"A Dual Perspective - Impact Of Organizational Justice And Burnout On Job Satisfaction In Contemporary Banking Sector"

Puneet Brar (UGC Net, MBA)[1], Dr. Veerpaul Kaur Maan[2]

[1]Research scholar, University Business School, Maharaja Ranjit Singh Punjab Technical University, Bathinda, Channu, Malout, Sri Muktsar Sahib, Punjab (152101) , India, puneetbrar12@gmail.com,
[2]Associate Professor, University Business School, Maharaja Ranjit Singh Punjab Technical University, Bathinda, Punjab, India, Veerpaulk@gmail.com

Abstract *–From burning with zeal to burnout and from fairness to being far away from it lies the well-being and satisfaction of the employees. Human resource of any organization plays a crucial role and are a critical asset for the organization. The satisfaction of the manpower is of utmost importance for the organization, because it also leads to higher productivity from them, which ultimately paves the path for organization's success. The intention of this paper is to study, the major variables that affects the job satisfaction in an organizational setting is. Organizational justice and burnout are taken as an independent variables and job satisfaction is considered as a dependent variable. To know its impact, this study has been conducted. Data was collected through questionnaire. The sample was collected from 600 working employees from banking sector. The results clarified that organizational justice has a positive impact on job satisfaction. However, burnout has negative impact on job satisfaction. Moreover, it deeply studies impact of organizational justice and burnout with other aspects of job satisfaction. To the best of our knowledge the existing literature overlooked the impact of these two variables on job satisfaction.*

Keywords*: Organizational Justice, Burnout, Job Satisfaction, Banking Employees*

1. INTRODUCTION

Banking being a service providing industry requires a lot of efforts and public dealings from the employees, and working of the organizations does not stop just by recruiting the employees but retaining them is also an essential function of the organizations. A recent report which was issued by RBI showed an attrition rate of 25% in private sector banks. Although if comparing public sector and private sector banks, the total number of employees have exceeded in private sector banks but the attrition rate is also higher there (1). If the employee turnover is high, it can create many obstacles in the smooth functioning of the banks. It can create hinderance in providing better customer services, affecting several other operations which are essential for the performance of the banks and also increasing recruitment costs. In this study two major variables which induce dissatisfaction from the job and ultimately leading to employee turnover are studied. These are organizational justice and job burnout.

"Organizational justice is an individual's perception that events, actions, or decisions within an organization adhere to a standard of fairness" (2). The term 'organizational justice' refers to how much employees believe workplace procedures, interactions, and outcomes are fair. These observations can impact attitudes and behaviour, and also has a bear upon employee performance and the accomplishments of the organisation (3). Organizational Justice is multidimensional. The present study takes all three dimensions of organizational justice into consideration and throws the light on its relationship with job satisfaction but some earlier studies have only considered just one dimension and studied it (4) (5).

Dimensions of organizational justice are: Distributive Justice, Procedural justice, Interactional justice (interpersonal justice and informational justice).

Distributive Justice is the first stage of organizational justice which refers to proper distribution of resources among the employees, which is based on equity theory of (6) and allocation of resources should be done on the grounds of equity, need and equality (7).

Procedural justice refers to the fairness in procedures and policies of the organization that leads to decision outcomes. Its emphasis is on active participation of the employees in the decision-making process (8).

Interactional Justice was introduced by (9) which is concerned about the behaviour received by the employees from their superiors, supervisors, and employers in the organization. The employees are expected to be treated with honesty and respect (10).

