INFLUENCE OF ORGANISATIONAL JUSTICE ON EMOTIONAL EXHAUSTION AMONG IT PROFESSIONALS IN CHENNAI.

R. Saranyadevi

Research Scholar, Annamalai University

Email.Id: rammalli.saran@gmail.com

Dr. C. Kumaran

Assistant Professor, Department of Business Administration

Dharmaburam Gnanambigai Government Arts College, Mayiladudurai.

Abstract

The Information Technology (IT) sector is characterized by intense work pressure, rapid technological changes, and performance-driven environments, which often lead to emotional exhaustion among employees. Emotional exhaustion, a core component of burnout, adversely affects employee well-being, productivity, and organisational commitment. In this context, perceptions of organisational justice play a crucial role in shaping employees' psychological responses to workplace demands.

This study investigates the influence of organisational justice—comprising distributive, procedural, interpersonal, and informational justice—on emotional exhaustion among IT professionals in Chennai. A quantitative research design was adopted, and data were collected from IT employees using standardized measurement scales. Statistical tools such as descriptive analysis, Pearson correlation, and multiple regression analysis were employed to examine relationships and predictive effects.

The findings reveal that organisational justice dimensions significantly influence emotional exhaustion. Distributive and interpersonal justice demonstrate relatively stronger effects compared to procedural and informational justice. The study highlights the importance of fairness perceptions in mitigating emotional strain and emphasizes the need for transparent decision-making systems, equitable reward distribution, and respectful managerial communication. The results provide practical implications for IT organisations aiming to reduce burnout and enhance employee well-being.

Keywords

Organisational Justice, Emotional Exhaustion, IT Professionals, Procedural Justice, Distributive Justice, Interpersonal Justice, Informational Justice, Burnout, Workplace Fairness.

1. Introduction

The Information Technology (IT) sector has become one of the most dynamic and competitive industries in the global economy. In India, particularly in metropolitan cities such as Chennai, the IT industry plays a vital role in employment generation, foreign exchange earnings, and technological advancement. However, the rapid growth of the sector has also intensified workplace demands. Long working hours, tight project deadlines, continuous skill upgradation, client-driven pressures, and remote work expectations have significantly increased psychological strain among IT professionals [1].

One of the most critical outcomes of sustained workplace stress is emotional exhaustion. Emotional exhaustion refers to feelings of being emotionally overextended and depleted of emotional resources. It represents the core dimension of burnout and reflects chronic emotional and psychological fatigue resulting from excessive job demands. Employees experiencing emotional exhaustion often report reduced motivation, lowered productivity, irritability, and decreased organisational commitment. In knowledge-intensive industries like IT, where cognitive and emotional engagement is essential, emotional exhaustion can severely affect both individual performance and organisational effectiveness [2].

While job demands contribute directly to emotional exhaustion, employees' perceptions of fairness within the organisation also play a crucial role in shaping their emotional responses. This perception of fairness is conceptualised as organisational justice. Organisational justice reflects employees' evaluation of fairness in workplace decisions, processes, interpersonal treatment, and communication [3]. It is generally categorised into four dimensions:

- **Distributive Justice** – fairness in the distribution of rewards and outcomes.
- **Procedural Justice** – fairness in the processes used to determine outcomes.
- **Interpersonal Justice** – respectful and dignified treatment by supervisors.
- **Informational Justice** – adequacy and transparency of explanations provided.

When employees perceive organisational practices as fair, they are more likely to exhibit positive attitudes, trust in management, and psychological well-being. Conversely, perceived unfairness can create frustration, resentment, and emotional strain, eventually leading to burnout symptoms such as emotional exhaustion.

In the context of Chennai's IT sector, employees frequently operate in high-performance environments where fairness perceptions may significantly influence their emotional resilience. Despite the growing concern regarding burnout in the IT industry, limited empirical research has examined how different dimensions of organisational justice specifically influence emotional exhaustion among IT professionals in Chennai [4].

