

Study on Employee Burnout in Hotel J Based on Organizational Justice Perspective

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Abstract: With the economic development in recent years, incomes and living standards have increased, consumer attitudes have changed. Tourism and hotel industry is developing rapidly. It not only contributes to the promotion of local economic development, but also provides a large number of employment opportunities (li, et al., 2015). The hotel industry has also seen a series of changes in market size, consumer orientation and service standards (shi, et al., 2022). The human resource profile of the hospitality industry is changing as the age structure of the population changes, educational attainment and labor costs rise year on year (guo, et al., 2016). Whether or not employees recognize the salary paid by the hotel determines whether or not the average employee is willing to work actively for the hotel and whether or not a skilled employee wants to stay with the hotel. And there is still a discrepancy between objective pay and subjective perceptions of pay equity. This paper studies the relationship between j hotel management and employee burnout.

Keywords: Hotel, Objective Salary, Supervisor Salary, Employee Motivation, Employee Burnout, Justice.

1. Introduction

1.1. Problem Statement

In recent years, the concept of job burnout as a danger has been used to explain human reactions to mental demands. Emotional tiredness, depersonalization, and a reduction in personal performance in maintaining touch with coworkers and patients are symptoms of job burnout. It includes headaches, sleep disturbances, irritability, unsuccessful marriages, anxiety, depression, high blood pressure, etc. (Li, et al., 2015). The primary cause is the inability to tolerate mental stress resulting from long work hours and heavy workloads. Individuals experience job burnout due to a lack of enthusiasm, a disconnect between their skill level and the job or vocation, working beyond their capacity, etc. (Shi, et al., 2022). Work happiness would be proportional to the nature of the job and skills if he or she received a fair wage. If people in their workplace and organization experienced feelings of injustice and prejudice, they would experience mental apathy, depression, fatigue, and job burnout (Wang, et al., 2021). In addition, they would question all elements of their workplace and respond negatively. Consequently, this study intends to provide an answer to the question, "Is there a significant relationship between organizational justice and job burnout among Hotel J employees?" "Based on theoretical analyses and the findings of previous research.

1.2. Research Objective

To explore the relationship between distributive justice and employee burnout in Hotel J.

To explore the relationship between procedural justice and employee burnout in Hotel J.

To explore the relationship between interaction justice and employee burnout in Hotel J.

1.3. Research Questions

Is there the relationship between distributive justice and

employee burnout in Hotel J?

Is there the relationship between procedural justice and employee burnout in Hotel J?

Is there the relationship between interaction justice and employee burnout in Hotel J?

1.4. Research Hypotheses

H1: There is positive relationship between distributive justice and employee burnout in Hotel J.

H0: There is no relationship between distributive justice and employee burnout in Hotel J.

H2: There is positive relationship between procedural justice and employee burnout in Hotel J.

H0: There is no relationship between procedural justice and employee burnout in Hotel J.

H3: There is positive relationship between interaction justice and employee burnout in Hotel J.

H0: There is no relationship between interaction justice and employee burnout in Hotel J.

1.5. Significance of Research

At present, many scholars have done a considerable amount of research, influencing factors and measuring tools involved in job burnout. Most of the research objects are distributed in medical personnel, police, teachers and other public service personnel.

There is little research on hotel service. In a small amount of analysis, most of them focus on star hotels and chain hotels. There are few researches on the medium-sized and bottleneck period of enterprise development, though there are a large number of such hotels. This study takes the medium-sized J hotel as the object to analyze its employee burnout from the perspective of organizational justice, which can enlighten future researchers in the problem analysis and measurement of the same type of hotel.

Practical significance: each type of occupation has its own characteristics in terms of burnout. At the same time, the factors that may enhance the employees' sense in the internal

environment of the enterprise. The turnover of key employees due to job burnout has a quite adverse impact. Through research, we can reduce the turnover of key employees and retain the core competitiveness for the enterprise.

2. Literature Review

2.1. Definition of Job Burnout

American psychiatrist Freudenberger (1974) first proposed the concept of job burnout in the field of mental health. He believes that it is easy to appear in the work environment, which is a psychological state of energy exhaustion and loss of work goals caused by work pressure. Maslach et al. (1981) defined it as a psychological symptom caused by long-term work stress, which is mainly manifested in the anxiety, fear, helplessness and other reactions of individuals who often suffer setbacks at work, and thus have a positive emotional exhaustion, gradually lose patience and motivation. It mainly includes: emotional exhaustion, cynicism and low sense of achievement.