Job satisfaction does not merely come from organization's strategies but a healthy organizational environment alsso plays a fundamental role that keeps an employee mentally and physically healthy. Here burnout comes to light. According to (World Health Organization International Classification of Diseases – 11) "Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. Its dimensions are feelings of energy depletion or exhaustion, increased mental distance or cynicism from one's job; and reduced professional efficacy (11). Burnout is often confused with stress but both of these terms are totally different. We can say that extreme level of stress is burnout. The state of mind is totally different of a person in burnout as compared to stress. There are still chances to cope up in stress. But in burnout there is no turning back. It's like the mental state of a person is exhausted up to the brim. The term burnout is precisely used in professional areas, as reduction in professional efficacy is one of its major dimensions. Some of the other dominant factors of burnout are inefficiency, lack of sleep, anger issues, physical and mental illness, absenteeism etc. (12). Some major circumstances that give a spark to burnout are excessive workload, emotional labour (not showing what an employee truly feels and showcasing only those emotions that are desired from him), unclear role in the job, lack of freedom, lack of support (from supervisors, co-workers), personal traits of the employees (13). "A pleasurable or positive emotional state, resulting from the appraisal of one's job experience" is conferred as job satisfaction (14). It's the subject matter of supreme interest and significance for both the organization and the employees. A recent report released by Gallup 1 of every 4 employees feel burnout and 41% of employees are stressed (15). This makes it even more necessary to study the phenomenon of job satisfaction. Because for an organization the extremely proficient employees help them in giving cutting edge competition in the market and prove to be their competitive advantage. It's proved in preceding studies that retaining employees becomes relatively easier, where there is high level of job satisfaction. It plays a major part in running the organization successfully. When an employee is recognized for his work, perception about his job changes, and he feels more inclined towards his job. Job satisfaction in relation to:

Productivity: The relationship between job satisfaction and productivity is not new. It's a well-known and proved fact that job satisfaction leads to more productivity and employees put more efforts in their work. Employee who performs exceptionally well on his job is awarded, and he feel motivated and satisfied. If an employee fails to perform due to lack of ability and skills, he gets penalty. He will not be very much pleased with his job. Employees have understood this concept that higher productivity leads to higher satisfaction.

Absenteeism: There is absolutely no second thought about the relationship between job satisfaction and absenteeism, it's very evident. But it's not always true that an employee with high level of job satisfaction will not take leaves and absenteeism rate is higher where there is low level of job satisfaction.

Formation of unions: In most of the scenarios when employees are dissatisfied with their jobs, they are likely to form unions. Dissatisfaction can be related to working conditions, remunerations, promotion, relationships with superiors.

Employee turnover: If the employee turnover is high in an organization, it causes disturbance in the operations of the organizations. Employees who are less satisfied with their jobs are the ones to quit their jobs as compared to the ones who are satisfied. All the efforts are made to reduce the turnover. Loyalty can retain the employees. Even though an employee may be satisfied with the job, he/she would still be on the lookout for greener pastures.

Safety: Employees those who are not satisfied from their jobs fail to concentrate on their work and lack of concentration leads to miss happenings and accidents.

2. REVIEW OF LITERATURE
2.1 Review of literature focusing organizational justice and job satisfaction
The term organizational justice was first written by an American author (16) in his book The Personnel Management Process. But the evidence of interpersonal justice in their organization was found later on

(17). Initially justice was concerned merely on the fairness of distribution of resources (distributive justice), later justice was considered in decision making processes (procedural justice). Interpersonal justice tells how well a worker, or an employee is treated on the grounds of courtesy, respect, and dignity. Informational Justice makes clear the reasoning behind actions and how results were communicated. Organizational justice leads to impartial treatment and unethical behaviour in the organization's setting. Organizations today are looking for better ways to increase employee productivity, and one of the major factors influencing employee productivity is their vision towards organizational justice. Understanding how people make judgments about justice in their organizations is very crucial. According to the study conducted on nursing staff in Trehan, the ultimate goal was to examine the impact of organisational justice on job satisfaction and intention to leave the job. Data was collected from around 300 nurses and was analysed using SEM. The results showed that distributive justice and interactional justice has a direct impact on job satisfaction and it indirectly affects their intention to leave the job (18). Organizational justice is also strongly connected to performance appraisal system (PAS) and it also has a strong association with employee satisfaction, which was proved in the research conducted on academic sector of Pakistan (19). Not only organizational justice but organizational climate and work motivation also has a significant impact on employee's performance. It was revealed that organizational justice has a significant impact on psychological empowerment. Organization citizenship behaviour has a significant mediating impact on the relationship between organization justice, psychological empowerment and job satisfaction (20).

