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## The Effects of Organizational Justice

Anneliese Yuenger

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# THE EFFECTS OF ORGANIZATIONAL JUSTICE

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A Thesis  
Presented to the  
Faculty of  
California State University,  
San Bernardino

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Science  
in  
Industrial Organizational Psychology

by  
Anneliese Yuenger

May 2023

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Anneliese Yuenger

May 2023

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## ABSTRACT

The aim of the present study was to examine the perceptions of organizational justice on employee outcomes of work engagement, burnout, turnover intentions, and presenteeism. The study used survey data from 329 employees who worked over 30 hours per week in the last six months. Data were analyzed using SPSS 28 and Hayes PROCESS Macro to assess descriptive statistics, correlation, simple linear regression, and mediated path analyses. The results of the study found that perceptions of organizational justice (POJ) positively related to engagement. An inverse relationship was found for POJ, burnout, turnover intention, and presenteeism. Overall, engagement and burnout were found to partially mediate the relationship between POJ and presenteeism and turnover intentions. In conclusion, organizations must be aware of how their practices, procedures, policies, and interactions shape POJ. Organizations that would like to see an increase in engagement and a decrease in burnout, turnover intentions, and presenteeism should instill practices that will uphold and promote POJ.

## DEDICATION

To my parents, Paul and Sayumi Yuenger. Behind every young adult who believes in themselves is a parent who believed first. Thank you for everything.

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## CHAPTER ONE

### INTRODUCTION

#### Literature Review

The world of work is rapidly changing. Employees are redefining the status quo of how they would like to be treated, scheduled, and communicated within the workplace. Issues regarding the treatment of employees have shed light on the importance of fair treatment and justice in the workplace. Extraordinarily, with the push of the public, major companies and organizations have taken strides to create inclusive and protected spaces for marginalized employees.

The age of individuals being subjected to unnecessary torment for job security is beginning to end. Companies are losing their grip on employees who are finally understanding their worth in the working world. The Pew Research Center found that workers who left their job in 2021 reported leaving their position due to low pay (63%) and feeling disrespected at work (57%) (Parker & Horowitz, 2022).

Employees want to work in an environment where they feel as though their employer has their best interest in mind. An employer who treats their employees with respect, fairness, and trust is an organization that is engaging in organizational justice. Organizational justice, first mentioned by Greenberg (1987), refers to the perceptions of employees about how their organization treats employees fairly (Kwantes & Bond, 2019). These perceptions can drastically change from organization to organization, and a company's culture

and practices have a great impact on how managers and higher-level employees treat their subordinates. When working in any organization, no one wants to feel used or tossed to the side. Feeling neglected is one of the most disheartening feelings to experience inside and outside of the workplace. When people feel respected in a group, it relates to how others in the group view them and their overall status in the group (Cropanzano & Mitchell, 2005). The treatment of employees allows the employee to understand their positive or negative position within the organization (Moliner et al., 2005). That being said, a climate of justice contributes to an employee's sense of respect and belonging within the organization (Fischer, 2013).

With the COVID-19 pandemic, not many people are comfortable going to work, and the lack of people wanting to work relates to the loss of human capital available as a resource for an organization. We have seen organizations continuously increase their entry level wage as a way to entice new workers. The wage increase often is due to individuals realizing they are worth more than the state or federal minimum of pay, especially if the organization is not treating employees fairly (Sull et al., 2022). Businesses need employees who are psychologically invested in their workplace due to the lack of human capital (Schaufeli, 2013). This can be characterized by employee engagement. Pioneered by Kahn (1990), employee engagement is defined as employees who are physically, cognitively, and emotionally connected and involved in their job. Over the years, employee engagement has become a popular topic due to its

association with employee well-being and performance (Knight et al., 2017). Employees who are engaged in their workplace draw a sense of belonging and meaning from their work which can act as a buffer against the negative, disastrous effects of a stressful work environment. One of the most prominent negative effects of a stressful work environment is employee burnout.

### Purpose of this Study

We seek to provide insight into the connection between organizational justice, engagement, and burnout. Burnout is a psychological condition where individuals feel depleted of energy or drive to continue performing at their normal level (Fogarty et al. 2000). While burnout is characterized as a psychological condition, it is well known how psychological states are the breeding ground for spillover into the physiological condition of individuals and home life. It is hard to revive someone who is suffering from burnout, and many people do not realize they are beginning to experience burnout until it is full-blown. Burnout can be seen as a response to constant stress in the environment. When organizations do not provide resources or structure, their practices to avoid burnout, devastating effects on the engagement of their employees occur.

Although a connection between engagement and burnout has been previously identified, we will seek to collect information on the link between organizational justice as well. We also seek to inform the reader on how organizations can increase employee engagement and lower the effects of burnout through the use of organizational justice. We also seek to broaden the

literature on the mediating effects of burnout and engagement on perceptions of organizational justice, turnover intention, presenteeism.

### Organizational Justice

Fairness theory argues that justice-related events that are experienced directly or observed can trigger emotional responses in individuals (i.e., anger, guilt, shame) and those individuals seek to hold someone accountable for the outcome (Folger & Rupp, 2011; Folger & Cropanzano, 2001). Individuals will perceive injustice when men and women are paid differently for the same job, performance reviews are conducted by someone whom the employee had little contact, and dismissals from work are deemed arbitrary (Baldwin, 2006). These perceptions have the power to inform what employees think or feel about their workplace. The key to organizational justice is the perception of fairness throughout different aspects of the organization. Organizational justice defines the sense of the relationship between the employer and employee (Cropanzano et al., 2007). Four parts contribute to the perception of justice: distributive, procedural, interpersonal, and informational justice (Colquit, 2012). While the dimensions of organizational justice are related, they are distinct from one another because each component contributes to the overall feelings and perceptions of fairness and justice (Gilliland, 2018).

The first of the four components of organization justice is **Distributive Justice** which relates to the perceived fairness of outcomes (Rupp, 2011). Tied to equity theory, distributive justice is the magnitude to which the proper

allocation norm is observed in the decision-making context of an organization (Cohen-Charash; Greenberg, 1990; Spector, 2001). Aristotle's famous dictum that all men want to be treated like everyone else (equality), like some other people (equity), and like no one else (need) described the three allocation rules that can be applied to distributive justice (Cropanzano et al., 2007). Each individual will have different ideas and beliefs about the fair distribution of resources. These beliefs can also change based on the circumstances of the situation (Leventhal et al., 1980). Employees are less likely to perceive distributive justice when they feel as though they are not being paid fairly compared to others in the organization or if resources are allocated unfairly.

The distribution of resources or outcomes is governed by rules or processes that organizations or managers set forth. The perceived fairness of the process is called **procedural justice** (Greenberg & Tyler, 1987). Procedural justice can outweigh distributive justice if individuals believe there was fairness in the decisions that led to the distribution of resources or outcomes. Perceiving fairness in the process that leads to distribution helps employees to be more willing to accept unwanted outcomes (Baldwin, 2006). With procedural justice, unfairness is perceived when promotions are not based on performance but rather based on the friendship of a leader and subordinates or if individuals are unable to have a say in the processes. When individuals can voice their concerns in ways that can influence the outcome of a decision, they are more likely to believe they have process control which influences their perceptions of fairness

(Thibaut & Walker, 1975). Other determinants of procedural justice occur when the organization and supervisors are consistent, neutral, accurate, and correctable. Further, organizations must be representative of everyone whom the outcome will impact while remaining moral and ethical (Baldwin, 2006).

In 1986, Bies and Moag focused attention on the importance of interactions in the workplace as factors that contribute to perceptions of fairness. **Interactional justice** is related to an individual's sensitivity to the quality of interpersonal treatment they receive from procedures, and it can be split into two categories: interpersonal and informational justice (Greenberg, 1990, 1993). **Interpersonal justice** refers to the manner in which individuals are treated by those with authority within the organization (i.e., respect, politeness, dignity, friendliness, and courtesy) (Rupp, 2011; Deepak, 2021). This dimension of organizational justice reflects the behaviors of supervisors and managers (Deepak, 2021). **Informational justice** focuses on the explanations that organizations provide to individuals to justify their procedures and outcomes. The dimension relates to perceptions of the honesty and integrity of those who hold authority (Colquitt, 2001). When things are properly and thoroughly explained to employees, they will be less likely to worry about the outcomes of those procedures and decisions.

Since the 2000s, organizational justice has been popularly measured by the Colquitt (2001) organizational justice scale (Colquitt & Shaw, 2005). Colquitt's scale is the indirect measure of the four dimensions of justice. This scale has

been translated into different languages across the world and has been validated by studies conducted in places such as Germany, Italy, Japan, Puerto Rico, and Spain (Omar et al., 2018).

### Promoting the Perceptions of Organizational Justice

Employers can promote employee positive perceptions of organizational justice by having company managers engage in behaviors that promote a sense of fairness. Giving employees a chance to be heard allows individuals to feel as though they are valued members of the group. Practices such as having open-door policies, encouraging managers to have lunch with subordinates, and engaging in “walk-arounds” promote perceptions of justice. These practices help contribute to the sense that employees are valued and heard within the organization (Baldwin, 2006). Being truthful, respectful, honest, communicating professionally, and providing justification for the allocation of resources and outcomes will also help to contribute to perceptions of organizational justice (Baldwin, 2006; Colquitt, 2001; Deepak, 2021; Rupp, 2011).

