

# **THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND BURNOUT IN PROFESSIONAL LIFE: A RESEARCH ON POLICE OFFICERS**

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## **ABSTRACT**

*Burnout, also called occupational exhaustion, affects the health and productivity of employees. Burnout is defined as emotional exhaustion and depersonalization and sense of low personal success. Burnout experienced by employees could be effected by the opinion of organizational justice. Opinion of organizational justice is one organizational factor affecting employees' attitudes and behaviors towards their work within the organization and their environment. This research identifies, in the scope of between organizational justice and burnout in professional life, burnout employees experience related to emotional exhaustion, depersonalization and personal achievement. To achieve this objective, data got from face-to-face surveys with 100 police officers were evaluated. The research part consists of an application to measuring burnout between organizational justice and burnout in work life. Findings show a significant correlation between the view of justice and burnout in work life.*

**JEL:** M12

**KEYWORDS:** Organization, Organizational Justice, Occupational Exhaustion, Job Burnout

## **INTRODUCTION**

Individuals face a life surrounded in stress that exerts its presence in any sphere. The struggle to adapt to this stressful life that has disturbed individual's psychological balance, and may make the individual helpless, vulnerable and weak, on one hand revealing the energy needed for survival. On the other hand it may leading to a paradox which may destroy individual's entire energy. Stress in working environments occurs. If the individual cannot find the opportunity to prove himself/herself and supported to cope with these needs, this may lead to long term stress and burnout. Burnout is a condition which needs prevention as it may lead to grave and serious outcomes for the organization and individual. With introducing technology into business, the use of computers has increased. This, as a result, creates pressure on employees to complete a job within a given time increasing the workload. Workload is one of the significant reasons behind burnout.

The most recognized studies on burnout were first described by Freudenberger in 1974 and then carried out by Maslach (1982). Maslach handled burnout in three categories, namely emotional exhaustion, personal achievement and depersonalization. Burnout which may lead to instances such as decreases in professional achievement, inadequate service, increased absenteeism, tendency for changing jobs and indifference to work creates major problems on individuals and professional life leading to major motivation loss. Until recently researches usually focused on industrial workers. Little attention was paid to social workers in the human service sector (Kristensen et al, 2005). Nevertheless in recent years, job burnout of employees in the services have begun to be the subject of academic research.

The rest of the paper organized as follows. The next section describes the relevant literature. Next, we discuss the data and method used in the study. The results presented in the following sections. The paper closes with some assuming comments.

## LITERATURE REVIEW

This section summarizes previous studies that examine organizational justice and job burnout. The main objective of this section is to analyze and identify the relationship between organizational justice and burnout in professional life in business management by reviewing the literature for organizational justice and job burnout.

### Organizational Justice in Business Organizations

Humanity has developed from consumer lifestyle to productive lifestyle, from nomadic life to permanent settlement, from individualism to socialization, from collective life to distribution of work and specialization, from equality to hierarchy. It has also evolved in different ways to culminate in rapidly changing, complicated and stressful atmosphere of our day.

Organizational justice is essentially based on the equity theory developed by Adams. Equity theory focuses on individuals' view of fairness about decisions of distribution within the organization, and on individuals' reaction to the unfair circumstances within the organization (Mowday and Colwell, 2003). According to Adams, individuals constantly and endlessly compare their own positions with other references that hold the same positions. They may believe, as a result, that they are treated unjustly. Such beliefs affect individuals' attitudes and may cause them to develop certain behaviors. These behaviors may developed towards other individuals as well as towards the organizations. Organizational justice is the perceiving of justice appearing in the mind of the employee regarding the practices in the workplace (Greenberg, 1990). Organizational justice is related with value credited to the employees in return for the contributions they make to the organization. Organizational justice concerns both viewing justice in sharing of and being independent and fair in, decision-making and social relations (Beduk, 2014).

### Types of Organizational Justice

Organizational justice is expressed in three dimensions, including the Distributive Justice, Procedures Justice and Interaction Justice. Adams' equity theory, one of the leading theories of organizational behavior, has revealed the distributive justice idea which developed as a first dimension in the literature of organizational justice (Weick, 1966).

Distributive justice is a perceived justice of an employee that faces work related results like awards, duties and responsibilities. These results occur at the end of his work as a comparison of his contributions to work and the results of other employees (Greenberg, 1990). Distributive Justice perception relates to if earnings within the organization is suitable, right and moral (Folger ve Cropanzano, 1998). It is about results of fair distribution faced by employees (Andersson et al, 2007). The emphasis is on procedural justice, which contrasts with the emphasis on distributive justice in previous works (Nowakovski and Conlon, 2005). The effects of procedural justice is independent from distributive justice.

