



## X ve Y Kuşaklarında Örgütsel Adalet ve Tükenmişlik İlişkisi<sup>1</sup>

### *The Relationship Between Organizational Justice and Burnout in Generations X & Y*

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#### Makale Bilgisi

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#### Öz

Bu çalışmada beyaz yakalılar için örgütsel adalet ve tükenmişlik arasındaki ilişki ve bu ilişkide kuşak değişkeninin olası rolünü araştırılmıştır. Farklı özellik ve kimliklere sahip kuşaklar örgütsel adalet ve tükenmişlik kavramları açısından değerlendirilmiştir. Veriler İstanbul ili Şişli ilçesinde yer alan işletmelerde çalışan X Kuşağı'ndan 82 ve Y Kuşağı'ndan 117 olmak üzere toplam 199 beyaz yakalıdan toplanmıştır. Korelasyon ve regresyon analizleri, örgütsel adalet boyutlarının tamamının tükenmişlikle negatif yönde korelasyona sahip olduğunu ve dağıtımsal adalet, işlemsel adalet ve bilgilendirme adaletinin tükenmişliği negatif yönde yordadığını ortaya koymuştur. Bulgular Y Kuşağı üyelerinin, X Kuşağı üyelerine göre anlamlı olarak daha yüksek tükenmişlik düzeylerine sahip olduğunu göstermiştir. Ayrıca örgütsel adalet ve tükenmişlik arasındaki ilişkide kuşağın moderatör etkisi test edilmiş ve bu ilişkide kuşak değişkeninin herhangi bir etkisinin bulunmadığı görülmüştür.

*Anahtar Kelimeler:* Tükenmişlik, Örgütsel Adalet, Kuşaklar

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#### Abstract

In the study, the relationship between organizational justice and burnout among white-collars was measured and the possible role of the generation variable in this relationship was tested. Generations that have different characteristics and identities are evaluated in terms of organizational justice and burnout. Data were collected from 82 of Generation X and 117 of Generation Y total 199 white-collars working in businesses in Şişli, Istanbul. The correlation and regression analyses show that all of the organizational justice dimensions have a negative correlation with burnout, furthermore, distributive justice, procedural justice and informational justice which is a part of interactional justice have been revealed to predict burnout negatively. Members of Generation Y have a significantly higher burnout level than the members of Generation X. The moderator effect of the generation on the relationship between organizational justice and burnout is tested and no influence of the generation variable in this relationship was seen.

*Keywords:* Burnout, Organizational Justice, Generations

<sup>1</sup> Bu çalışma X ve Y Kuşaklarında Örgütsel Adalet ve Tükenmişlik İlişkisi başlıklı tez çalışmasından üretilmiştir.

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## **1. Introduction**

The well-being of people in professional life which constitutes a large part of their lives, has great importance for life quality. The phenomenon of burnout, today a significant problem for individuals, not only negatively affects their psychological and physical health but also poses threats to organizations in terms of efficiency. Some findings show the harmful effects of burnout; decrease in employees' sense of responsibility and commitment, negative situations such as performance and productivity decline, absenteeism, misuse of work breaks and theft in the workplace are associated with burnout (Maslach & Jackson, 1981, Kahill, 1988, Burke & Greenglass, 1995, Lee & Ashforth, 1996, De Croon et al., 2004, Cropanzano et al., 2003, Leiter & Maslach, 2009, Ybema et al., 2010, Wong & Laschinger, 2015). Beyond being a problem that affects organizations, burnout should be considered as a social problem as it has the power to destroy individuals' psychological and physical health. Findings show that burnout predicts depression which is one of the major psychological issues for individuals (Hakanen et al., 2008). As a social problem, burnout is also related to the health of family ties. Maslach and Jackson (1981) state that people experiencing burnout tend to stay away from their families by choosing to be alone.

Because work is a huge part of individuals' life, work-related problems may also lead to societal issues. Therefore, it is vital to coping with burnout for the sake of public health. Managers and human resources professionals should be aware of the studies about antecedents of burnout and take preventive measures not only for maintaining organizational efficiency, performance and productivity but also because it is a social responsibility issue. On the other hand, when experienced by young workers, burnout is likely to threaten the future of organizations and industries by causing the younger generation to escape from them. However, burnout can be avoided if we understand its causes right. Considering several studies that show the relationship between burnout and organizational justice (Moliner et al., 2005; Lambert et al., 2010; Meydan et al., 2011; Yildirim et al., 2012; Pelit & Bozdogan, 2014; Elci et al., 2015; Wang et al., 2015; Andela & Truchot, 2017; Navarro-Abal et al., 2018, Correia & Almeida, 2020), it can be said that one of the main preventive measures is paying attention to the maintaining high justice perception within the organization. The concept, which represents the employees' perceptions about whether their organizations are fair or not, is known as the perception of organizational justice. Organizational justice is based on social justice theories such as Social Exchange Theory (Homans, 1961), Inequity Theory (Adams, 1965) and Relative Deprivation Theory (Crosby, 1976). In organizations where an exchange relationship takes place, the role of ensuring justice in this relationship primarily belongs to the organizations themselves. If the organization does not provide justice in the exchange relationship, some employee reactions may occur to restore balance for equity. These reactions, which are theoretically explained by Adams's (1965) inequity theory, show themselves in studies that investigate the relationship between organizational justice and other concepts such as employee performance, organizational commitment, individual, organizational citizenship behaviors, turnover intention (Aryee et al., 2002, Cropanzano et al., 2007). In this study, as one of the negative consequences of injustice; burnout is investigated in terms of its relationship with different dimensions of organizational justice.

Organizational justice is examined with all of its sub-dimensions to measure the different aspects of its perception of employees. In this study, evaluation of the gains (outcomes) as a result of employees' input is considered distributive justice, the assessment of work-related processes and decision mechanisms within the organization is regarded as procedural justice, the assessment of the superior's approach in personal relations is regarded as interpersonal justice and assessment of the allocation of information resources are considered as informational justice. In addition to studies on the relationship between organizational justice perception and burnout, there are also studies that show organizational justice's relationship with both psychological and physical health (Elovainio et al., 2002; Liljegren & Ekberg, 2009). Accordingly, measuring and taking steps to strengthen the perception of justice is crucial for protecting employees' health. Moreover, it is known that procedural and distributive justice have a positive relationship with performance and job satisfaction and a negative relationship with absenteeism (Moorman, 1991; Lam et al. 2002). These findings indicate that understanding the perception of organizational justice and its consequences is critical to ensuring organizational efficiency.