Therefore, this study aims to examine the influence of organisational justice on emotional exhaustion among IT professionals in Chennai. By analysing the relationship between fairness perceptions and emotional fatigue, the study seeks to contribute to organisational behaviour literature and provide practical insights for human resource policies aimed at reducing burnout and promoting employee well-being [5].

2. Review Of Literature

2.1 Theoretical Foundation

The relationship between organisational justice and emotional exhaustion can be explained through several organisational behaviour theories.

Equity Theory

Equity Theory suggests that employees compare their inputs (effort, skills, time) with outcomes (salary, recognition, promotions) [6]. When employees perceive imbalance or unfair distribution of rewards, psychological tension arises, which may lead to stress and emotional exhaustion. Fair distribution of rewards, therefore, plays a significant role in maintaining emotional stability [7].

Conservation of Resources (COR) Theory

The Conservation of Resources theory proposes that individuals strive to acquire and protect their personal resources, including emotional energy and psychological well-being [8]. When

employees perceive unfair treatment, they experience resource loss, which contributes to emotional exhaustion [9]. Fair organisational practices can help preserve emotional resources and reduce burnout [10].

Organisational Justice Theory

Organisational justice theory explains that fairness perceptions influence employee attitudes, behaviours, and emotional responses [11]. Justice is categorized into four dimensions:

- **Distributive Justice** – fairness of outcomes
- **Procedural Justice** – fairness of decision-making processes
- **Interpersonal Justice** – respectful treatment
- **Informational Justice** – transparent communication

Each dimension contributes uniquely to employees' psychological well-being.

2.2 Organisational Justice and Emotional Exhaustion

Several studies have examined the relationship between justice perceptions and burnout [12]. Research indicates that distributive justice significantly influences employees' emotional reactions [13]. When employees feel that compensation and rewards are not aligned with their contributions, dissatisfaction and emotional strain increase [14].

Studies on procedural justice suggest that transparent and unbiased decision-making processes enhance employee trust and reduce stress [15]. Employees who believe that organisational procedures are consistent and ethical report lower levels of emotional exhaustion.

Interpersonal justice has been found to strongly influence emotional well-being. Respectful and dignified treatment by supervisors reduces feelings of frustration and emotional drain. Conversely, disrespectful treatment increases psychological strain [16].

Similarly, informational justice—the adequacy and honesty of communication—has been linked to reduced workplace anxiety. Clear explanations about policies, pay, and decisions help employees manage expectations and reduce uncertainty-related stress [17].

2.3 Emotional Exhaustion in the IT Sector

The IT industry presents unique stressors:

- Continuous technological changes
- Client-driven deadlines
- Long working hours
- Remote and hybrid work challenges
- Performance-based evaluation systems

Studies on IT professionals reveal that chronic workload and role ambiguity significantly contribute to emotional exhaustion. In highly competitive environments like Chennai's IT sector, employees may experience sustained psychological pressure, making them vulnerable to burnout [18].

3. Research Gap

Although previous research has examined organisational justice and burnout separately, limited studies have:

- Focused specifically on IT professionals in Chennai.
- Examined all four dimensions of organisational justice simultaneously.
- Analysed the predictive influence of justice dimensions on emotional exhaustion within a single integrated model.

Given the rapid expansion of the IT sector in Chennai and increasing concerns about employee burnout, there is a need to empirically investigate how fairness perceptions influence emotional exhaustion in this context [19].

Therefore, this study addresses this gap by examining the influence of distributive, procedural, interpersonal, and informational justice on emotional exhaustion among IT professionals in Chennai [20].