Interaction justice as a concept points to the nature of relations between an individuals. It is defined as a third type justice, different from procedural justice and distribution justice, showing that attitudes must be founded on moral and ethical values. It has been expressed that attitudes of this nature will bring mutual sensitivity along (Folger and Cropanzano, 1998). This type of the organizational justice is expressed as a communication criteria. (Bies and Moag, 1986)

Behaviors and attitudes employees develop are regarded because of two different views of justice developed for distributive and procedural justice. Distributive justice refers to the degree of fairness as noticed by individuals about the distribution, to the overall organization, of the organizational results such as income, premium, promotion and social rights (Folger and Konovsky, 1989; Dailey and Delaney, 1992; Cohen and Spector, 2001). These could generate within the organization as well as resources obtained from outside. These are sometimes financial advantages, promotions and physical opportunities. Decisions for distribution of these within the organization fall within the scope of distribution justice (Ozdevecioglu, 2006). Procedural justice on the other hand refers to views on the fairness employed in decision-making by the organization (Scandura, 1999). Organizational processes refer to the distribution methods of the organization (Cohen and Spector, 2001).

View of procedural justice is also called the reaction employees show to the decision-making method (Folger and Konovsky, 1989). The first factor that shapes the judgments individuals make on procedural justice is the attitude which decision-makers show to those affected by the decision. Attitudes of decision-makers such as honest and kind conduct against those affected by decisions, their timely feedback on the decisions made and respecting the rules are among the fundamental determinants of employees' appraisal on procedural justice in the organization (Greenberg, 1990). The second factor which shapes judgments about procedural justice is the explanations of the decision-makers concerning the decision they have made.

The sufficiency of explanations of decisions predicate on setting up a sincere communication with the employees. These explanations positively contribute to the perceiving of procedural justice (Bies et al., 1988). Thus, procedural justice is termed a signal of emotional, cognitive and behavioral reactions, such as organizational participation, to the organization (Cohen and Spector, 2001). So, the belief that individuals fairly benefit from existing resources of the organization gains importance at the heart of the views on distributive justice, and similarly to the perceiving of justice about the processes employed in distributive decisions gains importance at the heart of the views about procedural justice.

### Job Burnout in Business Organizations

Burnout, which is defined as employees' being no longer interested in their clients and the profession's drifting away its core meaning and objective or as a reaction against excessive stress and dissatisfaction, mostly appears in fields where services are offered for people and the human factor in the quality of services has remarkable influence (Kacmaz, 2005). Burnout was introduced by Freudenberger to define the case among voluntary health workers characterized by exhaustion, disappointment and quitting the job, and was later developed by Maslach (1982) and Jackson (Kacmaz, 2005). Burnout is associated with negative organizational results such as reduced job performance, absenteeism, turnover intention, lower career satisfaction, and reduced quality of service (Hultell and Gustavsson, 2010). At the organizational level, the most important expressions of burnout are lack of job satisfaction and organizational commitment (Salahian et al, 2012). Job satisfaction is defined as a pleasurable emotional state resulting from the appraising of one's job (Kumari and Pandey, 2001). If disrespectful attitudes and behaviors are perceived by employees, the seeming hypocrisy of the organization can lead to cynicism and burnout (Johnson & O'Leary-Kelly, 2003). Conversely, treating employees with respect has been shown to increase trust in management (Laschinger & Finegan, 2005), which could reduce burnout. Maslach (1982) defines burnout as a syndrome characterized by physical, emotional and intellectual exhaustion. It involves developing loss of self-respect, chronic fatigue, helplessness and hopelessness which lead to negative effects in individual's professional life and his/her relations with other people. She divided it into three subcategories as emotional exhaustion, depersonalization and lack of personal accomplishment (Taycan et al., 2006).

Emotional Exhaustion: represents individual stress of burnout. The individual feels emotionally worn, overburdened and drained, and he/she experiences emotional fatigue, and believes that he/she does not treat the clients of the organization as attentive and responsible as before. Depersonalization represents an

interpersonal level of burnout. Employees treat their clients like objects, and they utter humiliating words and act indifferently and mockingly. In fact, a sense of alienation and defense underlies these behaviors (Aydemir and Demirci, 2006). Personal Achievement is being able to overcome problems and seeing oneself self-sufficient status. In case of reduced personal achievement, the sense of self-insufficiency in individual's actions about the job and sense of failure in relations with the people in the workplace emerge because of negative characterization of individual's self-appraisal. Thus, feeling a waste of efforts and feeling of guilt decrease employee's motivation, and prevents him/her from engaging in actions to achieve accomplishment (Aydemir and Demirci, 2006).

Indeed, research shows that individuals who feel respected by their organizations are more likely to expend effort for the organization (Smith & Tyler, 1997). When the organization pays attention to employee welfare, the employee will respond it by more engagement and better performance (Eisenberger et al., 2001). The term psychological well-being multi-faceted is correlated with work performance and quality of work life (Daniels and Harris, 2000). To give a clear picture of the outcomes of the issue, burnout and other stress related costs are estimated to cost around \$60 billion each year in the US (Wallis, 1983 as cited in Cephe, 2010).