Since it can be challenging to identify and solve employee problems for each individual, especially in large-scale organizations, it may be beneficial to identify common expectations and problems by segmenting employees based on common characteristics. In this respect, considering individuals in a generation have similar experiences in the same period of their lives, catch similar tendencies, and develop similar sensitivities, assuming they pursue similar expectations can be an effective approach to analyzing the employees' needs. Studies about this approach show that members of different generations indeed have different expectations and reactions in the working environment (Cennamo & Gardner, 2008, Twenge et al., 2010, Treuren & Anderson, 2010, Keles, 2011, Breitsohl & Ruhle, 2012, Torun & Cetin, 2015, Senturan et al., 2016, Cetin & Karalar, 2016, İlhan et al., 2019).

## **2. Methodology**

This study examines important issues in organizational behavior field; organizational justice and burnout, the possible relationship between them, and whether this relationship shows differences between generations. For this purpose, the organizational justice perceptions of generations X and Y, their burnout level, and the structure

of the relationship between organizational justice and burnout in these generations are examined. The study is conducted to find if the burnout level and organizational justice perception of the employees differ in generations X & Y and the relationships between organizational justice and burnout in and between these generations.

## 2.1. Research Sample

The universe of the research is composed of companies around İstanbul, Şişli. For the sample selection, one of the non-probability sampling methods; the convenience sampling method was used (Ruane, 2004: 117). The research sample consists of white-collar employees from generations X and Y, working in companies operating in different sectors in the universe. It has been decided to conduct the research in generations X and Y, as they are intensely taking place in many sectors, spend enough time to get to know about the working life and work in positions of similar level including managerial positions. Online questionnaires were sent to the participants, and the data of 199 white-collar employees from generations X and Y were examined. 82 of them represent Generation X while 117 of them represent Generation Y.

Considering international studies and studies in Turkey that determine the age range of generations in Turkey, the participants between the ages of 27-39 were defined as Generation Y in when the research was conducted (Strauss & Howe, 1991, Yüksekbilgili, 2015).

**Table 1: Age Range by Generation**

Generations	Dates of Birth	Age
Great Generation	1924 and before	99 and above
Silent Generation	1925 – 1942	81 – 98
Baby Boomers	1943 – 1960	63 – 80
Generation X	1961 – 1982	41 – 62
Generation Y	1983 – 1995	28 – 40
Generation Z	1996 and later	27 and below

Source: Adapted from Strauss & Howe (1991), Yüksekbilgili (2015)

## 2.2. Method and Measurements

Questionnaire forms which include organizational justice (Colquitt, 2001) and burnout (Demerouti & Nachreiner, 1998) scales with Likert-5 and demographic questions to determine the demographic characteristics are distributed to the participants. The questionnaires have 47 questions; 11 of them measure demographic factors, 16 of them measure burnout, and 20 of them measure organizational justice. In the data where the participants' level of agreement with the statement increased from 1 to 5, positive expressions in the burnout scale were reverse-coded as a higher score indicating higher burnout and a negative expression in the organizational justice scale was reverse-coded as a higher score indicate a higher perception of organizational justice. ANOVA, T-test, Pearson Correlation Test, Simple and multilinear regression analyses are conducted to test the hypothesis below;

H1: The burnout level of the employees differs in the Generations X and Y.

H2: The organizational justice perception of the employees differs in the Generations X and Y.

H3: There is a negative relationship between organizational justice perception and the burnout level of Generation X and Y.

H4: Organizational justice perception predicts burnout negatively.

H5: Generation has a moderator role in the relationship between organizational justice and burnout as the relationship gets stronger for Generation Y than for Generation X.

No research has been found in either the national or international literature regarding the intergenerational relationship between organizational justice and burnout, which is the subject of this study. However, there are studies that measured the importance of organizational justice in terms of its effect on different variables across generations and age groups. According to Leelamanothum et al. (2018) the effect of justice on organizational trust is higher in Generation Y members than in Generation X. Tenhiälä et al. (2013) found that when older employees have a high perception of procedural justice, the rate of sickness absence is 12% lower than that of younger employees. In this study, we test the possibility that organizational justice has a stronger effect for Generation Y in terms of experiencing burnout. The idea that there may be a relationship between organizational justice and burnout has attracted many scientists and researchers in the past. Therefore, studies examined the relationship

between organizational justice and burnout without distinguishing between generations. Accordingly, it can be seen that there are studies that only show distributive justice and interactional justice are negatively related to burnout (Moliner et al., 2005, Yeniceri et al., 2009, Sesen, 2010, EM Vásquez-Trespalcacios et al., 2023) or show organizational justice is only negatively related to burnout through its distributive and procedural justice sub-dimensions (Tayfur et al., 2009, Lambert et al., 2010, Elci et al., 2015, Correia & Almeida, 2020) and show the distributive, procedural and interactional justice dimensions of organizational justice and burnout relationships (Yildirim et al., 2012, Pelit & Bozdoğan, 2014, Balaban & Konyali, 2016, Vaamonde et al., 2018, Korkmaz & Bozkurt, 2018). Some studies take organizational justice as a single variable and found its negative relationship with burnout (Flinkman et al. 2023, Shehadeh, 2023, Murtaza et al. 2023). On the relationship between organizational justice and burnout, a limited number of studies have been found that measure organizational justice with a four-factor structure (Vaamonde et al., 2018, Wang et al., 2020). In this research, the four-factor structure provides more explanatory results compared to studies examining organizational justice with two or three dimensions.

Some generational studies inspected burnout and organizational justice separately and reached mixed outcomes. In the studies on organizational justice and generations; Ledimo (2015) found that Generation X shows lower procedural justice, interactional justice, and informational justice than Generation Y. On the other hand, Topcu & Kırkbesoglu (2021) found that Generation Y shows lower organizational justice scores and Chan et al. (2024) found that organizational justice perceptions increase with age. Yüksekbilgili & Hatipoglu (2015) inspected the organizational justice level of employees and found no difference between the two generations. In our study besides inspecting organizational justice with all of its dimensions, we also split the generations by born year threshold which was tested and validated for Turkish generations, so we expect more meaningful outcomes for the Turkish sample (Yüksekbilgili, 2015). Besides age studies show burnout decreases as age becomes higher (Gold et al., 1991, Maslach et al., 2001, Brewer & Shapard, 2004, Bugdaycı et al., 2005, Gunusen & Ustun, 2010, Moya-Salazar, 2023, Gulbetekin & Tunc, 2024), there are also limited studies inspecting the differentiation of generations by burnout scores. Some studies found no difference between generations in terms of burnout (Çetinkaya, 2017, Hamm et al., 2020). Some others found that Generation Y shows higher burnout than Generation X (Barboza-Wilkes et al., 2023) and Baby Boomers (Dundar et al., 2018, Arslan, 2019). As burnout is considered an indispensable guide for understanding the structure of social and intellectual tendencies (Mannheim, 1970), we assume that generational differences are important to explain the diminished burnout by age. In our study we use the Oldenburg Burnout Inventory because of the limitations discussed in the literature (Lee & Ashforth, 1990: 744, Demerouti et al., 2001: 501, Jonathon et al., 2005: 209, Demerouti & Bakker, 2008: 3) for Maslach Burnout Inventory which is the most used measure in burnout studies.

