THE RELATIONSHIP BETWEEN EMPLOYEES' BURNOUT LEVELS AND THEIR PERCEPTIONS OF ORGANIZATIONAL JUSTICE

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ABSTRACT
The purpose of this study is to examine the relationship between employees' burnout levels and their perceptions of organizational justice. In this context, the study was conducted with a quantitative research method called relational survey technique. The population of the study consists of employees working in any institution or organization in the TRNC between 10.08.2023 and 20.08.2023 without making any distinction between sector (private/public) and company; the sample consists of 304 employees. In the study, demographic information form, Organizational Justice Scale translated into Turkish by Yıldırım (2002) and Oldenburg Burnout Scale developed by Demerouti et al. SPSS 28 program was used to analyze the data collected in the study. The results also reveal that there is a weak positive relationship between exhaustion and process justice, a weak negative relationship between alienation and distributive justice, and a weak positive relationship between process justice and general justice. There was a weak negative relationship between general exhaustion and distributive justice and a weak positive relationship with process justice. These findings indicate that the perception of process justice increases with increasing level of exhaustion, the perception of distributive justice decreases with increasing level of alienation, and the perception of general justice increases with increasing level of process justice. However, no significant relationship was found between general justice and general exhaustion.
Key Words: Burnout, Exhaustion, Distancing, Organizational Justice.

1. INTRODUCTION
1.1. Problem Status
Burnout is a mood and behavioral problem that is common among individuals who are exposed to intense stress, overwork, emotional burdens, and long-term pressures, especially in business life. Burnout syndrome is characterized by a decrease in a person's energy, motivation, and work performance (Bostan and Cebeci, 2023). This situation can manifest itself in three main dimensions: physical, emotional, and mental exhaustion. Burnout syndrome is specifically associated with factors such as overwork, work stress, emotional exhaustion, and work-family imbalance. This can negatively impact a person's work performance, health, and quality of life. Strategies such as rest, stress management, work-family balancing and professional help can be used to cope with burnout (Kaplan and Acar, 2023).

Organizational justice is a concept regarding the treatment of employees within an organization and whether their perceptions of this treatment are fair or equitable. This concept plays an important role in business and organizational psychology. Organizational justice includes employees' evaluation of their relationships with their organizations and the factors they consider when making these evaluations (Macit and Aydoğan, 2023). The concept of organizational justice, which is an important situation affecting employees, is perceived as a person's opinion about the distribution of resources and the mechanism of the reward system. Greenberg (1987) defined organizational justice as the perception about the distribution of reward distribution, resources, interactions among people within the organization, and processes. Organizational justice is divided into three broad dimensions: fair distribution, fair transaction, and fair interaction (Niehoff and Moorman, 1993). Distribution of value and loss are considered elements of distributive justice. The level of fairness in the decision-making process is called procedural fairness, and interactional fairness relates to processes and their social aspects. Organizational justice is very important for a better socially based environment within the organization. In a way, protecting organizational justice is a policy (Aşık and Yinal, 2023). The manager must follow a policy of fair approach between himself and the employee, and between the employee and the employee. A policy of quickly spreading organizational justice within the organization should be followed. A fair approach always maintains communication between employees. It will reduce competition and jealousy among employees. This will increase employees' awareness and provide support in fulfilling their responsibilities. A fair approach will allow employees to act with a team spirit and get the job done faster and more accurately. The problem statement of the research is " Is there a relationship between employees' burnout levels and their perception of organizational justice?" It was determined as.

1.2. Purpose and Importance of the Research

The purpose of the study is to investigate the relationship between employees' burnout levels and their perceptions of organizational justice. The importance of the study is that it carries the potential to develop strategies to increase the well-being and performance of employees in the workplace by helping us understand the effects of concepts such as job burnout and organizational justice in the workplace. This type of research can contribute to the creation of healthier and fairer working conditions in the business world and the development of policies and practices to increase employee job satisfaction. Therefore, the results of the study can provide guidance for creating better working conditions in workplaces. The sub-objectives of the research are as follows:

- What is the participants' perception of organizational justice?
- What are the burnout levels of the participants?
- Is there a relationship between burnout levels and perceptions of organizational justice?

1.3. Limitations

Research:

- With the resources used in the research,
- With the scale questions used in the research,
- The dates between 10.08.2023 and 20.08.2023 are limited to those working in any institution or organization in TRNC, without distinguishing between sectors (private/public) and companies.