## METHODOLOGY

The main objective of this section is to analyze, through various statistical methods, the created hypotheses, and identify the relationship between organizational justice and burnout in professional life. Since there is no academic study about burnout that covers police officers, this study is considered exploratory research. The sample size of the research is 100. Judgment sampling method used to gather data and participation was voluntary. The survey conducted anonymously and no personal information was collected that could be used to identify any individual. All respondents are older than 18 years old.

The survey method used during implementation of this research was aimed at examining the level of burnout among police officers serving in Security Directorate of Ankara province. A purposive random sampling technique was used to select the study sample of 100 police officers serving in different districts of Ankara province during the period from March 2014 to May 2014. Survey forms were distributed and received instantly after the participants filled out the questionnaire sheet where they serve.

Each participant was fully informed of the purpose and nature of the study. Consent was obtained from participants who agreed to take part in the study. The researcher stressed that participation in the study was voluntary and confidentiality was assured through coding the data.

### Model

The Organizational Justice Questionnaire Sheet developed by Colquitt et al. and Niehoff and Moorman and Maslach Burnout Inventory models was modified by the researcher for measuring police officers organization justice from his/her perspectives used in the study. Statistical analysis was done using SPSS 15.0 statistical software packages, and a 95% of confidence level employed in the study. For analysis of quantitative data mean and standard deviation were used. Spearman correlation analysis was used for assessment of various scales. Statistical significance was established at alpha ( $p$ ) value  $\leq 0.05$ .

We hypothesize the following:

Ha: There is a significant relationship between organizational justice and job burnout.

Decisions depend on the result of normality analysis. Statistical tests examine hypotheses like "H0: the distribution of variables is normal" and "H1: The distribution of variables is not normal" through sample

data corresponding to  $n$  units. Where the distribution of variables is compliant with normal distribution ( $H_0$  accepted), parametric tests are applied. Where the distribution of variables concluded that it is not compliant with normal distribution ( $H_1$  rejected) parametric tests are not applied. In such a case, the data were tested with compliant nonparametric alternative tests such as Mann-Whitney U Tests and Kruskal-Wallis H Tests. Mann-Whitney U Test (U) is a version of the independent samples test performed on ordinal (ranked) data. Is there difference between treatment A and treatment B group using alpha ( $p$ ) value? Kruskal-Wallis Test (H) is a version of the independent measures (One-Way) ANOVA that performed on ordinal (ranked) data? Is there difference between groups 1, 2, and 3 using alpha ( $p$ ) value?

## RESULTS AND DISCUSSION

### Personal Information

Table 1 shows summary statistics of 100 police officers who they took part in the survey. The ratio of male respondents in the survey is 91%. Some 49 percent of respondents were 36 years old and above. The marital status question shows that 82% of respondents were married. The ratio of those serving for 8 years and more is 67%. Those who work in shifts is 61% of the sample, and 65 percent were satisfied with their job. The ratio of those who would want to be a police officer again if given the chance is 67%.

Table 1: Distribution of Respondents According to Personal Information

Personal Information Items		N	%
Gender	Female	9	9.0
	Male	91	91.0
Age	30 and below	31	31.0
	31-35 ages	20	20.0
	36 and above	49	49.0
Marital Status	Unmarried	18	18.0
	Married	82	82.0
How many years have you been a police officer?	Less than 8 years	33	33.0
	8 years or more	67	67.0
Office hours?	Only day	39	39.0
	Shift work	61	61.0
Are you satisfied with your job?	Yes	65	65.0
	No	35	35.0
Would you want to be a police officer again if you were given the chance to choose?	Yes	33	33.0
	No	67	67.0
Grand Total		<b>100</b>	<b>100.0</b>

*This table shows results of survey participants' personal information. The third column reports the results of number of the survey participants. Fourth column is report the ratio of respondents.*

### Analysis of the Correlation between Organizational Justice and Its Subdimensions

In Table 2 the results of analysis of the relationship between Organizational Justice and Its subdimensions presented. According to the results of the research, there is a strong positive correlation between fair distribution scores and fair procedure scores of the police officers ( $r=0.738$   $p<0.01$ ). There is also a strong positive correlation between fair distribution scores and fair interaction scores ( $r=0.701$   $p<0.01$ ). And, there is a strong positive correlation between fair distribution scores and organizational justice scores ( $r=0.843$   $p<0.01$ ).

The results of the research also shows that there is a strong positive correlation between fair procedure scores and fair interaction scores of the police officers ( $r=0.868$   $p<0.01$ ). Similarly, there is a strong positive correlation between fair procedure scores and organizational justice scores ( $r=0.935$   $p<0.01$ ).

The results also prove there is a strong positive correlation between fair interaction scores and organizational justice scores of the police officers ( $r=0,955$   $p<0,01$ ).