After the 1990s, the attention to job burnout continued to rise, from the initial emotional workers in the service industry to civil servants, technicians and other workers. Maslach (2001) believes that job burnout is a long-term response to chronic emotions and interpersonal stressors at work. Schaufeli, Bakker (2004) concluded that burnout reduces engagement, triggers health problems, creates a tendency to leave, whereas engagement is only associated with a tendency to leave, and show different possible causal relationships, different intervention strategies should be used when reducing burnout or increasing engagement.

The study concluded that there is uniqueness in burnout in individual cases. Uchino et al. (2018) concluded that people with higher social support had lower levels of burnout and fewer health problems. A study by Laybourn et al. (2019) found that teachers have professional tasks along with organizational and managerial tasks, so they show significant negative emotions when delaying, which can lead to burnout, poor job performance and reduced job satisfaction. Brudek et al. (2019) considered temperament traits as a predictor and confirmed the mediating role of task and emotional styles between risk prevention and low mood through analysis. Summer et al. (2020) analysed the correlation between emotion regulation, occupational health, and burnout in a study group; whether workers' emotions are expressed affects the satisfaction and well-being levels of the people they work with. When teachers have higher levels of burnout, students experience fewer positive outlooks and a decrease in pro-social behavior. Yektatalab et al. (2019) analysed demographic variables in a group of nurses and found that youth, low income, and high education were positively associated with burnout. Gabris et al. (2001) found that distributive justice and procedural fairness were associated with burnout by examining the interrelationship in government departments.

In addition, Scott et al. (2020) showed that perceptions of organizational fairness are associated with job power and that shape inadequate pay rewards. Fardin et al. (2018) concluded that there is a significant correlation between empowerment and occupational stress, job stress, and burnout. Hossein et al. (2020) found that highly challenging and predictable conditions can cause significant psychological stress for employees, Burnout varied significantly between different departments in the same hospital, emergency technical nurses

had significantly higher levels of burnout than nurses in other departments. The social support, procrastination, temperament type, demographic variables, and organizational equity involved in the study can all have an impact on burnout because of the complexity.

The above factors will have an impact on the employees of Hotel J to a greater or lesser extent. However, the key factors affecting employee burnout at Hotel J need to be contextualized to the specific business situation and characteristics of Hotel J.

2.2. Studying Job Burnout from An Organizational Justice Perspective

Some scholars have argued that distributive and procedural fairness can have an impact on different dimensions of job burnout, with distributive justice more likely to trigger the dimension of emotional exhaustion and procedural justice more likely to trigger the dimension of cynicism (Li and Shi, 2003). This study is one of the earlier studies in China based on organizational equity. Moreover, organizational justice is not only affected by the internal environment, but also by the changes in the external environment.

According to Xu and Shi (2003), the changing external business environment has led to severe challenges to the traditional corporate organizational structure, and that will cause psychological changes in organizational members. The psychological changes will lead to different influencing factors of burnout. Employees are susceptible, according to Jiang and Zhang (2011), when there is no reciprocity or fairness or work pay is much greater than work return. The disparity will influence the perception of corporate fairness, which will contribute to employee fatigue.

According to Pu and Jiang (2016), performance is directly tied to employee remuneration, workers who feel unjustly distributed over an extended period of time will be negative. According to Wang and Jia (2017), the more workers feel treated properly, the more inclined they are to contribute in their job; businesses should be fair and transparent in building systems. According to Liu and Yang (2019), strengthening organizational justice is good to minimizing burnout and boosting performance. According to Dong et al. (2019), organizational justice may have a favorable influence on later increases in job engagement and performance improvement.

2.3. Theoretical Background

2.3.1. Organizational Justice Theory

Distributive justice is a theory of fairness developed by the American psychologist J.S. Admas in 1963, suggesting that employees are not only concerned about their own input and return ratios, but also about whether they are fair in comparison with others and with their past pay. When compared, there is a risk of dissatisfaction, resulting in a psychological imbalance and a sense of inequity.

Justice theory is the study of how companies can improve the rationality of their distribution to produce motivational effects on employees. Procedural justice, first introduced by Thibaut and Walker in 1975, is the judicial process of dispute resolution by third parties that usually procedurally and decisional controlled. Leventhal suggested in 1980 that Thibaut and Walker's ideas of procedural justice were equally valid in the non-judicial sphere, giving employees the opportunity to express their views in their own right, increase the sense of procedural justice.

