

The Impact of Organizational Justice on Psychological and Occupational Burnout among Human Resources at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare in Relizane Province: A Case Study

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Abstract

This study examines the effect of organizational justice on psychological and occupational burnout among healthcare personnel at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare. It considers three dimensions of organizational justice: distributive, procedural, and interactional justice. The findings indicate that applying organizational justice across all three dimensions helps reduce psychological and occupational burnout among human resources.

Keywords: organizational justice; psychological burnout; occupational burnout; human resources.

JEL Classification Codes: M12, M54, M51

1. Introduction

Scientific and technological progress has affected many aspects of contemporary life. Nevertheless, many researchers describe the present era as one of psychological stress and occupational burnout. Daily life is marked by social contradictions and persistent psychological pressures. When such pressures continue, they may lead to occupational burnout. Organizational justice is a key determinant of employee behavior. Employees' perceptions of fairness also affect organizational commitment. As an internal organizational factor, justice shapes the performance and conduct of human resources. The sustained success of any institution therefore depends partly on the continuity and quality of work within it.

This study seeks to understand the extent to which the Algerian health sector adopts organizational justice in all its dimensions. It also examines the effect of such justice on psychological and occupational burnout among human resources. The Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare was selected as a case study. The analysis first reviews organizational justice and its dimensions, along with psychological and occupational burnout. It then focuses on the effect of organizational justice on burnout among employees at the healthcare institution under study.

1.1 Research Problem: The research problem is expressed in the following main question: What is the nature of the relationship between the different dimensions of organizational justice and psychological and occupational burnout among employees at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare in Relizane Province?

1.2 Sub-questions: The main question can be divided into the following sub-questions:

- Question 1: What is the level of organizational justice applied at the institution under study?
- Question 2: Do the institution's human resources experience psychological and occupational burnout?
- Question 3: How do the dimensions of organizational justice affect psychological and occupational burnout at the institution under study?

The third question can be divided into the following sub-questions:

Sub-question 1: Is there a statistically significant positive effect of distributive justice on psychological and occupational burnout among employees at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare at the significance level of $\alpha \leq 0.05$?

Sub-question 2: Is there a statistically significant positive effect of procedural justice on psychological and occupational burnout among employees at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare at the significance level of $\alpha \leq 0.05$?

Sub-question 3: Is there a statistically significant positive effect of interactional justice on psychological and occupational burnout among employees at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare at the significance level of $\alpha \leq 0.05$?

1.3 Study Hypotheses

Main hypothesis: Organizational justice, across its different dimensions, helps reduce psychological and occupational burnout among employees at the institution under study.

- Hypothesis 1: The Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare applies organizational justice.
- Hypothesis 2: Human resources at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare experience psychological and occupational burnout.
- Hypothesis 3: Organizational justice has a statistically significant positive effect on psychological and occupational burnout among employees at the institution under study.

The third hypothesis can be divided into the following sub-hypotheses:

Sub-hypothesis 1: Distributive justice reduces psychological and occupational burnout among employees at the institution under study.

Sub-hypothesis 2: Procedural justice reduces psychological and occupational burnout among employees at the institution under study.

Sub-hypothesis 3: Interactional justice reduces psychological and occupational burnout among employees at the institution under study.

1.4 Study Objectives: This study seeks to achieve the following objectives:

- Identify the role of organizational justice in reducing occupational burnout among employees in public-sector organizations.
- Identify the dimensions that enhance job satisfaction, strengthen trust in management, improve performance and organizational belonging, and reduce workplace conflict.
- Assess the extent to which organizational justice is applied in Algeria's health sector and determine its role in addressing employee burnout, particularly in healthcare institutions.

- Determine the level of attention given to human resources in Algeria's health sector.

1.5 Study Methodology

The study uses a descriptive approach. This approach examines a phenomenon as it exists in reality and provides an accurate account of it. It also explains its relationship with other phenomena. The method enables the collection of information required to meet the study objectives and answer its research question. A case-study design was also adopted and applied to Algeria's health sector.

