

Original Article

Organizational Identification and Organizational Justice as Determinants of Job Performance Among Local Government Employees

Jayvee L. Tadena 

Author Information:

College of Arts and Sciences Graduate Studies, Liceo de Cagayan University, Cagayan de Oro City, Misamis Oriental, Philippines

Correspondence:
jltadena23522@liceo.edu.ph

Article History:

Date received: December 10, 2025
Date revised: December 30, 2025
Date accepted: January 9, 2026

Recommended citation:

Tadena, J. (2026). Organizational identification and organizational justice as determinants of job performance among local government employees. *Journal of Interdisciplinary Perspectives*, 4(2), 96-105. <https://doi.org/10.69569/jip.2025.794>

Abstract. Organizational identification and organizational justice have been established as predictors of job performance in private companies and institutions; however, few studies have examined these variables in relation to job performance among local government employees. Hence, this study utilized a descriptive-correlational design to determine the extent to which organizational identification and perceived organizational justice predict job performance among municipal employees of the Local Government Unit of Medina, Misamis Oriental. Using total enumeration, the study involved 128 respondents who completed content-validated, pilot-tested survey questionnaires, from which the data were analyzed and interpreted using descriptive and inferential statistics, particularly multiple linear regression (MLR). Findings revealed that municipal employees exhibited very high organizational identification, perceived the organization as demonstrating very high organizational justice, and reported very high job performance across all dimensions. The regression analysis found that organizational justice was a predictor of job performance; however, organizational identification was not. These findings lead to the conclusion that municipal employees did not experience performance improvement despite strong organizational identification, whereas a work environment that fosters organizational justice enhanced employees' job performance. Thus, the study recommended that local government units prioritize implementing practices that foster organizational identification and organizational justice to motivate employees to perform well.

Keywords: Job performance; Local Government Units (LGUs); Municipal employees; Organizational identification; Organizational justice.

Employees play a pivotal role in the structural setup of achieving goals and objectives. Employees' duties and responsibilities are defined by their areas of specialization and division of labor, as guided by the organization's structure. Their engagement is significant because it enhances their autonomy, thereby improving performance. In government settings, employees are the primary force for achieving organizational goals in public service. Their performance is crucial in assessing success or failure in an office, organization, or institution. Furthermore, the degree of identification with the organization plays a vital role in explaining employees' attitudes and behaviors towards their jobs (Kara et al., 2021). They define themselves as part of the organization, fostering a sense of togetherness and cohesion. In that sense, employees who strongly identify with their organizations are more loyal, perform better, and are more motivated. Hence, an organizationally identified employee is more likely to be interested in decision-making that benefits the entire organization rather than in

furthering their self-interest.

Organizational justice occurs when an organization ensures impartiality, fairness, and politeness toward employees (Hermanto & Srimulyani, 2022). It is the extent to which an organization's management treats its employees fairly, taking into account both cultural and structural factors. Notably, organizational justice has a crucial effect not only on the organization but also on the relationship between employers and employees, particularly with respect to rewards, incentives, promotions, and performance evaluation procedures. Organizational justice makes employees feel they are being treated fairly, in line with moral and ethical standards at their workplace. The literature on job performance is often linked to organizational identification, organizational justice, and other factors in organizational behavior. According to Susanto et al. (2022), employee performance is determined by the quality and quantity of work completed within assigned roles. Job performance reflects employees' competence, as they use resources effectively and efficiently to meet organizational standards and achieve desired results, whether personal or organizational. Employees will exert effort and commitment if they are satisfied with their jobs. In this regard, it is evident that organizations today require employees who perform effectively to achieve their vision, mission, and objectives and gain a competitive advantage.

However, it is unavoidable for employees to encounter various forms of injustices, such as unequal compensation, biased performance evaluations, harassment, and even discrimination or bullying at their workplace. Employees who are unwilling to exert effort are most likely to feel low morale, be unmotivated, and underperform at work (Cuyos, 2022). Perceiving an office or organization as unjust can negatively affect employees' performance and well-being; worse, they may resign or act in retribution at personal cost. In this sense, the hostile work environment undermines the importance of employee identification and justice. An organization's standards for employee performance are no longer purposeful.

As determined by the researcher, numerous studies exist on organizational identification, organizational justice, and related variables, although most were conducted in academe and in private companies or institutions. Minimal studies have examined these variables in relation to job performance among local government employees. No study has been conducted in the Local Government Unit of Medina, a second-class municipality in the province of Misamis Oriental, which motivates the researcher to pursue this study, which seeks to determine the predictive power of organizational identification and organizational justice for employees' job performance. The study will benefit the LGU-Medina by improving employees' morale and productivity, enhancing understanding of dynamics within local public institutions, developing evidence-based management practices, and contributing to the organizational behavior literature in the context of the Philippine Local Government.

Methodology

Research Design

The study employed a descriptive-correlational research design to examine and describe the degree of association between two variables, thereby enabling the formulation of informed predictions based on the identified relationships (Bhandari, 2021). In this study, a descriptive research design was deemed appropriate, as it sought to describe respondents' organizational identification, perceived organizational justice, and job performance among municipal employees of LGU-Medina. Furthermore, the study sought to examine the relationships among variables without manipulating them and to determine whether respondents' organizational identification and perceived organizational justice significantly predict their job performance, thereby supporting the appropriateness of a correlational research design.