### Positive and Negative Effects of Organizational Justice

When employees are treated in a just manner, overall organizational performance is strengthened because an organizationally just climate leads to the development of social capital, which subsequently leads to enhanced firm performance (Mahajan & Benson, 2011). In particular, procedural justice can enhance relational social capital by increasing interpersonal trust, acceptance of norms, and employee identification with the organizations (Mahajan & Benson,

2011). Perceptions of procedural justice are also related to lower levels of stress (Sert et al, 2014).

When the scales of balance are tipped negatively, employees seek to correct the imbalance. Individuals correct the imbalance with behaviors such as exiting, withdrawing (most harmful), voicing concerns, or showing more loyalty (trying to justify or rationalize the injustice) (Baldwin, 2006). The correction of balance can also take the form of employee theft (Greenberg, 1990).

Organizational justice can also be good for the surrounding community especially when the employees directly engage with the general public. A study of police officers found a negative relationship between organizational justice and support for misconduct (Fridelle et al., 2021). Another study conducted on police officers found that supervisors need to pay close attention to the supportive and fair treatment of subordinates because of the relationship with work engagement (Piotrowski, 2021).

Employees can also react emotionally to the injustices. When there is a lack of perceived organizational justice, employees can suffer due to emotional feelings of anger, resentment, guilt, or shame. Continual negative emotions or feelings in a workplace can deprive employees of energy or drive to continue their work at optimal levels (Weiss & Cropanzano, 1996). Employees who are forced to obey rules, procedures, and policies they believe to be unfair will experience work-related stress which can cause serious issues in the workplace (Sert et al, 2014). A study of construction workers found that organizational

injustice has a direct positive effect on employees' psychological strain. The researchers suggest that employees who experience unfairness will experience negative emotions such as anxiety, anger, reduced commitment to the organization, and increased stress (Chih et al, 2017). Too much stress can lead to burnout which will be discussed within this literature review.

### Work Engagement

Researchers seem to struggle with a consensus on the definition of engagement and a construct name. Sometimes engagement is referred to as employee engagement, job engagement, or work engagement (Saks & Gruman, 2014). Nevertheless, for the duration of this paper, the engagement of employees will be referred to as *work engagement*. Pioneered by Khan (1990), work engagement can be conceptualized as the satisfaction, commitment, motivation, involvement, and extra-role performance of employees (Schaufeli, 2013). Khan proposed that people enter into a state of engagement when they find meaningfulness at work, safety, and availability in their work roles (Drake, 2012). Being an important predictor of employee, team, and organizational outcomes, the popularity of work engagement has increased (Bakker, 2018).

The psychological state of engagement entails three components; vigor, absorption, and dedication (Schaufeli & Bakker, 2004). Each of these concepts relates to physical-energetic, emotional, and cognitive components that make up work engagement. There are many benefits to having engaged employees. Engaged employees do not withdraw or defend themselves from their position.

Rather, they psychologically immerse themselves into their positions while expressing their work through ideas, feelings, and hunches, fully inhabiting their roles (Khan, 2010). Organizations can truly benefit from the heightened work engagement of their employees. However, there are also negative impacts on the organization, customers, community, and well-being of employees when there is a lack of work engagement.

**Vigor** is the physical-energetic component of work engagement.

Employees who display high energy at work, mental resilience, willingness to invest effort, and ability to persist in the face of difficulties are described as displaying vigor (Bakker et al., 2014). Based on the Conservation of Resources Theory, vigor can be described as an affect that consists of three facets: physical strength, emotional energy (ability to express sympathy), and cognitive liveliness (mental agility). Individuals who express vigor can be said to experience the feeling of “being alive” or having energy and spirit (Shraga & Shirom, 2003; Sonnentag & Niessen, 2008). Each of these facets facilitates the gain of energy from other resources (Shirom, 2011). Resources that contribute to employee vigor are organizational, group-level, job-related, and individual resources. Allowing employees to participate in decision-making combined with supervisor leadership style, social support from others, the cohesiveness of employees, task identity, job significance, and socioeconomic status of an employee contributes to feelings of vigor (Shirom, 2011). Some of the subsequent outcomes of employee vigor are increased motivation, self-efficacy, job performance, and

organizational effectiveness (Kafner & Kantrowitz, 2002; Spector & Goh, 2001; Shirom, 2011).

Highly correlated with vigor, the cognitive component of engagement refers to **absorption** (Schaufeli, 2002). Although researchers have found some confusion on whether absorption refers to a state of an individual, a trait of the individual, or both, it is generally referred to as a trait or disposition (Roche & McConkey, 1990). Absorption is the act of being engrossed in work and being fully concentrated (Schaufeli, 2013). When you feel as though time is flying by quickly at work and that it is hard to detach yourself from work, you are absorbed in the job. Furthermore, the feeling of time passing quickly and being completely immersed in the job is described as experiencing a state of flow (Salanova, 2006). Flow is a short-term peak of experience on the job that is characterized by absorption (Bakker, 2005). Athletes often describe being in a state of flow when they are playing a game. In this state, the athletes are so engaged in their performance that they lose their perception of time, experience a heightened feeling of concentration, and perform at their best. The same idea can be applied to the typical workplace.

**Dedication** refers to the emotional component of engagement. It can be described as being strongly involved in the job and experiencing a sense of inspiration, challenge, enthusiasm, pride, and significance (Schaufeli, 2013). Being an interactive mode where employees can gain inspiration, pride, challenge, and a sense of meaning, the dedication of employees contributes to

their job satisfaction and likeliness to stay with an organization (Lu et al., 2016). Individuals who are dedicated to their position at work will possess a high work ethic, be on time, help other employees, and be more inclined to engage in organizational citizenship behaviors. That being said, dedication can even be viewed as a potential organizational citizenship behavior in and of itself (Organ et al., 2006). Some predictors of dedication are job satisfaction, quality of working life, and a lack of social dysfunction at work (Jenaro et al., 2011). When employees feel an imbalance at work or they feel as though they are being treated unfairly, it will be harder for employees to develop dedication to their job.

#### Positive and Negative Effects of Engagement

When an employee is focused on a task, stays with the task, works hard to finish the task, and shows they truly care, they are displaying their engagement in the role (Khan, 2010). Employees who are engaged in the workplace go above and beyond what is required, and they will display their extra-role behavior through organizational citizenship behavior (Organ, 1997). They will also take extra time to notice little occurrences that can lead to major issues in the workplace. A study found that work engagement has a positive influence on organizational citizenship behavior and task performance. There was also a negative impact on burnout and counterproductive workplace behaviors (Yin, 2018). The positive influence on OCBs is because engaged employees have more creative ideas due to their openness to experiences,

which promote creative solutions to problems (Bakker et al., 2010; Orth & Volmer et al., 2017).

Employees like to invest themselves in tasks that produce a reward that is personally valued. Employees who do not receive those rewards, whether it is promotions, feedback, or other things that are personally valued, coupled with the combination of being treated unfairly, can experience negative consequences such as stress that emotionally, physically, and psychologically affects the employee. For example, for nurse managers at the unit level, the social capital of the workplace had a protective and stimulating impact on vigor and emotional exhaustion. The same study found that the potential to control aspects of the job (decision latitude) had an impact on dedication and personal accomplishment (Van Bogaert et al., 2017). Since engagement can be seen as the antithesis of burnout, organizations must make sure to promote engagement in any possible way (Anthony-McMann, 2016).

## Burnout

The devastating effects of burnout can trigger a domino effect from the individual level to the organizational level. It can sneak up slowly, growing deep within the individual until the effects of burnout are no longer deniable. These consequences can take years to heal. Appearing in the mid-1970s in the United States, burnout has grown into a globally discussed topic. Freudemberger (1974, 1975) and Maslach (1976) began describing burnout as the gradual depletion of emotions and a loss of commitment and motivation. Colloquially used to refer to

the effects of chronic drug use, the word burnout took on meaning in the working world (Maslach & Schaufeli, 1993).

Burnout is characterized by three dimensions: emotional exhaustion, depersonalization, and feelings of low personal accomplishment (Jackson et al., 1986; Maslach et al., 1997). When an individual feels high levels of emotional exhaustion and depersonalization with feelings of low personal accomplishment, they can be characterized as experiencing burnout syndrome (Schaufeli et al., 2001).

**Emotional exhaustion**, the stress dimension of burnout, is a central quality of burnout and it is often the most obvious manifestation of the complex syndrome (Maslach et al., 2001). Feeling depleted of emotional resources and emotionally overextended can be caused by work overload and personal conflict at work (Maslach, 1998). In this state, workers tend to feel drained, depleted, and without any source of replenishment. It can be described as a dimming fire within the individual without a source for more fuel. When demands of the workplace outweigh resources or positive experiences, people tend to become emotionally, psychologically, and physically exhausted from the demands (Seidler, 2014). These unfavorable situations tip the scales of balance, leaving individuals to find ways to cope and buffer themselves from the stressors.

**Depersonalization** refers to cynical, callous, negative, or overly detached responses to other people that includes a loss of idealism (Maslach, 1998). Individuals tend to detach as a protective response to stressors to prevent

negative feelings from penetrating through (Maslach, 1998; Garden, 1987). Someone who is experiencing depersonalization might express unprofessional comments towards others, be unable to express sympathy or empathy, and blame others for the outcomes of situations (Mealer et al., 2016). Demands from the job feel more manageable when individuals are able to put a buffer or barrier between themselves and the occurrences at work. Wanting to distance oneself when experiencing exhaustion is an immediate reaction and coping mechanism. The reaction is why researchers have found a strong relationship between exhaustion and depersonalization (Maslach et al., 2001).