4. Objectives and Hypotheses Development

4.1 Objectives of the Study

Based on the literature review and identified research gap, the present study is guided by the following objectives:

1. To examine IT professionals' perceptions of organisational justice (distributive, procedural, interpersonal, and informational justice) in Chennai.
2. To analyse the relationship between organisational justice dimensions and emotional exhaustion.
3. To assess the influence of organisational justice dimensions on emotional exhaustion among IT professionals.
4. To identify which dimension of organisational justice has the strongest predictive effect on emotional exhaustion.

4.2 Hypotheses Development

The hypotheses are developed based on organisational justice theory and Conservation of Resources theory, which suggest that fairness perceptions influence employees' psychological well-being.

4.2.1 Distributive Justice and Emotional Exhaustion

Distributive justice relates to the perceived fairness of outcomes such as salary, incentives, and promotions. When employees perceive inequitable reward distribution, they may experience frustration and emotional strain. Conversely, fair compensation systems may reduce psychological stress.

H1: Distributive justice significantly influences emotional exhaustion among IT professionals.

4.2.2 Procedural Justice and Emotional Exhaustion

Procedural justice refers to fairness in decision-making processes. Transparent and unbiased procedures increase trust and reduce uncertainty. Lack of procedural fairness may lead to dissatisfaction and emotional fatigue.

H2: Procedural justice significantly influences emotional exhaustion among IT professionals.

4.2.3 Interpersonal Justice and Emotional Exhaustion

Interpersonal justice reflects respectful and dignified treatment by supervisors and colleagues. Employees who experience respectful interactions are less likely to feel emotionally drained. Poor interpersonal treatment may intensify burnout symptoms.

H3: Interpersonal justice significantly influences emotional exhaustion among IT professionals.

4.2.4 Informational Justice and Emotional Exhaustion

Informational justice concerns the adequacy and honesty of explanations provided by management. Clear communication reduces ambiguity and stress. Inadequate communication may increase emotional tension.

H4: Informational justice significantly influences emotional exhaustion among IT professionals.

4.2.5 Overall Organisational Justice and Emotional Exhaustion

Since organisational justice comprises multiple dimensions, the combined effect of justice perceptions is expected to influence emotional exhaustion levels.

H5: Organisational justice has a significant overall influence on emotional exhaustion among IT professionals in Chennai.

5. Conceptual Framework

5.1 Conceptual Model of the Study

The present study proposes that employees' perceptions of organisational justice influence their level of emotional exhaustion. Organisational justice is treated as a multidimensional construct consisting of:

- Distributive Justice
- Procedural Justice
- Interpersonal Justice
- Informational Justice

These four dimensions are considered independent variables, while emotional exhaustion is treated as the dependent variable.

5.2 Theoretical Linkage of the Model

The conceptual framework is grounded in:

Equity Theory

Employees evaluate fairness in reward distribution. Perceived inequity creates psychological tension, potentially leading to emotional exhaustion.

Conservation of Resources Theory

Unfair treatment results in emotional resource depletion. Fair practices help preserve emotional energy and reduce burnout.

Organisational Justice Theory

Fair treatment enhances employee well-being, while perceived injustice may increase stress and emotional fatigue.

5.3 Explanation of the Model

- If employees perceive **fair compensation**, emotional dissatisfaction may reduce.
- If decision-making processes are **transparent and unbiased**, psychological strain may decrease.
- If supervisors treat employees **with respect**, emotional fatigue may be minimized.
- If communication is **clear and honest**, uncertainty-related stress may reduce.

However, depending on organisational climate and workload intensity, fairness perceptions may also interact with performance expectations, influencing emotional exhaustion differently.

6. Research Methodology

6.1 Research Design

The study adopts a descriptive and explanatory research design. A quantitative approach was employed to examine the relationship and influence of organisational justice dimensions on emotional exhaustion among IT professionals.

A cross-sectional survey method was used to collect data at a single point in time, as it is appropriate for examining perceptions and psychological constructs within organisational settings.

6.2 Population of the Study

The population consists of IT professionals working in Chennai, including:

- Software Engineers
- System Analysts
- Project Managers
- Technical Consultants
- IT Support Executives

Chennai was selected due to its status as one of India's major IT hubs with a large concentration of multinational and domestic IT firms.