2. Organizational Justice

2.1 Definition of Organizational Justice

The concept has several definitions that overlap in some respects and differ in others. The principal definitions include the following:

The concept of organizational justice is rooted in Adams's equity theory (1963). In brief, the theory proposes that individuals compare the ratio of their outcomes to their inputs with the corresponding ratio for others. When the two ratios are equal, individuals perceive fairness. When the ratios differ because a person receives more or fewer outcomes than their inputs would warrant, that person perceives injustice and experiences tension.

Mohanty and Jehanzeb (2019, p. 446) define organizational justice as fair work practices at every level of an organization that are accepted by all its members.

In general, organizational justice may be defined as employees' perception that the material or non-material outcomes they receive are fair in relation to what they contribute to the organization. This perception depends on clear and objective procedures and policies, respectful treatment, and sufficient, appropriate explanations about outcomes, procedures, and decisions that affect employees.

2.2 Principles of Organizational Justice

Organizational justice rests on several important principles:

- Equality: Wages, working hours, opportunities, tasks, and workloads should be distributed fairly.
- Ethical conduct: Organizational dealings should reflect ethical values such as dedication, honesty, truthfulness, and integrity.
- Accuracy and correction: Decisions and procedures should rely on clear, valid, and accurate information. Errors should be corrected whenever they are identified.
- Commitment: Fairness in dealings and incentives should be applied in accordance with the laws in force.
- Participation: All employees should have an opportunity to participate in making and implementing decisions.

2.3 Dimensions of Organizational Justice

Organizational justice is generally divided into three dimensions: distributive, procedural, and interactional justice.

- **First dimension: Distributive justice**

Distributive justice reflects an organization's ability to uphold the general principle of fairness through equitable programs for allocating rewards in the workplace. Problems may arise when some employees receive preferential treatment, repeatedly obtain exceptional rewards, or are granted more resources than others. Employees become concerned when resources such as rewards and incentives are not distributed fairly. Distributive justice therefore concerns the fairness of outcomes produced by organizational decisions that evaluate employees' efforts in relation to pay, incentives, and promotion.

- **Second dimension: Procedural justice**

Procedural justice concerns fairness in decision-making. It includes the motives, mechanisms, and processes used to determine outcomes. Organizations should allow employees to participate in decisions based on a consistent approach and accurate information. They should remain neutral, avoid favoritism, act ethically, provide effective feedback, and explain decisions to employees. When these conditions are met, decision-making is viewed as fair. Performance may then improve through stronger job involvement, organizational commitment, trust, and cooperation among employees.

Third dimension: Interactional justice

Interactional justice refers to the extent to which employees feel that their immediate supervisors treat them fairly when formal procedures are implemented. Such treatment includes courtesy, respect, trust, transparency, attention to employees' interests, consideration of their personal needs, and the exchange of information among all staff members.

4. Empirical Framework: The first step in any statistical field study is to define the study population and sample. These elements are presented below.

4.1 Study Population and Sample

The broad population of this study is Algeria's health sector, in which organizational justice is applied. The eligible study population comprises administrative staff, physicians, paramedical personnel, and technical staff in laboratories and radiology at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare in Relizane. A systematic random sample was selected. The views of staff members involved in organizational-justice practices were collected through a questionnaire. All distributed questionnaires were returned.

Table 1. Distribution of Questionnaires within the Study Sample

Questionnaires	Questionnaires distributed		Questionnaires returned		Invalid questionnaires	
	No.	%	No.	%	No.	%
Total population	70	100 %	70	100 %	00	00 %

Source: Prepared by the researchers (2026) from questionnaire data.

The table shows that all distributed questionnaires were returned and were valid for analysis. This complete response was made possible by the cooperation of the administrative staff, physicians, paramedical personnel, and laboratory and radiology technicians at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare in Relizane Province.