Interaction justice, proposed by Bies and Moag in 1986, is

the quality of interpersonal treatment that people experience. The first to be proposed was distributive justice, and in subsequent research it was found that justice having fairness in distributive outcomes was not enough to build a good sense of fairness in employees.

Interaction justice was the last to be proposed, with the quality of interpersonal interactions also having a greater impact on perceptions of fairness. Organizational justice theory compels business managers to treat every employee of the business. Whether or not employees are motivated by pay is derived through the subjective perception of employees comparing give and take.

In some companies, pay is confidential and employees do not know how much other colleagues are paid. However, employees can't help but ask about other people's salaries in private, so that they can see if they are fair. Some people work hard for the same job, others are lazy. In the end they are paid at the same level, which makes the hardworking ones feel that it is not reasonable. The unfairness of the distribution process and the lack of courtesy and respect for the process will make the employee feel unfair.

2.3.2. The Sharing Economy Theory

The theory of the sharing economy was developed by economist Martin Witzman in 1984. He argued that it was more reasonable to agree on a profit-sharing ratio between employers and workers than on a specific number of wages. The theory has been widely accepted and a large number of companies have incorporated employee shareholding into their corporate systems.

In the practical application of corporate management, profit-sharing remuneration models are more motivating and responsible than fixed remuneration models. There are two ways: firstly, the basic salary is fixed and salary is shared between the employee and the company. It can take into account the incentive and livelihood security of employees, but the employees do not share enough risk to the enterprise, which does not allow the employees to generate enough ideas to advance and retreat with the company. During good times, employees are more motivated and receive higher reporting. During poor periods, employees are able to dry out, but the company has to insist on paying a basic salary.

The second is to take all the salary income of the staff and the company share the profits, the advantage is there is enough incentive for the staff, while the disadvantage is employees are tempted to leave because they do not feel secure in income stability. In months of extremely poor business performance, employees may be paid below the legal minimum wage and the company is at risk of breaking the law.

2.3.3. Two-factor Theory

The two-factor theory was first developed by the American psychologist Herzberg in 1959 and divides the factors influencing motivation into health factors. Research has shown that continuous improvement of health factors cannot have a significant motivational effect, and continuous reinforcement of motivational factors cannot eliminate the dissatisfaction.

Two-factor theory is applied to the specific analysis. A particular motivational factor may turn into a health factor as the business environment, management philosophy and performance appraisal methods of the company call for it. A health care factor may also become a motivating factor because it is not linked to performance appraisal and gradually becomes closely related to performance.

In Hotel J, there is also a situation where the motivational and health care factors are interchanged. In the study of enhancing the sense of organizational fairness and alleviating burnout, Hotel J needs to prevent the generation of bad emotions among employees and motivate them to work, it will enable the hotel to develop in a good direction and with high quality.

2.4. Hotel J Profile and Operational Difficulties

2.4.1. Hotel J profile

J Hotel Limited Liability Company was established on 5 April 2005, with a registered capital of RMB750,000, 10 shareholders, no board of directors and one executive director, with its registered office located in Jinniu District, C City. The hotel was established on a small scale with a limited-service experience. The hotel's main business strategy is to offer high value for money, which has gained recognition from consumers and has gradually grown.

Hotel J is a non-star hotel, with a lower level of luxury and consumption. It is not iconic in C city. Within the surrounding business district, it is more recognized than similar non-star hotels and has a certain number of customers. The main consumers come from the surrounding business district, including residents, workers and consumers. The business scope of the catering includes large banquets (wedding, birthday, reunion banquets, etc.) and casual consumption.

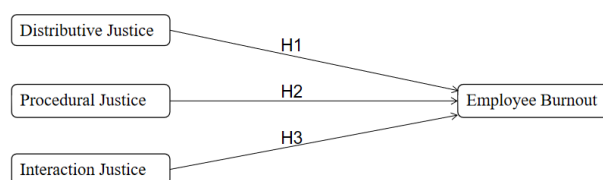
2.4.2. Current Operational Difficulties

The JH Hotel is at an operating impasse and barely able to sustain its operations. There are not enough profits to expand and very necessary to analyze the reasons for this.

In 2020, COVID-19 occurred, the hotel was closed for several months. As the company still needs to pay the maintenance expenses, they will be at a loss when it reopens after the epidemic. When it just returned to work, the sales volume was small. In order to continue operating, the company had to attract new shareholders.