Participants and Sampling Technique

The study involved all regular and casual municipal employees of the Local Government Unit of Medina. Based on the Plantilla count recorded in the Human Resource Management Office's database, there were 128 total employees, comprising 94 regular and 34 casual employees with more than 5 years of working experience. Hence, they were the respondents of the study. By contrast, employees who were co-term, elected, temporary, or contractual were excluded from the study. Their exclusion from the study was due to the absence of a direct employer-employee relationship. Further, total enumeration was employed due to the small number of employees. Under such a technique, information is collected and used when the population or universe is small and exhibits well-defined features (Oni & Adomi, 2023). A universe may be a place or a specific locality, a group

of people, or objects/ elements of interest from which data is collected. Thus, total enumeration can eliminate any bias arising from the sampling technique (Canonizado, 2021).

Research Instrument

The study used adapted survey instruments to assess respondents' organizational identification, perceived organizational justice, and job performance. The content was primarily drawn from existing studies and related literature to the current research. A Likert Scale was utilized to measure the respondents' attitudes, knowledge, values, and perceptions. Three survey questionnaires were used in this study. For organizational identification, the tool used was Cheney's (in White, 2009). The 25-item tool has three dimensions: loyalty (9 items), similarity (11 items), and membership (5 items). To assess organizational justice, the 20-item Niehoff & Moorman (in Martins et al., 2023) tool was used. The tool identified three dimensions: distributive justice (5 items), procedural justice (6 items), and interactional justice (9 items). For job performance, the job performance scale developed by Koopmans et al. (2014) was used. The measure comprises 18 items, based on expert judgement, and is divided into three dimensions: task performance (5 items), contextual performance (8 items), and counterproductive work behavior (5 items). All tools were rated on a 5-point rating scale. Moreover, to ensure the reliability of the tools, the researcher pilot-tested them with at least 30 randomly selected employees in the neighboring municipality. After pilot testing, the tools underwent reliability testing using Cronbach's Alpha. The pilot testing of the instrument indicated a Cronbach's Alpha coefficient of 0.9454 for Organizational Identification, 0.9308 for Organizational Justice, and 0.9043 for Job Performance. Thus, the study's research instrument was reliable.

Data Gathering Procedure

The researcher employed the following procedures to obtain the data required for this study. The researcher prepared the adapted survey questionnaires in advance for the selected respondents. The first page of the questionnaire focused on the Data Privacy Act of 2012 and waiver of informed consent. The remaining pages were the items or questions of the three variables to be answered by the respondents. Each questionnaire was assigned an identification number in the upper-left corner of the page. The researcher obtained approval from the Dean of the College of Arts and Sciences. Also, ethical clearance was obtained from the Liceo Research Ethics Board (LREB). Other formal communications were made prior to the study, including a letter to the Municipal Mayor of the LGU-Medina requesting permission to distribute survey questionnaires to employees. Hence, the administrative role of HRMO mitigated data-collection bias. During data collection, the researcher obtained written informed consent from respondents and provided brief information about the study as outlined in the introductory letter.

Data Analysis Procedure

To analyze the collected data, the researcher used descriptive statistics, such as the mean and standard deviation, to assess municipal employees' organizational identification, perceived organizational justice, and job performance. Furthermore, the researcher used multiple linear regression (MLR) to determine the extent to which organizational identification and organizational justice predict employees' job performance in LGU-Medina. Thus, this statistical tool discovers whether an independent variable predicts a dependent variable.

Ethical Considerations

Ethical practices were observed during data gathering, such as not requiring the respondents to write their names on the questionnaires for anonymity, informing them that they could withdraw their participation in the study should they decide, without taking it against them, and making certain that the participants were not in way exposed to any form of harm during the conduct of the study. Moreover, the researcher assured the respondents that their privacy would be protected by not disclosing their personal information or identities during data collection, and that their responses would be used solely for research purposes.

Results and Discussion

Level of Organizational Identification

In Terms of Loyalty

Table 1 presents municipal employees' organizational identification in terms of loyalty. The results revealed very high organizational identification, with a mean of 4.42 and a standard deviation of 0.77, indicating a strong connection between municipal employees and LGU-Medina as an organization, leading to a deep sense of

belonging, alignment with its values, and commitment to its goals. Loyal municipal employees are more likely to go beyond their duties and responsibilities with greater dedication and engage in innovative actions to improve public services. The findings are consistent with Darmawan et al. (2020), who define loyalty as employees' identification with the organization. It is an emotional and cognitive bond that makes employees genuine defenders and stewards of their organization's reputation. They embody the goals, values, and identity of their organization. Hence, their loyalty is a crucial factor for their organization's success. Loyal employees significantly contribute to their organizations' long-term sustainability by reducing turnover and enhancing job performance. They are less likely to leave and more motivated in their roles.