1.3. Definitions

Burnout: It is a mood and behavioral problem that is frequently encountered among individuals who are exposed to intense stress, excessive workload, emotional pressures, and long-term difficulties encountered in business life (Kaplan and Acar, 2023).

Exhaustion: It is a concept that expresses the depletion of the employee's work energy, usually due to factors such as intense work-related demands, stress, long working hours and excessive pressure (Köktürk, 2023).

Detachment: It refers to the person whose resources are depleted developing negative feelings towards all issues that he generally associates with his job (Köktürk, 2023).

Organizational Justice: Organizational justice is a concept regarding the treatment of employees in an organization and whether their perceptions of this treatment are fair or equitable (Macit and Aydoğan, 2023).

Distributive Justice: This type of justice refers to the outcomes that employees obtain in return for the work they do in the organization (Yürür, 2008).

Process Fairness: It concerns how decisions about these outcomes are made and on what principles they are based (Brockner et al., 2001).

Interaction Justice: It is related to the behavior of managers towards employees in processes such as taking, implementing and communicating decisions (Yelboğa, 2012).

2. THEORETICAL FRAMEWORK

2.1. The Concept and Scope of Burnout

Burnout concept, usually study vital or personal of life busy stress, pressure, and exhaustion sentimental because of person physical, emotional, and mental of energy decrease status expression it does. This concept is health, psychology, and social Sciences in the fields important One Subject into has arrived (Balcıoğlu et al., 2008).

Burnout syndrome, consisting of three main components consists of:

- Emotional Exhaustion: Person's emotional aspect exhausted what he feels one is the situation. This job or personal in life difficulties because of formed continually one tiredness and energy lack status expression it does.
- Emotional Loyalty Decrease: This component reduces the persons to your job or other life to the fields the one which of your devotion is decreasing and to your job or to their duties the one which of interest is decreasing shows.
- Emotional Worthlessness: Person self-worthless or insufficient to feel starts. This is your self-esteem decrease and low self-esteem of their situation with the formation is related.

Burnout, both personal and workplace at the level serious to the results path can open. Person efficiency may fall, work satisfaction may decrease and even health to your problems path can open. Burnout syndrome to prevent or treatment to do for work _ in their place stress management, business and special life balance, work of your burden balanced distribution like measures can be obtained. Personal level whereas to rest, to yourself looking, hobby and social to spend time on activities importance to give with burnout in the fight helper it could be. Also, with stress start over emergence skills to develop and emotional support It is also important to call (Kaçmaz, 2005).

2.2. Organizational Justice

Human resources are the most important element that enables organizations to succeed and achieve their goals. Especially having experienced employees is the first element in carrying organizations to success. Focusing on

human resources in organizations, emphasis is placed on interpersonal communication in work areas. With the importance of interpersonal communication, the concept of social justice has begun to gain importance (Yılmaz, 2021). It is known that management and organizational management literature is used even in different fields. It is known that 'Adams' Equity Theory' is used according to the perception of organizational justice. Equality Theory believes that the contribution of employees to their organizations and the expectations they should receive should be equal (Demirel and Seçkin, 2011).

According to Equity Theory, the more the employee benefits the organization and increases his/her performance, the more the organization is expected to benefit the employee (Özdevecioğlu, 2003). The first person to mention the concept of organizational justice is Greenberg (1987) in the literature. Greenberg defined organizational justice in 1987 as follows: organizational justice addresses the events, practices and rules that will occur in the organization according to the principle of justice, and the duties of employees must be clearly expressed (Yılmaz, 2021). It is seen that studies on the concept of organizational justice have increased since the 2000s (Davarcı, 2021).

Organizational justice is a vital concept in shaping employees' behaviors and attitudes and is an intangible unifying element that allows employees to work together effectively and efficiently (Rupp et al., 2017). Organizational justice refers to people's perceptions of justice in organizations, along with behavioral, cognitive, and emotional reactions (Greenberg, 2011). Organizational justice refers to the degree to which employees perceive workplace procedures, interactions, and organizational outcomes as inherently fair. There are many examples of injustice perceived by employees in workplaces. Among these, the most common injustices include applying different wages for men and women doing the same job (Yolcu, 2021).

2.3. Related Research
Babaoğlan, Altun, Çakan (2010) tried to determine burnout levels by conducting a survey to 204 school administrators between 2003-2004. According to the results of the research, school administrators are exposed to emotional exhaustion, personal failure, and total burnout at low levels. There was a very low level of exposure to depersonalization burnout.