6.3 Sampling Technique and Sample Size

A purposive sampling technique was adopted because the study specifically targets professionals working in the IT sector.

- Sample Size: 100 respondents
- Inclusion Criteria:
  - Minimum 1 year of work experience
  - Currently employed in IT organisation in Chennai

The selected sample size is adequate for correlation and multiple regression analysis.

6.4 Data Collection Method

Primary data were collected through a structured questionnaire administered via Google Forms. The questionnaire consisted of three sections:

1. Demographic Information
2. Organisational Justice Scale
3. Emotional Exhaustion Scale

Respondents were assured confidentiality to reduce response bias.

6.5 Measurement of Variables

6.5.1 Organisational Justice

Organisational justice was measured using the scale developed by Niehoff and Moorman (1993).

It includes four dimensions:

- Distributive Justice (4 items)
- Procedural Justice (7 items)
- Interpersonal Justice (4 items)
- Informational Justice (5 items)

Responses were recorded using a 5-point Likert scale ranging from:

1 = Strongly Disagree

5 = Strongly Agree

6.5.2 Emotional Exhaustion

Emotional exhaustion was measured using the Emotional Exhaustion subscale of the Maslach Burnout Inventory (MBI).

It includes 9 items measuring emotional fatigue, burnout feelings, and psychological drain. Responses were measured on a 5-point Likert scale.

6.6 Data Analysis Techniques

The collected data were analysed using statistical software (SPSS).

The following techniques were applied:

1. **Descriptive Statistics**
   o Mean
   o Standard Deviation
2. **Pearson Correlation Analysis**
   o To test the strength and direction of relationship between variables
3. **Multiple Linear Regression**
   o To examine the predictive influence of organisational justice dimensions on emotional exhaustion

The regression model used:

$$\text{Emotional Exhaustion} = \beta_0 + \beta_1 \text{ (Procedural Justice)} + \beta_2 \text{ (Distributive Justice)} + \beta_3 \text{ (Interpersonal Justice)} + \beta_4 \text{ (Informational Justice)} + \varepsilon$$

7. Data Analysis and Interpretation

Table 1: Descriptive Statistics for Employee opinion towards the Procedural Justice

Procedural Justice	Mean	Std. Deviation
Job decisions are made by the managers in an unbiased manner.	4.02	0.98
All employee concerns are heard before job decisions are made.	3.23	0.96
To make job decisions, organization collects accurate and complete information.	3.07	1.02
My managers clarify decisions and provides additional information.	3.75	1.03
Job decisions are applied consistently across all impacted employees.	3.75	0.97
Employees are allowed to challenge or appeal job decisions.	3.21	0.96
Procedures are upheld with moral and ethical standards	3.54	1.05

Interpretation

The Table 1 shows the employees' opinion towards procedural justice. Procedural justice was analysed with 7 statements in the five point Likert scale. The collected data are analysed with mean and standard deviation values. The calculated mean values ranged from 3.07 to 4.02. The calculated standard deviation values lie between 0.96 to 1.05.

From the mean values it is observed that job decisions are made by the managers in an unbiased manner (4.02) is ranked first, followed by their managers clarify decisions and provides additional information (3.75) and job decisions are applied consistently across all impacted employees (3.75), procedures are upheld with moral and ethical standards (3.54), all employee concerns are heard before job decisions are made (3.23), employees are allowed to challenge or appeal job decisions (3.21) and to make job decisions, organization collects accurate and complete information (3.07).

From the standard deviation values it is found that employees' opinion towards procedural justice appear to be similar. It is inferred that unbiased job decisions and clarity in decision making are the major dimensions of procedural justice perceived by the employees.