### 2.2.1. Organizational Justice Scale

The scale used in the measurement of organizational justice perception in the research is the Organizational Justice Scale developed by Colquitt (2001). The 20-item scale was designed to explain organizational justice with its different dimensions. Accordingly, the dimensions of "Distributive Justice" with four items, "Procedural Justice" with seven items and "Interactional Justice" with nine items in the scale can be measured. The first four items of the "Interactional Justice" sub-dimension represent the concepts of "Interpersonal Justice" and the last five items represent "Informational Justice." Construct of the scale is based on Thibaut & Walker (1975) and Leventhal (1980) for "Procedural Justice" items, Leventhal (1976) for "Distributive Justice" items, and Bies and Moag (1986) with Shapiro, Buttner and Barry's (1994) for "Interactional Justice" items (Colquitt, 2001). Among these items, 1 item belonging to the "Interpersonal Justice" dimension is used as reverse-coded. Colquitt's (2001) organizational justice scale was translated into Turkish and used by Ozmen et al. (2007).

It has been understood that Colquitt's (2001) organizational justice scale, which is frequently used for the measurement of organizational justice in the literature and whose reliability has been proven, also gives reliable results in the research sample ( $\alpha = .929$ ). In terms of expressions representing sub-dimensions, reliability scores are also found for distributive justice ( $\alpha = .924$ ), procedural justice ( $\alpha = .900$ ), interpersonal justice ( $\alpha = .808$ ) and informational justice ( $\alpha = .895$ ) dimensions.

### 2.2.2. Burnout Scale

The scale used in the measurement of the burnout level of the participants in the study is the Oldenburg Burnout Inventory (OLBI), which was first used in the German language by Demerouti and Nachreiner (1998). The scale was designed to determine the degrees of exhaustion and disengagement as dimensions of burnout. There are 16 items in the scale, 8 representing disengagement and 8 representing exhaustion dimension. Also, 8 of these items are negatively, and 8 are positively worded. The Turkish language scale used in this study consists of expressions adapted into Turkish and has been tested with back translation technique by two academicians and an English teacher in Seker's (2011) study. OLBI, developed by Demerouti and Nachreiner (1998) to eliminate the limitations of Maslach Burnout Inventory (MBI) in measuring burnout, seems to show reliable results in the research sample (Lee & Ashforth, 1996, Bakker et al., 2004, Halbesleben & Demerouti, 2005, Demerouti &

Bakker, 2008). When Cronbach's Alpha coefficients for scale reliability are examined, it is revealed that the scale reliability is relatively high for the overall scale ( $\alpha = .914$ ) burnout ( $\alpha = .878$ ) and disengagement ( $\alpha = .814$ ) sub-dimensions.

Since the kurtosis and skewness values for the OLBI and Organizational Justice Scale dimensions were between  $\pm 1.0$ , the data were assumed to be normally distributed and analyzed with parametric tests (George & Mallery, 2019).

### 2.3. Construct Validity

To determine the construct validity of the scales, confirmatory factor analysis is performed to test whether the previously revealed structures are also valid for the research sample (Karagoz, 2019: 759). In addition, after having sufficient values in KMO and Barlett's Sphericity tests (Jackson, 1993; Pechenizkiy et al., 2004) exploratory factor analysis (direct oblimin rotation method) displayed sufficient factor loads and the explained total variance (Peterson, 2000, Yaslioglu, 2018).

Its developers present OLBI with a two-dimensional structure comprising exhaustion and disengagement in the samples of German and Dutch people. However, when the scale was translated into different languages and applied to samples from different countries, it was seen that the exhaustion and disengagement factors showed a high correlation in confirmatory factor analysis models (Sinval et al., 2019, Gruszczynska et al., 2021). In this respect, it has been demonstrated in the literature that the use of a uni-dimensional structure that shows better model fit instead of a two-dimensional structure is more accurate (Sedlar et al., 2015, Gruszczynska et al., 2021). Since there is no generally accepted result that can be considered valid in every country for the model structure in the literature, the model tests in this study are useful for understanding the validation of the model for a different sample in Turkey. When the construct validity of OLBI is tested within the framework of the data obtained from the sample, it is determined that there is a high correlation between the two dimensions and the uni-dimensional structure has appropriate construct validity ( $X^2/df= 1.608$ ;  $GFI= .920$ ;  $CFI= .967$ ;  $NFI= .919$ ;  $RMSEA= .055$ ;  $SMRM= .0448$ ;  $AVE= .675$ ). In this respect, considering the limited use of OLBI in Turkey, the validation of uni-dimensional structure for the sample of this study might be helpful for the future use of OLBI in Turkey.

The organizational justice scale used in the research represents a model created by Colquitt (2001) with a four-dimensional structure. Previous research shows that the validity of the Colquitt's Organizational Justice Scale is ensured with a three-dimensional structure in different samples. In this study, according to confirmatory factor analysis established for the construct validation of the Organizational Justice Scale, both the four-dimensional structure ( $X^2/df= 1.743$ ;  $GFI= .892$ ;  $CFI= .960$ ;  $NFI= .912$ ;  $RMSEA= .061$ ;  $SMRM= .0550$ ;  $AVE= .778$ ) and the three-dimensional structure that has also been used in many studies in the literature are seen as valid ( $X^2/df= 2.097$ ;  $GFI= .867$ ;  $CFI= .940$ ;  $NFI= .892$ ;  $RMSEA= .074$ ;  $SMRM= .0564$ ;  $AVE= .742$ ). In terms of validity, although the difference is small, the four-dimensional structure showed a better model fit values for the research sample than the three-dimensional structure. The use of the four-dimensional structure is beneficial in inspecting the interactional justice dimension of organizational justice more detailed and separately as informational justice and interpersonal justice.

