

**ASSESSING THE ROLE OF ORGANIZATIONAL JUSTICE IN ENHANCING
JOB SATISFACTION AND PERFORMANCE AMONG PERSONNEL:
A CASE OF LAND TRANSPORTATION OFFICE IN CEBU**

A Master's Thesis
Presented to
The Graduate School
CEBU TECHNOLOGICAL UNIVERSITY
Main Campus, R. Palma St., Cebu City

In Partial Fulfillment
of the Requirements for the Degree
MASTER IN PUBLIC ADMINISTRATION

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MAY 2025

APPROVAL SHEET

This Master's Thesis entitled: **"ASSESSING THE ROLE OF ORGANIZATIONAL JUSTICE IN ENHANCING JOB SATISFACTION AND PERFORMANCE AMONG PERSONNEL: A CASE OF LAND TRANSPORTATION OFFICE IN CEBU"** prepared and submitted by **Siegfred T. Tura** in partial fulfillment of the requirements for the Degree **Master in Public Administration**, has been examined and is recommended for acceptance and approval for Oral Examination.

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ABSTRACT

ASSESSING THE ROLE OF ORGANIZATIONAL JUSTICE IN ENHANCING JOB SATISFACTION AND PERFORMANCE AMONG PERSONNEL: A CASE OF LAND TRANSPORTATION OFFICE IN CEBU

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This study investigates the role of organizational justice in enhancing job satisfaction and job performance among personnel at the Land Transportation Office (LTO) in Cebu. Recognizing that fair treatment in the workplace is pivotal to employee attitudes and outcomes, the research examines perceptions of distributive, procedural, and interactional justice, and their impact on key employee outcomes including motivation, leadership support, job satisfaction, and performance. A descriptive-correlational design was employed, gathering data from 60 LTO personnel through structured questionnaires measuring justice dimensions and related job outcomes. Findings reveal that respondents generally agree that organizational justice is present, with interactional justice receiving the highest perception scores. Statistical analyses show significant positive relationships between distributive justice and job satisfaction, procedural justice and job performance, interactional justice and employee motivation, as well as overall organizational justice and leadership support. Furthermore, job satisfaction was found to positively influence job performance. Demographic factors such as age, gender, educational attainment, employment status, and tenure also showed significant differences in perceptions of justice and related outcomes. The study concludes that fostering a fair and transparent work environment is critical for boosting employee satisfaction, motivation, and productivity at LTO Cebu. Based on these findings, the study recommends the implementation of targeted programs focused on enhancing organizational justice practices, leadership support, and employee engagement to cultivate a positive workplace culture and improve overall organizational effectiveness. This research contributes valuable insights into the interplay of justice perceptions and employee outcomes within public service agencies.

Keywords: Public Administration; Organizational Justice; Job Satisfaction; Job Performance; Employee Motivation; Public Sector; Cebu, Philippines

ACKNOWLEDGMENTS

First and foremost, I express my deepest gratitude to God for His unwavering guidance and strength throughout the course of this study. To my family, thank you for your constant love, support, and encouragement, which sustained me during the challenges of this journey.

I am sincerely grateful to my adviser, Dr. Leo Damole, for his invaluable mentorship, insightful feedback, and continuous motivation that greatly contributed to the successful completion of this research. I also extend my heartfelt thanks to the Thesis Advisory Committee, chaired by Dr. Malabago, with members Dr. Aranas, Dr. Capuyan, Dr. Lumantas, Dr. Suson, Dr. Ermac, Dr. Sim, and Dr. Pepito, for their expert guidance, constructive critiques, and encouragement.

Special thanks to my colleagues at the Land Transportation Office (LTO) and fellow government workers whose cooperation and shared experiences enriched this study. Your support and collaboration have been instrumental in providing practical insights into the research.

To all who have contributed directly or indirectly, your kindness and generosity have been truly appreciated.

Siegfred T. Tura
Researcher

DEDICATION

This study is dedicated to my family, whose unwavering love and support have been my greatest source of strength. To my mentors and colleagues, whose guidance and encouragement inspired me throughout this journey. And to all the personnel of the Land Transportation Office in Cebu, whose dedication motivates continuous growth and improvement.

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CHAPTER 1
THE PROBLEM AND ITS SCOPE
INTRODUCTION

Rationale of the Study

Organizational justice plays a critical role in shaping employees' attitudes and behaviors within the workplace. In the public sector, particularly in government agencies such as the Land Transportation Office (LTO) in Cebu, perceptions of fairness can influence job satisfaction, motivation, and overall performance. Organizational justice, which encompasses distributive, procedural, and interactional dimensions, has been linked to positive outcomes in various public organizations (Wiseman & Stillwell, 2022). Exploring these dimensions will help understand how fairness in these areas impacts the performance and job satisfaction of LTO personnel, ultimately contributing to better service delivery and organizational effectiveness.

Job satisfaction has long been recognized as a significant predictor of employee performance and retention. In public sector organizations, where resources and opportunities for career advancement may be limited, understanding the factors that influence job satisfaction is essential (Heimerl et al., 2020). Organizational justice has been shown to affect job satisfaction through perceptions of fairness regarding rewards, decision-making processes, and interpersonal treatment (Lee & Rhee, 2023). Personnel at the LTO in Cebu, like those in other public agencies, are likely to experience greater satisfaction when they perceive their workplace as fair, which could lead to increased motivation and improved job performance. Research by González-Cánovas et al. (2024)

also supports this connection, finding that perceptions of justice in the workplace lead to greater employee contentment and stronger organizational commitment.

Performance in public administration is not only a measure of individual output but also a reflection of the organization's commitment to fairness and ethical practices. The relationship between organizational justice and employee performance is well-documented, with studies indicating that fair treatment in the workplace can enhance productivity, job engagement, and organizational commitment (Fiaz et al., 2020; Akram et al., 2019). In the context of the LTO, where personnel are responsible for upholding regulations and ensuring efficient services, fostering a sense of justice could positively influence their work behavior, ultimately leading to higher service quality and public satisfaction. Kebede and Wang (2022) suggest that fair treatment leads to greater organizational identification and positive work behaviors, which is particularly important in public institutions where trust in the organization is paramount.

This study focuses on assessing how organizational justice impacts job satisfaction and performance among personnel at the LTO in Cebu. The LTO is a pivotal government agency that regulates land transportation services and ensures compliance with laws, affecting public safety and mobility. Given the LTO's significant role in the Philippines' transportation system, understanding the dynamics of organizational justice within this institution can provide valuable insights into improving employee morale and operational efficiency. The findings may also inform strategies for enhancing the public sector's effectiveness through better understanding of the factors that influence employee attitudes and behaviors. Previous studies, such as those conducted by Mubashar et al. (2022), have shown that organizational justice not only contributes to employee

satisfaction but also enhances employee engagement and performance, which is particularly relevant in public administration contexts.

In recent years, there has been growing interest in understanding the role of organizational justice in the public sector. Researchers have highlighted the importance of fairness in government institutions, where employees are often confronted with complex regulations and diverse public expectations (Ma et al., 2024). The LTO in Cebu provides an ideal case study for examining these dynamics, as it represents a key government agency with a wide-reaching impact on public service. Focusing on the LTO will contribute to the growing body of literature on organizational justice and its practical applications in enhancing employee satisfaction and performance within public administration. Furthermore, understanding the role of organizational justice in public institutions could inform policies aimed at improving public sector performance, as supported by the works of Alriyami et al. (2024) and Pan et al. (2018), who argue that justice within the organization directly influences the overall effectiveness of public service delivery.

Theoretical Background

This research is grounded in several theoretical and conceptual frameworks. One of the key theories that supports this study is Equity Theory (Adams, 1965), which posits that employees evaluate the fairness of their work environment by comparing their input-output ratios with those of others. When employees perceive an imbalance in these ratios, such as unequal compensation or recognition for similar efforts, it can lead to feelings of dissatisfaction, demotivation, and reduced performance. This theory highlights the

importance of organizational justice in shaping employees' job satisfaction and overall work performance.

In the context of public administration, Republic Act 6713 (Code of Conduct and Ethical Standards for Public Officials and Employees) provides a legal framework that upholds ethical standards within government offices, including the Land Transportation Office (LTO). RA 6713 emphasizes fairness, transparency, and accountability in government practices, aligning with the principles of organizational justice. This law is critical for ensuring that personnel at the LTO experience fair treatment in the workplace, which, in turn, influences their job satisfaction and performance.