Table 1. *Level of Organizational Identification Among Municipal Employees in Terms of Loyalty*

Indicators	Mean	SD	Interpretation
1. I am glad that I chose to work at LGU-Medina rather than another LGU.	4.52	0.76	Very High
2. I speak positively about LGU-Medina to my friends and consider it a great organization to work for.	4.30	0.78	Very High
3. I am willing to put in a great deal of effort beyond what is usually expected to help LGU-Medina be successful.	4.47	0.74	Very High
4. I feel defensive or uncomfortable when others unfairly criticize LGU-Medina.	4.41	0.75	Very High
5. I have warm feelings toward LGU-Medina as a place to work.	4.40	0.77	Very High
6. I am willing to spend the rest of my career at LGU-Medina.	4.39	0.86	Very High
7. I take pride in LGU-Medina's accomplishments as a reflection of our employees' dedication.	4.41	0.78	Very High
8. I enjoy sharing information with others about LGU-Medina's ongoing projects.	4.34	0.72	Very High
9. I feel a strong loyalty to LGU-Medina.	4.55	0.73	Very High
Average	4.42	0.77	Very High
Legend: 4.21-5.00 (Very True – Very High Organizational Identification) 1.81 – 2.60 (A Little True – Low Organizational Identification) 3.41-4.20 (Mostly True – High Organizational Identification) 1.00 – 1.80 (Not at All True – Very Low Organizational Identification) 2.61 – 3.40 (Somewhat True – Moderate Organizational Identification)			

In Terms of Similarity

Table 2 presents municipal employees' organizational identification in terms of similarity. The results revealed very high organizational identification, with a mean of 4.31 and a standard deviation of 0.78, indicating that municipal employees, as public servants, are obligated to serve the public. Regardless of their status as employees of LGU-Medina, they are obliged to cooperate and collaborate to achieve their ultimate goal: public service. Hence, they view their identification with their organization as a public role and a source of personal growth or career development. The findings are consistent with Harahsheh et al. (2023), who found that similarity among employees is evident in their characteristics through shared work, outweighing familiarity within their organizations in terms of actual work, personal preferences, and direct interaction. Similarity among employees fosters a mutual reinforcement loop of responsibility. They share goals, values, and objectives that promote a more supportive, unified workforce and drive organizational success.

Table 2. *Level of Organizational Identification Among Municipal Employees in Terms of Similarity*

Indicators	Mean	SD	Interpretation
10. I feel a strong sense of shared mission with other LGU-Medina employees in serving the public.	4.47	0.75	Very High
11. LGU-Medina's image in the community represents me well as an employee.	4.41	0.74	Very High
12. I make on-the-job decisions by considering the consequences of my actions for LGU-Medina.	4.33	0.79	Very High
13. In general, I view LGU-Medina's problems as my problems.	4.21	0.87	Very High
14. I have a lot in common with other employees at LGU-Medina.	4.24	0.78	Very High
15. I often find myself disagreeing with LGU-Medina's values and policies on key issues.	4.27	0.86	Very High
16. My association with LGU-Medina is only a small part of who I am.	4.19	0.75	High
17. My values and the values of LGU-Medina are very similar.	4.30	0.74	Very High
18. I view LGU-Medina as a large 'family' where most employees feel they belong.	4.34	0.78	Very High
19. I find it easy to identify myself with LGU-Medina.	4.34	0.76	Very High
Average	4.31	0.78	Very High
Legend: 4.21-5.00 (Very True – Very High Organizational Identification) 1.81 – 2.60 (A Little True – Low Organizational Identification) 3.41-4.20 (Mostly True – High Organizational Identification) 1.00 – 1.80 (Not at All True – Very Low Organizational Identification) 2.61 – 3.40 (Somewhat True – Moderate Organizational Identification)			

In Terms of Membership

Table 3 presents municipal employees' organizational identification in terms of similarity. As shown, the results indicate very high organizational identification, with a mean of 4.36 and a standard deviation of 0.79, indicating that municipal employees are proudly affiliated with LGU-Medina, where they work. Municipal employees observe that their efforts were appreciated or valued. Thus, they regard themselves as integral to the organization's success. The findings above are similar to those of Sun et al. (2022), who found that membership

among employees becomes the core organizational identity as organizational identification increases. High organizational identification leads to membership identity, in which employees embrace the organization's interests as their own. As a result, they are motivated to achieve the organization's objectives and to receive rewards when they feel obligated to do so.

Table 3. *Level of Organizational Identification Among Municipal Employees in Terms of Membership*

Indicators	Mean	SD	Interpretation
20. I feel a strong sense of belonging to LGU-Medina, even if there are more financially attractive opportunities elsewhere.	4.33	0.80	Very High
21. I am proud to be an employee of LGU-Medina.	4.34	0.78	Very High
22. I often describe myself to others by saying, "I work for LGU-Medina."	4.41	0.75	Very High
23. I feel valued as an employee of LGU-Medina.	4.33	0.77	Very High
24. I care about the fate of LGU-Medina.	4.38	0.84	Very High
Average	4.36	0.79	Very High
Legend: 4.21-5.00 (Very True – Very High Organizational Identification) 1.81 – 2.60 (A Little True – Low Organizational Identification) 3.41-4.20 (Mostly True – High Organizational Identification) 1.00 – 1.80 (Not at All True – Very Low Organizational Identification) 2.61 – 3.40 (Somewhat True – Moderate Organizational Identification)			

Table 4 presents municipal employees' levels of organizational identification across all dimensions. The results revealed very high organizational identification, with an overall mean of 4.36 and a standard deviation of 0.78. Furthermore, the results showed that the highest-rated dimension is loyalty, with a mean of 4.42 and a standard deviation of 0.77. On the other hand, the lowest-rated dimension is similarity, with a mean of 4.31 and a standard deviation of 0.78. According to Ombanda (2022), when employees feel a profound sense of belongingness or strong identification with their organization in terms of loyalty, similarity, and membership, they are motivated to exert effort or to exceed their formal roles and duties, thereby enhancing individual and organizational performance. As such, the higher the organization's reputation is perceived by its employees, the higher the level of identification. Government employees with high organizational identification strongly believe that their values align with their work field and experience a sense of belonging. They often display positive and supportive behaviors, a strong commitment to organizational objectives, and even engage in actions that benefit their organization.