**Feelings of low personal accomplishment** or self-inefficacy are experienced as an outcome of the stress-strain coping sequence (Leiter, 1986). Individuals feel as though they are no longer in control of situations or able to accomplish anything, included with heightened feelings of incompetence (Shih, 2013). Individuals will also feel that their work is not worth anything (Lee & Ashforth, 1990). Feeling inefficacious is the opposite of having self-efficacy. When people feel efficacious, they believe they are able to handle situations that are presented to them. Individuals will also believe that challenges and situations are within their control.

### The Effects of Burnout

One of the ways organizations can help their employees cope with burnout is by promoting a sense of fairness and justice in the policies and procedures that are instituted within the workplace. For example, when health

care workers are able to set their own working patterns, relating to perceptions of fairness and control, this can help to create a healthy workplace that can help to avoid employee burnout (Montgomery et al., 2019).

Stacking the dimensions of burnout together can create drastic changes within the individual and the organization they work for. The individual creates and contributes to the success of the organization. When the workers are burnt out, they will not be able to deliver at their optimal level. Specifically, burnout can lead to a deterioration of the quality of service or care that an employee engages in (Maslach & Jackson, 1980). Exhaustion experienced by information technology (IT) workers was a key determinant that led to depersonalization and a diminished sense of achievement, these consequences of stress were also associated with reduced organizational commitment, presenteeism, and reduced job performance (Shih, 2013).

When thinking of stressful jobs, working in the service industry comes to mind. In the healthcare industry, physicians who are burnt out are at higher risk for making medical errors and decreased job satisfaction (Romani & Ashkar, 2014). Health care providers are unable to perform at their potential because of being overly exhausted, depersonalized, and experiencing cynicism on the job. Since organizations and businesses are concerned with their spending and profits, burnout can have an economic outcome for organizations that choose to neglect employee burnout. For instance, the American Thoracic Society warns

that organizations can expect to pay over \$65,000 to replace an ICU nurse and over \$250,000 to replace an ICU physician (American Thoracic Society, 2016).

Burnout is related to many negative outcomes for the individual. These outcomes can be described as personal dysfunction, physical exhaustion, increased drug and alcohol use, and insomnia (Maslach et al., 1997). When employees do not possess healthy coping mechanisms or are not provided with resources to help cope with stress, employees can have the potential to engage in unhealthy coping choices. Employees can turn to behaviors like withdrawing or even self-medicating by using drugs and alcohol. Partaking in detrimental coping does not mean the employee does not care about their health. Rather, they are so stressed and exhausted that they might not seek to learn about healthy coping skills. Therefore, organizations need to create an environment that does not promote the development of burnout.

## Employee Withdrawal Behaviors

### Turnover Intentions

When employees feel detached from their jobs, employees are more likely to leave their positions at work to find another opportunity that is deemed more suitable. Turnover intention is the employees' intentions to change their job or company (Schyns et al., 2007). The intention for change is on a completely voluntary basis on behalf of the employee.

Higher rates of turnover intentions lead to higher turnover rates, making turnover intentions an important indicator of actual turnover behavior. From an

organizational standpoint, there are positive and negative consequences of turnover. Positive consequences include increased organizational effectiveness and innovation, higher long-term growth rate of the economy, and a coping mechanism that disinvents apathy, counterproductive work behaviors, and presenteeism (Dalton & Todor, 1979). Negative consequences come from the organizational costs of selection, recruitment, and training new employees (Staw, 1980). Other indirect negative consequences are loss of productivity, loss of institutional or strategic knowledge, and possible theft of trade secrets (Lyons & Bandura, 2019). To the untrained eye, turnover intentions might not seem so devastating. But, to those whose livelihoods depend on a successful business operation, turnover intentions might be the difference stability and going under.

### Presenteeism

Employee presenteeism occurs when employees are physically present at their jobs, but the employee produces below-normal work quality and has decreased productivity (Koopman et al., 2002). Koopman et al., (2008) presented the concept of presenteeism as having a focus on emotional, cognitive, and behavioral engagement. Further, presenteeism is often described as the product of employees showing up to work while experiencing health issues that hinder their productivity (Whitehouse, 2005). Since burnout has negative effects on an employee's health and wellbeing (Maslach et al., 1997; Schaufeli et al., 2008), in this study we view burnout as a potential health related issue that can influence the presenteeism in employees.

The two main components of presenteeism that will be used in this study are completing work and avoiding distraction. Completing work (work outcome) is related to the physical cues related to presenteeism while avoiding distraction (work process) is associated with the psychological aspects of the work process (Baldonado-Mosteiro et al., 2020; Koopman et al., 2002). Employees who experience presenteeism are distracted and unable to produce their normal quality of work. The lack of quality work and decreased productivity can have financial consequences for the organization. Typically, employees who are physically absent from work are often replaced. Their replacement allows the organization to find another worker to complete their responsibilities. When an employee is experiencing presenteeism, their work product quality and quantity is diminished, and the organization is not able to immediately find a replacement because the employee is physically present.

#### Relationship between Organizational Justice, Burnout, and Engagement

Burnout and engagement can be viewed as opposites of each other, where engagement is the antithesis of burnout. Fairness plays a role in whether people will either continue to experience work engagement or begin to experience burnout. A study of organizational employees found that perceptions of fairness were the tipping point between experiencing work engagement or burnout (Maslach & Leiter, 2008). The tipping point is described as a negative incongruence between the employee and their job in which the employee is unable to handle their job successfully (Maslach & Leiter, 2008). Monitoring

organizational justice, burnout, and engagement is important to the understanding of how the procedures, policies, and interactions of an organization can help to influence work engagement or the subsequent burnout of employees. Studies have found that burnout mediates the relationship between organizational justice and turnover intentions (Wang et al., 2021). To make sure employees are optimally engaged in their work, organizations need to ensure that procedures and policies of the workplace reinforce the perceptions of justice (Biswas, 2013). Furthermore, well-being at work is also sensitive to organizational justice because perceptions of fairness factor into how employees respond and cope with their environment (Maslach et al., 2001). When employees perceive high levels of organizational justice, their levels of burnout will decrease (Aghaei et al., 2012; Kadim et al, 2021).

Each of the four types of organizational justice (procedural, distributive, informational, and interpersonal) impact the workplace in different ways. As a result, these dimensions of organizational justice are distinct, although they are highly related.

Informational justice was found to help increase employee performance and engagement (Abbas, 2018). When employees are provided explanations about how and why policies are implemented and created, they will feel more control over their situations at work. Employees also want to feel as though resources and outcomes are fairly allocated in the workplace. That being stated, distributive and procedural justice was further shown to be positively related to

work engagement (Ram & Prabhakar, 2011). Without understanding and perceiving fairness in the allocation of resources and outcomes, employees will be less likely to experience work engagement.

Managers and organizational planners can motivate employees using distributive, procedural, and interactional justice to avoid the development of employee burnout (Safikhani, 2017). One study found procedural and interpersonal justice had unique effects on the perceptions of stress (Judge & Colquitt, 2004). Hence, feeling respected and appreciated through interactions at work can help to avoid contributing to interpersonal stressors that can arise from daily occurrences on the job. These effects are not limited to the United States. Across the globe, perceptions of organizational justice can positively or negatively impact employee stress levels and engagement. A Japanese study of manufacturing workers found that procedural justice was negatively associated with psychological distress (Inoue, 2010). In a similar study conducted in Japan, researchers found interactional justice was positively linked to engagement, and perceiving low interactional justice was related to negative emotional outcomes for employees (Inoue, 2009). Further, banking sector employees in Pakistan and India responded well to perceptions of organizational justice, with interactional justice also showing a significant effect on the level of employee engagement (Abbasi et al., 2012; Ghosh, 2014).

Health care employees in Turkey were studied to find the rise of organizational justice perceptions, particularly procedural followed by distributive

and interactional justice, helped to positively drive work engagement levels (Ozer et al., 2017). Additionally, in a study of junior-level accountants in Jordan, both distributive and procedural justice were positively linked to work engagement (Al-Shbiel, 2018). In Spain, a study of service organizations (hotels) found that procedural and interactional justice explained burnout and engagement (Moliner et al., 2008). The relationship can be attributed to the fact that organizational justice provides employees with a sense of fairness and transparency in the policies or rules that determine the way resources or outcomes are allocated. Further, in another study of healthcare workers in Canada, researchers revealed that procedural and interactional justice pose an indirect effect on exhaustion through distributive justice (Chenevert et al., 2013).

Even at the university level, organizational justice has a powerful impact on work engagement and burnout. A study of university students found a positive interdependent relationship between work engagement levels and organizational justice. The same study also found a negative interdependent relationship between burnout levels and organizational justice (Navarro-Abal, 2018). Through the findings mentioned above, organizational justice is an important factor in work engagement and burnout, inside and outside of the workplace.

### Hypotheses

**Hypothesis 1:** Perceptions of organizational justice will A) positively relate to work engagement and B) negatively relate to burnout. As justice

perceptions increase, work engagement levels will increase and burnout levels will decrease.

**Hypothesis 2:** Work Engagement will negatively relate to A) turnover intentions and B) presenteeism. An increase in levels of work engagement will relate to lower turnover intentions and less presenteeism.

**Hypothesis 3:** Burnout will positively relate to A) turnover intentions and B) presenteeism. An increase in employee burnout will relate to higher turnover intentions and more presenteeism.