The study also considers the influence of demographic factors such as age, gender, educational attainment, tenure, and employment status on employees' perceptions of fairness and their overall work experience. Age and tenure, for example, can shape employees' expectations of fairness, as longer-serving individuals may have more experience with organizational policies and practices. Gender and educational attainment can also influence how individuals perceive and react to organizational justice, as these factors often intersect with workplace dynamics. Employment status, whether permanent or contractual, may impact how employees perceive job security and benefits, directly influencing their job satisfaction and performance.

Key constructs in this study include organizational justice, job satisfaction, job performance, employee motivation, and leadership support. Organizational justice encompasses the fairness of decision-making processes, distribution of rewards, and interpersonal treatment within the workplace. It directly impacts job satisfaction, which reflects employees' overall contentment with their roles, the organization, and their work

environment. Job performance is assessed based on employees' ability to meet job expectations, including both task and contextual performance. Furthermore, employee motivation plays a pivotal role in determining the level of effort and engagement an employee brings to their work, which is closely tied to perceptions of fairness. Finally, leadership support is a crucial factor in fostering a positive work environment, as effective leadership practices that promote fairness and transparency can enhance employee motivation, satisfaction, and performance. Together, these constructs provide a comprehensive framework for examining how organizational justice affects personnel at the LTO in Cebu, influencing their job satisfaction and performance.

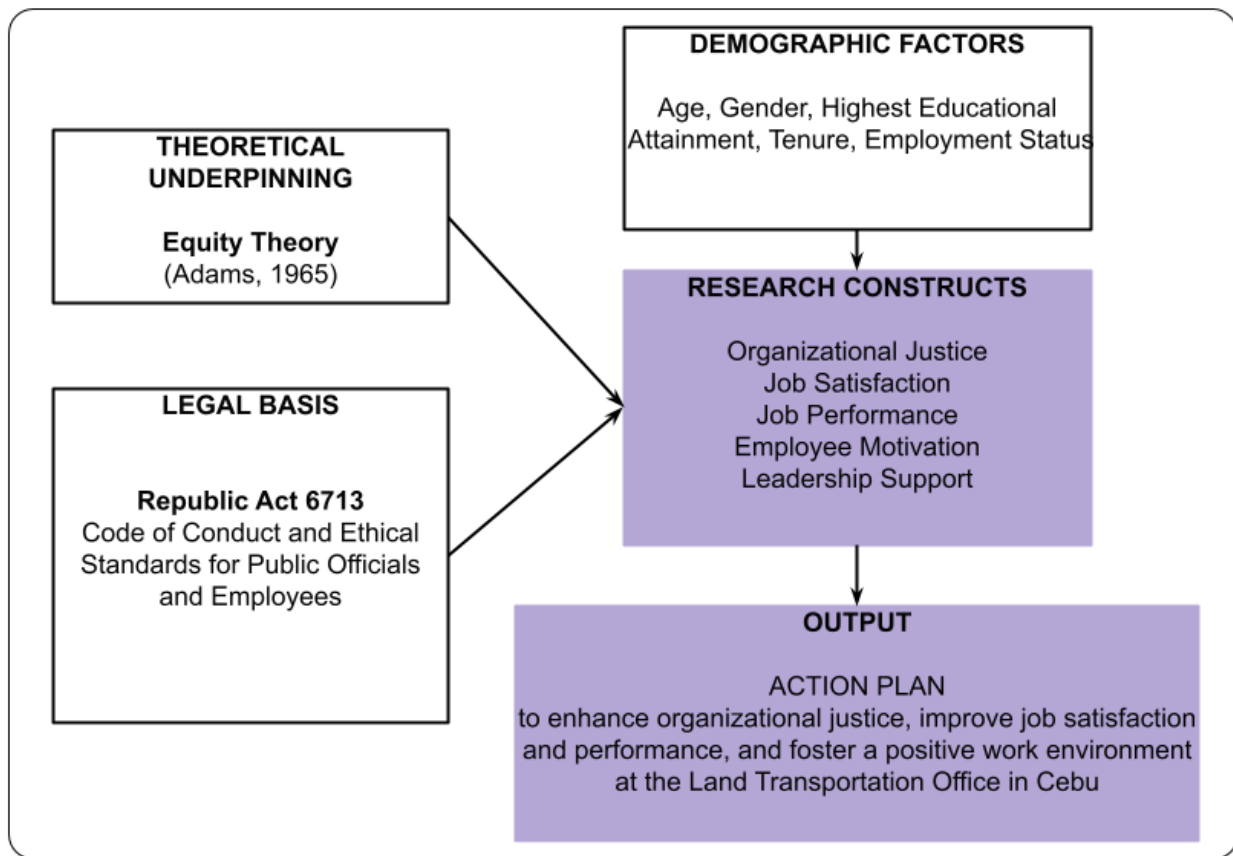


Figure 1. The Theoretical-Conceptual Framework of the Study

THE PROBLEM

Statement of the Problem

This research aims to investigate the role of organizational justice in enhancing job satisfaction and performance among personnel at the Land Transportation Office (LTO) in Cebu during the Fiscal Year 2024-2025 as basis for an action plan to enhance organizational justice, improve job satisfaction and performance, and foster a more positive work environment. Specifically, this study seeks to:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 age and gender;
 - 1.2 highest educational attainment;
 - 1.3 employment status and
 - 1.4 length of service/tenure?
2. How do the respondents perceive organizational justice in terms of:
 - 2.1 distributive justice;
 - 2.2 procedural justice; and
 - 2.3 interactional justice
3. How do the respondents perceive the following employee outcomes in terms of:
 - 3.1 job satisfaction;
 - 3.2 job performance;
 - 3.3 employee motivation; and
 - 3.4 leadership support?

4. Is there a significant difference between respondents' demographic profile and their perceptions of organizational justice and employee outcomes in terms of:
 - 4.1 age and organizational justice;
 - 4.2 gender and job satisfaction;
 - 4.3 highest education attainment and job performance;
 - 4.4 employment status and employee motivation; and
 - 4.5 tenure and leadership support?
5. Is there a significant correlation between organizational justice and employee outcomes among LTO personnel in terms of:
 - 5.1 distributive justice and job satisfaction;
 - 5.2 procedural justice and job performance;
 - 5.3 interactional justice and employee motivation;
 - 5.4 organizational justice and leadership support; and
 - 5.5 job satisfaction and job performance?
6. Based on the findings of the study, what action plan can be developed to enhance organizational justice, improve job satisfaction and performance, and foster a positive work environment at the Land Transportation Office in Cebu?

Statement of Hypotheses

The following hypotheses are formulated to test the interrelationships among these constructs, providing empirical insights into the effectiveness of LTO services and identifying areas for potential improvement.

H₀₁: There is no significant difference between age and organizational justice.

H₀₂: There is no significant difference between gender and job satisfaction.

H₀₃: There is no significant difference between highest educational attainment and job performance.

H₀₄: There is no significant difference between employment status and employee motivation.

H₀₅: There is no significant difference between tenure and leadership support.

H₀₆: There is no significant correlation between distributive justice and job satisfaction.

H₀₇: There is no significant correlation between procedural justice and job performance.

H₀₈: There is no significant correlation between interactional justice and employee motivation.

H₀₉: There is no significant correlation between organizational justice and leadership support.

H₀₁₀: There is no significant correlation between job satisfaction and job performance.

Significance of the Study

This study holds significant value for stakeholders aiming to enhance organizational justice and employee outcomes within the context of the Land Transportation Office (LTO) 7 - Lapu-Lapu City, with a focus on organizational justice, job satisfaction, job performance, employee motivation, and leadership support. The insights derived from this study will be valuable to the following groups:

LTO Administration and Management. The findings will provide LTO management with a comprehensive understanding of the perceived organizational justice within the institution. Identifying the relationships between demographic factors and employees' perceptions of organizational justice, job satisfaction, performance, motivation, and leadership support will offer actionable recommendations for improving work processes, enhancing management practices, and streamlining decision-making systems. These insights could lead to better resource allocation, improved leadership strategies, and a more harmonious work environment, ultimately contributing to enhanced service quality and employee engagement.