Table 2: Correlation Analysis between Organizational Justice and Its Subdimensions

Dependent Variables		Fair Distribution	Fair Procedure	Fair Interaction	Organizational Justice
Fair Distribution	<i>r</i>	1.000	0.738(**)	0.701(**)	0.843(**)
	<i>p</i>		0.000	0.000	0.000
Fair Procedure	<i>r</i>		1.000	0.868(**)	0.935(**)
	<i>p</i>			0.000	0.000
Fair Interaction	<i>r</i>			1,000	0.955(**)
	<i>p</i>				0.000
Organizational Justice	<i>r</i>				1.000
	<i>p</i>				

This table shows the results of regression correlation Analysis between Organizational Justice and Its Sub dimensions such as Fair distribution, Fair Procedure and Fair Interactions. \*\* $p<0,01$ .

Correlation between Burnout and Its Subdimensions

Table 3 shows results of the relationship between Job Burnout and its Subdimensions. Organizational Justice and Burnout data is also presented. The results indicate an intermediate positive correlation between emotional exhaustion scores and depersonalization scores of police officers ( $r=0.562$   $p<0.01$ ). There is also correlation between emotional exhaustion scores and personal achievement scores. Besides, there is a strong positive correlation between emotional exhaustion scores and burnout scores ( $r=0.798$   $p<0.01$ ). There is weak positive correlation between depersonalization scores and personal achievement scores of the police officers ( $r=0.226$   $p<0.05$ ). There is also a positive strong correlation between depersonalization scores and burnout scores ( $r=0.795$   $p<0.01$ ). Finally, there is an intermediate positive correlation between personal achievement scores and burnout scores of the police officers ( $r=0.465$   $p<0.01$ ). The results of the research demonstrate there is an intermediate negative correlation between organizational justice scores and burnout scores of the police officers ( $r= -0.437$   $p<0.01$ ). Therefore, the more burnout score increases, the less organizational justice score becomes.

Table 3: Correlation Analysis between Organizational Justice-Job Burnout and Job Burnout Dimensions

Dependent Variables		Emotional Exhaustion	Depersonalization	Personal Achievement	Burnout
<b>Panel A: Analysis between Job Burnout and Its Subdimensions</b>					
Emotional Exhaustion	<i>r</i>	1.000	0.562(**)	-0.013	0.798(**)
	<i>p</i>		0.000	0.898	0.000
Depersonalization	<i>r</i>		1.000	0.226(*)	0.795(**)
	<i>p</i>			0.024	0.000
Personal Achievement	<i>r</i>			1.000	0.465(**)
	<i>p</i>				0.000
Burnout	<i>r</i>				1.000
	<i>p</i>				
<b>Panel B: Analysis between Organizational Justice and Job Burnout</b>					
Organizational Justice	<i>r</i>				-0.437(**)
	<i>p</i>				0.000

This table shows the correlation results between Organizational Justice-Job Burnout and Job Burnout-Subdimensions. Panel A shows results between Job Burnout and its subdimensions. Panel B shows the results between Organizational Justice and Job Burnout. Last Column report the analysis results of job burnout using alpha \*\* $p<0.01$ .

### Comparison Tests across Personal Information Groups

Table 4 shows results of Gender group comparisons using the Mann-Whitney U (U) Test. The results related with Organizational Justice and Job Burnout and their subdimensions are presented.

Table 4: Comparison of Gender Groups for Organizational Justice and Job Burnout

Dependent Variables	Independent Variables (Gender)	n	Mean Rank	Sum of Ranks	U	p
Fair Distribution	Female	9	40.28	362.50	317.500	0.266
	Male	91	51.51	4,687.50		
Fair Procedure	Female	9	41.06	369.50	324.500	0.304
	Male	91	51.43	4,680.50		
Fair Interaction	Female	9	41.78	376.00	331.000	0.343
	Male	91	51.36	4,674.00		
Organizational Justice	Female	9	40.33	363.00	318.000	0.270
	Male	91	51.51	4,687.00		
Emotional Exhaustion	Female	9	51.61	464.50	399.500	0.904
	Male	91	50.39	4,585.50		
Depersonalization	Female	9	52.83	475.50	388.500	0.800
	Male	91	50.27	4,574.50		
Personal Achievement	Female	9	57.06	513.50	350.500	0.476
	Male	91	49.85	4,536.50		
Burnout	Female	9	56.61	509.50	354.500	0.507
	Male	91	49.90	4,540.50		

This table shows the analysis results by Gender for Organizational Justice and Job Burnout and their subdimensions through Mann-Whitney U Test. Fair Distribution, Fair Procedure, Fair Interaction, Organizational Justice, Emotional Exhaustion, Depersonalization, Personal Achievement and Burnout scores do not vary depending on the gender using  $p > 0.05$ .

In Table 5 the results of comparisons of age groups through Kruskal-Wallis H Tests ( $X^2$ ) related with Job Burnout and Organizational Justice and their subdimensions.