**Hypothesis 4a:** Burnout mediates the relationship between perceptions of organizational justice and turnover intentions.

**Hypothesis 4b:** Burnout mediates the relationship between perceptions of organizational justice and presenteeism.

**Hypothesis 5a:** Work engagement mediates the relationship between perceptions of organizational justice and turnover intentions.

**Hypothesis 5b:** Work engagement mediates the relationship between perceptions of organizational justice and presenteeism.

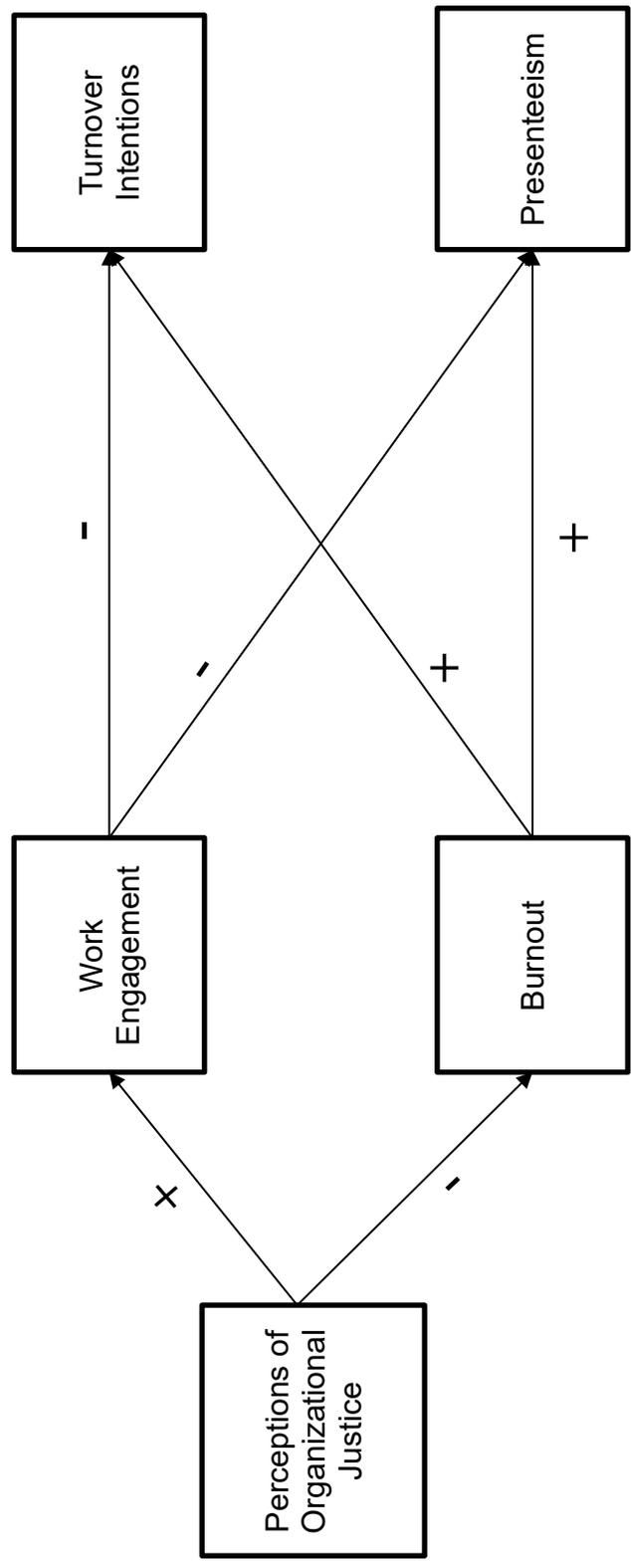


Figure 1. Hypotheses Model

## CHAPTER TWO

### METHOD

#### Participants

The study has a total sample size of 329 participants. Table 1 displays demographic information about the participants gender and age. In total, 62.3% (205) participants identified as female, 36.8% identified as male. The largest age group of the sample was 35-44 years old, with 30.39% (100) participants falling into this age group. Please review Table 2 to view the gender and race/ethnicity demographics of our sample.

Table 1. Descriptive Statistics for Gender and Age

Demographics		Gender							
		Male		Female		Non-binary		Not specified	
		<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Age	18-24	6	1.82	21	6.38	-	-	-	-
	25-34	33	10.03	53	16.11	-	-	-	-
	35-44	49	14.89	51	15.50	-	-	-	-
	45-54	15	4.56	39	11.85	-	-	-	-
	55-64	11	3.34	29	8.81	-	-	-	-
	65-74	7	2.13	9	2.74	-	-	-	-
	75 or older	-	-	3	.91	-	-	-	-
Total		121	36.8	205	62.3	-	-	2	0.6

Note. Total sample size  $n = 329$ . – indicates a sample size of 0. To protect the anonymity of our participants, certain groups with less than two participants were omitted from the table.

Table 2. Descriptive Statistics for Gender and Race/Ethnicity

Demographics		Gender									
		Male		Female		Non-binary		Not specified		Total	
		<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Race/	White	89	27.05	134	40.73	-	-	-	-	225	68.39
Ethni	Hispanic or Latino	8	2.43	13	3.95	-	-	-	-	22	6.68
city	Black or African American	19	5.78	39	11.85	-	-	-	-	58	17.63
	Native American	2	0.61	4	1.22	-	-	-	-	6	1.83
	Asian	2	0.61	11	3.34	-	-	-	-	13	3.95
	Two or more	-	-	2	0.61	-	-	-	-	3	0.91
	Not specified	-	-	2	0.61	-	-	-	-	2	0.61

Note. Total sample size  $n = 329$ . – indicates a sample size of 0. To protect the anonymity of our participants, certain groups with less than two participants were omitted from the table.

### Measures and Materials

#### Colquitt (2001) Organizational Justice Measure

A shortened version of Colquitt's Organizational Justice scale (COJS) (2001) was created to measure perceptions of organizational justice by utilizing all four dimensions (distributive, procedural, informational and interactional).

COJS uses a 5-point Likert response scale (1 = *never* to 5 = *always*).

Participants were asked to describe the extent to which an employee perceives organizational justice. The original COJS contains 20-items. In order to avoid survey fatigue, three items from each dimension were used to create a shortened 12-item measure.

Two items were chosen for distributive justice, DJ<sub>2</sub> and DJ<sub>4</sub>, due to having factor loadings of .93, which was higher than other related items (Diaz-Garcia et al., 2014). Three items were chosen for procedural justice, PJ<sub>3</sub>, PJ<sub>4</sub>, and PJ<sub>5</sub> for having the highest factor loadings for the comparable items .83, .87, and .83, respectively (Diaz-Garcia et al., 2014). Two items were chosen for interpersonal justice, INTJ<sub>2</sub> and INTJ<sub>3</sub> with factor loadings .96 and .95, respectively (Diaz-Garcia et al., 2014). Finally, two items were chosen for informational justice, INFJ<sub>3</sub> and INFJ<sub>4</sub>, with factor loadings of .89 and .88, respectively (Diaz-Garcia et al., 2014). In total, a nine-item shortened version of Colquitt's Organizational Justice scale was used for this study. Overall, the subscales of Colquitt's Organizational Justice scale had very good Cronbach's alpha reliability with scores ranging from .88 to .95 (Diaz-Garcia et al., 2014).

#### Utrecht Work Engagement Scale (UWES)

Schaufeli et al.'s Utrecht Work Engagement Scale (UWES) (2006) is largely based on the theoretical background of burnout. The UWES intends to conceptualize engagement as the opposite of burnout where vigor, dedication, and absorption are the opposites of exhaustion, cynicism, and inefficacy,

respectively (Drake, 2012). A study found support for this concept because at its core, vigor is the opposite of exhaustion and cynicism is the opposite of dedication (Gonzalez-Roma et al., 2006). This scale uses a 6-point Likert response scale (1 = *Almost never* to 6 = *Everyday*) with 17 items included in the original scale (UWES-17). For the purpose of this study, we used the shortened 9-item UWES (UWES-9). The authors of the UWES shortened the scale from 17 items to 9 items to minimize the likelihood of attrition (Schaufeli et al., 2006). The UWES-9 had a very good Cronbach's alpha reliability between .85 and .92, when assessed across 10 countries (Schaufeli et al., 2006).

#### Maslach Burnout Inventory (MBI)

In order to measure employee burnout levels, the Maslach Burnout Inventory (MBI) (1996) was included in this study. The MBI inventory is designed to assess the three different dimensions of burnout syndrome and has grown to assess different sectors of work by measuring burnout in medical personnel, human services, educators, students, and general use (Maslach et al., 1997). The current study utilized the abbreviated version of the MBI- Human Services Survey (HSS). The MBI-HSS is the original, most widely distributed version of the MBI and is intended for human service professions such as social services, health care, education, mental health, and criminal justice (Maslach & Jackson, 1981).

The MBI-HSS uses a 7-point Likert response scale (0 = *Almost never* to 6 = *Everyday*) with 22 items measuring emotional exhaustion, depersonalization

(Cynicism), and personal accomplishment (personal efficacy). In order to avoid survey fatigue, the abbreviated (aMBI) version of the MBI-HSS was used for this study. The aMBI contains 9 items, with three items for each dimension of burnout (McManus et al., 2002). The word “patients” was replaced with “coworkers or clients” to better fit the participant sample for this study. Items 1,6, and 9 are related to levels of personal accomplishment (personal efficacy) (reverse coded). Items 2,5, and 8 are related to levels of depersonalization (cynicism). Items 3,4, and 7 are related to emotional exhaustion. Overall, the Cronbach’s alpha for the MBI-9 produced a good coefficient alpha of .81 (Elhadi et al., 2020).