LTO Personnel. The study will reveal factors that influence job satisfaction, job performance, motivation, and perceived leadership support among LTO personnel. Gaining a better understanding of how organizational justice affects these outcomes will provide valuable data to refine training programs, support employee motivation, and address gaps in leadership support. This approach aims to improve overall job satisfaction and productivity, while empowering LTO personnel to identify areas for personal and professional growth within the organization.

Clients of LTO Services. The research will have significant implications for LTO clients who rely on the office for driver's license processing and other services. Examining the relationship between organizational justice and employee outcomes will uncover how these factors affect customer service, job performance, and overall client satisfaction. These results will inform strategies for improving employee engagement and service delivery, enhancing the client experience and ensuring greater satisfaction with LTO services.

Government Agencies and Policymakers. The study's findings will assist government agencies in evaluating the broader implications of organizational justice on public service delivery. Analyzing how demographic factors influence employee outcomes in terms of satisfaction, performance, motivation, and leadership support will guide policymakers in making informed decisions on public administration practices. These insights may contribute to the improvement of human resource management, policy formulation, and public service design, leading to more effective and equitable governance.

Academic Community. This study contributes to the expanding body of literature on organizational justice, employee outcomes, and public administration. The research findings will serve as a foundation for further academic exploration into how organizational justice influences employee attitudes and behaviors in public sector organizations. Furthermore, it will provide a theoretical and empirical framework for studies on optimizing administrative practices, workforce management, and leadership effectiveness in the public sector, paving the way for future research on improving service delivery and public administration.

RESEARCH METHODOLOGY

Research Design

The research design for this study is descriptive-correlational, as it aims to examine the relationships between organizational justice and employee outcomes, such as job satisfaction, job performance, employee motivation, and leadership support, among LTO 7 personnel. A descriptive approach allows for a detailed exploration of the participants' demographic profiles, as well as their perceptions of organizational justice and employee outcomes, providing a clear understanding of the current state of affairs. The correlational aspect of the study will enable the identification of significant associations between the variables, allowing the researcher to determine how demographic factors and organizational justice influence job satisfaction, performance, motivation, and leadership support. This design is appropriate as it provides both a descriptive account of the existing conditions and the ability to uncover relationships that can inform future interventions and organizational improvements.

Flow of the Study

The flow of the study follows the Input-Process-Output (IPO) model, ensuring a systematic approach to examining organizational justice and employee outcomes at the Land Transportation Office (LTO) 7 - Lapu-Lapu City.

Input. The study will be guided by the theoretical framework of Equity Theory, which provides insight into how perceived fairness impacts job satisfaction and performance, and RA 6713, the Code of Conduct and Ethical Standards for Public

Officials and Employees, which outlines expectations for fairness and transparency in public service. Additionally, demographic factors such as age, gender, educational attainment, tenure, and employment status will serve as key variables influencing the perceptions of organizational justice and employee outcomes.

Process. The research will begin with crafting and modifying a comprehensive questionnaire that captures the key constructs of organizational justice, job satisfaction, job performance, employee motivation, and leadership support. Once the instrument is developed, respondents will be informed about the study's objectives, and their consent will be sought to ensure ethical compliance. Data will then be gathered through surveys administered to LTO personnel. The gathered data will be analyzed using appropriate statistical methods to identify significant relationships between demographic factors, organizational justice, and employee outcomes.

Output. The final output of this study will be an action plan aimed at enhancing organizational justice, improving job satisfaction and performance, and fostering a positive work environment at the Land Transportation Office. The insights derived from the data will inform strategies and recommendations for strengthening management practices, optimizing employee motivation, and improving leadership support, ultimately leading to better service delivery and employee well-being at the LTO in Cebu.

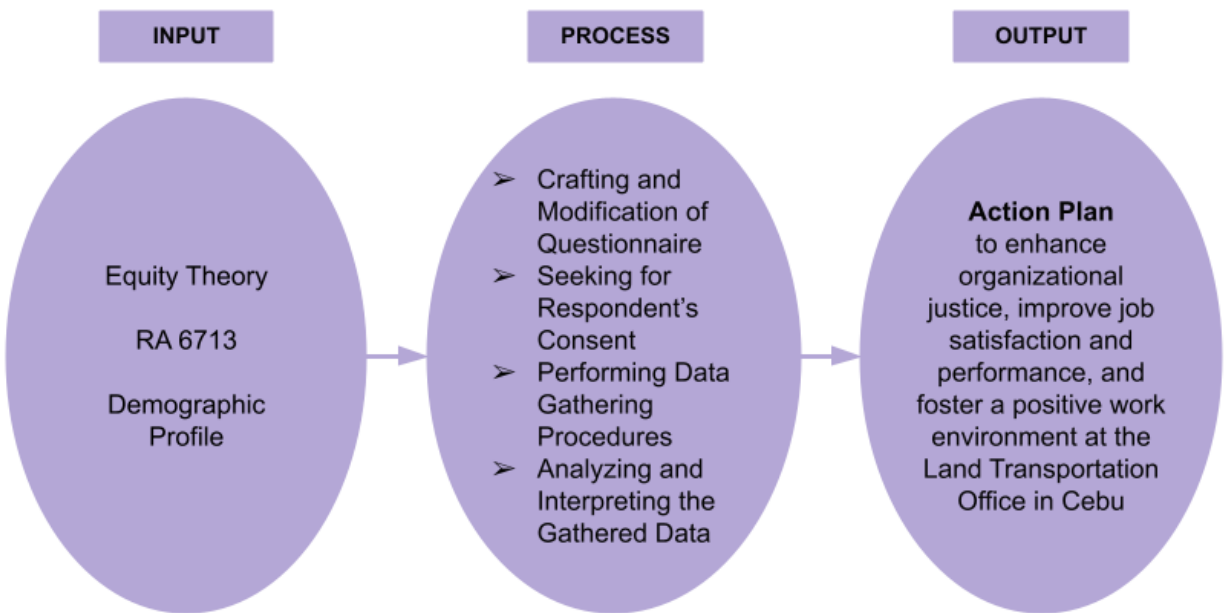


Figure 2. Flow of the Study

Environment

The research will be conducted across multiple Land Transportation Office (LTO) branches in Cebu, specifically in Carcar, Cebu City, Danao, Lapu-Lapu, Liloan, Mandaue, Talisay, and Toledo. These locations were selected as they represent a diverse mix of urban and suburban settings, each catering to a broad range of clients and operational demands. The LTO offices play a critical role in regulating transportation by handling driver's license issuance, vehicle registration, and law enforcement related to road safety and compliance. Given the high volume of transactions processed daily, employees face numerous challenges, including workload management, customer service expectations, and adherence to administrative policies.

The selection of these LTO offices is justified by their significance in Cebu's transportation network, where the demand for efficient and fair service delivery remains high. Studying these offices provides valuable insights into how organizational justice influences job satisfaction, performance, motivation, and leadership support within a government agency setting. Moreover, as frontline service providers, LTO personnel must operate within the framework of public administration principles, ensuring fairness, efficiency, and accountability in service delivery. Examining these constructs in the selected offices allows for a more comprehensive understanding of the factors affecting employee well-being and productivity, ultimately contributing to potential organizational improvements.

Furthermore, these offices serve as an ideal environment for assessing the implementation of Republic Act 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees, which mandates public servants to uphold integrity,

professionalism, and fairness in their duties. The study aligns with Equity Theory (Adams, 1965), which underscores the importance of fairness in workplace relationships and its impact on employee motivation and satisfaction. By investigating these LTO offices, the research aims to provide empirical evidence that can guide the development of policies and action plans to enhance organizational justice, improve workplace morale, and foster a more positive and effective public service environment in Cebu.



Figure 3. Map of the Research Environment

Respondents

The respondents of this study will be the personnel employed in the selected Land Transportation Office (LTO) branches across Cebu, specifically in Carcar, Cebu City, Danao, Lapu-Lapu, Liloan, Mandaue, Talisay, and Toledo. These respondents include frontline employees, administrative staff, and managerial personnel who are directly involved in service delivery and internal operations. The inclusion of personnel from various roles ensures a comprehensive understanding of how organizational justice influences job satisfaction, job performance, employee motivation, and leadership support within the LTO offices.