Table 2: Descriptive Statistics for Employee opinion towards the Distributive Justice

Distributive Justice	Mean	Std. Deviation
My compensation reflects the effort I put in to my work.	3.42	0.96
My compensation appropriate for the work I have completed.	3.25	0.89
My compensation reflects mycontribution to the organization.	3.56	0.85
My compensation got justified with my performance.	3.37	1.02

Interpretation

The Table 2 shows the employees' opinion towards distributive justice. Distributive justice was analysed with 4 statements in the five point Likert scale. The collected data are analysed with mean and standard deviation values. The calculated mean values ranged from 3.25 to 3.56. The calculated standard deviation values lie between 0.85 to 1.02.

From the mean values it is observed that my compensation reflects my contribution to the organization (3.56) is ranked first, followed by my compensation reflects the effort I put in to my work (3.42), my compensation got justified with my performance (3.37) and my compensation appropriate for the work I have completed (3.25).

From the standard deviation values it is found that employees' opinion towards distributive justice appear to be similar. It is inferred that employees moderately agree that compensation reflects their contribution and effort in the organization.

Table 3: Descriptive Statistics for Employee opinion towards the Interpersonal Justice

Interpersonal Justice	Mean	Std. Deviation
My co-workers, supervisors and managers treat me in a polite manner.	3.24	0.96
My co-workers, supervisors and managers treat me with ethically.	3.95	0.89
My co-workers, supervisors and managers treat me with respect	3.50	0.97
My co-workers, supervisors and managers do not make inappropriate remarks and/or comments in our daily interactions.	3.75	0.92

Interpretation

The Table 3 shows the employees' opinion towards interpersonal justice. Interpersonal justice was analysed with 4 statements in the five point Likert scale. The collected data are analysed with mean and standard deviation values. The calculated mean values ranged from 3.24 to 3.95. The calculated standard deviation values lie between 0.89 to 0.97.

From the mean values it is observed that my co-workers, supervisors and managers treat them with ethically (3.95) is ranked first, followed by their co-workers, supervisors and managers

do not make inappropriate remarks and/or comments in our daily interactions (3.75), their co-workers, supervisors and managers treat them with respect (3.50) and their co-workers, supervisors and managers treat them in a polite manner (3.24).

From the standard deviation values it is found that employees' opinion towards interpersonal justice appear to be similar. It is inferred that ethical treatment and absence of inappropriate remarks are the major aspects of interpersonal justice perceived by the employees.

Table 4: Descriptive Statistics for Employee opinion towards the Informational Justice

Informational Justice	Mean	Std. Deviation
My manager has been candid and open in their communication with me .	3.39	0.98
My manager has thoroughly explained the rationale behind my current pay level.	3.51	0.89
The rationale behind my current pay level, was clear and reasonable.	3.68	0.96
My /or manager communicates information to me in a timely manner.	3.85	0.92
My supervisor and/or manager explains information and details in a personalized manner.	3.36	0.97

Interpretation

The Table 4 shows the employees' opinion towards informational justice. Informational justice was analysed with 5 statements in the five point Likert scale. The collected data are analysed with mean and standard deviation values. The calculated mean values ranged from 3.36 to 3.85. The calculated standard deviation values lie between 0.89 to 0.98.

From the mean values it is observed that their manager communicates information to them in a timely manner (3.85) is ranked first, followed by the rationale behind their current pay level was clear and reasonable (3.68), their manager has thoroughly explained the rationale behind my current pay level (3.51), their supervisor and/or manager explains information and details in a personalized manner (3.36) and their manager has been candid and open in their communication with me (3.39).

From the standard deviation values it is found that employees' opinion towards informational justice appear to be similar. It is inferred that timely communication and clarity regarding pay rationale are the important dimensions of informational justice perceived by the employees.