Due to the new shareholders' participation, the capital problem was temporarily solved. They are eager to make profits to cover losses, and the salary is sales oriented. That is, the one who brings more customers to the hotel can get a commission beyond the basic salary. The employee with good performance can get more than twice the basic salary. This incentive idea was originally intended to encourage employees to actively adopt marketing strategies, increase more sales and the total profit of the hotel.

2.5. Conceptual Framework



3. Research Methodology

3.1. Research Design

The descriptive survey design was utilized in this investigation. As a result, the researcher employed the design to investigate the variables that influence the employee burnout in Hotel J based on organizational justice perspective.

Specifically, according to Cooper (2016), descriptive research is concerned with determining the identity of a phenomena, as well as its characteristics, location, and mode of manifestation. The researcher determined that the design was adequate for the study since it allowed for the evaluation of how various impact employee burnout in Hotel J in the field of study.

A research strategy is a tool that aids in the solving of research problems (Saunders et al., 2009). Quantitative research strategies are the two main types (Creswell, 2009). Quantitative analysis is carried out using diagrams and statistics, whereas qualitative analysis is done out using conceptualization, according to Saunders et al. (2009). Quantitative analysis, according to Biggam (2008), elucidates the how, while qualitative research elucidates the why. Any data collection instrument or any data processing strategy that uses statistics or graphs to create numerical data is referred to be quantitative (Saunders et al., 2009).

The method should be chosen based on its suitability for addressing the research questions (Bryman, 1998). Using a questionnaire as the data collection source was utilized to determine the degree of employee participation. The research method is quantitative in character and consists of a logical approach. Bell and Bryman (2011). This technique enables the measurement of occupational involvement and hence was suitable for addressing the objectives given.

An online survey questionnaire was used as the study tool. According to Robson (1993), internet surveys are particularly effective at gathering data in a short amount of time and under a cheap cost. It is simply distributed to participants and the results may be examined statistically.

3.2. Sample Design

There are many different ways to sample in research. For example, you can choose a small group of units from a large group. Then, you can use these units to represent the whole group (Zikmund, Babin, Carr, & Griffin, 2010). This is how Zikmund and his coworkers (2010) put it: "A sample is a small group that is part of a larger population and can be used to figure out some of the population's unknown characteristics through statistical analysis." There are two sampling methods: non-probability and probability. A sampling method that relies on nonprobability methods is called a nonprobability method, whereas a sampling method that relies on probability methods is referred to as a probability method.

The following are the benefits of employing a sample rather of collecting data from the full population: (1) less expense and time, (2) fewer mistakes due to reduced weariness, and (3) the avoidance of element damage during the sampling process. It is both cost-effective and time-saving. Finally, since a particular item cannot be examined as a whole, sampling is employed to prevent the damage of components that are being tested separately.

3.2.1. Target population

The sampling procedure begins with defining the target population. It refers to the particular group or individuals that are the subjects of the investigation. The target demographic for this study is the employees who work in Hotel J.

3.2.2. Sampling Frame and Sampling Location

The second part of the sampling technique is deciding on the sample frame and sampling location. Because the non-probability sample procedures are based on convenience sampling. Hotel J were randomly picked for this study using convenience sampling. A sample frame is frequently referred

to as a working population, according to Zikmund et al. (2010), since it provides a list of people who may be worked with if the whole population is not accessible.

3.2.3. Sampling Elements

The responder is one of the sampling components and will be drawn from all service personnel in the Hotel J. To ensure appropriation, they are being targeted randomly. The surveys will be distributed on the internet.

3.2.4. Sampling Size

The sampling size refers to the number of respondents that are expected. It is widely agreed that a larger sample size would provide more accurate results. Comparing the sample size of this research to the real sample size necessary for the whole population, this study has a tiny sample size.

The sample size for a total population of 73010 workers, according to Sekaran and Bougie (2010), should be more than 283 since 283 replies are required for a total population of 75000 people. As a result, 350 questionnaires are being given to the respondents.

The workers in Hotel J will serve as the unit of analysis. It was conducted using a random chance sampling design, which was chosen by the researchers (Gunasekara & Zheng, 2018). Because each sample unit is chosen randomly, it can not only estimate the population parameters, but also calculate the sampling error, allowing inferences to be made about the population's target variables, according to probability theory. There will be a total of 350 participants in the study (Huang, et al.,2018).