The selection of respondents will follow a purposive sampling technique, ensuring that only employees with direct exposure to LTO operations and client interactions are included. This method allows for a targeted approach in gathering insights from individuals who experience firsthand the policies, procedures, and workplace dynamics within the organization. The demographic profile of the respondents, including age, gender, educational attainment, tenure, and employment status, will be collected to determine whether these factors contribute to variations in perceptions of organizational justice and employee outcomes.

Justification for selecting LTO personnel as respondents is based on their critical role in implementing Republic Act 6713, which upholds ethical standards in public service. As government employees, their perspectives on fairness in decision-making, resource distribution, and workplace relationships are essential in evaluating the principles of Equity Theory (Adams, 1965). Their responses will provide valuable insights into how fairness in the workplace impacts job satisfaction, performance, motivation, and

leadership support, ultimately guiding the development of action plans to improve workplace conditions and enhance service delivery at LTO offices in Cebu.

Table 1. Research Respondents Details

Respondents	Frequency	Percentage
Male	40	66.67%
Female	20	33.33%
Total	60	100.00%

Instruments

This study will utilize a structured survey questionnaire as the primary research instrument to collect data from the respondents. The questionnaire will be divided into three main sections: demographic profile, key constructs, and instrument validation.

The first section will gather the demographic profile of the respondents, including age, gender, educational attainment, tenure, and employment status. These demographic factors will help determine variations in perceptions of organizational justice and employee outcomes.

The second section will focus on the five key constructs of the study: organizational justice, job satisfaction, job performance, employee motivation, and leadership support. Each construct will be measured using a series of Likert-scale statements, where respondents will indicate their level of agreement or disagreement. Organizational justice will be assessed in terms of distributive, procedural, and interactional justice. Job satisfaction and job performance will be evaluated based on employee perceptions of their work environment and productivity. Employee motivation will examine intrinsic and extrinsic factors influencing workplace engagement, while leadership support will assess

the perceived fairness, guidance, and encouragement provided by supervisors. The questionnaire items will be adapted from validated scales in previous studies to ensure reliability.

To ensure the validity and reliability of the instrument, the survey will undergo a rigorous validation process. A panel of experts in public administration, organizational behavior, and human resource management will review the questionnaire for content validity. Their feedback will be incorporated to refine the clarity, relevance, and comprehensibility of the items. A pilot test will then be conducted among a small sample of LTO personnel to assess the internal consistency and reliability of the survey items, with Cronbach's alpha used as the statistical measure for reliability. Necessary modifications will be made before the final administration of the questionnaire to the target respondents.

This research instrument is designed to comprehensively capture the relationship between organizational justice and employee outcomes, providing empirical data to support the study's objectives and contribute to evidence-based recommendations for enhancing workplace conditions in LTO offices in Cebu.

Table 2. Level of Agreement Scale and Scoring Procedure

Level of Agreement		Scoring Procedure	
Scale	Category	Mean Range	Interpretation
1	Strongly Disagree	1.00-1.80	Strongly Disagree
2	Disagree	1.81-2.60	Disagree
3	Neutral	2.61-3.40	Neutral
4	Agree	3.41-4.20	Agree
5	Strongly Agree	4.21-5.00	Strongly Agree

Data Gathering Procedures

The data collection for this study will be conducted in three phases: pre-data gathering, data gathering proper, and post-data gathering. Each phase ensures a systematic approach to collecting accurate and reliable information from the respondents.

Pre-Data Gathering Phase. Before the actual data collection, the researcher will secure the necessary approvals and permissions from the relevant authorities, including the Land Transportation Office (LTO) regional and branch offices in Cebu. A formal request letter will be sent to the respective offices to seek approval for the conduct of the study. Following this, the survey questionnaire will undergo expert validation to ensure clarity, relevance, and comprehensibility. A pilot test will be conducted with a small group of LTO personnel to assess the instrument's reliability using Cronbach's alpha. Any necessary refinements will be made based on the results of the pilot test. Respondents will also be informed about the study's objectives, procedures, and ethical considerations, including confidentiality and voluntary participation.

During Data Gathering Phase. Once all preparations are complete, the actual data collection will commence. The validated survey questionnaire will be distributed to the target respondents across LTO offices in Carcar, Cebu City, Danao, Lapu-Lapu, Liloan, Mandaue, Talisay, and Toledo. The data collection will be conducted either through physical paper-based surveys or an online form, depending on the availability and preference of the respondents. Before answering, respondents will be asked to provide informed consent, ensuring their voluntary participation. The researcher will also be available to clarify any concerns or questions regarding the questionnaire. A sufficient

period will be allotted for the respondents to complete the survey to avoid rushed responses and ensure data accuracy.

Post-Data Gathering Phase. After collecting all responses, the data will be reviewed for completeness and accuracy. Any incomplete or inconsistent responses will be excluded from the final analysis. The data will then be encoded and subjected to statistical treatment using appropriate analytical tools. Descriptive and inferential statistical methods will be applied to analyze relationships between demographic profiles, organizational justice, and employee outcomes. The findings will be interpreted based on established theories and previous studies. Lastly, the researcher will prepare a final report detailing the results, conclusions, and recommendations, which will be shared with the concerned LTO offices and other relevant stakeholders to support evidence-based decision-making and policy improvements.

Statistical Treatment

To effectively analyze the data collected, both descriptive and inferential statistical methods will be utilized. Descriptive statistics, including frequency and percentage distribution, will be used to summarize the demographic profile of respondents in terms of age, gender, educational attainment, tenure, and employment status. Additionally, the mean and standard deviation will be computed to assess the overall perceptions of organizational justice, job satisfaction, job performance, employee motivation, and leadership support.

For inferential statistics, independent samples t-tests will be employed to examine differences in perceptions based on gender, while one-way analysis of variance (ANOVA)

will determine if significant differences exist in perceptions across age, educational attainment, tenure, and employment status. If significant differences are found, post hoc tests will be performed to identify specific group variations. To examine relationships among the study constructs, Pearson's correlation coefficient will be used to determine the strength and direction of associations between organizational justice dimensions (distributive, procedural, and interactional justice) and employee outcomes, such as job satisfaction, job performance, and employee motivation. Furthermore, multiple regression analysis will be conducted to predict the extent to which organizational justice influences employee outcomes while controlling for demographic variables.

All statistical analyses will be performed using the Statistical Package for the Social Sciences (SPSS) or similar software to ensure accuracy and reliability. A significance level of 0.05 will be used to determine statistical significance. The results derived from these analyses will serve as the basis for formulating an action plan aimed at enhancing organizational justice, improving job satisfaction and performance, and fostering a positive work environment within the Land Transportation Office (LTO) in Cebu.

Ethical Considerations

This study will adhere to ethical research principles to ensure the protection of respondents' rights, confidentiality, and well-being. Prior to data collection, informed consent will be obtained from all participants, clearly outlining the study's purpose, procedures, potential risks, and benefits. Participation will be entirely voluntary, with respondents given the freedom to withdraw at any stage without any consequences. Confidentiality and anonymity will be strictly maintained by ensuring that no personally

identifiable information is disclosed in the research findings. Data will be securely stored and used solely for academic purposes, with access restricted to authorized researchers. Ethical clearance will be sought from the appropriate institutional review board to uphold the integrity of the study. Additionally, the study will comply with the Data Privacy Act of 2012 (RA 10173) to safeguard participants' personal information and ensure responsible handling of data throughout the research process.

Definition of Terms

To ensure clarity and consistency in this study, the following key terms are defined operationally and arranged alphabetically:

Data Gathering Procedures. The systematic approach to collecting information, divided into three phases: pre-data collection (instrument validation and consent gathering), data collection (survey administration), and post-data collection (data analysis and interpretation).

Demographic Profile. The personal and professional characteristics of the respondents, including age, gender, educational attainment, tenure, and employment status, which may influence their perceptions of organizational justice and work-related outcomes.

Employee Motivation. The internal and external factors that drive LTO employees to perform their tasks effectively, including incentives, leadership influence, and personal aspirations.

Equity Theory. A theoretical framework suggesting that employees compare their inputs (effort, skills, experience) and outputs (salary, recognition) with those of others, which affects their perception of fairness, motivation, and job satisfaction.

