

# Study on the Relationship between Job Insecurity and Burnout of Employees with the Mediating Role of Organizational Justice in I.D.E.M Company Of Tabriz <sup>1</sup>

## Abstract

This study aims to investigate the relationship between job insecurity and burnout of employees with the mediating role of organizational justice. The type of research in terms of purpose and the nature of the method was applied and descriptive-correlational, respectively. The statistical population of the study was the employees of I.D.E.M Company Tabriz. 295 subjects were selected as samples by stratified random sampling. Three standard questionnaires on job insecurity, burnout, and organizational justice were used to collect data. Validity was assessed using confirmatory factor analysis, and reliability was assessed by Cronbach's alpha. Structural equation modeling was used to analyze the hypotheses. Data were analyzed using SPSS software. According to the research findings, job insecurity has a positive and significant effect on burnout, and among the dimensions of job insecurity, quantitative and qualitative dimensions are the most effective dimension of burnout in different sectors. Organizational justice also plays a mediating role between job insecurity and burnout, and between the dimensions of organizational justice, the procedural and interaction dimension has the greatest impact on burnout. Based on the findings of this study, it appears that organizational justice has an important role in increasing the productivity of social capital.

**Keywords:** *Burnout., Job Insecurity, Organizational Justice*

## zeinab sharifi almaloo

*Master of Strategic Management from Shams Institute of Higher Education, Science, and Technology, Tabriz, Iran.  
Corresponding author:  
z.sharifi.almaloo.1400@gmail.com*

## Introduction

In global competition, productivity, and survival, every organization needs to use skilled manpower to fulfill this demand. Thus, specialized and qualified personnel become valuable assets for companies. By understanding the need to maintain and strengthen these valuable reserves, they can be used to improve, upgrade and increase the company's productivity. But because technological innovations and the discussion of automation, as well as the conditions caused by the recession in the national and global economy, lead to increased job insecurity and consequent burnout among employees, burnout in the form of feelings of emotional exhaustion, depersonalization, and reduction Acquisition of individual job achievements (lack of individual position in the job) occurs (Shahnazdoost et al., 2011, p. 50). A person who suffers from burnout feels chronic exhaustion and fatigue, finds an aggressive mood, and is somewhat skeptical and pessimistic in interpersonal relationships (Salahian et al. 2011) can also have harmful consequences. And participate in including discouragement at work, running away from work, not using the knowledge they have, not using creativity and innovation, trying to do retaliatory work, obedience to superior factors, depression and bad mood with colleagues, pain, Nervousness, respiratory problems, high blood pressure, and diabetes, etc., the transmission of impatience and bad mood at home and its negative effects on the family, which sometimes

have irreversible effects, and as a result, the transmission of abnormalities. Also, another factor that affects the behavior of employees is organizational justice in the organization. Organizational justice is the employees' understanding of the description and interpretation of fairness in the workplace. Observance of organizational justice by managers increases employees' commitment to the organization, their innovation, innovation, and persistence in the organization, and ultimately leads to the success and success of the organization and benefits the community from the benefit of the organization and the efforts of employees (Greenberg, 1990). If organizational justice is not observed, it will cause burnout of employees. Such a study, which tries to identify the moderating factors of harmful effects of burnout by studying the role of mediators and, in this particular case, organizational justice, is necessary and important for organizations.

### Research Purposes:

#### 1-4-1. Main purposes:

- Defining the mediating role of organizational justice in the relationship between job insecurity and burnout of Tabriz I.D.E.M Company employees.

#### 1-4-2. secondary purposes:

- 1- Defining the relationship between job insecurity and job burnout of Tabriz I.D.E.M Company employees
- 2- Defining the relationship between organizational justice and job insecurity of Tabriz I.D.E.M Company employees

<sup>1</sup> This article is extracted from dissertation of Zeinab Sharifi Almaloo, a graduate student of Shams Institute of Higher Education, Science and Technology.