3.3. Research Instrument

3.3.1. Questionnaire Survey

According to Sekaran et al. (2010), a questionnaire consists of a collection of pre-written questions to which the respondent records answers, with choices often limited to a small number of alternatives at most.

Self-administered questionnaires were selected as the research instrument for use. In order to develop the questionnaire, fixed-alternative questions are being used. There were four different sorts of questions: (a) basic dichotomy (dichotomous), (b) determined-choice question, (c) frequency-determination question, and (d) checklist question. The most prevalent kind of inquiry was a simple dichotomy (dichotomous). The questions will be administered using an online survey approach.

3.3.2. Questionnaire Design

Two parts are included: section A (which contains the author's demographic profile) and section B (which contains additional information about him) (personal information). Section A includes information on gender, age group, monthly income, and highest educational degree, among other things. Four independent variables and one dependent variable are included in Section B, and the dependent variable is made up of questions.

3.3.3. Pilot Studies

The primary goal of conducting the pilot test is to determine the respondents' degree of expertise. It may also examine the dependability to guarantee the effectiveness. It is a pre-testing procedure to make necessary adjustments, such as changing the sequence of questions or correcting construction errors.

The online surveys gather 30 sets of questionnaires for the pilot test, which will be conducted in June. Online questionnaires, often known as online surveys, are self-

administration questions that are put on a website. The SPSS version 27 software is used to compute the reliability results of the questionnaires in the pilot test.

This is the Pilot Test (30 respondents). According to Table

4.1, the Cronbach's Alpha for all variables exceeds 0.80. According to George and Mallery, these values are excellent and trustworthy (2003). This suggests that both the variables and survey items are dependable and valuable.

Table 1. Cronbach's Alpha of Pilot Test

| Variables | | N of items | Cronbach's alpha |
|---|----------------------|------------|------------------|
| Dependent variable | Employee Burnout | 17 | .890 |
| Independent variables (Organizational Justice) | Distributive justice | 4 | .963 |
| | Procedural justice | 4 | .953 |
| | Interaction justice | 4 | .951 |

3.4. Data Analysis Method

Data analysis may begin as soon as we have completed the data preparation phase of the project. The data obtained is analyzed with the help of the SPSS version 27. The primary statistical methodologies employed, as well as a summary of the data analysis' results, will be described in further depth below.

3.4.1. Descriptive Analysis

An important part of descriptive analysis is analyzing data so that it can be turned into valuable knowledge. It is often used to compute the average, frequency distribution, and distribution percentage of demographic data provided by survey respondents in Questionnaire Part A-Personal information (Sekaran et al, 2010).

3.4.2. Scale Measurement

To ensure that the scale measurement results are accurate, a reliability study is carried out throughout the process. As long as measurements are error-free, we may be confident in the validity of the data they provide. Using Cronbach's alpha, a multiple-item scale may be judged on its accuracy. Zikmund et al. describe it as the average of all possible split-half dependability for a construct (2010). Zikmund et al. define Cronbach's alpha (α) as the average of all conceivable split-half reliability for a construct (2010). Consistency is graded from 0 to 1; a perfect score is 1. (Complete consistency). There is an increase in the dependability of Cronbach's alpha (internal consistency reliability) (Sekaran et al, 2010). In order to calculate Cronbach's alpha, we will use SPSS version 27.

4. Data Analysis

4.1. Respondents Information

The section provides survey respondent characteristics. Gender, age, marital status, seniority, education background, level of management and department are all addressed. Out of 350 questionnaires issued, 301 were returned, representing an 86 percent response rate.

From table 4.0, the gender of the employee participants in this survey of Hotel J was mostly female, 157 (52.2%). This

is very much in line with the phenomenon that there are more women working in the hotel industry.

The majority of employees at Hotel J are in the 25-29 age group. This means that the employees of them are relatively young. They have a high level of energy and are also creates more value for the company as they have more mature work experience.

The marital status of the company's employees shows that there are more single employees, 188 (62.5%) of them.

The distribution of employees' working years is that most of them have been working in JH Hotels for between 3 and 5 years. Only 18 people have been with J Hotels for more than 10 years. In addition, the J Hotel was closed for a period of time due to the Covid-19 epidemic in 2020, which led to a partial loss of old employees and only the more loyal employees continued to work after the epidemic.