Table 4. *Summary of the Level of Organizational Identification Among Municipal Employees*

Variables	Mean	SD	Interpretation
Loyalty	4.42	0.77	Very High
Similarity	4.31	0.78	Very High
Membership	4.36	0.79	Very High
Overall Mean	4.36	0.78	Very High

Level of Organizational Justice

In Terms of Distributive Justice

Table 5 presents LGU-Medina's organizational justice as perceived by municipal employees with respect to distributive justice. As revealed, organizational justice is highly perceived, with a mean of 4.32 and a standard deviation of 0.84, indicating that employees perceive this justice when the LGU-Medina equitably distributes rewards, benefits, and compensation relative to their work input. As such, municipal employees observed the fairness of LGU-Medina with respect to procedures and processes used in decision-making. These findings align with Bao (2021), who found that equitable compensation from the organization becomes crucial as employees invest their time and effort in achieving organizational objectives. Such justice arises from employees' concerns about the allocation and outcomes. In that sense, the perception of observing distributive justice leads public employees to be more involved in their workplace.

Table 5. *Level of Organizational Justice as Perceived by Municipal Employees in Terms of Distributive Justice*

Indicators	Mean	SD	Interpretation
1. My work schedule at LGU-Medina is fair.	4.33	0.84	Very Highly Observed
2. The way my work is assessed or recognized at LGU-Medina is fair.	4.37	0.80	Very Highly Observed
3. I consider my workload at LGU-Medina to be fair.	4.27	0.82	Very Highly Observed
4. Overall, the rewards I receive from LGU-Medina are fair.	4.37	0.83	Very Highly Observed
5. My job responsibilities at LGU-Medina are pretty fair.	4.25	0.89	Very Highly Observed
Average	4.32	0.84	Very Highly Observed
Legend: 4.21-5.00 (Very True – Organizational Justice is Very Highly Observed) 1.81 – 2.60 (A Little True – Organizational Justice is Slightly Observed)			

3.41-4.20 (Mostly True – Organizational Justice is Highly Observed)
2.61 – 3.40 (Somewhat True – Organizational Justice is Fairly Observed)

1.00 – 1.80 (Not at All True - Organizational Justice is Never Observed)

In Terms of Procedural Justice

Table 6 presents LGU-Medina’s organizational justice, as perceived by municipal employees, with respect to procedural justice. As shown, organizational justice is very highly perceived, with a mean of 4.37 and a standard deviation of 0.79, indicating that municipal employees perceive that their concerns are heard before decisions are made. They are more likely to trust the management and the overall fairness of LGU-Medina. The findings are similar to those of Edrees et al. (2023): employees who experienced high procedural justice reported stronger well-being than those who experienced low procedural justice. It provides employees with the dedication and motivation to improve organizational productivity through flexible operations. In that sense, employees feel more in control of their surroundings when they experience procedural fairness.

Table 6. *Level of Organizational Justice as Perceived by Municipal Employees in Terms of Procedural Justice*

Indicators	Mean	SD	Interpretation
6. My supervisor makes job decisions in an unbiased manner.	4.35	0.83	Very Highly Observed
7. My supervisor makes sure that all employee concerns are heard before job decisions are made.	4.41	0.79	Very Highly Observed
8. To make job decisions, my supervisor collects accurate and complete information.	4.38	0.77	Very Highly Observed
9. My supervisor clarifies decisions and provides additional information when requested by employees.	4.32	0.79	Very Highly Observed
10. All job-related decisions are applied consistently to all affected employees.	4.31	0.76	Very Highly Observed
11. Employees are allowed to challenge or appeal job decisions made by their supervisors.	4.45	0.81	Very Highly Observed
Average	4.37	0.79	Very Highly Observed
Legend: 4.21-5.00 (Very True – Organizational Justice is Very Highly Observed) 1.81 – 2.60 (A Little True – Organizational Justice is Slightly Observed) 3.41-4.20 (Mostly True – Organizational Justice is Highly Observed) 1.00 – 1.80 (Not at All True - Organizational Justice is Never Observed) 2.61 – 3.40 (Somewhat True – Organizational Justice is Fairly Observed)			

In Terms of Interactional Justice

Table 7 presents LGU-Medina’s organizational justice as perceived by municipal employees with respect to interactional justice. As shown, organizational justice is highly perceived, with a mean of 4.38 and a standard deviation of 0.77, indicating that municipal employees experienced the utmost respect, fair treatment, and inclusive communication. Hence, interactional justice fosters a strong and positive work environment where employees feel valued and respected. The findings are supported by Thompson et al. (2021), who state that interactional justice plays a key role in linking individual concerns with organizational justice when leaders treat their followers with utmost respect and avoid unfairness. When interactions are perceived as fair, they substantially influence employees' job performance. The way supervisors treat their employees can be characterized by dignity, compassion, respect, motivation, or even encouragement, and such treatment affects employees’ performance. Hence, employees are likely to reciprocate with a positive response at their workplace.