**Table 2: Indices for Organizational Justice and Burnout Scales**

<i>Indices</i>	<i>Value</i>		<i>Accepted Value</i>	<i>Recommended Value</i>
	<i>Justice Scale</i>	<i>Burnout Scale</i>		
CMIN/DF	<b>1.743</b>	<b>1.608</b>	< 5	< 3
GFI	<b>.892</b>	<b>.920</b>	> .80	≥ .95
AGFI	<b>.853</b>	<b>.884</b>	> .80	≥ .90
NFI	<b>.912</b>	<b>.919</b>	> .85	≥ .90
TLI	<b>.951</b>	<b>.959</b>	> .90	≥ .95
CFI	<b>.960</b>	<b>.967</b>	> .90	≥ .95
RMSEA	<b>.061</b>	<b>.055</b>	< .08	≤ .05
SRMR	<b>.0550</b>	<b>.0448</b>	< .08	< .08
AVE	<b>0.778</b>	<b>0.675</b>	≥ .50	≥ .50

Source: Hoyle, 1995; Hu & Bentler, 1998; Greenspoon & Saklofske, 1998; Byrne, 2010; Moss et.al., 2015; Sinval et al., 2019

### 3. Findings

An Independent Sample T-test was used to measure the differences between Generations X and Y. As a result of the difference analysis, it was determined that Generation Y showed significantly higher burnout than Generation X ( $p=.012$ ). The values of organizational justice and its dimensions were also compared. Although Generation X had higher values than Generation Y in each of these values, the difference was not significant.

In the correlation analysis of the relationship between organizational justice and burnout; it was found that all dimensions of organizational justice had a negative relationship with burnout, both in Generations X and Y.

**Table 3: Correlation of Burnout and Organizational Justice Dimensions**

Pearson's Correlation Coefficients					
	Burnout	Distributive Justice	Procedural Justice	Interpersonal Justice	Informational Justice
Distributive Justice	-.53**				
Procedural Justice	-.56**	.56**			
Interpersonal Justice	-.35**	.26**	.47**		
Informational Justice	-.41**	.31**	.57**	.59**	
Organizational Justice	-.61**	.69**	.89**	.70**	.78**

\*\*The correlation is significant at the 0.01 level (2-tailed).

The dimensions of organizational justice negatively related to burnout sub-dimensions are procedural justice, distributive justice, informational justice, and interpersonal justice dimensions. According to these results, it was revealed that employees with higher burnout levels have a lower perception of procedural justice and distributive justice.

Pearson correlation analyses were conducted also for two generations separately in order to measure whether the dimensions of burnout and organizational justice were correlated in both Generations X and Y. According to the results of this analysis, organizational justice dimensions have significant and negative relationships with burnout for both generations.

**Table 4: Correlation of Burnout and Organizational Justice Dimensions in Different Generations**

Pearson's Correlation Coefficients						
Generation			Distributive Justice	Procedural Justice	Interpersonal Justice	Informational Justice
X	Burnout	R	-.41**	-.46**	-.37**	-.47**
		P	.00	.00	.00	.00
		N	82	82	82	82
Y	Burnout	R	-.58**	-.62**	-.34**	-.37**
		P	.00	.00	.00	.00
		N	117	117	117	117

\*\*The correlation is significant at the 0.01 level (2-tailed)

Simple and multiple linear regression analyses were also carried out in which different models were tested, to examine whether the relationship between organizational justice dimensions and burnout brings the predictive power of organizational justice to burnout together. For analysis, it is determined that Cook's Distance values are below 1, VIF values are below 3 and Durbin-Watson values are between 1.5-2.5 (Holland, 2004, Karagoz, 2019, Senaviratna & Cooray, 2019). In the simple linear regression analysis performed to measure the prediction power of general organizational justice on burnout, it was revealed that the general organizational justice level predicted

burnout negatively. Multiple regression analyzes were carried out in order to reach findings on which aspects and dimensions of organizational justice predicts burnout more. As a result of these analyses, distributive justice and procedural justice dimensions have been found to have predictive power on burnout. This result is consistent with the results of some previous studies (Moliner et al., 2005, Yeniceri et al., 2009, Sesen, 2010, Tayfur et al., 2009, Lambert et al., 2010, Yildirim et al., 2012, Pelit & Bozdoğan, 2014, Elci et al., 2015, Balaban & Konyali, 2016, Vaamonde et al., 2018, Korkmaz & Bozkurt, 2018, Correia & Almeida, 2020). When the four-factor model of organizational justice is analyzed with the “stepwise” method, negative predictive power was seen of dimensions distributive justice, procedural justice and also informational justice. When organizational justice was tested with its three-factor structure as in most previous studies did (Moliner et al., 2005, Sesen, 2010, Yildirim et al., 2012, Pelit & Bozdoğan, 2014, Balaban & Konyali, 2016, Korkmaz & Bozkurt, 2018, Yang et al., 2018) the predictive power of the interactional justice dimension was also determined. These results are consistent with studies that suggest that interactional justice is an important factor in predicting burnout (Moliner et al., 2005, Liljegren & Ekberg, 2009, Yeniceri et al., 2009, Sesen, 2010, Pelit & Bozdoğan, 2014).

It was investigated whether the effect of organizational justice perception on burnout in Generation Y, which showed significantly higher results in terms of burnout, was stronger than in Generation X. For this purpose, a moderator effect analysis was carried out to investigate whether the generation variable has a significant effect on the relationship between organizational justice and burnout. As a result of the analysis, although the effect of the generation variable on burnout was seen, the interaction term consisting of the multiplication of the Z values of the generation and organizational justice variables did not have a significant effect in the model, indicating that the moderator role of the generation variable in the effect of organizational justice on burnout was not found. When moderator analyses were conducted with organizational justice dimensions separately, the moderating role of generation was also not observed.

**Table 5: Regression Analyses for Moderator Effect of Generation in the Relationship Between Organizational Justice and Burnout**

Variable	B	SE	B	t	p	R	R <sup>2</sup>	F	p
<b>Organizational Justice</b>	-.67	.06	-.60	-10,67	,00				
<b>Generation</b>	.20	.12	.12	2,17	,03	.62	.39	41.56	.00
<b>Organizational Justice*Generation</b>	-.05	.04	-.07	-1,17	,24				

*Dependent Variable: Burnout*

To determine whether burnout differs in demographic variables, the probability of differentiation according to gender was tested with the T-test. As a result of the test, it was observed that burnout was not differed according to gender differences. Despite the findings of studies conducted in the samples from America and Spain that shows women more prone to burnout than men (Maslach & Jackson, 1981, Gaines & Jernier, 1983, Purvanova & Muros, 2010, Moliner et al., 2005), it was not statistically significant in our sample. Higher burnout rates in women have been found in the studies conducted among educators and health workers in Turkey (Budak & Surgevil, 2005, Kucuksuleymanoglu, 2007, Kaya et al., 2007, Yilmaz et al., 2014), on the other hand, studies on other occupational groups have showed that there was no significant difference between men and women in terms of burnout (Gunduz et al., 2007, Herece & Sener, 2017, Dogan & Akadere, 2019). In the sample of this research, it was concluded that there was no significant difference in the burnout level of white-collar employees according to gender.