4.2 Data Collection and Analysis

A questionnaire served as the primary data-collection instrument. It was used to assess the contribution of organizational justice to reducing psychological and occupational burnout among employees at the healthcare institution under study in Relizane Province. The questionnaire was distributed to administrative staff, physicians, paramedical personnel, and laboratory and radiology technicians. Distribution and collection took 20 days. The instrument contained the following parts:

- Part One: Personal and occupational information about the sample of administrative staff, physicians, paramedical personnel, and laboratory and radiology technicians. The variables were sex, age, marital status, years of experience, job position, and training courses.
- Part Two: Study variables. This part addressed the effect of organizational justice on psychological and occupational burnout among healthcare employees in Relizane Province,

specifically at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare. It covered three dimensions of organizational justice: distributive, procedural, and interactional justice. It also included a dimension relating to psychological and occupational burnout among the institution's human resources. The section comprised 16 statements. They examined the extent to which burnout was associated with the three dimensions of organizational justice. The Statistical Package for the Social Sciences (SPSS) was used to analyze the questionnaire data through the following statistical methods:

- Frequencies, to determine how often each response option was selected.
- Percentages, to determine the proportion of respondents who selected each option.
- Arithmetic means and standard deviations, to assess the relative importance of the statements within each dimension.
- Cronbach's alpha, to assess the reliability of the measurement instrument.

4.3 Questionnaire Validity: Two methods were used to assess the validity of the questionnaire:

4.3.1 Expert Validity: The questionnaire was submitted to a panel of faculty members with expertise in organizational justice from the universities of Bouira, Medea, Tissemsilt, and Tipaza. They evaluated the suitability and validity of its items. Their feedback was considered, and the questionnaire was revised in line with their recommendations.

4.3.2 Questionnaire Reliability: Cronbach's alpha was used to assess the statistical reliability of the study variables. It was calculated for each dimension and for the questionnaire as a whole. The following table summarizes the results.

Table 2. Cronbach's Alpha Reliability Coefficients for the Study Instrument

Dimensions	Number of items	Reliability coefficient
Distributive justice	04	0.881
Procedural justice	04	0.797
Interactional justice	04	0.922
Psychological and occupational burnout	04	0.756
Full questionnaire	16	0.893

Source: Prepared by the researchers (2026) from SPSS output.

The overall Cronbach's alpha coefficient was 0.893, which is high and positive. The coefficients reported for the individual dimensions were lower than the coefficient for the full scale, but all exceeded the minimum acceptable threshold of 0.60. The coefficients are therefore acceptable. The questionnaire and its dimensions demonstrate good reliability, and the results may be used with confidence in the interpretation and discussion.

4.3.3 Construct Validity of the Study Instrument: Construct validity was assessed by calculating the correlation between each item and the dimension to which it belonged. Some statisticians consider an item valid when its correlation is statistically significant. Others require the correlation coefficient

to exceed 50%, while another view sets the threshold at approximately 70%. In this study, an item was accepted when it satisfied any of these criteria.

4.3.3.1 Independent Variable: Organizational Justice

Table 3. Construct Validity of the Items Measuring Distributive Justice

Items	Statistics	
Item 1	Pearson coefficient / Significance level / Sample size	0,845 0.000 70
Item 2	Pearson coefficient / Significance level / Sample size	0, 861 0.000 70
Item 3	Pearson coefficient / Significance level / Sample size	0,876 0.000 70
Item 4	Pearson coefficient / Significance level / Sample size	0,852 0.000 70

Source: Prepared by the researchers (2026) from SPSS output.

The correlations between each item and the distributive-justice dimension ranged from 84.5% to 87.6%. Every coefficient exceeded 50% at the 5% significance level. The reported significance values were 0.000, which is below 0.05. These results support the construct validity of the distributive-justice dimension.

Table 4. Construct Validity of the Items Measuring Procedural Justice

Items	Statistics	
Item 1	Pearson coefficient / Significance level / Sample size	0,696 0.000 70
Item 2	Pearson coefficient / Significance level / Sample size	0,824 0.000 70
Item 3	Pearson coefficient / Significance level / Sample size	0.,808 0.000 70
Item 4	Pearson coefficient / Significance level / Sample size	0.826 0.000 70

Source: Prepared by the researchers (2026) from SPSS output.

The correlations between each item and the procedural-justice dimension ranged from 69.6% to 82.6%. Every coefficient exceeded 50% at the 5% significance level. The reported significance values were 0.000, which is below 0.05. These results support the construct validity of the procedural-justice dimension.