3- Defining the relationship between organizational justice and burnout of Tabriz I.D.E.M Company employees

**1-5. Research Hypotheses:**

**1-5-1. Main hypothesis:**

- The mediating role of organizational justice has a negative impact on the relationship between job insecurity and burnout of Tabriz I.D.E.M Company employees

**1-5-2. secondary hypotheses:**

- 1- Job insecurity has a positive effect on job burnout of Tabriz I.D.E.M Company employees
- 2- Organizational justice negatively affects job insecurity of Tabriz I.D.E.M Company employees
- 3- Organizational justice has a negative effect on the burnout of the employees of Tabriz I.D.E.M Company

**Research Method**

In terms of purpose and descriptive-correlational in terms of method, this study is applied, which was conducted to investigate the effect of job insecurity on employee burnout with the mediating role of organizational justice. This research was conducted in three areas of Tabriz I.D.E.M Company with a statistical population of about 1272 people and a sample size of 295 people by stratified random sampling methods. For data collection, the standard questionnaire on job insecurity of Francis and Parling (2005), which consisted of five questions, was used. To measure organizational justice, the standard organizational justice questionnaire of Norman and Niehoff (1993) was used, which consisted of 20 questions and measured three dimensions (distributive, procedural, and

**Table 4-1- Frequency distribution of respondents' activity section**

Activity section	Valid percent	Percent	Frequency
workshop 1	35.5	35.5	105
workshop 2	34.5	34.5	102
Toolmaking workshop	30	30	88
Total	100.0	100.0	295

**Description of burnout variable:**

Minimum and maximum given the burnout variable, mean, standard deviation, skewness, and kurtosis, have been

**Table 4-6- Table of descriptive indicators of burnout**

Variables	maximum	minimum	skewness	kurtosis	standard deviations	mean	number
Job burnout	5.00	1.90	-0.32	-0.65	0.75	3.77	295

interaction). For the burnout variable, a questionnaire was used. The Maslach standard (1981) was used. The validity of this study was confirmed by Cronbach's alpha using confirmatory factor analysis and reliability. Structural equation modeling was used to analyze the hypotheses. Data were analyzed using SPSS software.

The reliability test for multiple-choice questions of this type is Cronbach's induction coefficient. It is a kind of test of the logical coordination of the respondents' answers to all the questions in one answer. According to the table, Cronbach's alpha coefficient calculated for this study is above 70%, which shows an acceptable level of reliability for the research questionnaire.

**Data Analysis**

**4-1- Introduction:**

The collected data is statistically analyzed in the third chapter. The analyzes are based on descriptive statistics and inferential statistics. In the descriptive statistics section, a general description of the status of research variables is made. In the inferential statistics section, first, the distribution of scores of the variables is examined, and then the research hypotheses are tested.

**4-2- Descriptive Findings**

Frequency distribution of respondents' activity:  
The frequency and percentage of distribution of the respondents' activity have been computed in Tables 1-4. According to the table, 35.5, 34.5, and 30% of the total sample are engaged in workshop 1, workshop 2, and tool-making workshop, respectively.

computed. Scores can be changed in the range of 1 to 5. The results are given in Tables 4-6. The average burnout is 3.77, the minimum is 1.90, and the maximum is 0.5.

**Description of job insecurity variable:**

Minimum and maximum given the variable of job insecurity and its components, the mean, standard deviation, skewness, and kurtosis, have been computed. Scores can be changed in the range of 1 to 5. The results are given in Tables 4-7. The **Table 4-7 - Table of descriptive indicators of job insecurity**

average job insecurity is 3.53, the minimum is 1.62, and the maximum is 0.5. The average qualitative dimension of job insecurity is 3.47, and the quantitative dimension of job insecurity is 3.53.