Table 7. *Level of Organizational Justice as Perceived by Municipal Employees in Terms of Interactional Justice*

Indicators	Mean	SD	Interpretation
12. When decisions are made about my job, my supervisor treats me with kindness and consideration.	4.38	0.80	Very Highly Observed
13. When decisions are made about my job, my supervisor treats me with respect and dignity.	4.46	0.75	Very Highly Observed
14. When making job-related decisions, my supervisor is sensitive to my personal needs.	4.36	0.81	Very Highly Observed
15. When decisions are made about my job, my supervisor truthfully deals with me.	4.36	0.81	Very Highly Observed
16. When decisions are made about my job, my supervisor shows concern for my rights as an employee.	4.43	0.75	Very Highly Observed
17. My supervisor discusses the implications of job-related decisions with me.	4.31	0.71	Very Highly Observed
18. My supervisor offers adequate justification for decisions made about my job.	4.39	0.74	Very Highly Observed
19. When making decisions about my job, my supervisor provides explanations that make sense to me.	4.31	0.81	Very Highly Observed
20. My supervisor clearly explains the decisions made about my job.	4.43	0.73	Very Highly Observed
Average	4.38	0.77	Very Highly Observed
Legend: 4.21-5.00 (Very True – Organizational Justice is Very Highly Observed) 1.81 – 2.60 (A Little True – Organizational Justice is Slightly Observed) 3.41-4.20 (Mostly True – Organizational Justice is Highly Observed) 1.00 – 1.80 (Not at All True - Organizational Justice is Never Observed) 2.61 – 3.40 (Somewhat True – Organizational Justice is Fairly Observed)			

Table 8 shows municipal employees’ perceptions of organizational justice across all dimensions. As shown, the LGU-Medina demonstrated very high organizational justice, with an overall mean of 4.35 and a standard

deviation of 0.80. Evidently, interactional justice is recognized as the highest-rated dimension of organizational justice, with a mean of 4.38 and a standard deviation of 0.77. On the contrary, the lowest-rated dimension is distributive justice, with a mean of 4.32 and a standard deviation of 0.84. The findings are consistent with Sujono et al. (2020), who found that employees who experience fair treatment and the utmost respect from their organization are satisfied and willing to exert effort and perform in ways that reflect organizational justice. Employees' strong trust in their organization enhances their perception of it and leads them to remain. They are carried out continuously, exceed standards and procedures, and contribute positively to the development and effectiveness of their organization.

Table 8. *Summary of the Level of Organizational Justice as Perceived by Municipal Employees*

Variables	Mean	SD	Interpretation
Distributive Justice	4.32	0.84	Very Highly Observed
Procedural Justice	4.37	0.79	Very Highly Observed
Interactional Justice	4.38	0.77	Very Highly Observed
Overall Mean	4.35	0.80	Very Highly Observed

Legend: 4.21-5.00 (Very True – Organizational Justice is Very Highly Observed)
3.41-4.20 (Mostly True – Organizational Justice is Highly Observed)
2.61 – 3.40 (Somewhat True – Organizational Justice is Fairly Observed)
1.81 – 2.60 (A Little True – Organizational Justice is Slightly Observed)
1.00 – 1.80 (Not at All True - Organizational Justice is Never Observed)

Level of Job Performance

In Terms of Task Performance

Table 9 shows municipal employees' levels of task performance. As shown, the results indicate very high job performance, with a mean of 4.38 and a standard deviation of 0.77, indicating that municipal employees have clear and effective plans to improve their overall productivity. Hence, it is essential to support the LGU-Medina in achieving its organizational goals. The findings align with Aslan et al. (2022), who define task performance as an employee's efficiency and effectiveness in completing their tasks and responsibilities. It means that employees can perform their jobs effectively with minimal difficulty and are aware of the organization's expectations and targets they must meet. Additionally, employee attitudes and behaviors that contribute to performance are considered task performance; hence, it varies across jobs and is influenced by employees' abilities, skills, and knowledge.

Table 9. *Level of Job Performance Among Municipal Employees in Terms of Task Performance*

Indicators	Mean	SD	Interpretation
1. I managed to plan my work so that it was done on time.	4.40	0.81	Very High
2. I planned my work in an effective and organized manner.	4.44	0.75	Very High
3. I consistently focused on achieving the expected results in my work.	4.34	0.76	Very High
4. I was able to separate main issues from side issues at work.	4.42	0.78	Very High
5. I performed my work efficiently, using my time and resources effectively.	4.30	0.77	Very High
Average	4.38	0.77	Very High

Legend: 4.21-5.00 (Very True – Very High Job Performance) 1.81 – 2.60 (A Little True – Low Job Performance)
3.41-4.20 (Mostly True – High Job Performance) 1.00 – 1.80 (Not at All True – Very Low Job Performance)
2.61 – 3.40 (Somewhat True – Moderate Job Performance)

In Terms of Contextual Performance

Table 10 presents municipal employees' contextual job performance. As shown, the results indicate a very high level of organizational identification, with an average mean of 4.36 and a standard deviation of 0.76, indicating that municipal employees are willing to sustain organizational learning by sharing their creative ideas and exchanging cross-functional knowledge. Hence, they are a direct catalyst for innovation. The findings are similar to those of Hasinat et al. (2024), who state that contextual performance encompasses employees' attitudes and behaviors that foster a positive work environment, such as teamwork, social interactions, and a productive workforce. It is significant in modern workplaces, especially in collaboration and cooperation. Employees having contextual performance enhance the organization's function.