From the distribution of levels of management, the Waiter operating level is 166. This means that the basic level occupies the majority. The middle and senior levels are gradually decreasing. The senior management is responsible for the overall strategy. Middle managers are responsible for the coordination and execution of specific matters. When there are more things to do, the middle management will also be involved in the specific work affairs and are responsible for the coordination and execution of specific matters.

The distribution of the number of people in the sector shows that there are more management departments, 142 (47.2%). This also means that Hotel J has a relatively bloated management headcount.

4.2. Cronbach's Alpha Reliability Test

The reliability of each construct was evaluated using Cronbach's alpha. According to Nunnally (1978), a construct is considered credible if its alpha value exceeds 0.60. The analysis was undertaken on the remaining 29 elements to ensure internal consistency. Table 4.1 displays the results of the reliability test, which revealed that the Cronbach's Alpha value for the complete scale of independent variables was between 0.692 and 0.924. Evidently, the for all items, including independent and dependent variables, surpassed the minimal criteria of 0.60 established by Nunally (1978).

Table 2. Respondents Information

| Gender | | | | | |
|----------------------|---------------------------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 144 | 47.8 | 47.8 | 47.8 |
| | Female | 157 | 52.2 | 52.2 | 100.0 |
| | Total | 301 | 100.0 | 100.0 | |
| Age | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Below 25 | 55 | 18.3 | 18.3 | 18.3 |
| | 25 - 29 years | 145 | 48.2 | 48.2 | 66.4 |
| | 30 - 34 years | 75 | 24.9 | 24.9 | 91.4 |
| | 35 years and above | 26 | 8.6 | 8.6 | 100.0 |
| | Total | 301 | 100.0 | 100.0 | |
| Marital status | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Married | 113 | 37.5 | 37.5 | 37.5 |
| | Single | 188 | 62.5 | 62.5 | 100.0 |
| | Total | 301 | 100.0 | 100.0 | |
| Seniority | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Less than 1 year | 33 | 11.0 | 11.0 | 11.0 |
| | 1-3 years | 73 | 24.3 | 24.3 | 35.2 |
| | 3-5 years | 138 | 45.8 | 45.8 | 81.1 |
| | 5-10 years | 39 | 13.0 | 13.0 | 94.0 |
| | 10 years or more | 18 | 6.0 | 6.0 | 100.0 |
| | Total | 301 | 100.0 | 100.0 | |
| Education Background | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Diploma | 119 | 39.5 | 39.5 | 39.5 |
| | Degree | 97 | 32.2 | 32.2 | 71.8 |
| | Master | 57 | 18.9 | 18.9 | 90.7 |
| | PHD | 28 | 9.3 | 9.3 | 100.0 |
| | Total | 301 | 100.0 | 100.0 | |
| | Level of Management | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Waiter operating level | 166 | 55.1 | 55.1 | 55.1 |
| | Supervisory level | 88 | 29.2 | 29.2 | 84.4 |
| | Departmental management | 32 | 10.6 | 10.6 | 95.0 |
| | General Manager Decision-making level | 15 | 5.0 | 5.0 | 100.0 |
| | Total | 301 | 100.0 | 100.0 | |
| Department | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Administration Department | 142 | 47.2 | 47.2 | 47.2 |
| | Finance Department | 77 | 25.6 | 25.6 | 72.8 |
| | Catering Department | 41 | 13.6 | 13.6 | 86.4 |
| | Engineering Department | 41 | 13.6 | 13.6 | 100.0 |
| | Total | 301 | 100.0 | 100.0 | |

Table 3. Results of the reliability test

| Variables | | N of items | Cronbach's alpha |
|---|----------------------|------------|------------------|
| Dependent variable | Employee Burnout | 17 | .692 |
| Independent variables (Organizational Justice) | Distributive justice | 4 | .919 |
| | Procedural justice | 4 | .916 |
| | Interaction justice | 4 | .924 |

4.3. Regression Analysis

The R value is a measure of the strength of the correlation between a dependent variable and all of its independent counterparts. An R-value of 0.472 was calculated for this investigation. Since distributive justice, procedural justice, and interaction justice for a new profession all exhibited a positive link with employee burnout. Percentage values for

the R square show how well the independent variables explain the changes in the dependent variable. According to this research, the independent factors (distributive justice, procedural justice, and interaction justice) may explain for 47.2 percent of the variance in the dependent variable (employee burnout). To put it another way, this research did not examine all the factors that go into employee burnout.