Table 5: Comparison of Age Groups for Organizational Justice and Job Burnout

Dependent Variables	Independent Variables (Age)	n	Mean Rank	$X^2$	p
<i>Fair Distribution</i>	30 and below	31	54.32	2.024	0.364
	31-35	20	42.73		
	36 and above	49	51.26		
<i>Fair Procedure</i>	30 and below	31	55.24	2.216	0.330
	31-35	20	42.90		
	36 and above	49	50.60		
<i>Fair Interaction</i>	30 and below	31	57.23	3.694	0.158
	31-35	20	41.35		
	36 and above	49	49.98		
<i>Organizational Justice</i>	30 and below	31	56.06	2.922	0.232
	31-35	20	41.85		
	36 and above	49	50.51		
<i>Emotional Exhaustion</i>	30 and below	31	43.34	3.908	0.142
	31-35	20	59.60		
	36 and above	49	51.32		
<i>Depersonalization</i>	30 and below	31	45.90	4.234	0.120
	31-35	20	62.15		
	36 and above	49	48.65		
<i>Personal Achievement</i>	30 and below	31	51.85	5.258	0.072
	31-35	20	62.28		
	36 and above	49	44.84		
<i>Burnout</i>	30 and below	31	45.15	7.501	0.024*
	31-35	20	66.25		
	36 and above	49	44.46		

This table shows results of the Age Groups comparisons through Kruskal-Wallis H Test for Organizational Justice and Job Burnout and their subdimensions using  $*p < 0.05$ . Fair Distribution, Fair Procedure, Fair Interaction, Organizational Justice, Emotional Exhaustion, Depersonalization, Personal Achievement and Burnout group scores do not vary depending on age ( $p > 0.05$ ). The result shows the burnout scores of police officers vary depending on age ( $p < 0.05$ ). Mean burnout score rank of the police officers aged 30 and below is 45.15, and for those aged 31-35 the result is 66.25, and for those aged 36 and above 47.46.

Table 6 shows results of comparisons of Marital Status Groups through Mann-Whitney U (U) Tests for Job Burnout and Organizational Justice and their subdimensions presented.

Table 6: Comparison of Marital Status Groups for Organizational Justice and Job Burnout

Dependent Variables	Independent Variables (Marital Status)	n	Mean Rank	Sum of Ranks	U	p
Fair Distribution	Unmarried	18	48.11	866.00	695.000	0.699
	Married	82	51.02	4,184.00		
Fair Procedure	Unmarried	18	54.61	983.00	664.000	0.505
	Married	82	49.60	4,067.00		
Fair Interaction	Unmarried	18	52.86	951.50	695.500	0.702
	Married	82	49.98	4,098.50		
Organizational Justice	Unmarried	18	52.39	943.00	704.000	0.760
	Married	82	50.09	4,107.00		
Emotional Exhaustion	Unmarried	18	47.11	848.00	677.000	0.584
	Married	82	51.24	4,202.00		
Depersonalization	Unmarried	18	48.39	871.00	700.000	0.732
	Married	82	50.96	4,179.00		
Personal Achievement	Unmarried	18	57.14	1,028.50	618.500	0.282
	Married	82	49.04	4,021.50		
Burnout	Unmarried	18	50.53	909.50	737.000	0.996
	Married	82	50.49	4,140.50		

This table shows results of the Marital Status Groups Comparisons for Organizational Justice and Job Burnout and their subdimensions through Mann-Whitney U Test using  $p < 0.05$ . Fair Distribution, Fair Procedure, Fair Interaction, Organizational Justice, Emotional Exhaustion, Depersonalization, Personal Achievement and Burnout scores do not vary depending on marital status ( $p > 0.05$ ).

Table 7 shows results of comparisons of Serving Period Groups through Mann-Whitney U (U) Tests for Job Burnout and Organizational Justice and their subdimensions presented.

Table 7: Comparison of Serving Period Groups for Organizational Justice and Job Burnout

Dependent Variables	Independent Variables How Long Have You Been a Police Officer?	n	Mean Rank	Sum of Ranks	U	p
Fair Distribution	Less than 8 years	33	52.62	1,736.50	1,035.500	0.606
	8 years and more	67	49.46	3,313.50		
Fair Procedure	Less than 8 years	33	49.67	1,639.00	1,078.000	0.840
	8 years and more	67	50.91	3,411.00		
Fair Interaction	Less than 8 years	33	49.00	1,617.00	1,056.000	0.716
	8 years and more	67	51.24	3,433.00		
Organizational Justice	Less than 8 years	33	49.83	1,644.50	1,083.500	0.872
	8 years and more	67	50.83	3,405.50		
Emotional Exhaustion	Less than 8 years	33	44.02	1,452.50	891.500	0.116
	8 years and more	67	53.69	3,597.50		
Depersonalization	Less than 8 years	33	51.85	1,711.00	1,061.000	0.743
	8 years and more	67	49.84	3,339.00		
Personal Achievement	Less than 8 years	33	58.64	1,935.00	837.000	0.048*
	8 years and more	67	46.49	3,115.00		
Burnout	Less than 8 years	33	50.32	1,660.50	1,099.500	0.965
	8 years and more	67	50.59	3,389.50		