Table 10. *Level of Job Performance Among Municipal Employees in Terms of Contextual Performance*

Indicators	Mean	SD	Interpretation
6. I took on extra responsibilities.	4.32	0.72	Very High
7. I started new tasks myself when my old ones were finished.	4.37	0.73	Very High
8. I took on challenging work tasks when available.	4.33	0.75	Very High
9. I worked at keeping my job knowledge up-to-date.	4.36	0.74	Very High
10. I worked at keeping my job skills up-to-date.	4.36	0.78	Very High

11. I came up with creative solutions to new problems.	4.37	0.76	Very High
12. I kept looking for new challenges in my job.	4.34	0.81	Very High
13. I actively participated in work meetings.	4.46	0.75	Very High
Average	4.36	0.76	Very High
Legend: 4.21-5.00 (Very True – Very High Job Performance) 1.81 – 2.60 (A Little True – Low Job Performance) 3.41-4.20 (Mostly True – High Job Performance) 1.00 – 1.80 (Not at All True – Very Low Job Performance)			

In Terms of Counterproductive Behavior

Table 11 presents municipal employees' job performance levels with respect to counterproductive behavior. The results showed very low job performance, with a mean of 1.71 and a standard deviation of 1.03, indicating that the majority of municipal employees are not creating a toxic environment, damaging relationships, or undermining the LGU-Medina's reputation. Furthermore, the ratings indicate that, overall, municipal employees' job performance regarding counterproductive behavior is neither high nor very high; it is neither moderate nor low, but shallow. Even if all indicators are taken separately, they are all rated within the same level of mean rating, with the same description as "Not at All True/Very Low Job Performance." According to Shen and Lei (2022), intentional behavior by some employees that is contrary to their perceived legitimate interests is a common and critical problem in organizations. The behavior is indeed described as "dysfunctional" because it continually violates or undermines the organization's major norms. Additionally, it can cause dissatisfaction, low confidence, and diminished trust, which in turn lead to the intention to leave the organization. In that sense, possessing counterproductive behavior contradicts the organization's interests.

Table 11. *Level of Job Performance Among Municipal Employees in Terms of Counter-Productive Behavior*

Counter-Productive Behavior	Mean	SD	Interpretation
14. I frequently raised minor concerns or issues at work.	1.90	1.05	Low
15. I tended to exaggerate the impact of problems at work.	1.57	0.99	Very Low
16. I often focused more on the negative aspects of work situations than the positive ones.	1.77	1.07	Very Low
17. I spoke with my colleagues about the negative aspects of my work.	1.84	1.06	Very Low
18. I shared negative opinions about my work with people outside LGU-Medina.	1.48	1.00	Very Low
Average	1.71	1.03	Very Low
Legend: 4.21-5.00 (Very True – Very High Job Performance) 1.81 – 2.60 (A Little True – Low Job Performance) 3.41-4.20 (Mostly True – High Job Performance) 1.00 – 1.80 (Not at All True – Very Low Job Performance) 2.61 – 3.40 (Somewhat True – Moderate Job Performance)			

Table 12 presents municipal employees' levels of job performance, including task performance, contextual performance, and counterproductive behavior. As shown, results indicate a very high job performance, with an overall mean of 4.34 and a standard deviation of 0.85. Evidently, task performance is recognized as the highest-rated dimension of organizational justice, with a mean of 4.38 and a standard deviation of 0.77. By contrast, the lowest-rated dimension is counterproductive behavior, with a mean of 1.71 and a standard deviation of 1.03. These findings underscored that municipal employees performed their core duties and went above and beyond their official job requirements to assist their colleagues and support the LGU. The standard deviation of 0.85 indicated that the respondents' responses were uniform. The findings are supported by Noor et al. (2023), who found that employee performance in the public sector increases when employees are happy and committed to their roles. Their performance is pivotal because it affects the delivery of basic services and the overall functioning of government institutions. As such, the organization achieves high-quality public service when employees consistently excel in their performance.

Table 12. *Summary of the Level of Job Performance Among Municipal Employees*

Variables	Mean	SD	Interpretation
Task Performance	4.38	0.77	Very High
Contextual Performance	4.36	0.76	Very High
Counter-Productive Behavior	1.71 (4.29)	1.03	Very Low
Overall Mean	4.34	0.85	Very High

Regression Analysis

Table 13 shows the extent of influence of two predictor variables, namely, organizational identification and organizational justice, on job performance as the dependent variable. Based on the *Model Summary*, the overall multiple R value for the model is 0.782, indicating a strong/high correlation between the predictor variables and job performance. The R-squared value of 0.611 indicates that the predictor variables account for 61.1% of the variance in job performance, with the remaining 38.9% attributable to factors not examined in this study.