2.2 Review of literature keeping burnout and its impact on job satisfaction as a focal point

Employee's psychological wellbeing is very valuable and it should be preserved at any cost. Because an efficient and a skilled employee is the key for the exceptional performance and profitability of the organization. Burnout is one of the major determinants that makes an employee handicap to perform his job. Studies in various professions have highlighted the importance job satisfaction. There are several subtypes of burnout i.e. frenetic, under – challenged, worn – out and each subtype needs different approach of intervention. In the frenetic subtype, the employees tend to work for extra hours to show that they are working actively and to grab the achievements. They are so much engrossed in the job that they neglect their family and health. Next is under – challenged, under this subtype the employees try to escape or sometimes change their jobs because they get tedious doing repetitive jobs. Worn – out is concerned with the feeling that the employees get when they feel that they are not getting the desired results of the work or the efforts that they have put in. When the results are not in their control (13). A study conducted in Saudi Arabia on nurses working in intensive care unit explained the factors that are linked with burnout and job dissatisfaction. The factors were broadly categorized as interpersonal (relationship with colleagues and patients), intrapersonal (demographic factors) and extra personal (workload, salary etc) (21). Burnout also differs in employees on the basis of demographic factors. Female physicians encounter higher level of burnout as compared to male physicians and job satisfaction in married physicians is higher than single physicians (22).

3. THEORETICAL FRAMEWORK

3.1 Distributive Justice under Equity Theory

As far as theoretical background is concerned, organization justice is originally based on equity theory. Equity ensures that people get equal chance of opportunities and according to their needs. It refers to what are the inputs made by the people and the outputs they get in return for those inputs. Judgements are made by the people on how fairly they get outputs in the organization. Distributive justice is based on the equity theory. The employees compare their pay and benefits with those of others (23) and they evaluate fairness by connecting management choices to results distribution (24).

3.2 Interactional justice under Social Exchange Theory

Talking about the interactional justice, it is associated with social exchange theory. The theory asserts how individuals are treated in the organizations by their colleges, superiors and supervisors. The treatment which is given to the employees in the organization should be fair and equivalent. And if an equitable treatment is given to the employees, it will further increase the trust and commitment and will lead to job satisfaction.

3.3 Burnout under Demand Resources Theory

When an employee observes that there is a lack of balance between the demands and the resources which stem from the job then this theory comes into picture. The job demands (conflicts at work, time constraints, long working hours, complicated decision making) take a toll on the physical and mental health of the employee and further if job resources doesn't help in maintaining these job demands then the state of fatigue arises and burnout is likely to occur. Job resources can be better relationships with colleagues, no time pressure, employee's knowledge, freedom in decision making etc. When the imbalance occurs between demands and resources or when job demands surpasses job resources it causes burnout (25).

4. RESEARCH METHODOLOGY

To find the recent data on organizational justice, burnout and job satisfaction of banking sector employees this study was carried out.

4.1 Research Design

In this study a descriptive research design is adopted and the research is carried out through a cross-sectional survey, that allows collection and analysis of data at a single point of time.

4.2 Sample and Procedure: The targeted population was the working population from the banking sector of northern India (Punjab, Haryana and Rajasthan). Six banks were selected from both public and private sector. With stratified random sampling, data was collected from 600 respondents. Data was further stratified on the basis of demographic profiles such as age, gender and marital status.

4.3 Method of data collection: Collection of data for this study was done through questionnaire, which was distributed electronically to the selected participants. This method was chosen to provide convenience and to increase rate of response from the respondents. Several well-established scales were used to study the relationship between organizational justice and job satisfaction and also between burnout and job satisfaction. Paul E. Spector's (26) JSS which includes nine facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co – workers, communication, nature of work was used for collecting data for job satisfaction, Colquitt's (27) constructed questionnaire which includes all the dimensions of organizational justice, was used for organizational justice. Copenhagen burnout inventory was used to assess personal, work – related and client related burnout (28). These scales helped to gather the extensive data on various psychological and behavioral factors that affects the working and attitudes of the employees. It also shows to what extent organizations are concerned about employee's welfare and are working towards creating a better job environment for them. For analysis of data Pearson's Correlation coefficient was applied (29).