T-test analysis was also used to measure the difference between burnout according to marital status. Previous studies investigating the effect of marital status on burnout show different results. In some studies, it has been seen that single people experienced higher levels of burnout than married people (Ahola et al., 2006, Ortega et al., 2018). In some other studies, it has been determined that marital status was not related to burnout (Gaines & Jernier, 1983, Williams & Dikes, 2015). In studies conducted on samples from Turkey, when the differentiation of burnout according to marital status was measured, it has been seen that although higher burnout averages were observed in singles, this difference could not reach significance (Akman et al., 2010, Gulluce & Kayın, 2013, Yorulmaz & Altinkurt, 2018). Results of our research, as similar to the studies in which burnout was examined according to marital status in Turkish samples and also similar to Maslach & Jackson's (1985) results, showed that married people have lower scores for burnout with a slight difference ( $p=0.068$ ). In the differentiation of organizational justice according to gender, similar low-level findings ( $p=.09$ ) showed that interpersonal justice is perceived at a higher level in men than in women.

ANOVA analysis was performed to measure whether burnout differs in terms of other group variables. In the ANOVA analysis, it was observed that the burnout level of individuals differs significantly according to the

working years of the individuals in the organization ( $p=.045$ ). In the post-hoc analysis using the Tukey test, this difference was seen between individuals who worked in their organization for less than one year and individuals who worked within 1-5 years.

It was also seen that Generation X had higher values than Generation Y in terms of income, position, seniority and experience. In the difference analysis where burnout was compared according to generations, it was seen that Generation Y showed significantly more burnout scores than Generation X. In this research, no significant results were obtained regarding the differentiation of organizational justice between generations. The closest difference to significance ( $p=.09$ ) was that the perception of distributive justice was higher in Generation X than in Generation Y. While there were no individuals with the minimum income level and individuals with an income close to the minimum level are very few among the Generation X participants, it was seen that 32.5% of the members of the Generation Y have the minimum or close to minimum wages. However, it was determined that there was no significant and strong difference in distributive justice between generations.

According to the results, 95% of the Generation X members in the research sample have been in working life for more than 16 years, but it was seen that the ratio of those who have been in their organizations for 11-15 years and more than 16 years remains at 38%. This may reflect that Generation X employees can afford to change their jobs by seeking organizational justice elements such as better wages, working conditions and relations. It was found that among the multi-group variables, organizational justice showed a significant difference ( $p=.009$ ) for the income level. According to the Post-Hoc analysis, it was seen that those with an income close to the minimum wage have a significantly lower level of organizational justice ( $p=.023$ ) than those with an income of 15.001 – 30.000. For the distributive justice dimension, which is more related to income, there was also a differentiation as marginally significant ( $p=.058$ ). In addition, it was observed that the group with lower income showed significantly lower values in terms of interpersonal justice. It is an expected result that the perception of organizational justice decreases as income gets lower.

#### 4. Discussion

In this study, it is determined that the generation that is more prone to burnout and shows higher burnout scores is Generation Y. There are limited studies in the literature inspecting the differentiation of generations by burnout scores. However, in studies on age, it is seen that lower level burnout was seen as age increases (Gold et al., 1991, Maslach et al., 2001, Brewer & Shapard, 2004, Bugdaycı et al., 2005, Gunusen & Ustun, 2010). While Maslach et al. (2001) stated that it is necessary to investigate whether the relationship between age and burnout is effective regardless of experience, Brewer and Shapard (2004) state that older employees are more likely to cope with the problems in their job and profession, so because having the ability to cope more easily with the help of their experiences they may show less burnout. In parallel with this, it is reflected in research that individuals with political skills who can analyze the work environment and develop an ability to manipulate others for their own interests, also experience burnout less likely (Ahearn et al., 2004, Jawahar et al., 2007, Li et al., 2015). It can be questioned whether Generation X members, who have more experience in business life, could develop more political skills than younger employees to also avoid burnout. Another theory that can be associated with older people's lower levels of burnout is the Individual-Organization Fit Theory, which is an extension of the Individual-Environmental Fit Theory (Edwards et al., 1998, Lauver & Kristof-Brown, 2001). Accordingly, it is seen as likely that younger employees may experience burnout more than older employees, as they have not spent enough time in business life to come across organizations that are suitable for them and decide to continue working in these organizations. However, the validity of such views needs to be supported by the findings that show the differentiation of burnout according to the experience in business life.

While the younger generation, Generation Y, experiences burnout more than Generation X, it is also seen that burnout does not show any difference in terms of the total working year of the individuals, that is, their experience in working life. In addition, it is understood that those who work in their organization for more than a year have higher burnout averages than those who work less. These findings provide more information for the discussion of whether the burnout differences between generations stem from the people's experiences and developed coping skills that can be assumed to increase with aging or the generational differences that Generational Cohort Theory suggests. The concept of cohort is defined as the total of individuals who experience the same events in the same time period (Ryder, 1965: 845). According to Generational Cohort Theory, what makes the cohort group essentially unique is that all its members are exposed to the same national events and trends from birth, at similar ages (Howe & Strauss, 2000: 48). The theory suggests that a group of people which born, grow, develop and grow old by going through the same experiences in the same time period exhibit similar values, attitudes and beliefs that are different than another group (Parry & Urwin, 2011: 80; Carpenter et al., 2012: 413). Contrary to the views in age studies that link burnout to people's life experiences our findings lead to the idea that burnout levels may differ in generations because of the differences in identities and characteristics between their members, regardless of work experience.