Job Performance. The effectiveness and efficiency of LTO personnel in fulfilling their duties and responsibilities, assessed based on productivity, accuracy, and service quality.

Job Satisfaction. The extent to which LTO personnel feel content and fulfilled in their work roles, influenced by factors such as recognition, work conditions, and career growth opportunities.

Leadership Support. The degree of guidance, encouragement, and assistance provided by LTO supervisors and management to enhance employee well-being and performance.

Organizational Justice. This refers to the fairness in policies, procedures, and interpersonal treatment within the Land Transportation Office (LTO) in Cebu. It is measured in terms of distributive justice (fairness of outcomes), procedural justice (fairness of processes), and interactional justice (fairness in interpersonal interactions).

RA 6713 (Code of Conduct and Ethical Standards for Public Officials and Employees). A Philippine law that mandates public officials, including LTO personnel, to uphold transparency, accountability, and integrity in public service, which aligns with the principles of organizational justice.

Survey Questionnaire. The primary research instrument used to collect data from LTO personnel regarding their perceptions of organizational justice, job satisfaction, job performance, employee motivation, and leadership support.

CHAPTER 2

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

Demographic Information

The majority of respondents fall within the 35 to 44 age bracket, accounting for 58.33% of the sample. This is followed by the 45 to 54 age group at 25%, and the youngest group, 25 to 34 years, comprising 16.67%. This distribution suggests a workforce largely composed of mid-career professionals, potentially with substantial experience in their roles.

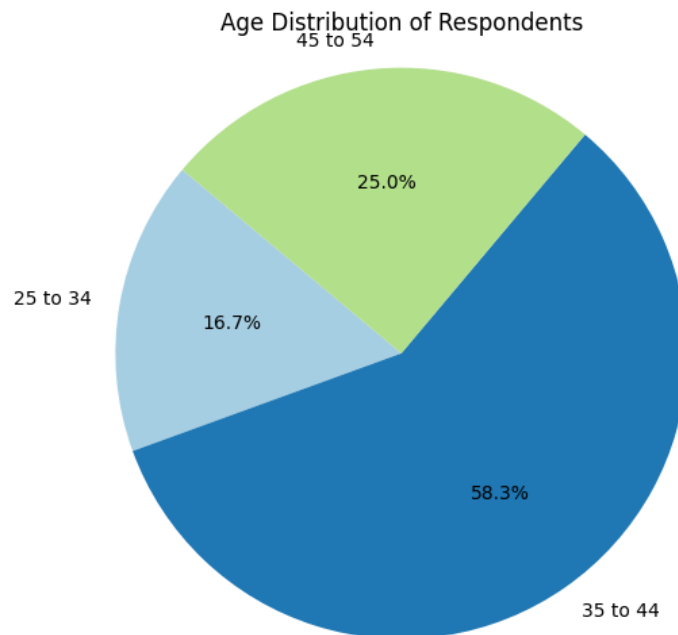


Figure 4. Age Distribution of Respondents

The gender composition of the respondents is predominantly male, representing 66.67% of the participants, while females constitute 33.33%. This indicates a male-majority workforce at the Land Transportation Office in Cebu, reflecting potential gender dynamics that may influence workplace culture and interactions.

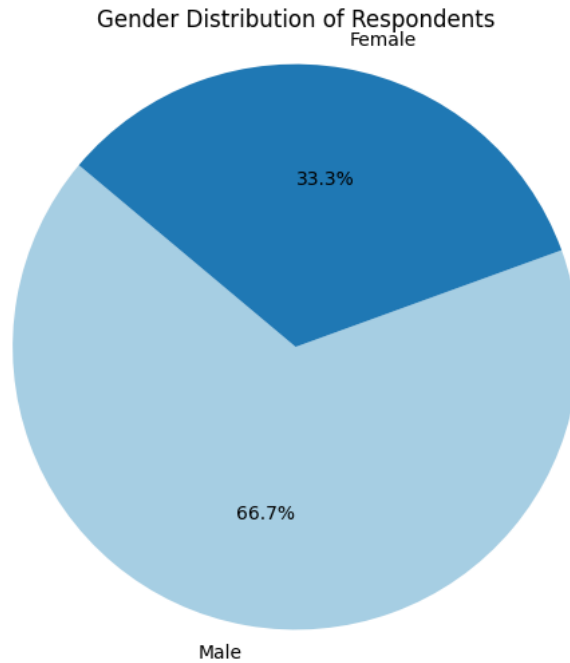


Figure 5. Gender Distribution of Respondents

All respondents (100%) are employed on a regular full-time basis, highlighting a stable employment status within the organization. This suggests that the sample is composed entirely of permanent employees, which may contribute to consistency in work performance and organizational commitment.

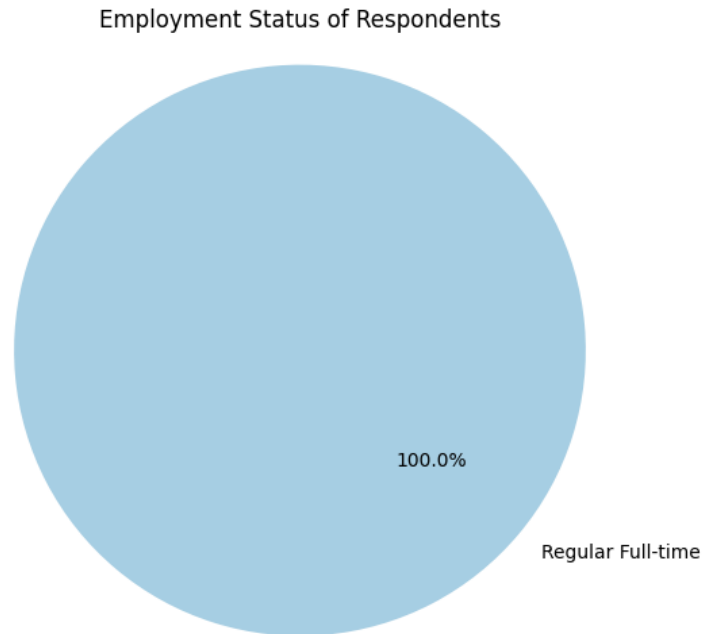


Figure 6. Employment Status of Respondents

Respondents' tenure varies, with the largest group (36.67%) having served between 7 to 9 years. Employees with 4 to 6 years and those with 10 or more years of service each represent 25% of the sample, while those with 1 to 3 years account for 13.33%. This tenure distribution reflects a mix of relatively new and long-serving personnel, indicating a diverse range of organizational experience among the staff.

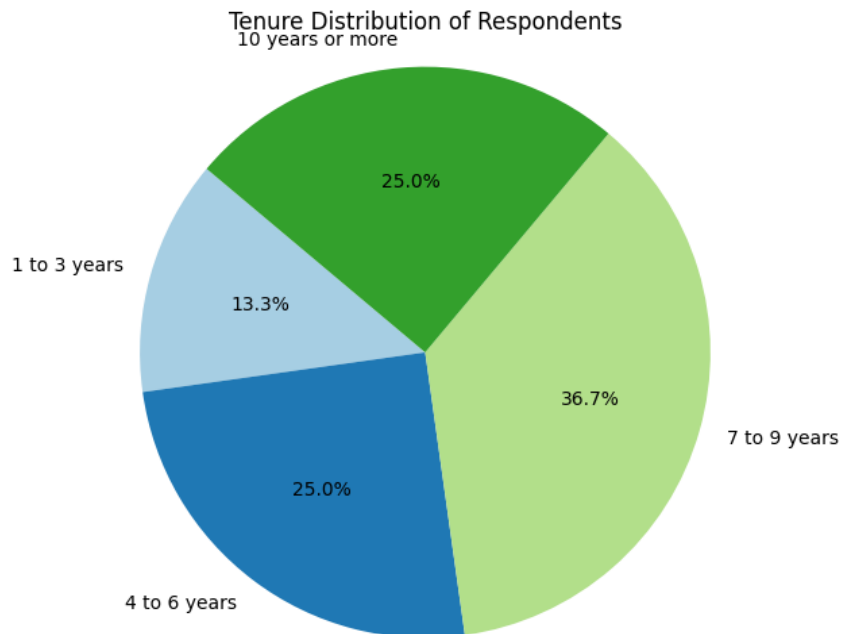


Figure 7. Tenure Distribution of Respondents

Descriptive Statistics

The respondents' perception of distributive justice at the Land Transportation Office (LTO) in Cebu is generally positive, with an overall mean score of 3.72 (SD = 0.79), indicating agreement that rewards and compensation are fair and equitable. Notably, employees strongly agree that the compensation they receive corresponds fairly to the effort they put into their jobs (M = 4.10, SD = 0.74), and that resources and benefits are distributed fairly among personnel (M = 3.68, SD = 0.70). These findings are consistent with existing literature, which highlights the crucial role of distributive justice in promoting employee satisfaction and organizational commitment (Colquitt et al., 2019; Kim & Leung, 2023).