Variables	maximum	minimum	skewness	kurtosis	standard deviations	mean	number
Lack of job security	5.00	1.62	-0.79	-0.34	0.78	3.53	295
Qualitative dimension of job insecurity	5.00	1.50	-0.52	0.09	0.80	3.50	295
The quantitative dimension of job insecurity	5.00	1.33	-0.98	-0.44	0.91	3.55	295

**Description of organizational justice variable:**

Minimum and maximum, given the variable of organizational justice and its components, the mean, standard deviation, skewness, and kurtosis, have been computed. Scores can be **Table 4-8- Table of descriptive indicators of organizational justice**

changed in the range of 1 to 5. The results are given in Tables 4-8. The average of organizational justice is 2.87, the minimum is 1.05, and the maximum is equal to 4.83. The average component of distributive justice is 2.63, procedural justice is 3.03, and interactive justice is 2.84.

Variables	maximum	minimum	skewness	kurtosis	standard deviations	mean	number
Organizational justice	4.83	1.05	-0.02	0.52	0.88	2.87	295
Distributive justice	5.00	1.00	-0.67	0.50	1.10	2.65	295
Procedural justice	5.00	1.00	-0.38	0.14	0.94	3.05	295
Interactive justice	4.78	1.00	-0.15	0.47	0.90	2.84	295

**4-3- Inferential findings**

**The normality of the distribution of variables:**

The Kolmogorov-Smirnov test conducted the normality of the distribution of variables. The null hypothesis in this test is that the distribution is normal. If the significance level of the test is greater than 0.05, the null hypothesis is confirmed, and it is **Table 4-9 - Results of the Kolmogorov-Smirnov test to check the normality of the distribution of variables**

concluded that the distribution of the desired variable is normal.

According to the obtained significance levels, it is concluded that all variables have a normal distribution (significance levels greater than 0.05).

Variables	Significance level	Statistic of Kolmogorov-Smirnov Z	Number
Job burnout	0.078	1.298	295
Lack of job security	0.082	1.276	295
Qualitative dimension of job insecurity	0.069	1.319	295

Quantitative dimension of job insecurity	0.071	1.310	295
Organizational justice	0.099	1.26	295
Distributive justice	0.071	1.310	295
Procedural justice	0.079	1.289	۲۹۵
Interactive justice	0.085	1.263	295

**Testing hypotheses:**

Testing the hypotheses was conducted by the structural equations modeling. First, the fit of the model is examined, and then the hypotheses are examined. Fitting indices have three types: absolute, adaptive, and economical, and indices must be reported from each type. In this study, at least two cases have been reported each. If at least three of the indicators are acceptable, it can be concluded that the model has a sufficient fit.

The significance level of chi-square is equal to 0.001, which is not acceptable according to the considered criterion (greater than 0.05). But since the significance level is sensitive to the number of samples and is almost always significant in large

samples, Other indicators have been used to evaluate the model fit.

The index of the critical ratio to the degree of freedom (CMIN / DF) is 3.30, the adaptive fit index (CFI) is 0.92, the normalized fit index (PNFI) is 0.64, and the root means square of the estimation error (RMSEA) is also 0.065. All of these indicators are within the desired range. Also, the goodness-of-fit index (GFI) is 0.88, and the Tucker-Lewis index (TLI) is 0.88, which is acceptable considering that they have a slight difference from the considered criterion. Therefore, in general, it can be concluded that the proposed structural model has a good fit.

Interpretation	Criterion	mount	Fit index	
Optimal fit	Less than 5	3.30	CMIN/DF	absolute
unacceptable	More than 0.05	0.001	p-value $\chi^2$	
acceptable	More than 0.90	0.88	goodness-of-fit index (GFI)	
acceptable	More than 0.90	0.88	Tucker-Lewis index (TLI)	adaptive
Optimal fit	More than 0.90	0.92	adaptive fit index (CFI)	
Optimal fit	Less than 0.08	0.065	root mean square of the estimation error (RMSEA)	Frugal
Optimal fit	More than 0.5	0.64	normalized fit index (PNFI)	

**Hypothesis 1: Job insecurity affects the burnout of I.D.E.M Tabriz Company employees.**

Testing this hypothesis was conducted by structural equation modeling. The results of the model analysis are presented in Table 4-17 and Figure 4-1.