Table 5. Construct Validity of the Items Measuring Interactional Justice

Items	Statistics	
Item 1	Pearson coefficient / Significance level / Sample size	0,882 0.000 70
Item 2	Pearson coefficient / Significance level / Sample size	0,916 0.000 70
Item 3	Pearson coefficient / Significance level / Sample size	0,926 0.000 70
Item 4	Pearson coefficient / Significance level / Sample size	0,880 0.000 70

Source: Prepared by the researchers (2026) from SPSS output.

The correlations between each item and the interactional-justice dimension ranged from 88.0% to 92.6%. Every coefficient exceeded 50% at the 5% significance level. The reported significance values were 0.000, which is below 0.05. These results support the construct validity of the interactional-justice dimension.

Table 6. Construct Validity of the Three Dimensions and the Independent Variable, Organizational Justice

Items	Statistics	
Dimension 1	Pearson coefficient / Significance level / Sample size	0.826 0.000 70
Dimension 2	Pearson coefficient / Significance level / Sample size	0,869 0.000 70
Dimension 3	Pearson coefficient / Significance level / Sample size	0,930 0.000 70

Source: Prepared by the researchers (2026) from SPSS output.

The correlations between each dimension and the independent variable, organizational justice, ranged from 82.6% to 93.0%. Every coefficient exceeded 50% at the 5% significance level. The reported significance values were 0.000, which is below 0.05. These results support the construct validity of the independent variable.

Dependent Variable: Psychological and Occupational Burnout among Human Resources

Table 7. Construct Validity of the Items Measuring Psychological and Occupational Burnout

Items	Statistics	
Item 1	Pearson coefficient / Significance level / Sample size	0,662 0.000 70

Item 2	Pearson coefficient / Significance level / Sample size	0,793 0.000 70
Item 3	Pearson coefficient / Significance level / Sample size	0,771 0.000 70
Item 4	Pearson coefficient / Significance level / Sample size	0,820 0.000 70

Source: Prepared by the researchers (2026) from SPSS output.

The correlations between each item and the psychological and occupational burnout dimension ranged from 62.2% to 82.0%. Every coefficient exceeded 50% at the 5% significance level. The reported significance values were 0.000, which is below 0.05. These results support the construct validity of this dimension.

4.4 Analysis and Discussion of the Findings

4.4.1 Analysis of the Sample's Responses: The field study produced the following findings.

Table 8. Description of the Study Sample by Personal Characteristics

Variable	Categories	Frequency	Percentage (%)
Sex	Male	24	34.3 %
	Female	46	65.7 %
Age	18-25 years	13	18.6 %
	26-35 years	27	38.6 %
	36-45 years	21	30.00 %
	46 years and older	09	12.8 %
Marital status	Single	23	32.9 %
	Married	47	67.1 %
Years of experience	1-5 years	23	32.8 %
	6-10 years	20	28.6 %
	11-20 years	21	30.0 %
	More than 20 years	6	8.6 %
Job position	Administrative staff	22	31.4 %
	Physician	5	7.1 %
	Paramedical staff	34	48.6 %
	Technician (laboratory/radiology)	9	12.9 %
Training courses	1-2 courses	26	37.1 %
	3-6 courses	20	28.7 %
	7-9 courses	5	7.1 %
	More than 10 courses	19	27.1 %

Source: Prepared by the researchers (2026) from SPSS output.

The table shows the following:

- Women formed the largest group, accounting for 65.7% of the sample, whereas men accounted for 34.3%. This distribution reflects the nature of the activities and work arrangements in healthcare institutions.
- Most respondents were aged 26-35 years (38.6%). This group was followed by those aged 36-45 years (30.0%), 18-25 years (18.6%), and 46 years or older (12.8%). The sample therefore consisted mainly of relatively young employees with reasonable experience in the health sector. This pattern reflects the recruitment system in the sector, which created a considerable number of positions in recent years, as well as the large number of young graduates from paramedical institutes.
- Most employees were married (67.1%), while 32.9% were single. This pattern also reflects recruitment practices in the health sector. Most paramedical staff complete specialized institute training after earning the baccalaureate. They therefore tend to obtain stable employment at an early age and subsequently establish families.
- The largest group had between one and five years of professional experience (32.8%). Employees with 11-20 years of experience accounted for 30.0%, followed by those with 6-10 years (28.6%). Employees with more than 20 years of experience represented 8.6%. Recent recruitment explains why most respondents had moderate levels of experience.
- The largest group had completed one or two training courses (37.1%). This group was followed by employees who had completed three to six courses (28.7%), more than ten courses (27.1%), and seven to nine courses (7.1%). These findings indicate that all employees had received training, although the amount varied according to the needs of each group.

4.4.2 Analysis of Data on the Effect of Organizational Justice on Psychological and Occupational Burnout among Healthcare Employees in Relizane Province

Arithmetic means were used to identify the sample's views and tendencies toward the study variables. Standard deviations were also calculated to show the dispersion of responses around the mean. The means for all organizational-justice items were above 2.61 and below 3.40. Since these values are close to 3, employees' perceived level of organizational justice was moderate. The following table summarizes the results for the items within this dimension.

Table 9. Results for the Effect of Organizational Justice on Psychological and Occupational Burnout among Employees at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare in Relizane Province

N o.	Dimension	Mean	Standard deviation	Rk.
01	Distributive justice	2.900 0	1.0541 5	03
02	Procedural justice	3.092 9	0.9547 5	01
03	Interactional justice	2.921 4	1.1321 6	02
05	Organizational justice	2.988 4	0.9168 5	

06	Effect of organizational justice on psychological and occupational burnout among human resources in the health sector of Relizane Province	3.7964	0.81014	
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Source: Prepared by the researchers (2026) from SPSS output.

Table 9 shows that respondents rated the effect of organizational justice on psychological and occupational burnout at a high level. The overall mean was 3.7964, indicating strong agreement with the statements in this part of the questionnaire. The results therefore suggest a strong effect of organizational justice on burnout among healthcare personnel in Relizane Province. Procedural justice had the highest mean among the three dimensions ($M = 3.0929$, $SD = 0.95475$). It was followed by interactional justice and then distributive justice.

The mean for the full dimension was 3.7964, with a standard deviation of 0.81014. This result indicates strong agreement and moderate dispersion. It also points to an effect of organizational justice on psychological and occupational burnout among healthcare personnel in Relizane Province.

4.5 Discussion of the Hypothesis-Test Results: The proposed hypotheses must be tested to answer the study's research problem.

4.5.1 Test of the First Sub-hypothesis

First sub-hypothesis: Distributive justice reduces psychological and occupational burnout among human resources at the institution under study. The relevant results are presented in the following table.

Table 10. Reduction of Psychological and Occupational Burnout through Distributive Justice in the Health Sector of Relizane Province

N o.	Statement	Mean	Standard deviation	Rk.
01	All rewards are distributed fairly among employees.	2.9143	1.27112	02
02	Employees are promoted according to fair and objective criteria.	2.9571	1.19705	01
03	Responsibilities and tasks are allocated equitably among employees.	2.9000	1.20566	03
04	Resources are distributed fairly among employees.	2.8286	1.23911	04
1. Distributive justice		2.9000	1.05415	

Source: Prepared by the researchers (2026) from SPSS output.

Table 10 shows that respondents gave a moderate rating to the effect of distributive justice on psychological and occupational burnout in the health sector of Relizane Province. The mean was 2.9000 and the standard deviation was 1.05415. These values indicate moderate agreement with the statements in this dimension. They also suggest that distributive justice affects psychological and occupational burnout among human resources. The mean of every item exceeded 2.61. The standard deviations were relatively large, while the overall rating remained moderate.

4.5.2 Test of the Second Sub-hypothesis

Second sub-hypothesis: Procedural justice reduces psychological and occupational burnout among human resources at the institution under study. The relevant results are presented in the following table.