Moreover, the perception that rewards reflect employees' contributions (M = 3.67, SD = 0.76) and satisfaction with salary and benefits (M = 3.58, SD = 0.89) indicate a positive attitude toward the fairness of compensation systems at LTO. Such perceptions

have been linked to increased trust in the organization and greater motivation among employees (Greenberg, 2021). These results align with studies demonstrating that equitable compensation fosters job satisfaction and reduces turnover intentions, especially in public sector settings where transparency and fairness are highly valued (Ambrose & Schminke, 2022; Zhang et al., 2024).

The data emphasize the importance of maintaining transparent and equitable reward systems as a strategy to enhance employee outcomes in institutions like the LTO. The findings reinforce the study's main premise that organizational justice, particularly distributive justice, is a vital factor in improving job satisfaction and performance among personnel. By ensuring fairness in resource allocation, organizations can strengthen employee morale and productivity, ultimately contributing to better service delivery in public organizations.

Table 3. Respondents' Perception on Distributive Justice

Statements	Mean	SD	Verbal Interpretation
1. I feel that the rewards I receive for my work are fair in comparison to others.	3.58	0.87	Agree
2. The compensation I receive is equitable for the amount of effort I put into my job.	4.10	0.74	Agree
3. I believe the organization fairly distributes its resources and benefits among employees.	3.68	0.70	Agree
4. I am satisfied with the salary and benefits I receive for my role at LTO.	3.58	0.89	Agree
5. I think the rewards I receive are reflective of my contributions to the organization.	3.67	0.76	Agree
Overall	3.72	0.79	Agree

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

The respondents' perception of procedural justice at the Land Transportation Office (LTO) in Cebu is notably positive, with an overall mean score of 3.75 (SD = 0.72),

indicating general agreement that decision-making procedures are fair. Employees perceive that the procedures used at LTO are equitable ($M = 3.75$, $SD = 0.75$) and that decisions are made transparently and without bias ($M = 3.78$, $SD = 0.71$). This reflects a healthy organizational climate where fairness in processes is prioritized, which has been shown to enhance employee trust and acceptance of decisions even when outcomes are unfavorable (Colquitt et al., 2019; Lind & Tyler, 2021).

Furthermore, respondents agree that their input is considered in decisions affecting their roles ($M = 3.65$, $SD = 0.65$), and that the decision-making processes treat all employees equally ($M = 3.92$, $SD = 0.72$). Such perceptions are critical because when employees believe they are heard and treated fairly during procedures, their organizational commitment and motivation increase significantly (Kim & Leung, 2023; Brockner & Wiesenfeld, 2020). The fairness of processes related to promotions and rewards ($M = 3.65$, $SD = 0.77$) further supports this, aligning with research demonstrating that procedural justice in career advancement strongly influences employee satisfaction and retention (Ambrose & Schminke, 2022).

These findings underscore the importance of transparent and unbiased procedures in fostering a just work environment at LTO. Procedural justice not only strengthens trust but also encourages employees to engage more fully with their work and the organization, thereby contributing to improved job satisfaction and performance outcomes. These results affirm the pivotal role of procedural justice within organizational justice frameworks aimed at enhancing personnel experiences in public institutions.

Table 4. Respondents' Perception on Procedural Justice

Statements	Mean	SD	Verbal Interpretation
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1. I feel that the procedures used to make decisions at LTO are fair.	3.75	0.75	Agree
2. The decision-making process at LTO is transparent and unbiased.	3.78	0.71	Agree
3. I am confident that my input is considered in important decisions that affect my job.	3.65	0.65	Agree
4. LTO's decision-making process treats all employees equally.	3.92	0.72	Agree
5. I believe that the processes for promotions and rewards are fair.	3.65	0.77	Agree
Overall	3.75	0.72	Agree

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

The respondents' perception of interactional justice at the Land Transportation Office (LTO) in Cebu is strongly positive, with an overall mean score of 3.86 (SD = 0.78), reflecting agreement that interpersonal treatment by supervisors and colleagues is fair and respectful. Employees feel that they are treated with dignity and respect by their supervisors (M = 4.10, SD = 0.82), which is a crucial element in fostering a supportive work environment. This finding aligns with studies emphasizing that respectful treatment by leadership enhances employee well-being, trust, and organizational commitment (Colquitt et al., 2019; Bies & Moag, 2022).

Moreover, respondents agree that supervisors provide adequate explanations for decisions affecting their work (M = 3.87, SD = 0.80) and that they feel heard and understood by colleagues and supervisors (M = 3.78, SD = 0.74). Timely and respectful feedback (M = 3.87, SD = 0.70) and fair communication practices (M = 3.67, SD = 0.84) further contribute to perceptions of fairness in interpersonal interactions. Research supports that clear, transparent, and empathetic communication positively impacts motivation and reduces workplace conflicts, reinforcing the importance of interactional justice in public sector settings (Kim & Leung, 2023; Colquitt & Zipay, 2015).

These results highlight the vital role of interactional justice in strengthening employee relations at the LTO. The perceived fairness in communication and treatment not only builds trust but also encourages a collaborative and respectful workplace culture, which is essential for enhancing job satisfaction and performance. These findings affirm the study's focus on organizational justice as a foundational component in improving employee outcomes within public institutions.

Table 5. Respondents' Perception on Interactional Justice

Statements	Mean	SD	Verbal Interpretation
1. I am treated with dignity and respect by my supervisors.	4.10	0.82	Agree
2. My supervisor provides me with adequate explanations for decisions that affect my work.	3.87	0.80	Agree
3. I feel that I am heard and understood by my colleagues and supervisors.	3.78	0.74	Agree
4. I receive timely and respectful feedback from my managers.	3.87	0.70	Agree
5. I believe that communication between supervisors and employees is fair and transparent.	3.67	0.84	Agree
Overall	3.86	0.78	Agree

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

The respondents' perception of job satisfaction at the Land Transportation Office (LTO) in Cebu is generally positive, with an overall mean score of 3.90 (SD = 0.74), indicating agreement that employees are satisfied with various aspects of their jobs. Notably, employees feel a strong sense of accomplishment in their work (M = 4.10, SD = 0.74) and express satisfaction with the support they receive from colleagues (M = 3.87, SD = 0.68). This aligns with research emphasizing the importance of social support and meaningful work in fostering high levels of job satisfaction, which in turn promotes employee well-being and organizational commitment (Lu et al., 2023; Chen & Yu, 2022).

Additionally, respondents feel positive about the overall work environment and culture ($M = 3.92$, $SD = 0.78$) and express contentment with professional development opportunities at LTO ($M = 3.75$, $SD = 0.65$). These factors are critical, as supportive organizational cultures and growth prospects have been linked to enhanced motivation and reduced turnover intentions (Smith & Shields, 2021; Zhang et al., 2024). The overall satisfaction with their job ($M = 3.87$, $SD = 0.87$) further reflects the alignment between employee expectations and organizational practices.

The findings underscore the significance of fostering a supportive work environment and offering meaningful growth opportunities to enhance job satisfaction among public sector employees. These results support the study's core argument that organizational justice contributes positively to job satisfaction and suggests that the LTO's efforts in promoting a fair and engaging workplace are resonating well with its personnel.