**Table 4-17- Table of estimated coefficients of the structural model of the effect of job insecurity on burnout**

Standard estimation of Coefficient	Significance level	Critical ratio	Estimation standard error	Estimated coefficient	dependent variable	Independent variable
0.654	0.001	6.045	0.041	0.25	Job burnout	Job insecurity

Given the table, it can be seen that job insecurity has a significant positive effect on the burnout of employees of Tabriz I.D.E.M Company ( $p = 0.001$ ,  $t = 645.0$ ). The intensity of the effect is equal to 0.65. With a unit increase in job insecurity, employee burnout increases by 0.65.

**Hypothesis 2: Job insecurity affects the organizational justice of I.D.E.M Tabriz Company.**

Testing this hypothesis was conducted by structural equation modeling. The results of the model analysis are presented in Table 4-18 and Figure 4-1.

According to the table, it can be seen that job insecurity has a significant inverse effect on organizational justice of I.D.E.M Tabriz Company ( $p = 0.001$ ,  $t = 4-745$ ). The intensity of the

effect is equal to 0.32. With one unit increase in job insecurity, organizational justice decreases by 0.32.

**Table 4-18 estimated coefficients of the structural model of the effect of job insecurity on organizational justice**

Standard estimation of the coefficient	Significance level	Critical ratio	Estimation standard error	Estimated coefficient	Dependent variable	Table 4-18- Table of estimated coefficients of the structural model of the effect of job insecurity on organizational justice of independent variable
-0.317	0.001	-4.745	0.065	-0.309	Organizational justice	Job insecurity

**Hypothesis 3: Organizational justice affects burnout of I.D.E.M Tabriz company employees.**

Test this hypothesis was conducted by the structural equation modeling. The results of the model analysis are presented in Table 4-19 and Figure 4-1.

According to the table, it can be seen that organizational justice has a significant inverse effect on burnout of employees of Tabriz I.D.E.M Company ( $p = 0.001$ ,  $t = -3.43$ ). The intensity of the effect is equal to 0.20. With one unit increase in the level of organizational justice, employee burnout decreases by 0.20.

**Table 4-19- Table of estimated coefficients of the structural model of the effect of organizational justice on burnout**

Standard estimation of the coefficient	Significance level	Critical ratio	Estimation standard error	Estimated coefficient	Dependent variables	Independent variable
-0.203	0.001	-3.43	0.023	-0.08	Job insecurity	Organizational justice

**Hypothesis 3: Organizational justice has a mediating effect on job insecurity and burnout of I.D.E.M Tabriz employees.**

The bootstrapping method has been used to investigate the mediating effect of organizational justice concerning job insecurity and burnout of employees. In this method, the main effect of the independent and dependent variables is first investigated. If the relations between the two variables are significant, the mediator variable is entered into the model, and the relations of the three variables are examined. If both the direct and indirect effects are significant, there is a partial mediating effect. If both the non-significant direct and indirect effects are significant, there is a complete mediating effect. The results are presented in Table 4-20.

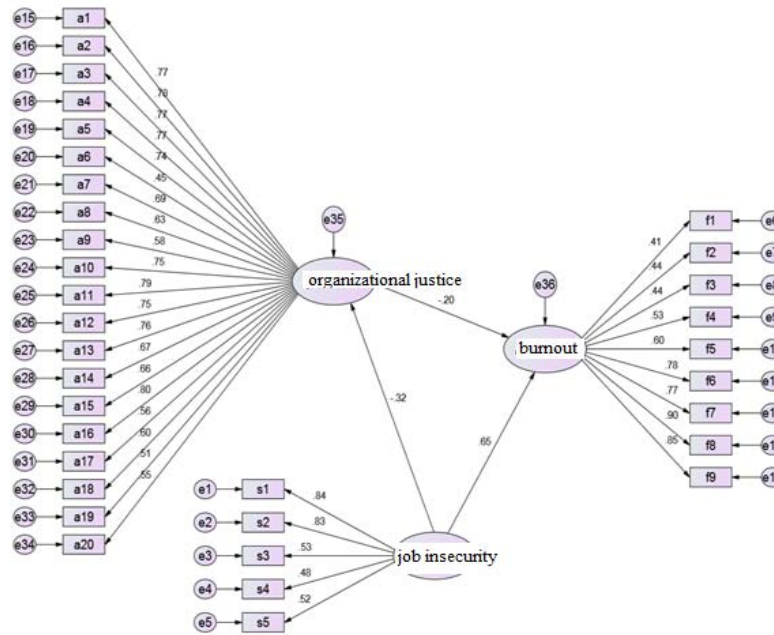
According to the table, it can be seen that without the intervention of the organizational justice mediating variable, job insecurity has a significant positive effect on employee burnout ( $p = 0.001$ ,  $t = 6.199$ ). Therefore, mediation analysis can be continued.