5. Data Analysis And Interpretation

TABLE – Correlation coefficient: Organizational Justice and Job Satisfaction

Variables	Pay	Promotion	Supervision	Fringe benefits	Contingent reward	Operating procedures	Co-workers	Nature of work	Communication	Job satisfaction
Procedural Justice	.340**	.417**	.357**	.406**	.352**	.391**	.306**	.438**	.455**	.501**
Distributive Justice	.387**	.360**	.349**	.361**	.309**	.257**	.292**	.334**	.398**	.438**
Interpersonal justice	.472**	.462**	.504**	.438**	.432**	.474**	.521**	.519**	.535**	.631**

Informational Justice	.507*	.408*	.503**	.423**	.388*	.442*	.495*	.469*	.495*	.599**
Organizational Justice	.575*	.556*	.581**	.550**	.503*	.532*	.544*	.600*	.635*	.735**

Source: Author's own compilation

Table 5.1: Correlation coefficient: Organizational Justice and Job Satisfaction

Table 5.1 displays the results of Pearson's correlation to study the relationship of Organizational justice and Job satisfaction of employees of selected banks in Northern India. The results showed that Procedural justice has positive and significant relationship with all the dimensions of Job satisfaction. (Pay: r= .340, p=.000; Promotion: r= .417, p=.000; Supervision: r= .357, p=.000; Fringe benefits: r= .406, p=.000; Contingent reward: r= .352, p=.000; Operating procedures: r= .391, p=.000; Co-workers: r= .306, p=.000; Nature of work: r= .438, p=.000; Communication: r= .455, p=.000; Job satisfaction: r= .501, p=.000). **Distributive justice and Job satisfaction:** It has been illustrated from the above table that Distributive justice has positive and significant relationship with all the dimensions of Job satisfaction. (Pay: r= .387, p=.000; Promotion: r= .360, p=.000; Supervision: r= .349, p=.000; Fringe benefits: r= .361, p=.000; Contingent reward: r= .309, p=.000; Operating procedures: r= .257, p=.000; Co-workers: r= .292, p=.000; Nature of work: r= .334, p=.000; Communication: r= .398, p=.000; Job satisfaction: r= .438, p=.000). **Interpersonal justice and Job satisfaction:** It has been indicated that Interpersonal justice has positive and significant relationship with all the dimensions of Job satisfaction. (Pay: r= .472, p=.000; Promotion: r= .462, p=.000; Supervision: r= .504, p=.000; Fringe benefits: r= .438, p=.000; Contingent reward: r= .432, p=.000; Operating procedures: r= .474, p=.000; Co-workers: r= .521, p=.000; Nature of work: r= .519, p=.000; Communication: r= .535, p=.000; Job satisfaction: r= .631, p=.000). **Informational justice and Job satisfaction:** It has been revealed that Informational justice has positive and significant relationship with all the dimensions of Job satisfaction. (Pay: r= .507, p=.000; Promotion: r= .408, p=.000; Supervision: r= .503, p=.000; Fringe benefits: r= .423, p=.000; Contingent reward: r= .388, p=.000; Operating procedures: r= .442, p=.000; Co-workers: r= .495, p=.000; Nature of work: r= .469, p=.000; Communication: r= .495, p=.000; Job satisfaction: r= .599, p=.000). **Organizational Justice and Job satisfaction:** Overall it appears that Organizational justice has positive and significant relationship with all the dimensions of Job satisfaction. (Pay: r= .575, p=.000; Promotion: r= .556, p=.000; Supervision: r= .581, p=.000; Fringe benefits: r= .550, p=.000; Contingent reward: r= .503, p=.000; Operating procedures: r= .532, p=.000; Co-workers: r= .544, p=.000; Nature of work: r= .600, p=.000; Communication: r= .635, p=.000; Job satisfaction: r= .735, p=.000). Thus, it can be concluded that enhancement of Organizational justice perception leads to improvement in Job satisfaction with pay, promotion, supervision, fringe benefits, contingent reward, operating procedures, Co-workers, nature of work and communication. Based on above results in table 5.1, stated null hypothesis h10 (no significant relationship exists between organizational justice and job satisfaction) has been rejected and it can be inferred that there exists a significant positive correlation between organizational justice and job satisfaction.