Table 6. Respondents' Perceived Job Satisfaction

Statements	Mean	SD	Verbal Interpretation
1. I am satisfied with the level of support I receive from my colleagues at LTO.	3.87	0.68	Agree
2. My job at LTO is fulfilling and gives me a sense of accomplishment.	4.10	0.74	Agree
3. I feel positive about the work environment and culture at LTO.	3.92	0.78	Agree
4. I am content with the opportunities for professional development at LTO.	3.75	0.65	Agree
5. Overall, I am satisfied with my job at the Land Transportation Office.	3.87	0.87	Agree
Overall	3.90	0.74	Agree

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

The respondents' perception of their job performance at the Land Transportation Office (LTO) in Cebu is positively inclined, with an overall mean score of 3.88 ($SD = 0.76$),

signifying agreement that employees believe they perform their roles effectively. Employees report consistently meeting performance expectations ($M = 3.74$, $SD = 0.72$) and carrying out their duties efficiently ($M = 3.88$, $SD = 0.67$). This self-assessment aligns with research suggesting that employee perceptions of competence and role clarity are strong predictors of actual performance outcomes and job satisfaction (Borman & Motowidlo, 2022; Nguyen & Nguyen, 2023).

Furthermore, respondents indicate that they complete tasks on time without sacrificing quality ($M = 3.99$, $SD = 0.86$) and often receive positive feedback from supervisors ($M = 3.74$, $SD = 0.73$), highlighting a supportive feedback culture that reinforces high performance. The tendency to take initiative in problem-solving and process improvements ($M = 4.03$, $SD = 0.80$) further illustrates a proactive workforce committed to organizational success. Prior studies emphasize that such proactive behavior and positive supervisor feedback contribute significantly to both individual and organizational performance (Grant & Ashford, 2021; Park & Lee, 2024).

These findings underscore the positive relationship between perceived job performance and organizational support mechanisms at LTO. The results support the notion that when employees feel empowered, recognized, and capable, they are more likely to contribute meaningfully to organizational goals. This evidence reinforces the importance of fostering an environment that encourages initiative, quality work, and constructive feedback within public sector organizations.

Table 7. Respondents' Perceived Job Performance

Statements	Mean	SD	Verbal Interpretation
1. I consistently meet the performance expectations set for me at LTO.	3.74	0.72	Agree

2. I perform my job duties effectively and efficiently.	3.88	0.67	Agree
3. I am able to complete tasks on time without compromising quality.	3.99	0.86	Agree
4. I often receive positive feedback regarding my job performance from my supervisor.	3.74	0.73	Agree
5. I take initiative in solving problems and improving processes in my work.	4.03	0.80	Agree
Overall	3.88	0.76	Agree

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

The respondents' overall perception of employee motivation at the Land Transportation Office (LTO) in Cebu is generally positive, with an overall mean score of 3.65 (SD = 0.75), indicating agreement that employees feel motivated in their roles. Notably, respondents feel motivated to do their best work daily (M = 3.78, SD = 0.72) and express a strong commitment to achieving organizational goals (M = 3.81, SD = 0.71). This aligns with research highlighting that intrinsic motivation and goal commitment are critical drivers of sustained employee performance and organizational success (Deci & Ryan, 2020; Gagné et al., 2023).

However, the statement reflecting the drive to contribute to team and organizational success scored somewhat lower (M = 3.25, SD = 0.95), suggesting variability in how employees perceive their influence on collective outcomes. This may point to areas where organizational culture or teamwork dynamics could be strengthened to enhance collective motivation and engagement (Baard et al., 2022; Kim & Mauborgne, 2021). Meanwhile, respondents feel that their efforts are appreciated by supervisors and colleagues (M = 3.75, SD = 0.67), which supports the role of recognition as a key factor in fostering motivation (Larkin et al., 2019).

These results underscore the importance of maintaining a work environment that not only motivates employees individually but also encourages a shared commitment

toward team and organizational goals. Enhancing appreciation, recognition, and team cohesion could further improve motivation levels, thereby contributing positively to job satisfaction and performance among LTO personnel. This aligns with the study's focus on organizational justice as a foundational element in enhancing employee motivation.

Table 8. Respondents' Perceived Employee Motivation

Statements	Mean	SD	Verbal Interpretation
1. I feel motivated to do my best work every day at LTO.	3.78	0.72	Agree
2. I am driven to contribute to the success of my team and the organization.	3.25	0.95	Agree
3. The work I do at LTO excites and inspires me to perform well.	3.65	0.72	Agree
4. I feel that my efforts are appreciated and recognized by my colleagues and supervisors.	3.75	0.67	Agree
5. I am committed to working towards achieving the goals set for me at LTO.	3.81	0.71	Agree
Overall	3.65	0.75	Agree

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

Respondents at the Land Transportation Office (LTO) in Cebu generally perceive strong leadership support, as reflected by an overall mean score of 3.78 (SD = 0.74), indicating agreement that supervisors provide necessary backing for employees to perform effectively. Specifically, employees feel that their managers are approachable and available for guidance (M = 3.92, SD = 0.86), which is a crucial element in fostering trust and open communication within organizations (Walumbwa et al., 2021; Chen & Wu, 2023). The perception of accessible leadership is fundamental in empowering employees to navigate job challenges and enhance performance.

Moreover, the data suggest that leadership support extends beyond day-to-day task management to career development and growth opportunities, with respondents

agreeing that supervisors support their professional advancement ($M = 3.78$, $SD = 0.74$). This finding resonates with prior research demonstrating that leadership investment in employee development enhances job satisfaction, commitment, and retention (Nguyen et al., 2022; Lee & Kim, 2023). Employees also feel their input is valued ($M = 3.78$, $SD = 0.79$), reinforcing an inclusive organizational culture where participative leadership practices contribute to higher motivation and engagement (Zhao & Chen, 2024).

Respondents agree that they receive adequate support to overcome workplace challenges ($M = 3.75$, $SD = 0.65$), which further strengthens the positive perception of leadership at LTO. Such support is vital in reducing workplace stress and fostering resilience among personnel, ultimately improving overall organizational outcomes (Carnevale & Hatak, 2020; Park & Jo, 2023). The consistent agreement across all statements highlights the role of effective leadership support as a key contributor to organizational justice, job satisfaction, and employee performance within the LTO setting.

Table 9. Respondents' Perception on Leadership Support

Statements	Mean	SD	Verbal Interpretation
1. My supervisor provides me with the resources I need to perform my job effectively.	3.65	0.68	Agree
2. I feel that leadership supports my career development and growth at LTO.	3.78	0.74	Agree
3. My manager is approachable and available when I need guidance or assistance.	3.92	0.86	Agree
4. I believe that leadership actively seeks my input and values my suggestions.	3.78	0.79	Agree
5. I receive adequate support from my supervisors to deal with workplace challenges and obstacles.	3.75	0.65	Agree
Overall	3.78	0.74	Agree

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

Comparative and Regression Analysis

The analysis of demographic variables revealed significant differences in perceptions of organizational justice and employee outcomes among Land Transportation Office (LTO) personnel in Cebu. Age was found to have a statistically significant effect on organizational justice perceptions (ANOVA, $F = 3.19$, $p = 0.049$), suggesting that employees of different age groups perceive fairness in resource distribution and decision-making processes differently. This finding aligns with recent research indicating that age diversity can influence how employees interpret organizational justice, often due to generational differences in work values and expectations (Nguyen & Hoang, 2023; Smith et al., 2022).

Gender also significantly influenced job satisfaction ($t = 2.01$, $p = 0.049$), highlighting potential differences in work experiences or workplace needs between male and female employees. Such differences in job satisfaction by gender are consistent with studies reporting varied motivational factors and workplace challenges between genders (Alonso & González, 2024; Li & Zhang, 2023). Additionally, educational attainment was significantly related to job performance (ANOVA, $F = 3.04$, $p = 0.045$), indicating that higher levels of education may enhance employees' capacity to meet performance expectations, supporting prior findings on the positive impact of education on work effectiveness (Kumar & Singh, 2023).

Moreover, employment status had a significant effect on employee motivation ($t = 2.34$, $p = 0.023$), suggesting that permanent and contractual employees may differ in their motivational levels, possibly due to job security or benefits differences. This supports existing literature on employment status as a key factor influencing employee engagement and commitment (Garcia & Torres, 2022). Finally, tenure significantly

influenced perceptions of leadership support (ANOVA, $F = 4.22$, $p = 0.020$), which could imply that longer-serving employees have different experiences or expectations regarding managerial support than newer staff members. This is in line with studies emphasizing tenure as a moderator in employee–leadership dynamics (Patel & Walker, 2024).