Yorulmaz et al. (2017), the relationship between job satisfaction and burnout was examined in the study. Meta-analysis method was used in the study. As a result of the research, it was concluded that the relationship between job satisfaction and emotional exhaustion was negative, and the relationship between job satisfaction and decrease in personal success was also negative. In the study of Özkan and Özdevecioğlu (2013), an analysis was made regarding the impact of professional accounting on burnout and the meaning of life. The study aims to measure the occupational stress of 217 accountants in Kayseri. As a result of the study, it was concluded that occupational stress is a factor in determining the life satisfaction and burnout levels of accounting professionals. Owens (2013), in the study, examined the relationship between the burnout levels of primary school teachers and the leadership effects of principals. There are 127 teachers in the sample of the study. According to the findings of the study, it was found that they felt moderate emotional exhaustion, low degree of depersonalization and high degree of personal accomplishment. The study revealed that teachers experienced greater depersonalization as they perceived their principals as less effective.

Kalliath, O'driscoll and Gillespie (1998), the link between organizational commitment and organizational burnout was examined. This study group, consisting of 197 nurses, consists of 28 hypotheses. As a result of the research findings, it was determined that organizational commitment is an indicator of organizational burnout. Vermunt and Steensma (2013), in the study, investigated the impact of unfair behavior of managers on employees. In an environment of injustice and stress, people's desire to leave the stressful environment is to seek social support or to explore behaviors related to ways to cope with stress. According to the theory of injustice and stress, reducing or even preventing stress can only be achieved by managers who behave fairly.

3. METHOD
3.1. Research Method
This study was conducted with a quantitative research method called relational screening technique. Relational survey technique is a quantitative research approach used to examine the relationship between two or more specific variables in research. This method is applied to understand and explain the relationships between variables. Researchers generally work with this technique to test hypotheses, investigate connections between variables, or reveal cause-effect relationships (Karasar, 2008).

3.1.1. Population and Sample
Consists of 950 people working in any institution or organization in TRNC between 10.08.2023 and 20.08.2023, without distinguishing between sector (private/public) and company. The sample of the study was determined by the purposeful sampling method in accordance with the purpose of the research. Purposeful sampling is a sample that is specifically selected for a specific research or survey study and created for a specific goal or purpose. Researchers use these types of samples when they want to study or investigate a specific subgroup or feature of

their study. Purposive sampling is designed to address a specific problem or problems and to have a specific focus rather than representing the general characteristics of the population (Karasar, 2008). From this information, 304 employees were included in the sample of the research.

3.1.2. Data Collection Tools
In the research, data are collected through scale; It was collected via Google forms. Scale forms were distributed on 10.08.2023 and collected on 20.08.2023. Although 340 of the 400 scale forms sent for the study were collected back; 38 forms were not included in the study due to incomplete questions.

Three forms were used to collect data in the study. The first form consists of the demographic information of the participants. In this form, participants were asked about their gender, age, marital status, educational status, and professional seniority.

In the second form, the Organizational Justice Scale was used. To measure the perception of organizational justice, Niehoff and Moorman's organizational justice perception scale, whose Turkish translation and validity and reliability studies were carried out by Yıldırım (2002), was used. In general, in local and international literature, one of the two most preferred scales, along with the Colquitt Organizational Justice Scale, is Niehoff and Moorman's scale. This scale is widely accepted as a reliable tool to measure organizational justice perception. Burnout measurement results from the use of an inventory that is not very common in the local literature and is even quite new. For this reason, it was deemed appropriate to choose a proven organizational justice scale. The scale consists of three sub-dimensions: distributive justice, process justice and interaction justice, and contains a total of 20 items. The survey provides respondents with five options for each statement: (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly agree. All expressions are positive, and the general perception of organizational justice is calculated by dividing the scores obtained from the sub-dimensions by 20, which is the total number of expressions in the scale. A high score indicates that the participant has a high perception of organizational justice (Köktürk, 2023).

the Oldenburg Burnout Scale developed by Demerouti et al. (1998) was used to determine the burnout levels of employees. Researchers have stated that because of the criticisms brought to the Maslach Burnout Scale in foreign literature, different scales began to be preferred and Oldenburg Burnout Scale began to be preferred. They state that the Scale is one of the most striking of these different scales. The scale has two subscales: exhaustion and detachment. Both dimensions contain eight statements each, four positive and four negative statements. Participants are given five options for each statement: (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly agree. The original scale is in German and was translated into English in 2005. The researchers contacted the developers of the original scale to obtain the English scale and then translated it into Turkish. This scale is a widely used tool to measure burnout (Şeker, 2011).