Moreover, the regression model based on the ANOVA in Table 14 was significant, with an $F = 98.249$ and $p < .001$, indicating that the two independent variables (predictors) are statistically significant predictors of the dependent variable. Hence, the two independent variables can reliably predict the dependent variable. Regarding the *Coefficients* in Table 15, the results indicate that organizational justice significantly predicted job performance, with $\beta = 0.557$, $t = 2.871$, $p = 0.005$, rejecting the null hypothesis. On the other hand, organizational identification did not significantly predict or influence job performance, with $\beta = 0.232$, $t = 1.196$, $p = 0.234$, which supported the null hypothesis.

Table 13. *Organizational Identification and Organizational Justice on Job Performance*

Model	R	R ²	Adjusted R ²	RMSE
1	0.782	0.611	0.605	0.263

a. Predictors: (Constant), Organizational Identification, Organizational Justice

Table 14. *ANOVA Table of the Regression Model*

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	13.614	2	6.807	98.249	< .001
	Residual	8.660	125	0.069		
	Total	22.274	127			

a. Predictors: (Constant), Organizational Identification, Organizational Justice

b. Dependent Variable: Job Performance

Table 15. *Coefficients*

Model		B Unstandardized	Standard Error	β Standardized	t	p
1	Intercept (Constant)	1.427	0.162		8.820	< .001
	Organizational Identification	0.153	0.128	0.232	1.196	0.234
	Organizational Justice	0.353	0.123	0.557	2.871	0.005

a. Dependent Variable: Job Performance

The findings of this study affirm that the municipal employees' perception of organizational justice is a predictor of their job performance; that is, a high perception of organizational justice causes high job performance among the employees. This is consistent with previous literature highlighting the importance of organizational justice in enhancing job performance. Organizational justice is significantly associated with employees' willingness to go above and beyond their job description (Dike et al., 2021). The municipal employees perceived justice throughout the politico-administrative processes (e.g., resource allocation, interactions, decision-making) of LGU-Medina. It suggests that fair treatment is a more powerful motivator for productivity than emotional belonging in a municipal setting. Evidently, organizational justice at LGU-Medina is always manifested. As such, the LGU-Medina treats its employees with dignity, respect, and stateliness. On the contrary, organizational identification was found to have a weak influence or did not predict job performance. This finding is consistent with Nabhan and Munajat (2023), who found that employees who feel a sense of belonging and share organizational values and problems are unable to improve or predict their job performance. With this, the municipal employees may experience a lack of performance improvement, despite their strong sense of organizational identification with LGU-Medina.

Conclusion

The study affirms that municipal employees have high organizational identification, that LGU-Medina's perceived organizational justice is high, and that job performance is high. Only organizational justice as perceived by municipal employees has influenced or predicted their job performance at LGU-Medina. Hence, justice has been observed in the local government unit of Medina as an organization. It implies that the more municipal employees perceive fairness and impartiality in distributive, procedural, and interactional justice, the more productive they tend to be, the more innovative their ideas, and the better they perform. Municipal employees' organizational identification does not significantly predict their job performance, despite their strong organizational identification with LGU-Medina. As such, a mismatch arises between their organizational identification and practical job execution, whereby strong identification does not align with the desire to perform. The non-significance of organizational identification is a crucial finding that potentially establishes organizational justice as a stronger, more fundamental psychological motivator. Nonetheless, organizational identification and organizational justice remain essential concepts in an organizational setting. The correlation between the concepts has been demonstrated in the existing literature, thereby contributing to a positive perception of the organization, whether public or private. By analyzing these findings using a multidimensional framework, the study provides

evidence-based insights that broaden the concepts of organizational identification and organizational justice, including employees' job performance in public institutions, notably local governments.

Contributions of Authors

Jayvee Tadena: proposal writing, conceptualization, data gathering, data analysis, and presentation

Funding

The study received no funding from the university or any agency.

Conflict of Interests

The author declared no conflict of interest.

Acknowledgment

I want to express my profound acknowledgement and sincere gratitude to my well-respected thesis adviser, Dr. Salvador C. dela Peña III, who made this master's thesis possible. His advice and guidance helped me through all the developments in writing my thesis. I would also like to thank the research statistician, Mrs. Stephanie M. Trangia, for her expertise in analyzing and interpreting the data using statistical techniques and tools. I would also like to thank the members of the panel committee: Dr. Ernesto O. Ilago (Chairman), Dr. Venus G. Apdian, Dr. Madelyn Mañus, and Atty. Michael B. Roa for their encouragement and insightful comments. I would also like to express my deepest gratitude to my parents, Jay V. Tadena and Alona L. Tadena, for their continued financial and moral support throughout this thesis. Your support and prayers for me have sustained me this far. Finally, I would like to thank Almighty God for granting me the strength, wisdom, and knowledge, through His Divine Providence, to make my master's thesis a reality. God's countless Divine Providence made all this work possible.