TABLE – Correlation coefficient: Burnout and Job Satisfaction

Variables	Pay	Promotion	Supervision	Fringe benefits	Contingent reward	Operating procedures	Co-workers	Nature of work	Communication	Job satisfaction
Personal Burnout	-.327**	-.370**	-.297**	-.275*	-.313*	-.329**	-.324**	-.394*	-.333*	-.429**

Work related Burnout	-.391**	-.384**	-.370**	-.367**	-.373**	-.432**	-.400**	-.386**	-.459**	-.516**
Client related Burnout	-.383**	-.435**	-.410**	-.418**	-.438**	-.446**	-.371**	-.406**	-.406**	-.539**
Burnout	-.500**	-.537**	-.490**	-.475**	-.499**	-.544**	-.529**	-.524**	-.547**	-.672**

Source: Author's own compilation

Table 5.2: Correlation coefficient: Burnout and Job Satisfaction

Above table displays the results of Pearson's correlation to study the relationship of Burnout and Job satisfaction of employees of selected banks in Northern India.

Personal burnout and Job satisfaction: It has been found that Personal burnout has negative and significant relationship with all the dimensions of Job satisfaction (Pay: r= -0.327, p=.000; Promotion: r= -0.370, p=.000; Supervision: r= -0.297, p=.000; Fringe benefits: r= -0.275, p=.000; Contingent reward: r= -0.313, p=.000; Operating procedures: r= -0.329, p=.000; Co-workers: r= -0.324, p=.000; Nature of work: r= -0.394, p=.000; Communication: r= -0.333, p=.000; Job satisfaction: r= -0.429, p=.000). **Work-related burnout and Job satisfaction:** It has been indicated that Work-related burnout has negative and significant relationship with all the dimensions of Job satisfaction (Pay: r= .391, p=.000; Promotion: r= -0.384, p=.000; Supervision: r= -0.370, p=.000; Fringe benefits: r= -0.367, p=.000; Contingent reward: r= -0.373, p=.000; Operating procedures: r= -0.432, p=.000; Co-workers: r= -0.400, p=.000; Nature of work: r= -0.386, p=.000; Communication: r= -0.459, p=.000; Job satisfaction: r= -0.516, p=.000). **Client related burnout and Job satisfaction:** The results showed that Client related burnout has negative and significant relationship with all the dimensions of Job satisfaction (Pay: r= -0.383, p=.000; Promotion: r= -0.435, p=.000; Supervision: r= .410, p=.000; Fringe benefits: r= -0.418, p=.000; Contingent reward: r= -0.438, p=.000; Operating procedures: r= -0.446, p=.000; Co-workers: r= -0.371, p=.000; Nature of work: r= .406, p=.000; Communication: r= .406, p=.000; Job satisfaction: r= -0.539, p=.000). **Overall burnout and Job satisfaction:** It has been revealed that Overall burnout has negative and significant relationship with all the dimensions of Job satisfaction (Pay: r= -0.500, p=.000; Promotion: r= -0.537, p=.000; Supervision: r= -0.490, p=.000; Fringe benefits: r= -0.475, p=.000; Contingent reward: r= -0.499, p=.000; Operating procedures: r= -0.544, p=.000; Co-workers: r= -0.529, p=.000; Nature of work: r= -0.524, p=.000; Communication: r= -0.547, p=.000; Job satisfaction: r= -0.672, p=.000). Thus, it can be interpreted that enhancement of burnout causes lower level of Job satisfaction with pay, promotion, supervision, fringe benefits, contingent reward, operating procedures, Co-workers, nature of work and communication. Based on above results in table 5.2, stated null hypothesis h10 (no significant relationship exists between burnout and job satisfaction) has been rejected and it can be inferred that there exists a significant negative correlation between burnout and job satisfaction.

6. DISCUSSION

This study focused on knowing the impact of organizational justice on job satisfaction and the impact of burnout on job satisfaction taking banking sector employees in consideration from northern India. Firstly, the results indicated that there exists a significant relationship between organizational justice and job satisfaction of the employees. And there also prevails a relationship between burnout and job satisfaction, which is negative. When employees feel a sense of fairness from the point of view of organizational justice, it leads to better efficiency, more dedication towards their jobs, healthier relationships at the job, to name a few. Organizational Justice refers to how much employees believe that workplace procedures, interactions, and outcomes are fair (7). It is a multidimensional construct with three dimensions i.e., distributive justice, procedural justice, interactional justice. On the other hand, there are several factors that influence job satisfaction of the employees, for instance pay, promotion, supervision, fringe benefits, contingent reward, operating procedures, co-workers, nature of work, communication. Although diverse cultures have different perceptions towards organizational justice. The