#### Turnover Intention Scale (TIS-6)

The Turnover Intention Scale (TIS-6) was used to measure the participants intent to leave their jobs. The original scale consisted of 15 items developed by Roodt (2004). A shortened version of the scale consists of only 6 items (TIS-6) following a 5-point Likert response scale was used for the purpose of this study. The TIS-6 contained factor loadings between 0.74 – 0.81 (Bothma & Roodt, 2013). The TIS-6 obtained a Cronbach’s alpha of .80, denoting good reliability (Bothma & Roodt, 2013). Of the six items in the TIS-6, items 3 and 8 needed to be reverse coded.

#### Presenteeism

Presenteeism involves employees who are present at work, but the employees experience decreased productivity and below-normal work quality (Koopman et al., 2002). The Stanford Presentism Scale (SPS) originally

contained 34-items (SPS-34), but for the purpose of this study, we will use the SPS-6. The SPS-6 is a 6-item version of the original SPS-34 that utilizes a 5-point Likert response scale (1 = *Strongly disagree* to 5 = *Strongly agree*) (Koopman et al., 2002). Items 1, 3, and 4 are related to the dimension of avoiding distraction. Items 2, 5, and 6 denote the dimension of completing work (reverse coded). The SPS-6 was found to have a Cronbach's alpha of .80, demonstrating good reliability (Koopman et al., 2002).

### Procedure

Participants were provided a self-report survey, created on Qualtrics. Utilizing a convenience sample, a survey link was distributed to participants by text message and through Research Cloud. Respondents were tasked with answering 59 Likert scale questions (see Appendix A for survey measure items). The survey also consisted of three to five attention check questions, as well as questions pertaining to demographic information (see Appendix B for all items). Data were collected in two different rounds. The first round consisted of participants from Research Cloud and those who received the survey link as a text message. The second round of data collection consisted solely of participants from Research Cloud. The timing of the rounds of data collection were based on the availability of research funds provided by the school.

Participants who worked over 30 hours a week, for the past six months, were included in this study. This study did not place any controls on age, gender, race/ethnicity, or work industry. The only control this study used was related to

the number of hours worked. Respondents who stated they worked less than 30 hours a week were immediately closed from the survey using the “skip to” function on Qualtrics.

### Data Cleaning

In order to ensure the quality of our sample, participants were screened for missing data and their answers to the attention checks. There were originally four attention check items in the first round. Initial feedback indicated one of the attention check questions was too confusing, leading to the replacement of the attention check with a modified version of the question. The item that was replaced was removed from consideration for the first round of collection. With the removal of an attention check item, participants in the first round needed to answer two of the three attention check items to be included in the study. In the second round, participants needed to answer three out of the five attention check answers correctly. Participants were removed from the study if they did not meet the minimum requirement for attention checks for their collection round. Further, the attention check questions were increased from three (first round) to five (second round) to offer participants the opportunity to increase their likelihood of being included in the study.

The total sample size, prior to deletion, was 395 participants. After screening for missing data and attention check questions, a final total sample size of 329 participants were accepted into the study. 194 participants were from

the first round of collection and 135 participants were from the second round of collection.

## CHAPTER THREE

### RESULTS

#### Data Analyses

Descriptive, simple linear regression analyses, and Pearson correlations were conducted using SPSS version 28. Mediation analyses were performed using Hayes Macro PROCESS version 4.2 on SPSS version 28.

Table 3. *Descriptive Statistics, Reliability Scores, and Correlations for Study Variables*

Variable	<i>M</i>	<i>SD</i>	<i>a</i>	1	2	3	4	5	6
1. Perceptions of Organizational Justice	47.59	10.58	.95	—					
2. Work Engagement	34.75	10.89	.92	.62*	—				
3. Burnout	19.82	9.76	.68	-.36*	-.37*	—			
4. Presenteeism	14.33	4.96	.77	-.51*	-.48*	.69*	—		
5. Turnover Intentions	15.79	5.31	.78	-.40*	-.51*	.68*	.68*	—	
6. Counterproductive Workplace Behaviors	5.48	2.93	.81	-.21*	-.02	.50*	.39*	.39*	—

*n* = 329. \* Indicates significant values  $p < .05$ .

### Descriptive Statistics

Table 3 includes the means, standard deviations, scale reliabilities, and correlations. Please see Appendix C for correlations between the dimensions of justice (distributive, procedural, interpersonal, and information) and the study variables.

### Perceptions of Organizational Justice, Work Engagement, and Burnout

Simple regression was conducted to investigate if perceptions of organizational justice (POJ) predict work engagement positively (H1a) and burnout negatively (H1b). In order to test the hypotheses, PROCESS macro 4.2v on SPSS 28 was utilized to find the regression estimates. It was found that POJ significantly positively predicted work engagement ( $\beta = .61$ ,  $r(327) = .616$ ,  $p < .001$ ) and significantly negatively predicted burnout ( $\beta = -.36$ ,  $r(327) = -.36$ ,  $p < .001$ ). 38% of the variance in work engagement ( $R^2 = .38$ ,  $F(1, 327) = 199.96$ ,  $p < .001$ ) and 13% of the variance in burnout ( $R^2 = .13$ ,  $F(1, 327) = 49.14$ ,  $p < .001$ ) can be explained by POJ. This finding is in support of H1a and H1b.

### Work Engagement, Turnover Intentions, and Presenteeism

Another simple regression was conducted to investigate if work engagement negatively predicts turnover intentions (H2a) and presenteeism (H2b). Work engagement was found to significantly negatively predict both turnover intentions ( $\beta = -.51$ ,  $r(327) = -.51$ ,  $p < .001$ ) and presenteeism ( $\beta = -.48$ ,  $r(327) = -.48$ ,  $p < .001$ ). 26% of the variance in turnover intentions ( $R^2 = .26$ ,  $F(1, 327) = 113.20$ ,  $p < .001$ ) and 23% of the variance in presenteeism ( $R^2 = .23$ ,  $F(1,$

327) = 95.074,  $p < .001$ ) can be explained by work engagement. This finding is in support of H2a and H2b.

### Burnout, Turnover Intentions, and Presenteeism

Finally, a simple regression was conducted to investigate if burnout positively predicts turnover intentions (H3a) and presenteeism (H3b). Burnout was found to significantly positively predict both turnover intentions ( $\beta = .68$ ,  $r(327) = .68$ ,  $p < .001$ ) and presenteeism ( $\beta = .69$ ,  $r(327) = .69$ ,  $p < .001$ ). 46% of the variance in turnover intentions ( $R^2 = .46$ ,  $F(1, 327) = 282.18$ ,  $p < .001$ ) and 48% of the variance in presenteeism ( $R^2 = .48$ ,  $F(1, 327) = 299.88$ ,  $p < .001$ ) can be explained by burnout. This finding is in support of H3a and H3b.

### Burnout as a Mediator

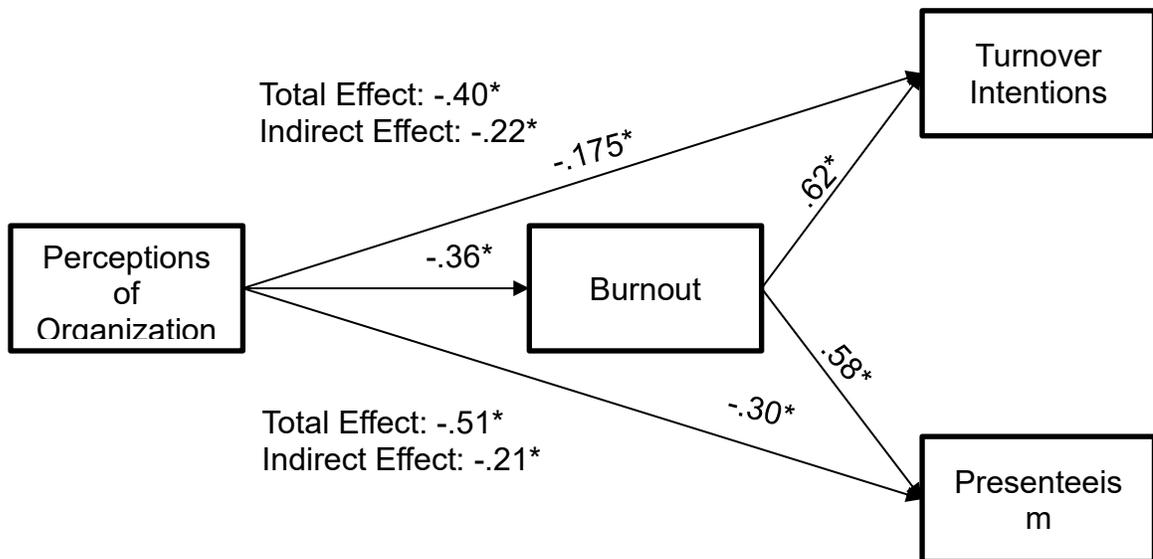


Figure 2. Hypothesis 4 Model

Caption. \*Indicates significant value,  $p < .05$ . The hypothesized mediation model was tested using PROCESS macro 4.2v on SPSS 28. Coefficients are unstandardized.