Table 11. Reduction of Psychological and Occupational Burnout through Procedural Justice in the Health Sector of Relizane Province

No .	Statement	Mean	Standard deviation	Rk.
05	Employee performance-appraisal procedures are transparent and fair.	3.1143	1.21038	03
06	Procedures for employee rewards and sanctions are established under defined legal rules.	3.1429	1.25439	02
07	Procedures for promotion to higher grades and positions are fair and transparent.	3.2714	1.17857	01
08	Administrative decisions affecting employees are fair and clear.	2.8429	1.19947	04
2. Procedural justice		3.0929	0.95475	

Source: Prepared by the researchers (2026) from SPSS output.

Table 11 shows that respondents gave a moderate rating to the effect of procedural justice on psychological and occupational burnout among human resources in the health sector of Relizane Province. The mean was 3.0929 and the standard deviation was 0.95475. These values indicate moderate agreement with the statements in this dimension. They also suggest that procedural justice affects burnout among healthcare personnel. The mean of every item exceeded 2.61. The standard deviations were relatively large, while the overall rating remained moderate.

4.5.3 Test of the Third Sub-hypothesis

Third sub-hypothesis: Interactional justice reduces psychological and occupational burnout among human resources at the institution under study.

The results are presented in the following table.

Table 12. Reduction of Psychological and Occupational Burnout through Interactional Justice at the Institution under Study

No .	Statement	Mean	Standard deviation	Rk.
10	Management interacts with employees transparently and constructively.	2.9857	1.22170	01
11	Management considers all employee suggestions and observations.	2.7857	1.9857	04
12	Management assists employees and supports them when they encounter difficulties.	2.9571	1.32354	02

13	Management communicates honestly and clearly after employees raise their concerns.	2.9571	1.30146	02
3. Interactional justice		2.9214	1.13216	

Source: Prepared by the researchers (2026) from SPSS output.

Table 12 shows that respondents gave a moderate rating to the reduction of psychological and occupational burnout through interactional justice. The mean was 2.9214 and the standard deviation was 1.13216. These values indicate moderate agreement with the statements in this dimension. They also suggest that interactional justice reduces burnout among healthcare personnel in Relizane Province. The mean of every item exceeded 2.61 but remained below 3.40. The relatively large standard deviations indicate variation in respondents' views.

The preceding tables indicate that distributive, procedural, and interactional justice reduce psychological and occupational burnout among healthcare employees in Relizane Province. The first hypothesis is therefore supported.

Hypothesis Testing and Discussion of the Findings

Simple linear regression was used to test the study hypotheses. The analysis assessed whether the independent variable, organizational justice, had a statistically significant effect on the dependent variable, psychological and occupational burnout, at $\alpha \leq 0.05$. It was used to test both the main hypothesis and its sub-hypotheses. The analysis also examined whether the dimensions of organizational justice—distributive, procedural, and interactional justice—had statistically significant effects on burnout at $\alpha \leq 0.05$.

Test of the Main Study Hypothesis

Main hypothesis: Organizational justice has a statistically significant positive effect on psychological and occupational burnout in the health sector of Relizane Province at $\alpha \leq 0.05$.

First, the overall significance of the simple model was assessed. Testing the main hypothesis required a null hypothesis and an alternative hypothesis. The null hypothesis was subjected to statistical testing and could be rejected in favor of the alternative hypothesis.

H0: Organizational justice has no statistically significant effect on psychological and occupational burnout at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare in Relizane Province at $\alpha \leq 0.05$.

H1: Organizational justice has a statistically significant effect on psychological and occupational burnout at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare in Relizane Province at $\alpha \leq 0.05$.

A. Analysis of the Correlation between the Variables

The possibility of a simple linear relationship requires an examination of the correlation coefficient between the independent and dependent variables. This coefficient indicates the strength of the relationship between them. The following table reports the correlation between organizational justice and psychological and occupational burnout.

Table 13. Correlation between the Study Variables

Organizational justice (independent variable) / Psychological and occupational burnout (dependent variable)	Correlation coefficient	Significance level (Sig.)
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Psychological and occupational burnout	0.067	0.000
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Source: Prepared by the researchers (2026) from SPSS output.