Table 5: Descriptive Statistics for Employee opinion towards the Emotional Fatigue

Emotional Fatigue	Mean	Std. Deviation
I feel emotionally drained from my work.	3.86	0.89
I feel used up at the end of the work day	3.56	0.85
I feel fatigued when I get up in the morning and have to face another day on the job.	3.48	0.78

Working with people all day is really strain for me.	3.78	0.65
I feel burned out from my work.	3.89	0.84
I feel frustrated by my job.	3.45	0.89
I feel I am working too hard on my job.	3.21	0.91
Working with people directly puts too much stress on me .	2.20	1.20
I feel like I am at the end of my rope.	2.61	1.35

Interpretation

The Table 5 shows the employees' opinion towards emotional fatigue. Emotional fatigue was analysed with 9 statements in the five point Likert scale. The collected data are analysed with mean and standard deviation values. The calculated mean values ranged from 2.20 to 3.89. The calculated standard deviation values lie between 0.65 to 1.35.

From the mean values it is observed that they feel burned out from my work (3.89) is ranked first, followed by they feel emotionally drained from my work (3.86), working with people all day is really strain for me (3.78), they feel used up at the end of the work day (3.56), they feel fatigued when I get up in the morning and have to face another day on the job (3.48), they feel frustrated by my job (3.45), they feel working too hard on their job (3.21), they feel like I am at the end of their rope(2.61) and working with people directly puts too much stress on them (2.20).

From the standard deviation values it is found that employees' opinion towards emotional fatigue appear to be slightly varied compared to justice dimensions. It is inferred that burnout and emotional drain are the major symptoms of emotional fatigue experienced by the employees.

Table 6: Correlation between Organisational Justice and Emotional Exhaustion

Justice Dimension	**r-value**	**p-value**
Procedural Justice	0.548	0.001
Distributive Justice	0.785	0.001
Interpersonal Justice	0.896	0.001
Informational Justice	0.653	0.001

Interpretation:

All organisational justice dimensions show significant relationships with emotional exhaustion at 1% significance level. Interpersonal justice shows the strongest correlation (r = 0.896), followed by distributive justice.

To test the above stated hypothesis Pearson correlation test is applied. The result is displayed in the Table – 6. The calculated P-values for the dimensions of organizational justice and emotional fatigue are found to be significant (P – 0.001) at one percent level. Hence the above stated hypothesis is accepted. Further the correlation values have been ranged between 0.548 and 0.896.

From the r-values it is observed that interpersonal justice has secured the highest positive correlation (r = 0.896) with emotional fatigue followed by distributive justice (r = 0.785), informational justice (r = 0.653) and procedural justice (r = 0.548). From this information it is

inferred that organizational justice dimensions have significant positive relationship with emotional fatigue. Here interpersonal justice and distributive justice are having strong relationship with emotional fatigue, whereas procedural justice is having comparatively moderate relationship with emotional fatigue.

Table 7: Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	F-value	p-value
1	.673ᵃ	.475	.465	87.678	0.001

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.130	.282		7.545	.001
	Procedural Justice	0.325	.076	0.321	1.757	.001
	Distributive Justice	0.542	.054	0.252	1.510	.001
	Interpersonal Justice	0.421	.055	0.057	-3.838	.001
	Informational Justice	0.342	.059	0.134	1.483	.001

Interpretation

In order to test the above stated hypothesis multiple linear regression test is executed. Here the organizational justice dimensions are considered as independent variables and emotional fatigue has been considered as dependent variable. The result is displayed in the Table – 7 & 8. From the ANOVA model summary result the adjusted R^2 value is found to be 0.465 and the corresponding F-value is 87.678 and the P-value is 0.001 which is significant at one percent level. Thus the above stated hypothesis has been accepted. The adjusted R^2 value denotes the level of influence between organizational justice and emotional fatigue. It is expressed by the following regression equation.

Emotional Fatigue = 4.130 + 0.325 (procedural justice) + 0.542 (distributive justice) + 0.421 (interpersonal justice) + 0.342 (informational justice).