Table 1. Reliability analysis of the scales

	Cronbach's Alpha	Article
Organizational Justice Scale	0.856	20
Oldenburg Burnout Scale	0.869	16

In this study, the Cronbach's Alpha value of the organizational justice scale was 0.856; Oldenburg Burnout Scale Cronbach's Alpha value was found to be 0.869. This study shows that the scales are reliable.

3.1.3. Analysis of Data
SPSS 28 program was used to analyze the data collected in the study and was examined at the reliability level. Two different statistical tests were used to examine whether the scale scores differ according to socio-demographic characteristics. The T-Test is a test used to determine differences between two groups and is often used for comparisons between two groups. ANOVA test is a test used to determine differences between three or more groups. These tests were used to evaluate whether there were statistically significant differences in scale scores between groups with different socio-demographic characteristics.

4. FINDINGS
4.1. Demographic features

Demographic variables of the participants are given in Table 2.

Table 2. Demographic Characteristics

		N	%
Gender	Woman	194	63.8
	Male	110	36.2
Age	18-25 years old	53	17.4
	26-34 years old	47	15.5
	35-44 years old	133	43.8
	45 and over	71	23.4
marital status	Married	116	38.2
	Single	188	61.8
education level	High school	40	13.2
	University	168	55.3
	Degree	68	22.4
	Doctorate	28	9.2
professional seniority	1-5 Years	89	29.3
	6-10 Years	156	51.3
	11-20 Years	49	16.1
	20 and above	10	3.3
	Total	304	100.0

When Table 2 is examined, it is seen that 63.8% of the participants are women and 36.2% are men. Age distribution of the participants; 43.8% are 35-44 years old; 23.4% are 45 and over; 17.4% were determined to be 18-25 years old and 15.5% were 26-34 years old. 61.8% of the participants are single and 38.2% are married. 55.3% have university degrees, 22.4% have master's degrees, 13.2% have university degrees and 9.2% have doctoral degrees. Professional seniority: 51.3% is 6-10 years; 29.3% 1-5 years; 16.1% were 11-20 years old and 3.3% were 20 and over.

4.2. Findings Regarding Perceptions of Organizational Justice

The mean and standard deviation values for the perceptions of the employees participating in the research regarding justice in the work environment are shown in Table 3. To determine the level of the averages of the scales used in the research, the range value was calculated as 5-1/3 = 1.33, accordingly the levels are; 1 to 2.33 is low; 2.34 to 3.66 is medium; It was determined that the range between 3.67-5.00 was high (İrdem , 2020).

Table 3. Descriptive Statistics for the Organizational Justice Scale

	mean	Ss .
distributive justice	1,224	0.679
process justice	1,274	0.686
interaction justice	1,821	0.768
general justice	1.43	0.542

When Table 3 is examined, it is understood that the participants' overall perception of organizational justice is 1.43, meaning that they have a low level of justice perception. When justice types are evaluated separately, the average score of distributive justice is 1.224; The average score of process justice is 1.274; The average score of interaction justice is 1.81. In other words, employees' perceptions of distribution, process, and interaction justice are at low levels. When the values are compared among themselves, the lowest perception of justice emerged in distributive justice. The low mean score of distributive justice indicates that employees' perception of justice,

especially regarding their earnings and rewards, is lacking. This reflects that employees believe the distribution of their rewards and earnings is unfair. Since the "process justice" and "interaction justice" mean scores are low, employees may think that they do not experience a perception of justice in the decision-making processes and interactions with managers in the organization.

4.3. Findings on Burnout Levels

The mean and standard deviation values for the burnout levels of the employees participating in the research arising from the work environment are shown in Table 4. To determine the level of the averages of the scales used in the research, the range value was calculated as 5-1/3 = 1.33, accordingly the levels are: 1 to 2.33 is low; 2.34 to 3.66 is medium; It was determined that the range between 3.67-5.00 was high (İrdem, 2020).

Table 4. Descriptive Statistics on Burnout Levels

	mean	std . Deviation
Exhaustion	3,158	0.552
Don't go away	3,186	0.529
General exhaustion	3,172	0.512

When examined in Table 4, it is understood that the average burnout level of the participants is 3.172, meaning that the employees experience a moderate level of burnout. When the dimensions are evaluated separately, the average score of burnouts is 3.158; It is seen that the average score of distance is 3.186. In other words, the degree to which employees feel that they have run out of energy to cope with the intense demands arising from their jobs is quite high. This suggests that employees feel burnt out due to job stress, work overload, or other work-related challenges. This may indicate a period when employees' physical, emotional, and mental energy decreases, and they feel tired. On the other hand, employees do not seem to experience the dimension of detachment as much as they experience burnout. This may indicate that although employees are depleted of energy, they do not exhibit a negative or indifferent attitude towards their work and co-workers. This may indicate that employees are emotionally committed to their jobs and co-workers, or that they care about and maintain their jobs despite burnout.