The Global Generation concept introduced by Edmunds and Turner (2005) suggests that, with the technology and fast communication traumatic events experienced globally enable the development of global



generations. Especially due to globalization and technological developments that increase its impact, people in different parts of the world are shaped by the same events, trends and developments (McCrindle, 2014: 2). Özer et al. (2013) studied generations in Turkey to test whether the characteristics accepted in international literature apply to Turkey. They found that some of the characteristics attributed to generations in the international literature also apply in Turkey based on a sample representing 81 provinces. Generation Y is generally defined as a generation that has high expectations in terms of career development, feedback, mentoring, coaching and seeks servant-type leadership (Jorgensen, 2003, Spiro, 2006, VanMeter et al., 2013). In comparisons made in Turkey, it is seen that Generation Y gives more importance to autonomy and appreciation than Generation X (Torun & Cetin, 2015, Senturan et al., 2016). It is possible for Generation Y members who think that their expectations from their leaders in terms of mentoring, coaching and positive feedback are not met in time and cannot find autonomy and control in their jobs, are likely to experience burnout more. It is reflected in the studies that Generation Y attributes more importance to rapid development, gaining new skills and internal rewards than financial ones having higher satisfaction with wages than Generation X (Ng et al., 2010, Breitsohl & Ruhle, 2012, Krahn & Galambos, 2013, Mencl & Lester, 2014). Jiang & Yang (2016) state that autonomy and leader support keep Generation Y away from burnout.

In studies conducted with samples from Turkey, it has been seen that Generation Y members demand flexibility, feedback from their superiors, so that, guidance and getting help for career planning have a positive effect on their motivation (Keles, 2011). Within the framework of this information; it is important to provide positive feedback and support in terms of development to improve their abilities in order to keep Generation Y away from burnout. Giving Generation Y autonomy and mentoring activities to be carried out by the managers; it will be a useful action against burnout thanks to intrinsic reward gain and support for self-development. In particular, the fact that Generation Y who attributes importance to leisure time and work-life balance (Cennamo & Gardner, 2008), was deprived of related gains of these during the pandemic period may also have contributed to the increase in their burnout. It is possible that the widespread of distance work style, that may bring extended working hours, with the Covid-19 pandemic and the restriction of social life of Covid-19 may be among the reasons for the higher burnout of Generation Y employees, who gives importance to leisure time. Moreover, the burnout level of all employees who were deprived of the social support that is known as provided by good relations with both colleagues and managers and has an effect to prevent burnout (Bakker et al., 2005), may have increased in the remote working order brought by the pandemic.

According to the results, individuals who have spent one year in their institution show more signs of burnout than individuals who have not completed one year yet. Freudenberger (1974: 160) also claims, individuals generally show burnout one year after they start working in an organization. There are findings in the literature that people with routine work conditions are more likely to be burnt out (Andrade et al., 2017). It is possible that a routine job will bring the person closer to experiencing burnout over time. Karasek (1979) with the theoretical model he introduced, defines the types of jobs in which job demands are intense and control (as decision-making authority) is low for the individuals doing the job, as high-strain jobs. High-strain job has important effects such as fatigue, anxiety and sleep problems after work (Karasek, 1979: 292). It is known that high-strain job also causes burnout (Van der Doef & Maesi, 1999, Ahola & Hakanen, 2007). Individuals who work longer in their workplaces will have higher expectations in terms of gaining control over their work than individuals who have just started working in the organization. This expectation may cause senior employees who cannot gain control against high job demands to have higher burnout than those with lower seniority.

Negative relationships between organizational justice dimensions and burnout are also determined. For procedural justice, distributive justice and informational justice -which is one of the two branches of interactional justice- were found to predict the decrease of burnout. The effect of organizational justice on burnout supports the importance of the factors shown as "The 6 Sources of Burnout" by Maslach and Leiter (1997). These factors are; work overload, lack of control, insufficient reward, lack of community, conflict in values and absence of fairness (Maslach & Leiter, 1997, Maslach et al., 2001). Failure in providing sufficient rewards and unfair distribution of workload will affect burnout through the low perception of distributive justice. According to Homan's Social Exchange Theory, individuals may display emotional behaviors when they feel deprived compared to others, based on the standards of a fair exchange relationship (Homans, 1961: 264). Inequity Theory by Adams (1965) indicates that experienced emotional reactions to inequality include feeling tension that is proportional to the magnitude of the inequality. Walster et al. (1973) also indicated in their third proposition on equity, that the feeling of discomfort by the inequity shows itself on people regardless of whether they are on the advantageous or disadvantageous side of the inequality. Taking decisions without the opinion of employees and not giving them a right to control their work, may cause burnout through a decrease in the perception of procedural justice. The negative relations of the employees especially with their managers in the business environment and the deprivation of information resources will affect burnout through interactional justice. Relative Deprivation Theory by Crosby (1976) indicates that individuals who feel deprivation will exhibit kinds of behaviors from keeping the anger inside which creates stress symptoms to showing anger toward society through emotional outbursts. It is crucial to evaluate supervisors' behavior to understand the well-being of employees at the work unit level (Moliner et al., 2005: 113). Employees

who have the perception that their superiors treat them fairly and respectfully are motivated to establish good relationships with their leaders, thus reducing employee burnout levels (Son et al., 2014: 21). Informational justice, which is one of the two sub-dimensions of interactional justice, shows stronger relationships than interpersonal justice according to the correlation and regression analysis. This may be due to the conditions of the period in which the research was conducted. The new work patterns of white-collar workers who have worked remotely during and after the pandemic are likely to have influenced their views on interpersonal justice, which is largely focused on relationships in the work environment.

The low level of interpersonal justice perceptions of low-income employees may be an indication that low income has caused a reaction against managers. In this respect, it is necessary to mention the importance of procedural justice and interactional justice. When individuals perceive their decision-making processes as fair and their managers are impartial and reliable, they are even more satisfied with the negative consequences of distribution (Bies & Tyler, 1993, Smith et al., 1998). However, according to the Referent Cognitions Theory, even if injustice is perceived, it can be prevented from turning into anger and reaction to the extent that it can be justified (Folger, 1986). Adams' Inequity Theory (1965) indicates that there should be a common value judgment about the weight of the inputs or investments (skill, experience, etc.) that employees offer in the workplace to gain output. In this case, if the wage level in an organization is determined according to the criteria accepted by everyone, and lower wage level can be justified in this way, the wage level can be prevented from turning into negative results. For example, if a person with low seniority is convinced that seniority is an important value, it will prevent him from feeling unfairness while earning less than those with higher seniority. In this respect, determining agreed criteria for the distribution of outputs, applying them without prejudice and getting them accepted by employees is also related to procedural and interactional justice. In the literature, some studies show only relations of distributive justice and interactional justice (Moliner et al., 2005, Yeniçeri et al., 2009, Şeşen, 2010) or distributive and procedural justice (Tayfur et al., 2009, Lambert et al., 2010, Elçi et al., 2015, Correia and Almeida, 2020) or distributive, procedural and interactional justice dimensions of organizational justice with burnout (Yıldırım et al. 2012, Pelit & Bozdoğan, 2014, Balaban & Konyalı, 2016, Vaamonde et al., 2018, Korkmaz & Bozkurt, 2018). A limited number of studies have been found measuring organizational justice with a four-factor structure (Vaamonde et al., 2018, Wang et al., 2020). In this study, results were obtained consistent with the negative correlation found in the literature between organizational justice and burnout dimensions. Furthermore, since organizational justice was examined with four dimensions and all sub-dimensions were found to be negatively related to burnout, the study enabled more descriptive results to be obtained compared to studies examining organizational justice with two or three dimensions.

