of the difficulties people affected to job burnout, suffering from physical burnout that his, their power decreases to working where they mainly sustain on tiredness and fatigue. In addition, physiologic disease symptoms including Changing eating habits (Loss of appetite), Frequent headaches, Nausea; sleep disorders reported in the people affected to job burnout (Esfandiaari, 2001). Hence, it is clear that the mental health to be realized at workplace and recognizing the factors associated to job burnout and specific characteristics of individuals for different job incumbents mentioned as a step to go towards superiority. Hence, nowadays, Capabilities, economic strength and prosperity of any country severely rely on optimal use of facilities, resources and manpower of that state. Along this, the more competent manpower exists; the advancement at that state in various economic and social arenas would be increased. In this regards, experts in the field of organizational learning, believe that the most important aim of any organization is access to the highest level of productivity or optimal productivity. The factors influencing productivity include capital, tools, the methods to do the tasks and manpower. Among them, manpower plays the major role in increasing and decreasing productivity at organization, that is, if the highest capital and the best technology and facilities but without motivated manpower provided within the organization, the goals would not come to realize. While the employees sustain on working without satisfaction, he would not have proper performance, going through building band whereby happiness and refreshment would not see on him (Mahdad, 2006). Hence, the importance lied in conducting this research in Fars gas firm has been taken regarding several facets where this is proposed in summary as follows. According to the fact that Fars province is one of the vast provinces located in south of Iran found with different climatic conditions, thus, this requires for addressing various payment policies to the employees within the organization.

According to the importance of manpower role having the highest role in developing the organizations within today's competitive world, this paper aims to determine the extent to which job burnout.
Research objectives
Forecasting job burnout is using components of organizational justice among employees working in Fars gas firm.

Conceptual definitions for variables

Conceptual definition for organizational justice
This indicates employees' understanding towards fair contacts at work which this term is used to define justice role associated in direct with the job positions particularly in organizational justice where it has to behave with the employees in a way they feel fairness acted applied in behaving with them (Naami, 2004).

Distributive Justice: this indicates individual's understanding towards observing justice in distributing and allocating resources and awards. In other words, the extent associated to people's understanding towards the relation between awards and performance conveyed as Distributive Justice (Tyler, 1984).

Procedural justice: the fair methods used to determine and allocate consequence and awards (Folger and Greenberg, 1985). Interactive justice: this is conveyed to the fair behavior acting with a person working in formal workplaces (Bies, 1990).

Conceptual definition for job burnout: job burnout decreases the person's power to adapt himself with stressful conditions and it is conveyed as fatigue both in emotion and body of the person which leads negative self concept appears in a person and negative attitude towards job and lack of feeling to contact with referees occur. This might lead the person towards different physical and mental diseases (Bidokhti, 2003).

Emotional fatigue: this refers to depleting person's emotional resources derived from job's emotional needs (Akroyd, 2002). Depersonalization: this is conveyed as understanding far away from humanity came with negative attitudes (Hall, 2004). Lack of proficiency at job: this means tendency towards negative evaluation of job with referees (Salanova).

Research Background
Studies associated to organizational justice and job burnout Muliner(2005) conducted a study entitled organizational justice and job burnout, concluded that there is a significant relationship between organizational justice and job burnout. In a study by Akberg(2009) entitled the relationship between organizational justice, health and job burnout, it is concluded that there is a significant relationship between organizational justice and health, but, there is a negative relationship between organizational justice and job burnout. In a study entitled "the relationship between organizational justice and job burnout and comparing it among German and France teachers" by Andela(2009), it is concluded that procedural and interactive justice has more relationship with job burnout among German teachers. While, distributive justice had more effect on job burnout among France teachers. A research entitled the relationship between organizational justice and job burnout in Non-profit organizations in Mexico (2012) by Felor, indicated that there is a significant relationship between organizational justice and job burnout. Aghaei(2012) in a research entitled the relationship between organizational justice and job burnout among employees of Sport and Youth Head Office of Tehran, concluded that there is a negative relationship between organizational justice and job burnout, but on the subscale of organizational justice, procedural justice was the only scale concluded with the negative relationship with job burnout.