Hypothesis 4a sought to establish that burnout mediates the relationship between POJ and TI. First, the results of the regression analysis show POJ was a significant predictor of burnout ( $b = -.3614$ ,  $SE = .0516$ ,  $t = -7.01$ ,  $p < 0.000$ , CI 95% [-.4629, -.2600]). Next, after controlling for burnout (mediator), the results demonstrated POJ was a significant predictor TI ( $b = -.1748$ ,  $SE = .0424$ ,  $t = -4.12$ ,  $p < 0.000$ , CI 95% [-.2583, -.0913]). The results of the indirect effect, based on 5000 bootstrap samples, demonstrated a negative relationship between POJ and TI mediated by burnout ( $b = -.2232$ ,  $SE = .0335$ , CI 95% [-.2907, -.1595]). The overall total effect for the model was ( $b = -.398$ ,  $SE = .0507$ ,  $t = 7.8446$ ,  $p < .000$ , CI 95% [-.4978, -.2982]). Due to the significance of the total and direct effect, burnout partially mediated the relationship between POJ and TI, confirming hypothesis 4a.

Further, hypothesis 4b sought to establish burnout as a mediator between POJ and presenteeism. Similar to hypothesis 4a, the results of the regression analysis show POJ was again a significant predictor of burnout ( $b = -.3614$ ,  $SE = .0516$ ,  $t = -7.01$ ,  $p < 0.000$ , CI 95% [-.4629, -.2600]). Next, after controlling for burnout (mediator), the results demonstrated POJ was a significant predictor presenteeism ( $b = -.2997$ ,  $SE = .0396$ ,  $t = -7.5748$ ,  $p < 0.000$ , CI 95% [-.3775, -.2218]). The results of the indirect effect, based on 5000 bootstrap samples, demonstrated a negative relationship between POJ and presenteeism mediated by burnout ( $b = -.2108$ ,  $SE = .033$ , CI 95% [-.2783, -.1467]). The overall total effect for the model was ( $b = -.5105$ ,  $SE = .0476$ ,  $t = -10.736$ ,  $p < .000$ , CI

95% [-.6041, -.4170]). Due to the significance of the total and direct effect, burnout partially mediated the relationship between POJ and presenteeism, confirming hypothesis 4b.

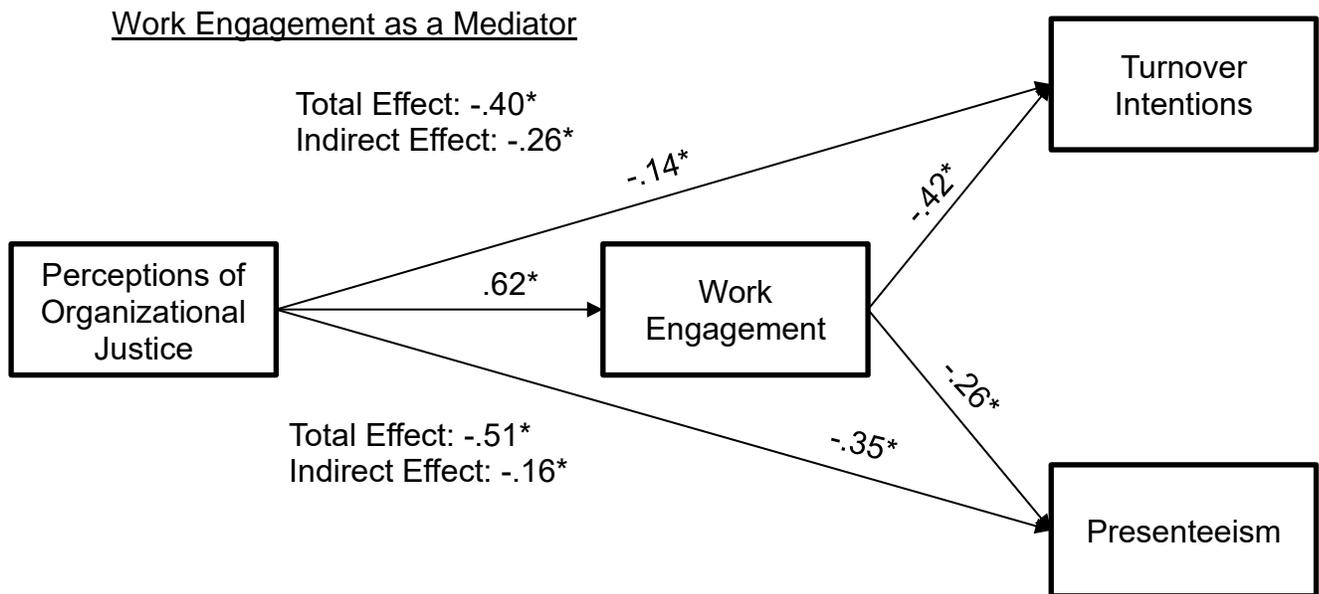


Figure 3. Hypothesis 5 Model

Caption. \*Indicates significant value,  $p < .05$ . The hypothesized mediation model was tested using PROCESS macro 4.2v on SPSS 28. Coefficients are unstandardized.

Hypothesis 5a theorized work engagement would mediate the relationship between POJ and TI. The results of the regression analysis show POJ was a significant predictor of work engagement ( $b = .62$ ,  $SE = .0436$ ,  $t = 14.14$ ,  $p < 0.001$ , CI 95% [.5303, .7017]). Next, after controlling for work engagement (mediator), the results demonstrated POJ was a significant predictor TI ( $b = -.14$ ,  $SE = .0601$ ,  $t = -2.30$ ,  $p < 0.001$ , CI 95% [-.2562, -.0197]). The results of the

indirect effect, based on 5000 bootstrap samples, demonstrated a negative relationship between POJ and TI mediated by work engagement ( $b = -.26$ ,  $SE = .0417$ , CI 95% [-.3433, -.1777]). The overall total effect for the model was ( $b = -.40$ ,  $SE = .0507$ ,  $t = 7.85$ ,  $p < .001$ , CI 95% [-.4978, -.2982]). Due to the significance of the total and direct effect, work engagement partially mediated the relationship between POJ and TI, confirming hypothesis 5a.

Further, hypothesis 5b sought to establish work engagement as a mediator between POJ and presenteeism. Similar to hypothesis 5a, the results of the regression analysis show POJ was again a significant predictor of work engagement ( $b = .616$ ,  $SE = .0436$ ,  $t = 14.14$ ,  $p < 0.001$ , CI 95% [.5303, .7017]). Next, after controlling for work engagement (mediator), the results demonstrated POJ was a significant predictor presenteeism ( $b = -.3515$ ,  $SE = .0587$ ,  $t = -5.9848$ ,  $p < 0.001$ , CI 95% [-.4671, -.2360]). The results of the indirect effect, based on 5000 bootstrap samples, demonstrated a negative relationship between POJ and presenteeism mediated by work engagement ( $b = -.1590$ ,  $SE = .0384$ , CI 95% [-.2321, -.0834]). The overall total effect for the model was ( $b = -.5105$ ,  $SE = .0476$ ,  $t = -10.736$ ,  $p < .000$ , CI 95% [-.6041, -.4170]). Due to the significance of the total and direct effect, work engagement partially mediated the relationship between POJ and presenteeism, confirming hypothesis 5b.

## CHAPTER FOUR

### DISCUSSION

The overall purpose of this study was to gain a better understanding of whether POJ influence the work engagement and burnout levels of employees. As proposed by the researcher's hypotheses, POJ played a significant role in the amount of burnout and work engagement levels of employees. When employees perceive organizational justice in their workplace, their work engagement levels increase while their burnout levels decrease. The strength of the relationship between POJ and work engagement or burnout is evident in the effect sizes produced by the relationship between the variables. The strongest correlation was the effect size between POJ and work engagement, .62, indicating a moderately large positive correlation with a large effect size. Burnout and POJ shared an effect size of -.36, indicating a moderate negative correlation with a medium effect size. Similar results from previous studies highlight the positive relationship between POJ and work engagement (Abbasi & Khaliq, 2012; Navarro-Abal et al., 2018; Storm et al., 2014). Further, the negative relationship between POJ burnout can be found across studies as well (Aghaei et al., 2012; Kaygusuz & Beduk, 2015).

Additionally, burnout and work engagement were both found to have significant inverse relationships with turnover intentions and presenteeism. Our findings are congruent with current research that demonstrates the positive

relationship between burnout, turnover intentions, and presenteeism (Broderick et al., 2021; Ravalier, 2018; Song et al., 2021). When looking at the relationship between burnout and the work outcome variables, the study indicated a strong positive correlation and large effect size of .69 and .68 for presenteeism and turnover intentions, respectively.

The inverse findings from the current study also show similar results from other research, work engagement has a negative relationship with turnover intentions and presenteeism (Ravalier, 2018; de Beer, 2014; Jones & Harter, 2005). When looking at the relationship between engagement and the work outcome variables, the present study demonstrated a moderate negative correlation with a medium-large effect size of -.48 and -.51 for presenteeism and turnover intentions, respectively. As employee work engagement levels increase, the intention to leave their company and work with reduced productivity levels decreases. The opposite is found to be true for burnout. As burnout levels increase, an employee's intention to leave and loss of productivity increase as well.

Referring to the literature review, work engagement and burnout are often seen as opposites of each other. The balance between work engagement and burnout can be tipped by perceptions of fairness in the workplace (Maslach & Leiter, 2008). As indicated by this study's results, organizational justice has a direct impact on engagement and burnout. Further, there is major consensus about the devastating effects of burnout on well-being. Well-being at work is also

sensitive to POJ because the response and coping mechanisms of employees are triggered by their perception of fairness (Maslach et al., 2001).

