Organizations undertake system-wide changes for a variety of reasons: introducing new technology, downsizing, mergers; to name a few. Employees in these organizations are impacted by a variety of variables throughout such changes. Their work load and sense of control over their work may change. Also, their perceptions of how fair and just various actions taken by management in implementing the change may impact them in terms of psychological outcomes such as burnout. Maslach and Leiter (1996) have organized contributors to burnout into a six part categorization: work overload, lack of control, insufficient reward, breakdown of community, absence of fairness, and conflicting values. The current study focuses on perceived job demands, control over work, and a four part assessment of organizational fairness.

Organizational Justice
Organizational justice research has yielded an important finding, that perceived justice in work settings influences employee attitudes and behaviors. Beugré and Baron (2001) list four aspects of organizational justice:
Systemic Justice refers to perceptions of the overall fairness of an organization.
Distributive Justice focuses on the perceived fairness of outcomes: equity, equality, and need.
Procedural Justice refers to the perceived fairness of the procedures used to distribute outcomes.
Interactional Justice focuses on the quality of inter-personal treatment that people receive during the enactment of organizational procedures.

Hypotheses
The overall hypothesis predicts that organizational changes will impact work variables and fairness variables which, will, in turn impact psychological well-being in the form of burnout.

Method
Participants.
The current study tracked employees (n=32) in a public utility that undertook an organization-wide change. Average age was 44.96, 67% were female, average time with the organization was 9.7 with a range of less than one year to more than 25 years. These were central office employees.

Results
Repeated measures ANOVAs indicated that Job Demands decreased significantly over the three time periods (F= 3.78, p< .05) while perceived Control over Work plunged at Time 2 and remained low at Time 3 (F= 10.79, p< .001). Even though the work was less demanding, workers felt less in control of their efforts.

At the same time, the burnout factor of Cynicism rose significantly over the three time periods (F= 8.90, p< .01). While other scales of burnout changed (Exhaustion rose and Professional Efficacy decreased over time), these changes did not reach statistical significance. Control over Work showed significant correlations with burnout in the expected directions at all time periods (e.g. at Time 1 with Exhaustion = -.432, p< .05; Cynicism = -.521, p< .01; Professional Efficacy = .374, p< .05).

All measures of Procedural Justice showed significant correlations with Cynicism at both Times 2 and 3 (e.g. Time 3 Distributive Justice = -.634, p< .01; Procedural Justice = -.571, p< .05; Interactional Justice= -.571, p< .01; Systemic Justice= -.574, p< .01). Higher Cynicism was related to lower perceived justness in the process of organizational change. It may be that perceptions of the justness of organizational change provided a context in which to interpret decreased job demands and loss of control of work.

Conclusions
Although organizational change, in this case, was not related to Exhaustion or Professional Efficacy, organizational justice issues were related to Cynicism, even though perceived job demands had decreased. Loss of control trumped reduced workload, and justice issues seemed to explain the development of a jaundiced, detached reaction by employees.