The standardized regression coefficient for the indirect path of job insecurity - organizational justice - burnout is 0.064 and is significant at 95% confidence. On the other hand, in the mediation model, the direct path of job insecurity on employee burnout has become significant at the level of 95% confidence ( $p = 0.001$ ). Therefore, it is concluded that organizational justice has a partial mediating effect between job insecurity and burnout of employees of I.D.E.M at Tabriz

**Table 4-20- Table of estimated coefficients of the structural model of job insecurity on employee burnout mediated by organizational justice**

Standard estimation of the coefficient	Significance level	Critical ratio	Estimation standard error	Estimated coefficient	orientation

0.718	0.001	6.199	0.044	0.274	Direct effect of job insecurity on burnout (without the intervention of organizational justice mediating variable)
0.654	0.001	6.045	0.041	0.25	Direct effect of job insecurity on burnout (with the engagement of organizational justice mediator variable)
0.064	0.001		0.022	0.025	Indirect effect of job insecurity on burnout



**Figure 4-1- Structural model of the effect of job insecurity on employee burnout mediated by organizational justice**

**Theoretical basics and research background**

**Definition of justice**

Oppression and injustice have afflicted the human soul from the beginning of human life, and man has always longed for the elimination of discrimination and aggression throughout history (Panah; 2001: 66). Justice requires comprehensive and universal growth for all organization members. In this case, no one remains at the same level, and the ground for the flourishing of talents is provided (Hosseinzadeh and Naseri; 2007:176).

**Organizational Justice**

Throughout history, one of the basic human desires has been implementing justice and its realization in the organization and society. Various human and divine schools and ideas have proposed different solutions to explain and establish it (Marami, 1999, p. 15).

According to Aristotle, justice is the equal treatment of individuals. Justice is one of the basic and very important goals in personnel performance and the effectiveness of organizational processes (Bos 3, 2001: 256).

Organizational justice is how personnel feel that organizational procedures, rules, and policies related to their work are fair (Base, 2001: 52). Increasing injustice increases unproductive behaviors such as muscle fatigue, absenteeism, impatience, and resistance to change (Base 5, 2001, 54). In this situation, the personnel of the organization has a high level of burnout. Burnout in staff causes negative attitudes and abnormal behaviors, negative impact, mental fatigue, personality destruction, and loss of motivation to perform tasks (Hosseinzadeh and Naseri, 2007: 21). Burnout eventually causes indifference (Behdad, 2002: 146).

**Types of organizational justice**

**Distributive justice:** the fairness of the consequences and consequences for employees is defined as distributive justice. That this justice is rooted in Adams's theory of equality (1965), according to which equality is achieved when employees feel that the ratio of inputs (Work and effort) in proportion to the output (reward and income) with the same proportions are distributed fairly among their colleagues.

**Procedural Justice:**

Like the theory of equality, procedural justice plays a key role in human perceptions because human beings do not act under the influence of facts but react based on their perceptions of facts. Researchers believe that perceptions of both distributive and procedural justice stem from an expectation of one about performance outcomes that are both economically and emotionally / socially oriented.