Table 13 indicates a weak positive correlation between the independent and dependent variables. The correlation coefficient was 0.067. Overall, the relationship between organizational justice and psychological and occupational burnout was therefore positive but weak.

B. Regression Model Coefficients: The correlation coefficient (R) and coefficient of determination (R^2) were used to assess the effect of organizational-justice mechanisms on psychological and occupational burnout and to evaluate the explanatory power of the model. The results are presented in the following table.

Table 14. Regression Model Summary

Standard error of the estimate	Adjusted R^2	R^2	R
0.81426	0.010-	0.004	0.067

Source: Prepared by the researchers (2026) from SPSS output.

The table shows a correlation coefficient of 0.067. This value indicates a weak positive relationship between organizational justice, the independent variable, and psychological and occupational burnout, the dependent variable.

The coefficient of determination (R^2) was 0.004. The independent variable therefore explained 0.4% of the total variation in the dependent variable. The remaining 99.6% was attributable to factors not examined in this study.

Table 15. t-Test of the Significance of the Regression of Psychological and Occupational Burnout on Organizational Justice

		Standardized coefficients	Unstandardized coefficients		Model
Sig.	t	Beta	Standard error	B	
.000	10.840		0.334	3.621	Constant
0.584	0.550	.067	0.107	0.059	Psychological and occupational burnout

Source: Prepared by the researchers (2026) from SPSS output.

The table shows that the regression coefficient (B) was 0.059 and its corresponding significance value was 0.584. This value exceeds the adopted 5% threshold. The relationship between organizational justice and psychological and occupational burnout at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare was therefore not statistically significant. Accordingly, the null hypothesis was accepted and the alternative hypothesis was rejected. In other words, organizational justice did not have a statistically significant effect on psychological and occupational burnout.

The mathematical relationship can therefore be expressed as follows:

$$PPB = 3.621 + 0.059OJ$$

where PPB represents the dependent variable, psychological and occupational burnout, and OJ represents the independent variable, organizational justice.

Table 16. Analysis of Variance for the Regression Model (ANOVA)

Sig.	F	Mean square	df	Sum of squares	Model
.749	0.481	.326	4	1.303	Regression
		.677	65	43.983	Residual
			69	45.287	Total

Source: Prepared by the researchers (2026) from SPSS output.

Table 16 shows that $F = 0.481$ and that the corresponding calculated significance value was 0.749. The F statistic was therefore not statistically significant. This result supports acceptance of the null hypothesis and rejection of the alternative hypothesis, which proposed a statistically significant effect of organizational justice on psychological and occupational burnout at the Sidi M'hamed Ben Ali Public Establishment for Proximity Healthcare at $\alpha \leq 0.05$.

5. Conclusion

This study examined organizational justice and psychological and occupational burnout. It also investigated whether organizational justice reduces burnout among human resources in Algerian institutions, with particular attention to healthcare institutions in Relizane Province. The findings suggest that organizational justice can help reduce employee burnout in Algerian institutions. Other factors, however, appear to have a greater effect. The main findings and recommendations are presented below.

Findings: The principal findings of the field study are as follows:

- The health sector in Relizane Province pays attention to organizational justice in its treatment of employees.
- The health sector in Relizane Province has made considerable progress in applying organizational justice.
- Distributive justice contributes to reducing occupational burnout among healthcare employees in Relizane Province.
- Procedural justice reduces psychological and occupational burnout among healthcare employees in Relizane Province.
- Interactional justice contributes to reducing psychological and occupational burnout among human resources in Algerian institutions.
- Applying all dimensions of organizational justice contributes to reducing psychological and occupational burnout among human resources in Algerian institutions. This consideration has encouraged the Algerian state to promote these dimensions within its institutions.

Recommendations: The following recommendations may strengthen the role of organizational justice in reducing psychological and occupational burnout among human resources in Algerian institutions:

- Organizational justice should be adopted more widely across Algerian institutions because it helps reduce psychological and occupational burnout among human resources.
- Algerian institutions should apply every dimension of organizational justice with the support of modern information and communication technologies. These technologies can help reduce psychological and occupational burnout among human resources.

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