No study before has been found that investigated the effect of the differences between the members of Generation Y and the individuals of Generation X on the relationship between organizational justice and burnout. In this research, the moderator effect test carried out to measure the possible difference in order to examine this possibility. It has been revealed that there is no effect of generational difference to the relationship which organizational justice predicts burnout. In the light of this data, it can be said that the Generations X and Y show similar sensitivity to injustice in the organization in terms of the risk of experiencing burnout. There is no generational difference in the effect of injustice on burnout although there are wage differences between generations. This can be explained by the fact that Generation Y perceives that the members of Generation X deserve high earnings and higher positions regarding to their skills, knowledge and experiences. This situation can be explained by a fair investment/gain ratio as Homans (1961) and Adams (1965) mentioned in their social exchange and inequity theories. Fair exchange or distributive justice in relations between people is achieved when each individual's investments are directly proportional (Homans, 1961: 264). People do not feel deprived when others have high earnings resulting from their investments such as skills, experience, and seniority. A subordinate who compares himself with his superior or group leader does not think that the organization treats him unfairly, because he expects his superior to have better working conditions and more rights, and his superior's investments such as education, more diverse skills, more responsibility and personal risk, more experience and seniority (Adams, 1965: 282). The Justice Judgement Model by Leventhal (1980) defines the rule to be applied in this case as the "contribution rule", which requires that gains be balanced with contributions. Accordingly, there may not be a difference in the perception of injustice, since the members of Generation Y consider inputs such as experience and knowledge that the members of Generation X provide to the organization as valuable assets. Therefore, this opinion of Generation Y members may maintain a balance for the effect of organizational justice on burnout between generations even though Generation Y shows higher burnout scores.

## **5. Suggestions for Managers**

According to the results of the research, the employees' perception of unfairness in allocating outcomes within the organization, affects their burnout level. To prevent burnout, organizations should evaluate employee performances effectively and ensure that a fair distribution is made in line with performance and inputs. Otherwise, the burnout of the employees will increase, which may cause negative consequences both for their health and for the healthy functioning of the organization. In this respect, it is important to pay attention to the fair allocation of

outputs such as wages, promotions, bonuses and appreciation to employees. The result that shows the group close to the minimum income level exhibits a lower perception of organizational justice supports this necessity. According to Adams (1965) employees in the organization take as reference others whom they see close to them in terms of competence, and the employees in the same industry outside the organization. Organizations should make distribution decisions according to the balances with both insiders and outsiders while ensuring distributional justice. For example, an organization is likely to lose well-skilled employees if it lags its competitors in the industry in terms of wages. It should be well analyzed which inputs employees put the most value on and expect high returns from it. Organizations also should be aware of the references which employees make comparisons with. Although it will not be in the hands of managers at every level to make distributional decisions, presenting performance reports taking into account criteria compatible with the commonly recognized inputs will support employees to think that they are evaluated fairly. It is important to be aware of employee expectations, listen to their ideas and follow the way of reconciliation and persuasion. Making employees think that their views are effective while making distribution decisions will facilitate their persuasion and increase their perception of distributional justice.

In terms of procedural justice, employees' feeling of injustice in matters such as the way they do their job and decision processes in the organization is an issue that affects their burnout. In this respect, the expectation of the employees is a consistent, unprejudiced, ethical procedure set based on accurate information and where decisions are taken with the participation of employees with the chance of correcting these decisions when needed (Leventhal, 1980). In these processes, it is particularly important to ensure that employees have the right to influence work-related decisions. According to the Work-Strain Model (Karasek, 1979); while jobs with high job demands and low control defined as “high-strain jobs” cause psychological problems, “active jobs” with high demand and high control increase job satisfaction and reduce depression despite high job demand. Procedural justice will be perceived at a decent level by workers who have control and voice in processes, consequently, a high perception of procedural justice predicts a decrease in burnout in line with Karasek’s theory. When procedural justice is provided, the negative effects of high job demands can be eliminated. According to the Job Strain Model, it is argued that the “active job” type, in which there is a high demand for work but high control for workers at the same time, also increases learning (Van der Doef & Maesi, 1999). It is possible that this positive effect will provide a benefit that will meet the expectations of both generations who care about autonomy and will give the chance for self-development that is expected by Generation Y. Regarding the predictive power of interactional justice on burnout; it is stated in previous studies that the lack of resources such as feedback, access to information and good relations with colleagues cause burnout (Schaufeli & Bakker, 2004). In our research, informational justice, which is a part of interactional justice, comes to the fore in terms of predicting burnout. When employees in organizations can access consistent, accurate, and timely information about their jobs and the decisions taken, they are likely to kept away from burnout. Managers should show a sincere and honest approach to their employees, show that they are sensitive to their wishes. Also create environments or systems where employees can regularly exchange information and provided explanations about decisions, share requests and expectations. With open communication, the level of organizational justice perception can be increased by ensuring that the goals of the employees and the goals of the managers are compatible.

Role ambiguity and excessive role demand, which are the most important factors that cause burnout in the literature, can be prevented by providing procedural justice and informational justice. The negative consequences of role ambiguity (Maslach et al., 2001), that arise when employees are not informed about their jobs and the excessive role demand (Cordes & Dougherty, 1993) caused by highly demanding tasks either qualitatively or quantitatively, can be resolved by determining the informational justice perceptions and if necessary, by introducing a new approach in terms of access to information resources. Also considering procedural justice; providing control to employees, can turn high-strain jobs that cause negative results, into active jobs that bring positive results. According to findings in previous studies, the importance of providing informational justice and procedural justice emerges to prevent stress on employees from turning into burnout (Yang et al., 2018). Taking the views of their employees and inform them frankly and clearly about reasons of decisions in regular meetings organized by managers, may be a step to meet the needs of employees to express opinions. Employees' opinions should be listened to and evaluated, especially on decision-making procedures and how it can be improved. In order to eliminate possible uncertainties about work and processes, importance should be given to clarifying roles and the exchange of work-related information regularly. Managers should be aware of the abilities and limitations of employees and take care not to put excessive workload and time pressure on them that would eventually lead them to burnout.