Interactive Justice: to address the quality of interpersonal behavior received from organizational decision-makers, Bais and Maag (1986) introduced the structure of interactive justice (cited in Ambrose 2008, 67). Interactive justice is determined by the behavior of management, this type of justice is related to cognitive, emotional, and behavioral reactions to management or, in other words, the supervisor. Khaksar (2008) believes that unfair treatment of people causes people to not fulfill their obligations, be indifferent to the organization, reduce performance and cooperation, and eventually leave the service.

**Burnout**

Employee burnout is a syndrome consisting of physical and emotional fatigue that leads to a negative self-concept, a

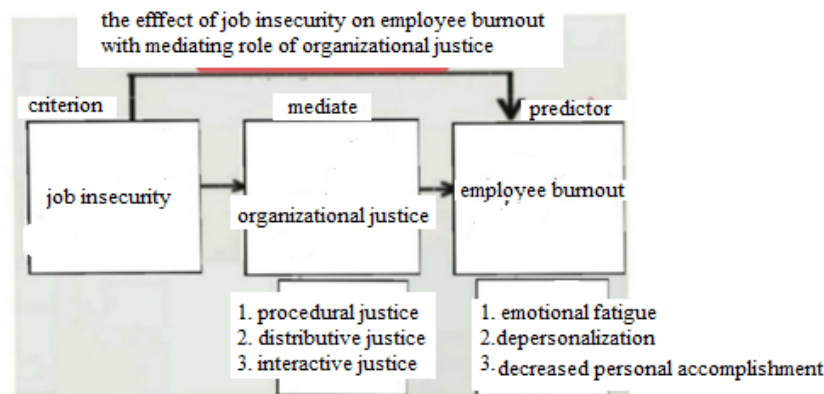
negative attitude towards the job, and a lack of communication with clients while on duty (Pardakhti 2009). Burnout is a description of the syndrome. That includes emotional exhaustion, depersonalization, and reduced productivity. People who feel unfair in the organization experience burnout, and there is a significant inverse relationship between perceived organizational justice and burnout (Decnick 2010).

**Job insecurity**

In recent years, one of the topics that have attracted the attention of many researchers is job insecurity, and a lot of research has been done on this concept and its antecedents and individual and organizational consequences (Cheng and Chan, 1112: 119). There are several definitions of job insecurity. Nissen et al. (1102), Wanderlust, DeWitt, and De Cooper 1109: 969 (Van den Brook et al., 1109) defined job insecurity as mental concern and fear of continuing in the desired job position.

**Conceptual model of research:**

The conceptual model of the research is provided based on the theoretical basics and empirical studies:



maintaining development in managers, and creating a sense of justice in personnel are among the main tasks of management. Observing justice in management behaviors with employees, such as distribution of rewards, supervisory relationships, promotions, and appointments for employees, is important (Seyed Javadin, Farahi, Taheri Attar; 2008: 56).

According to the cases that show the importance of organizational justice, managers should make great efforts to understand organizational justice and its implementation. With the results obtained from the research, it can be understood that job security is one of the factors affecting the burnout of employees, and employees are vulnerable to job security. Therefore, to solve the existing problem, the officials and managers of companies must pay serious attention to this matter. This study also indicates that the dimensions of burnout are affected by job security. Therefore, measures such as functional area, transparency in staffing, increasing job stability, and division of labor can reduce staff burnout. So far,

**Chapter Five:**

**Discussion and conclusion:**

**5-1 Discussion:**

Managers create job security in the organization by providing better conditions such as timely meritocracy rewards, adequate salaries and benefits, and appreciation of qualified employees to increase cooperation and proper interaction between employees.

When employees enjoy their work and are more satisfied, the intention to leave the job is reduced and even eliminated. Job rotation and job development can be done, which is the necessary ground to avoid boring work. Be provided in staff.