Falahatpoor(2011) conducted a paper entitled an investigation into the relationship between organizational justice and job burnout among directors and employees working at branches of Tejarat and Eghtesad Novin banks, indicated that there is a significant relationship between organizational justice and job burnout. Further, the results showed that there is a significant difference in terms of their understanding towards organizational justice among employees working at Tejarat and Eghtesad Novin banks, but, there is no significant difference in terms of the extent of job burnout among the employees working at Tejarat and Eghtesad Novin banks. Further, the results of sub-hypotheses test indicated there is a significant correlation between job burnout and procedural, distributive and interactive justice.

Research Hypothesis
Major hypothesis:
There is a significant relationship between organizational justice and job burnout.
The first sub-hypothesis:
Organizational justice components can forecast the job burnout among the employees in Fars gas firm.
Theoretical research framework
It has to state that justice and applying it is one of the fundamental needs for human where a proper provision to develop human societies over the years has been provided. Applying justice within society relies on justice within organizations.

Further, the topic of job burnout includes the emotional and behavioral indicators, indicating Sense of pessimism, Helplessness and lack of job tasks so that it includes three dimensions of tiredness, depersonalization and lack of proficiency at job. Hence, recognizing organizational and personal factors in emerging job burnout in employees is of importance so that recognizing these factors can increase the theoretical knowledge whereby the organizations in this context can use its outcomes to use them in their practical purposes. Present paper is a descriptive correlation study from the survey type of research, conducted to examine the relationship between organizational justice and job burnout. Statistical population includes 195 individuals among the employees working at Tejarat and Eghtesad Novin banks, for this clustering sampling was chosen to respond the research tools. In this study regarding organizational justice, three-dimensional questionnaire (distributive, procedural and interactive) was considered because organizational justice includes a thorough justice in process of payment. On the basis of job burnout, Maslach and Jackson's theory including three dimensions of emotional tiredness, depersonalization and personal performance can be used. Hence, research variables would be analyzed according to the diagram brought in following.

Research Methodology
The research method is descriptive of the survey type. Statistical population of this study includes the entire employees working at Fars province's gas firm with the sample size equal to 400 individuals where 195 individuals were selected as sample. Hence, at first Fars province divided into three regions, north, center and south, mentioning that each region consists of 10 country sides and 30 country sides on the whole.

Data collection method: In initial, to collect literature review, library sources including books, journals and theses were used where survey method has been used to collect data.

Data analysis method: According to the topic of research, research hypotheses and goals, in addition to descriptive statistics (mean, standard deviation), inferential statistics including correlation coefficient, multiple regressions, independent t-test has been used.

Research findings
Major hypothesis: There is a significant relationship between organizational justice and employees' job burnout.

According to results from findings, it can perceive that according to the value of correlation coefficient, significance level, there is a significant relationship between distributive justice and emotional tiredness, lack of proficiency at job and job burnout, procedural justice and lack of proficiency at job and job burnout, interactive justice and lack of proficiency at job, organizational justice and lack of proficiency at job and job burnout.
The first sub-hypothesis: The organizational justice components can forecast job burnout. The power to forecast organizational justice components on the variance of job burnout dimensions using step-by-step method; according to this method, predictive variables added one by one to regression equation and if not found with significant role in regression, would be removed from it. Generally while this method is used when a theoretical framework gets available for the researcher. The results from findings show about the emotional tiredness variance, distributive justice among organizational justice components and about job burnout, the distributive justice had deterministic role. On the basis of lack of proficiency at job, organizational justice and depersonalization not found with significant role in none of organizational justice components.

Conclusion

As discussed earlier, the major hypothesis declares there is a significant relationship between organizational justice with job burnout. Hence, a significant relationship reported between distributive justice and emotional tiredness, lack of proficiency at job and job burnout, procedural justice and lack of proficiency at job and job burnout, interactive justice and lack of proficiency at job, organizational justice and lack of proficiency at job and job burnout. First research hypothesis is confirmed indicating that this finding is relevant with previous studies conducted by Muliner, Akberg, Andela, Felor. Hence, employees who perceived this feeling compared to other colleagues in different contexts, received the behavior of justice and equality. According to the results from findings, it can say that the managers and planner within organizations can motivate the employees by means of procedural, interactive and distributive justice, causing the satisfaction level and job performance increase 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. This findings is relevant with the findings of the studies by Muliner, Akberg, Andela, Felor. Fair distribution of awards and earnings relates to mental health of employees where distributive injustice has 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 distribute 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 state 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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