Due to the scarcity of literature on the topic, this study sought to test the mediating effects of work engagement and burnout on the relationship between POJ and turnover intentions and presenteeism. Both work engagement and burnout partially mediated the relationship between POJ and turnover intentions. The partial mediation is due to the direct and indirect effects POJ have on turnover intention and presenteeism. In essence, when an employee perceives injustice, the employee might not sit around and wait until they experience burnout or decreased engagement before they experience presenteeism or turnover intentions. Based on the current study, presenteeism and the intention to leave are directly linked to POJ. Possibly leaving organizations and managers with no time to correct injustice in their workplace. Most procedures, practices, distributions, and other factors that contribute to POJ are determined by the “top” or executive management. By the time the practices have trickled down to employees and the repercussions of injustice practices are evident to the “top” it is too late.

Additionally, although similar research is scarce, our finding of the partial mediation between POJ and turnover intentions through work engagement is in support of research by Al-Shebiel et al., 2018. Further, our finding is also in line with research conducted by Wang et al., 2021, which found burnout mediated the relationship between POJ and turnover intentions.

## Implications

Striving for just practices not only increases work engagement levels but lowers the chances of employees suffering from physical and psychological symptoms of burnout. Organizations that have employees who perceive higher levels of organizational justice are more likely to have employees who are psychologically and physically present in their positions. Employees who are not suffering from presenteeism are producing normal to above-normal quality and quantity of work while remaining productive. The cost of replacing an absent employee is easily calculated by the cost of the recruitment, hiring, and training of a new employee. The cost of having an employee experiencing presenteeism is harder to define due to the decreased output over long periods of time. To combat the issue, organizational justice might be a route to reduce presenteeism in employees.

The effects of perceptions of organizational justice have a direct influence on burnout, work engagement, presenteeism, and turnover intentions. The indirect influence of burnout and work engagement also play a role in an employee's presenteeism and turnover intentions. The cost of losing productivity due to presenteeism or having to replace an employee entirely due to turnover can be the difference between an organization that survives and one that goes under.

Similar to presenteeism, as perceptions of organizational justice increase, the intention to leave decreases. As mentioned in the literature review, turnover

intentions are a predictor of actual turnover (Sun & Wang, 2017). When an employee leaves an organization, there are direct and indirect costs to the organization. Direct costs include the cost of separation, selection, hiring, and training new employees. Indirect costs are slightly less concrete. These indirect costs include the loss of institutional and strategic business knowledge. Employees who leave their job take their knowledge with them. This knowledge can no longer be passed on within the organization, and instead, can be passed on within another organization.

Further, as mentioned in the literature review, organizations and supervisors can promote perceptions of organizational justice by creating open-door policies of communication where the employee can easily step into the supervisor's office to contribute to the policies and procedures that determine outcomes. Providing employees with the perception that they are trusted to make decisions will also increase their perceptions of organizational justice (Baldwin, 2006). It can also provide employees with the perception that employees have a say in the outcomes around them. Organizations must make sure their employees feel respected throughout every situation and communication between employees and the organization or supervisors. Having friendly, courteous, ethical, and moral communication provides employees with the sense that others around them truly respect them as a professional and an individual within the organization. Continuing to uphold honest and truthful communication will also maintain perceptions of justice in the workplace (Colquitt, 2001; Baldwin,

2006; Rupp, 2011; Deepak, 2021). All dimensions of organizational justice factor into creating a climate and environment where employees can feel empowered in their positions.

### Limitations

This study limited the requirements of participants to employees who worked more than 30 hours a week. The exclusion of participants who worked less than 30 hours might have caused an underrepresentation of how perceptions of organizational justice affect all workers. The goal of this study was to collect 300 participants. Although fitting for a thesis study, the sample size is relatively small for the generalization of results to the general work population.

The collection process of data is also another limitation. The researcher utilized Research Cloud to collect participant data. While Research Cloud provides a quick data collection process, the researcher did not have direct control of the distribution of the survey. Further, this study collected data on the work industry of participants. The study did not inspect the differences between the industries on the perceptions of organizational justice and the outcomes that follow.

Additionally, this study did not inspect the exact types of organizational practices, procedures, and policies that influence perceptions of organizational justice. The use of only one measure for each variable is another limitation. The researchers were unable to investigate how different scales for

each variable can produce results that influence the relationship between other variables.

### Future Directions

In the future, including employees who work less than 30 hours a week will help to highlight how part-time employees are impacted by organizational justice, and how their perceptions of organizational justice impact their work engagement, burnout, presenteeism, and intention to leave their company. In terms of sample size, future research should utilize a larger sample size to provide a better generalization to the entire employee pool. Future researchers can collect data using direct distribution methods, this will allow the researcher to better verify the quality and qualification of the participants. Future research should further inspect how working in different industries can cause variations in the outcomes of organizational justice. The differences in industries can also be assessed across cultures. The status quo of expectations of treatment for employers shifts from culture to culture, it would be worthwhile for future research to inspect how cultural norms impact perceptions of organizational justice and the outcomes POJ has on burnout, work engagement, presenteeism, and turnover intention.

In the future, researchers should determine exactly which specific practices that fall under each domain of organizational justice contribute to the largest change in the levels of perceived organizational justice by employees. Moreover, future research can investigate if other variables can serve as better

mediators. These variables include organizational commitment, job satisfaction, perceived organizational support, psychological safety, or psychological contracts. There are many other surveys that measure perceptions of organizational justice, burnout, engagement, presenteeism, and turnover intentions. Future researchers can incorporate alternative measures into their study to provide direct comparisons into how measures can produce different scores for similar constructs. Since this study utilized an altered shortened version of the MBI-HSS, future researchers can use the unaltered shortened version on participants who directly work in human service position.

### Conclusion

Organizations need to be aware of how their practices, policies, procedures, informational practices, and interactional practices impact the levels of their employee's burnout and work engagement. While the effects of burnout and work engagement are well documented, the mediating effect of burnout and work engagement on presenteeism and turnover intentions is less well known. This study demonstrates how perceptions of organizational justice have a direct impact on presenteeism and turnover intention. The relationship between perceptions of organizational justice and presenteeism and turnover intentions is also indirectly influenced by burnout and work engagement levels.

By the time organizations and managers receive feedback or become aware of how their practices are impacting perceptions of justice, the damage is already done. Employees want to work in places where their input is considered

and utilized and where they feel protected, respected, and valued by their company or supervisor. Implementing organizationally just practices is an integral part of organizations that seek long-term employees that are engaged in their work.

APPENDIX A  
SURVEY ITEMS

## Colquitt's Organizational Justice Scale

(Colquitt, 2001)

To what extent would you agree with the following statements.

**Note:** *DJ* = Distributive Justice. *PJ* = Procedural Justice. *INPJ* = Interpersonal Justice. *INFJ* = Informational Justice.

- 1) *DJ*<sub>1</sub>: The evaluation of my performance provides a good assessment of the effort I have put into my work.
- 2) *DJ*<sub>2</sub>: The evaluation of my performance provides an appropriate assessment of the work I have completed.
- 3) *DJ*<sub>4</sub>: My performance evaluation is justified, given my performance.
- 4) *PJ*<sub>3</sub>: The procedures used in my organization have been applied consistently.
- 5) *PJ*<sub>4</sub>: The procedures used in my organization are free of bias.
- 6) *PJ*<sub>5</sub>: The procedures used in my organization are based on accurate information.
- 7) *INPJ*<sub>1</sub>: My supervisor treats me in a polite manner.
- 8) *INPJ*<sub>2</sub>: My supervisor treats me with dignity.
- 9) *INPJ*<sub>3</sub>: My supervisor treats me with respect.
- 10) *INFJ*<sub>3</sub>: My supervisor's explanations regarding procedures are reasonable.
- 11) *INFJ*<sub>4</sub>: My supervisor communicates details in a timely manner.
- 12) *INFJ*<sub>5</sub>: My supervisor tailors his/her communications to my specific needs.

## Utrecht Work Engagement Scale (UWES-9) Short Form

(Schaufeli, Bakker, & Salanova, 2006)

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

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	Almost never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

---

### Vigor

1. \_\_\_\_\_ At my work, I feel bursting with energy (VI1)
2. \_\_\_\_\_ At my job, I feel strong and vigorous (VI2)
3. \_\_\_\_\_ When I get up in the morning, I feel like going to work (VI3)

### Dedication

4. \_\_\_\_\_ I am enthusiastic about my job (DE2)
5. \_\_\_\_\_ My job inspires me (DE3)
6. \_\_\_\_\_ I am proud on the work that I do (DE4)

Absorption

7. \_\_\_\_\_ I feel happy when I am working intensely (AB3)
8. \_\_\_\_\_ I am immersed in my work (AB4)
9. \_\_\_\_\_ I get carried away when I'm working (AB5)

\* Shortened version (UWES-9); VI= vigor; DE = dedication; AB = absorption. The UWES-9 uses items 1, 4, 5, 7, 8, 9, 10, 11, and 14 from the original UWES-17.

## Abbreviated MBI

(Maslach, Jackson, Leiter, 1997)

For each question, indicate the score that corresponds to your response. Add up your score for each section and compare your results with the scoring results interpretation at the bottom of this document.