findings indicate that all three dimensions of organizational justice has a positive and significant relationship with job satisfaction. The results of this study are similar as the study conducted on nurses (30). But scenario is different in security agencies as the study carried out on Punjab police clarifies that for police, job satisfaction has an insignificant dependence on organizational justice (31). High organizational justice is linked to favourable outcomes from the employees and vice versa. The study showed that organizational justice is one of the major contributors that helps the employees to perform their jobs in an effective manner. Burnout should be eliminated from the life of an employee at any cost, as it is negatively associated with job satisfaction. Organizations which are keen to provide better work environment, stress free jobs, autonomy, to their employees and where engagement of employees is high face 78% lower absenteeism, 18% higher productivity and 23% higher profitability (15). Burnout and its association with job stress has been studied earlier also but regardless of job satisfaction and it is pointed out that there lies a relationship between both (32). In our study, it can be seen that burnout (personal burnout, work – related burnout, client related burnout) is negatively linked with all the dimensions of job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, communication). Occurrence of burnout can be prevented with the help of appropriate interventions. Preventive strategies should be implemented by the organizations. Strategies can be formulated in accordance with the severity of the burnout. Firstly, the prime focus should be to avoid the occurrence of burnout and all the employees of the organization should be considered under this preventive strategy. Secondly, the approach should be to design a programme according to the urgency of the issue. Here, the employees can be identified who need immediate help and are severely affected and those who are just started showing the early symptoms. The employees can be segregated according to the stage of burnout (13). Reserve Bank of India also introduced policy of mandatory leave. This policy is formulated for the employees specially working at sensitive positions. It is mentioned in the policy that the employees should not be given any prior notice about the leave, so as to keep it a secret from employees and surprising them later (33). Hence, our results provide an interesting insight into the role of organizational justice and burnout in an organisation's setting. This implies that organizational justice and removal of burnout allows employees to perform better, which in turn, also helps in job satisfaction. Definitely there are some limitations in this study, this study is confined to banking sector of northern India, so there can be difficulty in generalization of the data in other spheres. Another drawback is that the present research only studies burnout and organizational justice, even though there are other factors also that impact job satisfaction like employee engagement, organizational culture etc.

7. CONCLUSION

The present study examined the impact of organizational justice on job satisfaction on banking sector employees in India. The sample from which the data was collected from bank employees of six public and private sector banks which were located in northern India (Punjab, Haryana and Rajasthan) through. It was confirmed from the results that organizational justice and burnout both have different relationships with job satisfaction. It was revealed that organizational justice is an important predecessor of job satisfaction. Therefore, organizations should focus on forming a supportive environment for their employees to augment satisfaction at work by establishing high state of distributive, procedural and interactional justice. Organizational justice impacts the working of the employees in more than one way. It improves the performance of the employees, enhances organization citizenship behaviour and builds trust. Burnout on the contrary, hinders job satisfaction. So, workplace stress should be reduced, and assistance should be provided to the employees suffering from it. It affects both psychological and physiological health as well as performance of a person. It's very typical that behavioural changes can also be seen in a person as a consequence of this syndrome. Not only on an individual but its repercussions can be seen on the whole organization. Thus, burnout becomes very inevitable for the organizations and it should be considered as a topic of major concern when contemplating about job satisfaction of the employees. The results of the present study can be considered by the top management of the banks while taking decisions to maximize job satisfaction of their employees. As its clear by the results that organizational justice and burnout can create barrier, and make the organization handicap, when the organizations aim to maximize or improve job satisfaction of the employees. Although, the study is

conducted by taking banking sector into consideration but it's expected that the results can be generalised in other sectors also, as general individual behaviour remains same and employees from other sectors also might feel that organizational justice impacts their job satisfaction. There is an insufficient investigation regarding employee justice in academic literature, and this study will help employers, officials, management, and scholars to understand the relationship and to better understand how important organisational justice is especially in the case of the job satisfaction of bank employees because a dedicated employee is the key to any organization's accomplishments.

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33. Reserve Bank of India - Notifications