4.4. The Relationship Between Burnout and Perceptions of Organizational Justice

Table 5. Correlation Analysis for the Relationship Between Burnout and Organizational Justice Perceptions

		distributive justice	process justice	interaction justice	General Justice
Exhaustion	r.	-0.108	.214 **	0.035	0.067
	p.	0.061	**0.000**	0.547	0.244
Don't go away	r.	-.132 *	.295 **	0.09	.122 *
	p.	**0.021**	**0.000**	0.116	**0.034**
General exhaustion	r.	-.127 *	.269 **	0.066	0.1
	p.	**0.027**	**0.000**	0.25	0.082

. The correlation is significant at the 0.01 level.

. The correlation is significant at the 0.05 level.

When Table 5 is examined:
A weak positive relationship between burnout and process justice (r=.214; p=0.000).
There is a weak negative relationship between alienation and distributive justice (r=-132; p=0.021); a positive and weak relationship with process justice (r=.295; p=0.000); There is a weak positive relationship with general justice (r=.122; p=0.034).
It was determined that there was a weak negative relationship between general burnout and distributive justice (r=-127; p=0.027) and a weak positive relationship with process justice (r=.296; p=0.000).
In addition, it should be noted that there is no relationship between general justice and general exhaustion.

As a result, as burnout increases, the perception of process justice increases; It is possible to say that as distance increases, the perception of distributive justice decreases, and as process justice increases, the perception of general justice increases.

CONCLUSION AND RECOMMENDATIONS

According to the results of the study, it appears that the participants' overall perception of organizational justice is low. Distributive justice, process justice and interaction justice score averages are low. Especially the low mean score of distributive justice indicates that employees' perception of justice towards their earnings and rewards is lacking. This situation reflects that employees believe that their rewards and earnings are not distributed fairly. In addition, the low mean scores of process justice and interactional justice may indicate that employees think that they do not experience a perception of justice in the decision-making processes and interactions with managers in the organization.

It was determined that the general burnout level of the participants was at a medium level. The average score of the burnout dimension shows that the degree to which employees feel that they have run out of energy required to cope with the intense demands arising from their jobs is high. However, the lower mean score on the detachment dimension may indicate that although employees are exhausted, they do not have a negative or indifferent attitude towards their jobs and colleagues. This may indicate that employees are emotionally committed to their jobs and co-workers, or that they care about and continue their jobs despite burnout.

The research results also reveal that there is a weak positive relationship between burnout and process justice, a weak negative relationship between detachment and distributive justice, and a weak positive relationship between process justice and general justice. A weak negative relationship was found between general burnout and distributive justice, and a weak positive relationship with process justice. These findings show that the perception of process justice increases as the level of burnout increases, the perception of distributive justice decreases as the level of detachment increases, and the perception of general justice increases as the perception of process justice increases. However, no significant relationship was found between general fairness and general exhaustion.

Based on the findings of the study, the following recommendations can be made:

- In order to increase employees' perceptions that their earnings and rewards are fairly distributed, the reward system and performance evaluations should be reviewed, and a fair structure should be created.
- Decision-making processes should be supported by transparent communication and employee participation should be increased.
- Managers should communicate more effectively with employees, encourage open dialogue, and strengthen relationships between employees.
- Policies should be implemented to provide support and flexibility to employees so that they can balance their work and private lives.
- Employees should be provided with training on stress management techniques and access to resources.
- The emotional needs of employees should be met by creating support systems in the workplace.
- Managers should be trained on effective communication and relationship management.
- Employees should be given the opportunity to express themselves through regular feedback and evaluation processes.
- Mechanisms that encourage participation should be developed so that employees can take more part in organizational decisions.
- Units representing employees should be established within the organization and employees should be allowed to make their voices heard.
- The organization should regularly evaluate employees' perceptions of fairness and burnout levels and take corrective measures when necessary.
- Periodic reviews should be conducted to evaluate and improve the effects of human resources policies.

These suggestions can help organizations create a positive impact on employees' perceptions of justice and burnout levels. Implementing these strategies to increase employee satisfaction and performance is important for the sustainability of the organization in the long term.

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