---

0	1	2	3	4	5	6
Never	A few	Once a	A few	Once a	A few	Everyday
	times a	month or	times a	week	times a	
	year or	less	month		week	
	less					

---

**Note: The word “patients” was substituted with “clients or coworkers.”**

Note: PA = personal accomplishment. DP = depersonalization. EE = emotional exhaustion.

- 1) *PA*: I deal very effectively with the problems of my patients.
  - a. I deal very effectively with the problems of my coworkers or clients.
- 2) *DP*: I feel I treat some patients as if they were impersonal objects.
  - a. I feel I treat some coworkers or clients as if they were impersonal objects.
- 3) *EE*: I feel emotionally drained from my work.
- 4) *EE*: I feel fatigued when I get up in the morning and have to face another day on the job.

- 5) *DP*: I've become more callous towards people since I took this job.
- 6) *PA*: I feel I'm positively influencing other people's lives through my work.
- 7) *EE*: Working with people all day is really a strain for me.
- 8) *DP*: I don't really care what happens to some patients.
  - a. I don't really care what happens to my coworkers or clients.
- 9) *PA*: I feel exhilarated after working closely with my patients.
  - a. I feel exhilarated after working closely with my coworkers or clients.

## Turnover Intention Scale (TIS-6)

(Bothma & Roodt, 2013)

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The following section aims to ascertain the extent to which you intend to stay at the organisation.

Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

1	How often have you considered leaving your job?	<b>Never</b>	1-----2-----3----- ---4-----5	<b>Always</b>
2 R	How satisfying is your job in fulfilling your personal needs?	<b>Very satisfying</b>	1-----2-----3----- ---4-----5	<b>Totally dissatisfying</b>
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	<b>Never</b>	1-----2-----3----- ---4-----5	<b>Always</b>
4	How often do you dream about getting another job that will better suit your personal needs?	<b>Never</b>	1-----2-----3----- ---4-----5	<b>Always</b>
5	How likely are you to accept another job at the same compensation level should it be offered to you?	<b>Highly unlikely</b>	1-----2-----3----- ---4-----5	<b>Highly likely</b>
6 R	How often do you look forward to another day at work?	<b>Always</b>	1-----2-----3----- ---4-----5	<b>Never</b>

\*Items followed by an 'R' should be reverse coded. The TIS-6 uses items 1, 3, 4, 6, 7, and 8 from the TIS-15.

## Stanford Presenteeism Scale (SPS-6)

(Koopman, Pelletier, Murray, Sharda, Berger, Turpin, Hackleman, Gibson,  
Holmes, & Bendel, 2002)

Describe your work experiences in the past month...

**Note: “Health problem” was substituted with “working conditions.”**

Directions: Below we would like you to describe your work experiences in the past month. These experiences may be affected by many environmental as well as personal factors and may change from time to time. For each of the following statements, please circle one of the following responses to show your agreement or disagreement with this statement in describing your work experiences in the past month.

Please use the following scale:

Circle:

- 1 if you strongly disagree with the statement
- 2 if you somewhat disagree with the statement
- 3 if you are uncertain about your agreement with the statement
- 4 if you somewhat agree with the statement
- 5 if you strongly agree with the statement

Statement	Your work experience in the past month:				
1. Because of my (health problem),* the stresses of my job were much harder to handle.	1	2	3	4	5
2. Despite having my (health problem),* I was able to finish hard tasks in my work.	1	2	3	4	5
3. My (health problem)* distracted me from taking pleasure in my work	1	2	3	4	5
4. I felt hopeless about finishing certain work tasks, due to my (health problem).*	1	2	3	4	5
5. At work, I was able to focus on achieving my goals despite my (health problem).*	1	2	3	4	5

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6. Despite having my (health problem),* I felt energetic enough to complete all my work.	1	2	3	4	5
--	---	---	---	---	---

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\* Note that the words “back pain,” “cardiovascular problem,” “illness,” “stomach problem,” or other similar descriptors can be substituted for the words “health problem” in any of these items.

***Note: “Health problem” was substituted with “working conditions.”***

APPENDIX B  
ATTENTION CHECK ITEMS

First Round:

- 1) There are many important issues facing organizations today. Research shows that issues people think are important can affect their views on other issues. We want to know if you are paying attention. Please ignore the question and select "education." Please select the most important issue that organizations are facing.
- 2) Show you are paying attention by disagreeing with the statement below.
- 3) People often buy items on Amazon. One of the most popular items to purchase is toothpaste. There are many different flavors to choose from. To show you have read this much, please select bubble gum. Many people will often order multiple flavors at one time. Which flavor of toothpaste is your favorite?
- 4) I have responded honestly to this survey. Please use my data in your study.

Second Round:

- 1) There are many important issues facing organizations today. Research shows that issues people think are important can affect their views on other issues. We want to know if you are paying attention. Please ignore the question and select "education." Please select the most important issue that organizations are facing.
- 2) Please select "Disagree" to show you are paying attention to this survey.
- 3) Confirm that you are paying attention by selecting "School."

- 4) People often buy items on Amazon. One of the most popular items to purchase is toothpaste. There are many different flavors to choose from. To show you have read this much, please select bubble gum. Many people will often order multiple flavors at one time. Which flavor of toothpaste is your favorite?
- 5) I have responded honestly to this survey. Please use my data in your study.

APPENDIX C  
CORRELATIONS BETWEEN THE FOUR DIMENSIONS OF JUSTICE AND THE  
STUDY VARIABLES

*Descriptive Statistic and Correlations for the Dimensions of Justice and the Study Variables.*

Variable	<i>M</i>	<i>SD</i>	<b>E</b>	<b>B</b>	<b>P</b>	<b>TI</b>
1. Organizational Justice	47.59	10.58				
a. Distributive	11.80	2.89	.51*	-.29*	-.41*	-.26*
b. Procedural	11.60	2.99	.59*	-.32*	-.45*	-.39*
c. Interpersonal	12.42	2.99	.50*	-.38*	-.47*	-.36*
d. Informational	11.68	3.11	.56*	-.30*	-.47*	-.39*

*n* = 329. \* Indicates significant values  $p < .05$ . (**E** = Work Engagement, **B** = Burnout, **P** = Presenteeism, and **TI** = Turnover Intentions)

APPENDIX D  
INSTITUTIONAL REVIEW BOARD (IRB) APPROVAL



Anneliese Yuenger <007480363@coyote.csusb.edu>

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## IRB-FY2023-23 - Initial: Psych Reviewers Admin/Exempt Approval Letter

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do-not-reply@cayuse.com <do-not-reply@cayuse.com>

Mon, Sep 12, 2022 at  
11:06 AM

To: 007480363@coyote.csusb.edu, Ismael.Diaz@csusb.edu



CSUSB INSTITUTIONAL REVIEW BOARD  
Administrative/Exempt Review Determination  
Status: Exempt  
IRB-FY2023-23

Anneliese Yuenger Ismael Diaz  
CSBS - Psychology  
California State University, San Bernardino  
5500 University Parkway  
[San Bernardino, California 92407](#)

Dear Anneliese Yuenger Ismael Diaz :

Your application to use human subjects, titled "The outcomes of Organizational Justice " has been reviewed and determined exempt by the Institutional Review Board (IRB) of California State University, San Bernardino under the federal regulations at 45 CFR 46. As the researcher under the exempt category, you do not have to follow the requirements under 45 CFR 46 which requires annual renewal and documentation of written informed consent which are not required for the exempt category. However, exempt status still requires you to attain consent from participants before conducting your research as needed.

Your IRB proposal is approved. This approval is valid from .

This approval notice does not replace any departmental or additional campus approvals which may be required including access to CSUSB campus facilities and affiliate campuses. Investigators should consider the changing COVID-19 circumstances based on current CDC, California Department of Public Health, and campus guidance and submit appropriate

protocol modifications to the IRB as needed. CSUSB campus and affiliate health screenings should be completed for all campus human research related activities. Human research activities conducted at off-campus sites should follow CDC, California Department of Public Health, and campus guidance. See CSUSB's [COVID-19 Prevention Plan](#) for more information regarding campus requirements.

Your responsibilities as the investigator include reporting to the IRB Committee the following three requirements highlighted below. Please note, failure of the investigator to notify the IRB of the below requirements may result in disciplinary action.

- **Submit a protocol modification (change) form if any changes (no matter how minor) are proposed in your study for review and approval by the IRB before being implemented in your study to ensure the risk level to participants has not increased,**
- **Submit an unanticipated/adverse events form if harm is experienced by subjects during your research, and**
- **Submit a study closure through the Cayuse IRB submission system when your study has ended.**
- **Ensure your CITI human subjects training is kept up-to-date and current throughout the study for all investigators.**

The protocol modification, adverse/unanticipated event, and closure forms are located in the Cayuse Human Ethics (IRB) System. If you have any questions regarding the IRB decision, please contact Michael Gillespie, the Research Compliance Officer. Mr. Michael Gillespie can be reached by phone at (909) 537-7588, by fax at (909) 537-7028, or by email at [mjillesp@csusb.edu](mailto:mjillesp@csusb.edu). Please include your application approval identification number (listed at the top) in all correspondence.

If you have any questions regarding the IRB decision, please contact Dr. Jacob Jones, Assistant Professor of Psychology. Dr. Jones can be reached by email at [Jacob.Jones@csusb.edu](mailto:Jacob.Jones@csusb.edu). Please include your application approval identification number (listed at the top) in all correspondence.

Best of luck with your research.

Sincerely,

*King-To Yeung*

King-To Yeung, Ph.D., IRB Chair  
CSUSB Institutional Review Board

KY/MG

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