Table 4. Model Summary

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .687a | .472 | .466 | .840 |

a. Predictors: (Constant), IJ, DJ, PJ

The p-value 0.00 is smaller than the alpha value 0.05 in this table, suggesting that the result is statistically significant. This study illustrates that the model can capture the link between the dependent and predictor variables with high accuracy. As

a result, independent factors (distributive justice, procedural justice, and interaction justice) are able to greatly assess the variation of employee burnout. The evidence backs up the alternative theory.

Table 5. Result of Multiple Regression (ANOVA)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 186.988 | 3 | 62.329 | 88.334 | .000b |
| | Residual | 209.566 | 297 | .706 | | |
| | Total | 396.554 | 300 | | | |

a. Dependent Variable: EB
b. Predictors: (Constant), IJ, DJ, PJ

Distributive justice, procedural justice, and interaction justice (independent variables) are all significant predictors of employee burnout (Dependent variable), according to Table 4.4. Because the p-value for distributive justice, procedural

justice, and interaction justice e, is 0.000, which is less than the alpha value of 0.05. This means that the hypothesis of this study is acceptable and the null hypothesis is rejected.

Table 6. Multiple Regression on Independent Variable and Dependent Variable (Coefficient)

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .526 | .189 | | 2.785 | .006 |
| | DJ | .263 | .050 | .271 | 5.303 | .000 |
| | PJ | .310 | .056 | .292 | 5.555 | .000 |
| | IJ | .286 | .055 | .274 | 5.207 | .000 |

a. Dependent Variable: EB

5. Discussions and Recommendations

5.1. Discussions

The primary hypothesis is that organizational justice and employee burnout have an extremely significant relationship. This discovery is consistent with Muliner et al (2008) research. Employees who perceive this sentiment relative to other coworkers in various settings exhibited fairness and

equality. This can be realized by assuring employees that their performance will be accurately evaluated, basing earnings distribution and awards on the principle of fairness.

First sub hypothesis: organizational justice components may predict work exhaustion. With an error of less than (p 0.01), it is possible to conclude that the organizational justice variable may predict employee work burnout. These results align with those of Muliner et al (2008). Therefore, if a person

has a positive attitude, managers should distribute awards and wages without prejudice. In addition, fairness in methods and trends for distributing and allocating resources, as well as coordination of rules for award and wage distribution in relation to workers' perspectives, contribute to the absence of job exhaustion. Thus, it is possible that workers will be more content if they have better mental health, while managers describe their choices for the employees and the employees see the decision-making process regarding the distribution of wages to be fair.

5.2. Recommendations

A sense of organizational fairness is a core issue in business operations and needs to be improved in an institutionalized manner, otherwise it will be a short period of heat that will be difficult to maintain stability over time. The advantage of institutionalization is that it mitigates the influence of individual leaders on pay and has relative stability. All employees of the company have the right to suggest the way in which remuneration is to be allocated, and the decision to allocate is exercised in accordance with the way in which senior management is supervised by shareholders and all employees.

Firstly, the remuneration structure is adjusted to allow employees to share in the company's earnings, taking into account both health care and motivational factors. The specific amount is determined by the extent, which varies from department to department with each employee receives an equal amount to motivate all staff. There are two components, a monthly payment and a year-end payment, which allow employees to balance the short-term and long-term benefits.

Secondly, the rotation system aims to address the subjective perceived inequity in employee pay between different positions. The company should have a mechanism for job swapping. When an employee goes to a new position, he or she finds that it is actually more work than expected. Although the income is higher than before, the output per unit of time will be lower. The consequence will be that when employees return to their original position, they will have a lower burnout and a higher pay equity experience than before.

Finally, managers should communicate those managers and share the pain. Employees share in the profits, but also share in the risks. Supervisors should guide employees not only to do their part of the work, but also to help other colleagues and grow with the hotel together. The ability to communicate with mutual understanding, maintain the equality, is a prerequisite for effective communication. Although the staff's daily work arrangements are subject to their superiors, the non-equality continues into the communication and is not conducive. Managers as superiors should always remind themselves that differences in ideology, values and work experience between people can lead to different views. Managers should put themselves in the shoes of their staff more often and think differently and not be self-centered, obey the arrangements of superiors. Superiors should take the initiative to care about the work and life needs of their staff, eliminating the sense of distance between them. Only when the company's managers grasp more real information, it is possible to make targeted adjustments to management strategies that are beneficial to the company's development.

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