

Employees' Organizational Justice Perception's Impact on Burnout Levels: A Study on Five Star Hotels in Kemer

Elbeyi PELİT

Afyon Kocatepe University
Faculty of Tourism - ANS Kampüsü-
Afyonkarahisar, Turkey
elbeyipelit@aku.edu.tr

İrfan BOZDOĞAN

Afyon Kocatepe University
Institute of Social Sciences
Afyonkarahisar, Turkey
bozdogan_irfan44@hotmail.com

Extensive Summary

While the fulfilment of work in hotel business benefited greatly from technology, especially the products offered for sale carry a more labour-intensive feature because of the need for a skilled workforce is more than firms in other industries. Therefore, the hotel employees' some organizational attitudes are important on both their individual and organizational efficiency. In these attitudes; the concept of organizational justice is an important issue that the employees particularly affected. Indeed, workers' justice perceptions towards their relationship with colleagues or each activity/practice occurring in organization can possibly affect their jobs fulfilling formats as well as it may reveal individual and professional burnout. This situation will cause the employee to get exhausted and feel negative attitudes towards the organization and in advanced cases people will face redundancy to leave.

Besides analyzing the relevant current situation and diagnosis of such problems will contribute to the responsible managers significantly in terms of productivity. In this context, revealing effects of organizational justice to employees' burnout level is seen extremely important in terms of hotel enterprises. Especially in hotel businesses, which are an important kind of labour-intensive tourism industry, doing such research is important to reveal the current situation and contribute to the relevant literature. In this context, this research, which aims to determine the effects of five star hotels employees' organizational justice perceptions to the level of burnout, will contribute to the related literature and will be an important data source to the relevant business managers. Thus, this research can contribute to the managers who are responsible for human resource policies to analyze the current situation better and make better decisions based on scientific data. The basic hypothesis of the research is as follows :

Hypothesis : The hotel businesses' employees' organizational justice perceptions have a significant effect on burnout levels.

In the study it is aimed to find answers to the following questions in accordance with the objectives and hypotheses of the research:

- What is the employees' perceptions of organizational justice?
- What is the level of employee burnout?
- Do employees' perceptions of organizational justice have effect on their burnout levels?

In order to determine the effect of employees' perceptions of organizational justice to burnout levels, survey technique was used as a data collection method. In this context, to measure the organizational justice perceptions, an organizational justice scale was used. This scale was developed by Niehoff and Moorman (1993) for measuring organizational justice, Yıldırım (2007) translated it to Turkish and made validity and reliability study and it is used in Atalay's (2007) doctoral thesis "Denklik Duyarlılığı Açısından Algılanan Örgütsel Adalet - Örgütsel Bağlanma İlişkisi". Organizational Justice Scale used in the study is composed of three sub-dimensions (distributive, procedural and interactional) and 20 statements, while the points taken from the scale increases, perceived organizational justice is also increasing (Atalay, 2007:83). The burnout scale used in the study was done with the help of the most widely used model in related subjects "Maslach Burnout Model". "Maslach Burnout Inventory (Burnout Inventory - MBI)" was developed by Maslach and it consists of three sub-scales ("emotional exhaustion", "depersonalization" and "personal success") and 22 items (Gökçekan, 2003:1) .

Universe of the research consists employees of five star hotels in Kemer and research was done by selecting the sample. Accordingly, cluster sampling method (Ural and Kılıç, 2006:41) was used and a minimum sample size of surveys was applied to employees of the five star hotels in Kemer. As a result, a total of 424 employee surveys were analyzed and that number was above the calculated minimum number of samples (384).

The resulting data was resolved using SPSS package program, employees' distribution of some personal characteristics and perception of organizational justice, burnout levels were interpreted according to frequency and percentage distribution as well as calculating arithmetic mean and standard deviation values. On the other hand, the relationship between organizational justice and burnout were analyzed by correlation and regression (simple and multivariate linear) analysis. At the same time, for construct validity of the scales; factor analysis was applied and for reliability analysis; Cronbach's Alpha coefficients were calculated.

According to the results of the study; organizational justice perceptions were calculated on above mid-level and burnout levels were calculated below mid-level and these results shows that there is an opposite directional relationship between organizational justice and burnout. Indeed, performed correlation and regression analyzes shows a moderate negative correlation between organizational justice and burnout. In other words, while the hotel employees' organizational justice perceptions increases in a positive direction, their burnout levels tend to decrease. This results supported the research hypotheses "The hotel businesses' employees' organizational justice perceptions have a significant effect on burnout levels".