This table shows results of the Serving Period Groups comparisons for Organizational Justice and Job Burnout and their subdimensions through Mann-Whitney U Test using  $p < 0.05$ . Fair Distribution, Fair Procedure, Fair Interaction, Organizational Justice, Emotional Exhaustion, Depersonalization, Personal Achievement and Burnout scores do not vary depending on marital status using  $p > 0.05$ . The results indicate that personal achievement scores vary depending on the period of serving as a police officer \*  $p > 0.05$ . The mean personal achievement score rank of police officers serving less than 8 years is 58.64, while that of those serving for 8 years and more is 46.49. So, personal achievement score of police officers serving less than 8 years is higher.

Table 8 shows results of comparisons of Working Type Groups through Mann-Whitney U Tests (U) for Job Burnout and Organizational Justice and their subdimensions presented.



Table 8: Comparison of Working Type Groups for Organizational Justice and Job Burnout

Dependent Variables	Independent Variables (What Is Your Working type?)	<i>n</i>	Mean Rank	Sum of Ranks	<i>U</i>	<i>p</i>
Fair Distribution	Only day	39	61.01	2,379.50	779.500	0.004*
	Shift work	61	43.78	2,670.50		
Fair Procedure	Only day	39	56.46	2,202.00	957.000	0.099
	Shift work	61	46.69	2,848.00		
Fair Interaction	Only day	39	52.41	2,044.00	1,115.000	0.597
	Shift work	61	49.28	3,006.00		
Organizational Justice	Only day	39	55.95	2,182.00	977.000	0.133
	Shift work	61	47.02	2,868.00		
Emotional Exhaustion	Only day	39	47.06	1,835.50	1,055.500	0.343
	Shift work	61	52.70	3,214.50		
Depersonalization	Only day	39	49.15	1,917.00	1,137.000	0.710
	Shift work	61	51.36	3,133.00		
Personal Achievement	Only day	39	45.69	1,782.00	1,002.000	0.184
	Shift work	61	53.57	3,268.00		
Burnout	Only day	39	43.94	1,713.50	933.500	0.070
	Shift work	61	54.70	3,336.50		

This table shows results of the Working Type Groups comparisons for Organizational Justice and Job Burnout and their Subdimensions through Mann-Whitney U Test using  $*p < 0.05$ . Fair Procedure, Fair Interaction, Organizational Justice, Emotional Exhaustion, Depersonalization and Burnout scores do not vary depending on the working type using  $p > 0.05$ . Fair distribution score varies depending on the working type at  $p > 0.05$ . Mean fair distribution score rank of police officers working only during the day is 61.01, while that of those working shifts is 43.78. So, fair distribution score of the police officers working only during the day is higher.

In Table 9 the results of comparisons of Working Type Groups through Mann-Whitney U Tests (U) for Job Burnout and Organizational Justice and their subdimensions presented. There is a difference between police officers satisfied with their jobs and those unsatisfied with their jobs for *fair distribution score* using  $p < 0.05$ . Mean score rank of those satisfied with their job is 61.45, and that of those who unsatisfied with their job is 30.17. Therefore, we conclude fair distribution scores of police officers satisfied with their job is higher. There is a difference between police officers satisfied with their job, and those unsatisfied with their job with *fair procedure* score using  $p < 0.05$ . Mean score rank of those satisfied with their job is 59.91, and that of those who unsatisfied is 33.03. So, fair procedure scores of police officers satisfied with their job is higher.

There is a difference between police officers satisfied with their job, and those unsatisfied with their job for *fair interaction* score using  $p < 0.05$ . Mean rank scores of those satisfied with their job is 59.67, while that of those unsatisfied with their job is 33.47. Therefore, fair interaction score of police officers satisfied with their job is higher. There is difference between police officers satisfied with their job, and those unsatisfied with their job for *organizational justice* score using  $p < 0.05$ . Mean rank scores of those satisfied with their job is 61.19, while that of those unsatisfied with their job is 30.64. So, organizational justice scores of police officers satisfied with their job is higher.

There is difference between police officers satisfied with their job, and those unsatisfied with their job for *emotional exhaustion* score using  $p < 0.05$ . Mean rank scores of those satisfied with their job is 42.81, while that of those unsatisfied with their job is 64.79. Therefore, emotional exhaustion score of police officers unsatisfied with their job is higher. There is difference between police officers satisfied with their job, and those unsatisfied with their job in terms of *depersonalization* score using  $p < 0.05$ . Mean rank scores of those satisfied with their job is 43.61, while that of those unsatisfied with their job is 63.30. So, depersonalization score of police officers unsatisfied with their job is higher.