References

- Aslan, M., Yaman, F., Aksu, A., & Gungor, H. (2022). Task performance and job satisfaction under the effect of remote working: Call center evidence. *Economics & Sociology*, 15, 284–296. <https://doi.org/10.14254/2071-789X.2022/15-1/18>
- Bao, N.V. (2021). Exploring the effects of perceived justice and motivation on student satisfaction regarding entrance exams for higher education: The case of Vietnam in 2020. <https://archives.kdischool.ac.kr/handle/11125/42217>
- Bhandari, P. (2021). Correlational research | When & how to use. Scribbr. <https://www.scribbr.com/methodology/correlational-research/>
- Canonizado, I. (2024). When to use total population sampling in a research study. HubPages. <https://tinyurl.com/y3w2z29d>
- Cuyos, M. (2023). Level of work performance and work engagement of employees in the City Government of General Santos. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.21474/IJAR01/16062>
- Darmawan, D., Mardikaningsih, R., Sinambela, E.A., Arifin, S., Putra, A.R., Hariani, M., Al Hakim, Y.R., & Irfan, M. (2020). The quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580–2592. <https://www.psychosocial.com/index.php/ijpr/article/view/3457>
- Dike, G.N., Anetoh, J.C., Obizekwem, C.J., & Eboh, S.O. (2021). Organizational justice and employee performance of government owned polytechnics in Anambra State of Nigeria. *Journal of Business and African Economy*, 7(1), 28–41. <https://www.iardjournals.org/>
- Edrees, H., Sobaih, A.E., Gharbi, H., & Abu Elnasr, A. (2023). The influences of procedural justice on turnover intention and social loafing behavior among hotel employees. *Journal of Risk and Financial Management*, 16(2), 75. <https://doi.org/10.3390/jrfm16020075>
- Harahsheh, F., Bilal, K., & Sakarneh, B. (2023). Impact of organizational identification on the performance of faculty members, evidence from Jordanian University. *Journal of Pharmaceutical Negative Results*, pp. 2499–07. <https://doi.org/10.47750/pnr.2023.14.S02.294>
- Hasinat, I., Hjouji, Z., Loulidi, S., & Hjouji, A. (2024). The multifaceted nature of individual job performance: A focus on individual behaviors. *Pakistan Journal of Life and Social Sciences*, 22(2):9554–9570. <https://doi.org/10.57239/PJLSS-2024-22.2.00723>
- Hermanto, Y.B., & Srimulyani, V.A. (2022). The effects of organizational justice on employee performance using dimension of organizational citizenship behavior as mediation. *Sustainability*, 14(20), 13322. <https://doi.org/10.3390/su142013322>
- Kara, E., Kırpık, G., & Kaya, A. (2021). The mediating role of organizational identification in the effect of perceived organizational support on employee performance. *Sosyoekonomi*, 29(49), 47–64. <https://doi.org/10.17233/sosyoekonomi.2021.03.03>
- Koopmans, L., Coffeng, J., Bernaards, C., Boot, C., Hildebrandt, V., de Vet, H., & van der Beek, A. (2014). Responsiveness of the individual work performance questionnaire. *BMC Public Health* 14, 513. <https://doi.org/10.1186/1471-2458-14-513>
- Martins, A.D., Euzebio, L.D.C., & Beuren, I.M. (2023). Perception of organizational justice and home office work performance: Influence of affective commitment. *Revista Brasileira de Gestão de Negócios*, 25(3), p.373–386. <https://doi.org/10.7819/rbgn.v25i3.4231>
- Nabhan, F., & Munajat, M. (2023). The role of work engagement and organizational commitment in improving job performance. *Cogent Business & Management*, 10(2). <https://doi.org/10.1080/23311975.2023.2235819>
- Noor, N.F., Ali, S.A.M., Yunus, N., & Jailani, S.F.A.K. (2023). Work motivational factors affecting job performance among government servant. *Advances in Social Sciences Research Journal*, 10(6.2). <https://doi.org/10.14738/assrj.106.2.15016>
- Ombanda, P.O., Twalib, M.H., K'Obonyo, P., & Wainaina, P.G. (2022). The influence of employee organizational identification on employee performance in the motor vehicle industry in Kenya. *Journal of Human Resource & Leadership*, 6(2), 20–32. <https://doi.org/10.53819/810181021075>
- Oni, O., & Adomi, E. (2023). Self-efficacy and research output among librarians in polytechnic libraries in South-South, Nigeria. *Library Philosophy and Practice (E-Journal)*. 7923. <https://digitalcommons.unl.edu/libphilprac/7923>
- Shen, Y., & Lei, X. (2022). Exploring the impact of leadership characteristics on subordinates' counterproductive work behavior: From the organizational cultural psychology perspective. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.818509>
- Sujono, D., Tunas, B., & Sudiarditha, I. (2020). Vitality of work involvement in mediation: The effect of organizational justice on organizational citizenship behavior. *Management Science Letters*, 10(5), 1061–1068.
- Sun, T., Shi, W., & Wang, J. (2022). Re-examine the influence of organizational identification on unethical pro-supervisor behavior. *Front. Psychol.* 13:1060032. <https://doi.org/10.3389/fpsyg.2022.1060032>
- Susanto, P., Hoque, M., Jannat, T., Emely, B., Zona, M.A., & Islam, M.A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors. *Front. Psychol.* 13:906876. <https://doi.org/10.3389/fpsyg.2022.906876>
- Thompson, G., Buch, R., Thompson, P., & Glasø, L. (2021). The impact of transformational leadership and interactional justice on follower performance and organizational commitment in a business context. *Journal of General Management*. 46(4):274–283. <https://doi.org/10.1177/0306307020984579>
- White, T. (2009). Can socialization influence identification levels? Formal and informal socialization of graduate students and graduate assistants. *UNIVERSITAS: Journal of Research, Scholarship, and Creative Activity: Vol. 5: No. 2, Article 9*. <https://scholarworks.uni.edu/universitas/vol5/iss2/9>