According to the moderator effect analysis of the study, it can be said that Generation X and Generation Y show similar sensitivity to injustice within the organization. Since it is important for both generations to keep the perception of organizational justice high to prevent burnout, managers should establish the fair processes described in this study with an approach that considers also common sensitivities. In this research, it is also revealed that organizations need to work on preventing burnout to keep talented young people in their organizations and get high efficiency from the Generation Y employees whose burnout scores higher. In addition, the reason why

individuals who have been working in their organizations for less than a year have significantly lower burnout scores than those who work for 1-5 years, maybe related to disappointment, as the new employees who join the organizations may not get what they expect from their new jobs at the end of their first year. In this respect, it is important for managers to understand the expectations and demands of individuals who have just joined their organizations and to develop management strategies close to these expectations. Understanding expectations through information about the generation-specific characteristics which are presented in the generation studies might provide support to managers.

Generation Y attributes to self-development and career path development opportunities; therefore, it would be beneficial for managers to guide Generation Y personnel regarding their abilities. Generation Y members, who have been directed by their families to have higher education will feel uncomfortable with ordinary and routine jobs where they cannot use their skills. In this respect, assigning challenging tasks to employees with more autonomy, monitoring their development and jointly making career path plans according to these developments will positively affect Generation Y employees. Completing challenging tasks with the use of control and autonomy will help millennials develop and meet their needs for achievement. In this way, the self-development and intrinsic reward needs of Generation Y members will be met and their burnout levels will be reduced. Managers should make employees who seek development opportunities feel that door is open for consultation and expressing opinions. For Generation Y, mentoring meetings where they can learn from managers' business life experiences to improve themselves about work and can exchange ideas would be a beneficial initiative. Such initiatives will support Generation Y in drawing a career path and give them courage and knowledge.

It is known that Generation Y members give importance to the feedback and guidance from their superiors and these affect their motivation positively (Brown et al., 2009, Keles, 2011). Generation Y has been brought up with more intense family attention compared to previous generations and this may be the reason why members of Generation Y are attention-seekers in the workplace. Providing frequent and supportive feedback to Generation Y employees, who are seen to give more importance to intrinsic rewards or creating appreciation mechanisms that will show that their success is not ignored, will be able to keep them away from burnout. The one-to-one approach of managers regarding positive feedback is important for intrinsic reward satisfaction. Managers should reduce the risk of disappointment by providing realistic and clear information about expectations and promises to Generation Y members, who are defined as an optimistic generation. Zemke et al. (1999) suggest actions such as; discussing long-term goals and expectations with Generation Y, learning about their personal goals to match them with strategies that will improve their work performance, and supporting them by assigning strong leaders at the head of the Generation Y teams as mentors and trainers. As Generation Y employees attribute importance to cooperation as well as self-development (Jorgensen, 2003); creating team structures in which they can exchange experiences and knowledge with Generation X members can contribute to the development opportunity for Generation Y, who like learning activities.

Some studies show that Generation Y gives more importance to freedom in terms of leisure time and work-life balance compared to Generation X (Cennamo & Gardner, 2008, Twenge et al., 2010, Keles, 2011). In this direction, paying attention to the degree of overtime and respecting the leisure time of the employees in organizations where Generation Y employees constitute a large part of the workforce is crucial; especially in today's conditions where the transition to remote working style is increasing. In this regard, the sensitivities of the employees should be considered and the workload should be determined fairly. Jobs that are qualitatively challenging and require skills, rather than quantitatively heavy and routine ones, will help to keep Generation Y from burnout. It is known that burnout is also associated with physical disorders (Elovainio, 2002, Liljegren & Ekberg, 2009). Therefore, it is important for organizations to detect if levels of burnout in their employees are high, paying particular attention to their employees' chances to have health care, psychological support and the opportunity to take a leave when necessary. Such opportunities would benefit employees to renew their resources and feel that they are cared for. Also, one of the duties of managers is to provide a peaceful work environment to prevent burnout. The effect of personal conflicts in the work environment on burnout is known (Maslach, 2005). It is necessary to prevent conflicts in the workplace and to be able to solve them constructively and convincingly to prevent burnout. For this reason, organizations need to have leaders with abilities such as conflict-solving and negotiation at the head of Generation Y employees who show higher burnout scores.

## **6. Suggestions for Future Research**

More research is needed to understand whether the level of burnout for Generation Y is affected by variables other than the identity characteristics of the generation. Research can be conducted in different samples on whether the effect of organizational justice on burnout differs. In this respect, future burnout research needs more information about the construct validity and reliability of OLBI, which has been used in a limited number of studies in Turkey for burnout studies. In Turkey, it is seen that burnout studies are generally conducted on education or health professionals who provide one-to-one service to people. More use of OLBI to investigate burnout in other occupational groups without limitations of MBI may provide more diverse burnout research. Despite its limitations, MBI is used frequently in studies. Since the use of OLBI in Turkey is quite low, the reliability analysis

of this scale provides knowledge to raise the possibility of the use of OLBI more frequently in studies to be conducted on Turkish samples as an alternative to MBI.

Revealing generational differences in the research indicates the necessity of further research on generations in the field of organizational behavior. To understand the generational differences in professional life and their causes and effects, studies can be conducted in different directions. In future research, studies should be carried out on the organizational justice perceptions and burnout status of the Z Generation members, who will gradually take part in different and higher positions in working life. Since the research was conducted during the “normalization period” which is after the effects of the pandemic decreased in social life, organizational justice and burnout scores of employees who continue or left the remote working style recently may have shown differences. Therefore, to understand whether the results will remain the same in the usual working conditions, research should be conducted in organizations that might return to the traditional work style or continue to remote working in the future.

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#### **Declaration of Researcher’s Conflict of Interest**

There is no potential conflict of interest in this study.

#### **Declaration of Research and Publication Ethics**

Ethical permission of the study was obtained from Ege University Institution Social and Human Sciences Scientific Research and Publication Ethics Committee (23/02/2022, E.571226/1309). Research and publication ethics were complied with in this study.

#### **Researcher’s Contribution Rate Statement**

The authors declare that they have contributed equally to the article.