There is difference between police officers satisfied with their job, and those unsatisfied with their job by *personal achievement* score using  $p < 0.05$ . Mean rank scores of those satisfied with their job is 44.63, while that of those unsatisfied with their job is 61.40. So, personal achievement score of police officers unsatisfied with their job is higher. There is difference between police officers satisfied with their job, and those

unsatisfied with their job in terms of *burnout* score using  $p < 0.05$ . Mean rank scores of those satisfied with their job is 39.96, while that of those unsatisfied with their job is 70.07. So, *burnout* score of police officers unsatisfied with their job is higher.

Table 9: Comparison of Job Satisfaction Groups for Organizational Justice and Job Burnout

Dependent Variables	Are You Satisfied with Your Job?	n	Mean Rank	Sum of Ranks	U	p
Fair Distribution	Yes	65	61.45	3,994.00	426.000	0.000*
	No	35	30.17	1,056.00		
Fair Procedure	Yes	65	59.91	3,894.00	526.000	0.000*
	No	35	33.03	1,156.00		
Fair Interaction	Yes	65	59.67	3,878.50	541.500	0.000*
	No	35	33.47	1,171.50		
Organizational Justice	Yes	65	61.19	3,977.50	442.500	0.000*
	No	35	30.64	1,072.50		
Emotional Exhaustion	Yes	65	42.81	2,782.50	637.500	0.000*
	No	35	64.79	2,267.50		
Depersonalization	Yes	65	43.61	2,834.50	689.500	0.001*
	No	35	63.30	2,215.50		
Personal Achievement	Yes	65	44.63	2,901.00	756.000	0.006*
	No	35	61.40	2,149.00		
Burnout	Yes	65	39.96	2,597.50	452.500	0.000*
	No	35	70.07	2,452.50		

This table shows the results of the Job Satisfaction Groups comparisons for Organizational Justice and Job Burnout and their Sub dimensions through Mann-Whitney U Test using  $*p < 0.05$ . Last coloumn (p) shows the Fair Distribution, Fair Procedure, Fair Interaction, Organizational Justice, Emotional Exhaustion, Depersonalization, Personal Achievement and Burnout scores do not vary depending on-the-job satisfaction using  $p < 0.05$ .

In Table 10 the results of comparisons of “Becoming a Police Officer Again.” We examine groups related to Job Burnout and Organizational Justice and their subdimensions presented using the Mann-Whitney U Tests (U).

There is no difference, in *fair interaction and personal achievement* scores, among respondents who would want to become police officers again if they were given the chance, and those who would not do so using  $p > 0.05$ . There is a difference, in *fair distribution score*, among respondents who would want to become police officers again if they were given the chance, and those who would not do so using  $p > 0.05$ . Mean rank scores of those who would want to become a police officer again is 61.05, while that of those who would not do so is 45.31. So, *fair distribution* score of police officers who would want to become a police officer again if they were given the chance is higher. There is a difference, at *fair procedure score*, among respondents who would want to become police officers again if they were given the chance, and those who would not do so using  $p > 0.05$ . The mean rank score of those who would want to become a police officer again is 59.61, while that of those who would not do so is 46.01. Fair procedure score of police officers who would want to become a police officer again if they were given the chance is higher.

There is a difference, in *organizational justice* score, among respondents who would want to become police officers again if they were given the chance, and those who would not do so using  $p > 0.0$ . Mean rank scores of those who would want to become a police officer again is 58.95, while that of those who would not do so is 46.34. So, organizational justice score of police officers who would want to become a police officer again if they were given the chance is higher. There is a difference, at *emotional exhaustion score*, among respondents who would want to become police officers again if they were given the chance, and those who would not do so using  $p > 0.05$ . Mean rank scores of those who would want to become a police officer again is 35.02, while that of those who would not do so is 58.13. So, emotional exhaustion score of police officers who would not want to become a police officer again if they were given the chance is higher. There is a difference, at *depersonalization score*, among respondents who would want to become police officers again

if they were given the chance, and those who would not do so using  $p > 0.05$ . Mean rank scores of those who would want to become a police officer again is 42.29, while that of those who would not do so is 54.54.