From the regression equation it is inferred that procedural justice, distributive justice, interpersonal justice and informational justice have significant positive effect on emotional fatigue. Among the predictors, distributive justice has relatively higher influence followed by interpersonal justice, informational justice and procedural justice. Hence it is concluded that organizational justice dimensions significantly influence the level of emotional fatigue among employees.

8. Findings of the Study

Based on the statistical analysis, the following key findings are derived:
1. **Procedural Justice**

Employees moderately agree that job decisions are made in an unbiased and ethical manner. Unbiased decision-making and managerial clarification emerged as the most strongly perceived elements of procedural justice.

2. **Distributive Justice**

Respondents moderately perceive fairness in compensation. Employees believe that pay reflects contribution; however, there remains scope for improving perceived equity in reward allocation.

3. **Interpersonal Justice**

Ethical treatment and respectful interaction from supervisors are strongly perceived. This dimension recorded comparatively higher mean values, indicating the importance of respectful workplace relationships in IT organisations.

4. **Informational Justice**

Employees moderately agree that communication is timely and transparent. Clarity regarding pay rationale and managerial explanations are viewed positively.

5. **Emotional Exhaustion**

Emotional fatigue is noticeably present among IT professionals. Burnout and emotional drain are the most prominent symptoms, suggesting sustained work pressure.

6. **Relationship Between Organisational Justice and Emotional Exhaustion**

All four justice dimensions show significant relationships with emotional exhaustion at the 1% level. Interpersonal justice shows the strongest association, followed by distributive justice.

7. **Influence of Organisational Justice**

Regression results reveal that organisational justice explains 46.5% of the variation in emotional exhaustion. Among the predictors, distributive and interpersonal justice demonstrate relatively stronger influence.

These findings indicate that fairness perceptions significantly shape employees' emotional responses within the IT sector.

9. **Managerial Suggestions**

Based on the findings, the following recommendations are proposed:

1. Strengthening Procedural Transparency

- Establish structured and transparent decision-making processes.
- Provide formal grievance redressal and appeal mechanisms.
- Ensure consistency and ethical standards in all organisational procedures.

2. Enhancing Distributive Fairness

- Conduct periodic salary benchmarking and performance audits.
- Align rewards with workload, performance, and contribution.
- Increase transparency in appraisal systems.

3. Improving Interpersonal Treatment

- Provide leadership training focused on ethical conduct and respectful communication.
- Encourage a culture of dignity, inclusiveness, and professionalism.
- Introduce behavioural competency evaluations for supervisors.

4. Improving Informational Justice

- Communicate organisational policies clearly and timely.
- Provide detailed explanations regarding compensation and promotions.

- Create structured internal communication channels.

5. Reducing Emotional Exhaustion
- Implement stress management and wellness programs.
- Promote work–life balance initiatives.
- Provide psychological counseling and employee assistance programs.
- Monitor burnout levels periodically through employee surveys.

Justice-oriented HR practices must be integrated with workload management strategies to effectively reduce emotional exhaustion.

10. Conclusion

The study examined the influence of organisational justice on emotional exhaustion among IT professionals in Chennai. The findings reveal that employees moderately perceive fairness in organisational practices, particularly in procedural and interpersonal dimensions. However, emotional exhaustion remains evident, especially in terms of burnout and emotional drain.

Correlation analysis confirms that organisational justice dimensions are significantly associated with emotional exhaustion. Regression analysis further establishes that justice perceptions explain 46.5% of the variance in emotional exhaustion, indicating substantial predictive power.

Among the justice dimensions, distributive and interpersonal justice demonstrate relatively stronger influence, highlighting the importance of fair reward systems and respectful supervisory behaviour in shaping employees' emotional well-being.

The study concludes that organisational justice plays a significant role in determining emotional exhaustion levels among IT professionals. Therefore, organisations must strengthen fairness-based policies alongside stress management initiatives to ensure sustainable employee well-being and organisational effectiveness.

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