**5.2 Conclusion:**

The implementation of justice in organizations is the main condition for implementing justice in society. Fair behavior,

researchers have proposed various methods to reduce burnout, and social psychologists have also proposed structural changes in the company, such as changing the ratio of staff to workload, reducing work speed, giving more independence to staff to choose a work plan, and drawing attention to problems. Staff suggested, but most social psychologists believe that early prevention is the best way to combat burnout.

### 5-3 .Suggestions:

Managers, according to the research results, are recommended: The efficiency and effectiveness of human resources, especially managers, have an important role in the efficiency and effectiveness of organizations. Therefore, increasing organizational justice and job satisfaction and reducing job insecurity among personnel is one of the organizations' main and essential tasks.

Managers as leaders make many organizational decisions that directly impact day-to-day policies and procedures, and how fair employees feel about these organizational policies and issues is a major concern. Following the findings of this study, it can be stated that with increasing the level of organizational justice, employee performance has increased. The existence of organizational justice in the workplace shows the importance of the organization to employees. In this case, employees show commitment to the organization and commitment. There is a two-way street between employees and the organization, which increases employee commitment, and increasing organizational commitment has effects such as increasing performance. Regarding the effect of job security, which increases the performance of employees as their level of job security increases, job security acts as a strong antidote to employee dissatisfaction with their job and prevents employees from leaving the organization. Increase staff to provide quality performance and suggest that to improve staff performance, managers should pay more attention to the fair amount of staff salaries and eliminate discrimination. Observe the rules and regulations of the organization and to create job security, it is suggested that the managers of the rules of the organization protect the rights of personnel and appointments in their jobs based on the merits and competence of personnel and create an environment for personnel to feel comfortable in the environment.

As a result, developing and maintaining fair behaviors and creating a sense of justice in the organization and employees to increase the positive views of staff, motivation for effort and commitment and loyalty, and individual and collective performance is essential.

This study and the results of research conducted by Bloom et al. (2015) and Oztürk et al. (2013) concluded that job insecurity is significantly associated with burnout and emotional exhaustion. Therefore, based on the results of the first hypothesis, it is suggested that the company has

appropriate planning to retain talented and conscientious employees in the form of longer-term contracts so that employees can carry out their main activities and tasks calmly and without the slightest mental and emotional fatigue.

It is necessary to have a program to strengthen and raise the level of organizational justice in the company due to the importance of the issue of organizational justice and its results.

- Distribute tasks, responsibilities, and duties fairly, taking into account work status.
- Distribute rewards fairly based on the experiences, responsibilities, work pressure, conscientiousness, and effort that experts make toward the organization's goals.
- Enforce decisions about experts, and apply work procedures and promotion criteria fairly among experts.
- Treat their staff with kindness, fairness, honesty, and ethics.
- When deciding on employee issues, first listen to their opinions, present their views and opinions and articulate their themes.

Acknowledgments

None

Conflict of interest

None

Financial support

None

Ethics statement

None

### References:

- Behdad, Ali (2002). Industrial and organizational psychology. Tehran: Jangal Publications. Third Edition: 141.
- Hosseinzadeh, Ali; Naseri, Mohsen (2007). Organizational justice. Tadbir Monthly. 18th year. Issue 190.
- khaksar; Golparvar, Mohsen; Noori, Abolghasem (2007). The mediating role of perceived organizational justice in the relationship between employees' chronic self-concept and their satisfaction with the outcome, supervisor, and management. Knowledge and Research in Applied Psychology, 34:26
- Mehrabi, Javad; Golnari, Mojtaba (2015). Investigating the relationship between job security and organizational citizen behavior of permanent and temporary employees in Qazvin University of Medical Sciences.
- Nazari, Farhad; Suri, Abu Dharr; Eidi, Hussein (2014). Predicting the organizational commitment of physical education teachers in Kermanshah province.
- Shahnazdoost et al. (2011). Determining job stress burnout, job satisfaction, and willingness to leave work in nurses of public hospitals.
- Shakeri Nia, Iraj (1997). Occupational Safety and Satisfaction and Mental Health, Tadbir Magazine, Vol. 72, pp. 43-56.