Table 10: Comparison of “Becoming a Police Officer Again” Groups for Organizational Justice and Burnout

Dependent Variables	Would You Want to Be a Police Officer Again?	N	Mean Rank	Sum of Ranks	U	p
Fair Distribution	Yes	33	61.05	2,014.50	757.500	0.010*
	No	67	45.31	3,035.50		
Fair Procedure	Yes	33	59.61	1,967.00	805.000	0.027*
	No	67	46.01	3,083.00		
Fair Interaction	Yes	33	55.92	1,845.50	926.500	0.188
	No	67	47.83	3,204.50		
Organizational Justice	Yes	33	58.95	1,945.50	826.500	0.041*
	No	67	46.34	3,104.50		
Emotional Exhaustion	Yes	33	35.02	1,155.50	594.500	0.000*
	No	67	58.13	3,894.50		
Depersonalization	Yes	33	42.29	1,395.50	834.500	0.046*
	No	67	54.54	3,654.50		
Personal Achievement	Yes	33	47.12	1,555.00	994.000	0.412
	No	67	52.16	3,495.00		
Burnout	Yes	33	35.44	1,169.50	608.500	0.000*
	No	67	57.92	3,880.50		

This table shows results of the “wish to be a police officer again” groups comparisons related to Organizational Justice and Job Burnout and their subdimensions through Mann-Whitney U Test ( $*p < 0.05$ ). The last column (p) shows the Fair Distribution, Fair Procedure, Organizational Justice, Emotional Exhaustion, Depersonalization, and Burnout scores do not vary depending on participants responses who would want to become police officers using  $p < 0.05$ . Fair Interaction, Personal Achievement scores vary depending on the want to become a police officer again using  $p > 0.05$ .

The depersonalization score of police officers who would not want to become a police officer again if they were given the chance is higher. There is a difference, in burnout score, among respondents who would want to become police officers again if they were given the chance, and those who would not do so using  $p > 0.05$ . Mean rank scores of those who would want to become a police officer again is 35.44, while that of those who would not do so is 57.92. So, burnout score of police officers who would not want to become a police officer again if they were given the chance is higher.

## CONCLUSION AND COMMENTS

It is certain that disagreement will appear in organizations where there are differences between the values of the organization and the values of employees or where no adherence is observed to the specified organization objectives. Such a disagreement between the values of the organization and those of employees usually leads to the circumstance where the individual wants to leave the organization. On the other hand, employees’ view of fair application of the rules and procedures to everyone also bears a significant influence on their wish honored to work in that organization or to have the intent to quit the job. The study tries to identify the relationship between organizational justice and burnout in professional life yielding following findings.

Looking into the relationship between organizational justice and burnout in professional life, the ratio of male respondents to the survey is 91%, the ratio of those 36 years old and above is 49%, the ratio of those married is 82%, the ratio of those serving for 8 years and more is 67%, the ratio of those who work shifts is 61%, the ratio of those who satisfied with their job is 65%, and the ratio of those who would want to be a police officer again if he were given the chance to chose is 67%. The results of the study show a strong positive correlation between *fair distribution scores* and *fair procedure* and *interaction scores of police officers*, and a strong correlation between *fair distribution scores* and organizational justice scores.

There is strong positive correlation between fair procedure scores and organizational justice scores. A strong positive correlation between fair interaction scores and organizational justice scores of the police officers was evident in the data.

The survey results displayed an intermediate positive correlation between emotional exhaustion scores and depersonalization scores of police officers. No correlation was found between emotional exhaustion scores and personal achievement scores. There is a strong positive correlation between emotional exhaustion scores and burnout scores. The research also showed a weak positive correlation between depersonalization scores and personal achievement scores of the police officers. There is a strong positive correlation between depersonalization scores and burnout scores. On the other hand, an intermediate positive correlation is found to exist between personal achievement scores and burnout scores of the police officers.

Another part of the research examines the existence of an intermediate negative correlation between organizational justice scores and burnout scores of the police officers. Organizational justice score decreases as the burnout score increases. The results of the research displayed that fair distribution, fair procedure, fair interaction, organizational justice, emotional exhaustion, depersonalization, personal achievement and burnout scores do not vary depending on the gender. It is also found that fair distribution, fair procedure, fair interaction, organizational justice, emotional exhaustion, depersonalization and personal achievement scores do not vary depending on age.

These results point out an important implication for management. Studies carried out in any public and private sector organization must preserve and improve organizational image, efficiency and effectiveness. However, if failure occurs at the end of these efforts in paying attention to the managerial practices and setting up fair systems within the organization, this will mainly have a negative impact on employees' job satisfaction and their outlook on the business organization. If precautions are not taken, this may lead to burnout and quitting the job in the long run. In conclusion, setting up an organization environment and atmosphere where employees can freely express themselves, actively take part in social activities, and where a fair and calibrated scale of justice is properly extended across all processes of the business establishment will prove to be one of the efficient methods for employees to cope with long-term stress.

The research includes some limits. First, the sample population creates a limit. Respondents to the research are public servants. This does not allow the possibility of a comparison between the public and private sector. Moreover, choosing these servants from only a single occupational group (police officers) is a limitation. The correlation among different occupational groups may appear differently. Future researches will contribute to a better understanding of correlation among data earned by using a similar model in different occupational groups with long-term observations. The research was conducted on a sample population in a certain region. A similar study based on data from long-term observation in multiple regions, dominated by different environmental conditions, will help forming a better understanding the relationships among the variables.

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## ACKNOWLEDGEMENTS

The authors would like to thank police officers that cesurca participate and cooperate to accomplish this work.

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