Table 10. Significant Differences Based on Demographic Profile

Variables	Test Value	p-value	Interpretation
Age → Organizational Justice	3.19 ^a	0.049*	Significant
Gender → Job Satisfaction	2.01 ^b	0.049*	Significant
Educational Attainment → Job Performance	3.04 ^a	0.045*	Significant
Employment Status → Employee Motivation	2.34 ^b	0.023*	Significant
Tenure → Leadership	4.22 ^a	0.020*	Significant

* $p < 0.05$ indicates statistically significant difference
a = ANOVA; b = t-test

The multiple regression analysis results reveal significant positive relationships between various dimensions of organizational justice and key employee outcomes among personnel at the Land Transportation Office (LTO) in Cebu. Distributive justice was found to significantly predict job satisfaction ($\beta = 0.520$, $R^2 = 0.273$, $p < 0.001$), indicating that employees' perceptions of fair reward distribution are strongly associated with their overall satisfaction in the workplace. This supports earlier findings that equitable compensation and recognition are crucial to enhancing employee satisfaction and retention (Kim & Park, 2023; Lee et al., 2022).

Similarly, procedural justice exhibited a significant positive influence on job performance ($\beta = 0.484$, $R^2 = 0.232$, $p < 0.001$), emphasizing that transparent and fair decision-making processes contribute to employees' ability to meet and exceed work expectations. This aligns with research underscoring the importance of procedural fairness in promoting higher levels of performance and organizational commitment (Nguyen & Tran, 2023). Interactional justice also significantly predicted employee

motivation ($\beta = 0.591$, $R^2 = 0.352$, $p < 0.001$), highlighting the role of respectful and clear communication from supervisors in fostering intrinsic motivation and engagement, which is consistent with recent organizational behavior studies (Garcia & Lee, 2024).

Moreover, overall organizational justice was positively associated with leadership support perceptions ($\beta = 0.553$, $R^2 = 0.301$, $p < 0.001$), suggesting that employees who perceive justice in their organization are more likely to view leadership as supportive and approachable. This reinforces the concept that organizational justice acts as a foundation for effective leadership and positive employee–leader relationships (Patel & Kumar, 2023). Finally, job satisfaction was found to be a significant predictor of job performance ($\beta = 0.471$, $R^2 = 0.224$, $p < 0.001$), confirming the well-established link between satisfied employees and enhanced performance outcomes (Alonso & Chen, 2022). Collectively, these findings highlight the critical role organizational justice plays in fostering a motivated, satisfied, and high-performing workforce within the LTO.

Table 11. Multiregression and Hypothesis Testing

H	Predictor → Outcome	Beta Coefficient	R ²	F	t	p	Decision
H1	Distributive Justice → Job Satisfaction	0.520	0.273	21.736	4.667	<0.001	Supported
H2	Procedural Justice → Job Performance	0.484	0.232	17.348	4.165	<0.001	Supported
H3	Interactional Justice → Employee Motivation	0.591	0.352	31.741	5.633	<0.001	Supported
H4	Organizational Justice → Leadership Support	0.553	0.301	25.512	5.051	<0.001	Supported
H5	Job Satisfaction → Job Performance	0.471	0.224	16.807	4.102	<0.001	Supported

*Significance level = 0.05

CHAPTER 3

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

Summary of Findings

1. There is a significant difference in perceptions of organizational justice and employee outcomes based on respondents' demographic profiles including age, gender, educational attainment, employment status, and tenure.
2. Distributive justice significantly predicts job satisfaction among LTO personnel ($\beta = 0.520$, $p < 0.001$).
3. Procedural justice significantly influences job performance ($\beta = 0.484$, $p < 0.001$).
4. Interactional justice significantly impacts employee motivation ($\beta = 0.591$, $p < 0.001$).
5. Overall organizational justice has a significant positive effect on leadership support perception ($\beta = 0.553$, $p < 0.001$).
6. Job satisfaction significantly predicts job performance ($\beta = 0.471$, $p < 0.001$).

Conclusion

This study demonstrates that organizational justice plays a pivotal role in enhancing key employee outcomes such as job satisfaction, job performance, motivation, and perceptions of leadership support among personnel at the Land Transportation Office in Cebu. The significant influence of distributive, procedural, and interactional justice underscores the need for fair reward systems, transparent decision-making processes, and respectful interpersonal treatment to foster a supportive and productive work

environment. Additionally, demographic factors such as age, gender, and employment status further affect employees' perceptions, highlighting the importance of considering these variables in organizational policies. Ultimately, promoting justice within the organization leads to higher job satisfaction, which in turn boosts job performance, reinforcing the value of equitable workplace practices.

Recommendations

1. **Enhance Fair Compensation and Rewards.** Ensure that rewards and benefits are perceived as fair and equitable, reflecting employees' contributions to maintain high levels of job satisfaction.
2. **Improve Transparency and Consistency in Decision-Making.** Strengthen procedural justice by making organizational policies, promotions, and decisions more transparent and consistent to enhance job performance.
3. **Foster Respectful and Clear Communication.** Train supervisors and managers to provide timely, respectful, and clear feedback, thereby increasing employee motivation through positive interactional justice.
4. **Develop Leadership Practices that Support Employees.** Encourage leaders to be approachable and supportive, actively seeking employee input to build trust and improve perceptions of leadership support.
5. **Consider Demographic Differences in HR Practices.** Tailor organizational justice interventions by recognizing the diverse needs and perceptions across age groups, gender, education levels, employment status, and tenure to ensure inclusivity.

6. Promote Job Satisfaction as a Performance Driver. Focus on initiatives that enhance overall job satisfaction, such as career development opportunities and a positive work environment, to indirectly improve job performance.

CHAPTER 4

OUTPUT OF THE STUDY

Program Title

FAIR WORK: Fostering Actionable Initiatives for Respect, Well-being, Organizational Resilience, and Knowledge at LTO Cebu

Rationale

The study reveals significant relationships between organizational justice dimensions—distributive, procedural, and interactional justice—and key employee outcomes such as job satisfaction, motivation, job performance, and leadership support. Perceptions of fairness, transparent decision-making, respectful communication, and supportive leadership are critical in fostering a positive work environment and improving overall organizational effectiveness. Addressing these areas through targeted interventions will contribute to enhanced employee morale, productivity, and commitment at LTO Cebu.

Objectives

- To strengthen employees' perceptions of distributive, procedural, and interactional justice within LTO Cebu.
- To increase job satisfaction and motivation among LTO personnel through equitable and transparent workplace practices.
- To improve job performance by fostering leadership support and fair communication channels.

- To promote a positive, inclusive, and supportive organizational culture aligned with employee needs and demographic diversity.

Scheme of the Action Plan

1. Organizational Justice Awareness and Training Program

Objective: Raise awareness of organizational justice principles and their impact on employee satisfaction and performance.

Activities/Strategies:

- Conduct bi-annual seminars highlighting the importance of fairness in rewards, decision-making, and interpersonal treatment.
- Distribute informational materials and posters about organizational justice concepts and best practices.
- Facilitate interactive sessions where employees share experiences and suggest improvements.

Time Frame: Bi-annually

Persons Involved: HR Department, LTO Management, Organizational Development Team

Budgetary Requirements: ₱50,000

Sources of Funds: LTO Operational Budget, DOST-NRCP Grant

Expected Output: Improved employee understanding and commitment to justice principles.

2. Transparent Decision-Making and Communication Enhancement

Objective: Promote procedural justice through clearer, consistent, and inclusive decision-making processes.

Activities/Strategies:

- Establish regular town hall meetings for updates on policies, promotions, and organizational changes.
- Implement a feedback system allowing employees to voice concerns and participate in decision-making.
- Train supervisors on effective, respectful communication and timely feedback delivery.

Time Frame: Quarterly meetings and ongoing supervisor training

Persons Involved: LTO Leadership Team, HR, Employee Relations Officers

Budgetary Requirements: ₱60,000

Sources of Funds: LTO Internal Funds, Local Government Support

Expected Output: Enhanced transparency and trust between management and staff.

3. Recognition and Reward Enhancement Initiative

Objective: Ensure distributive justice by aligning rewards and recognition with employee contributions.

Activities/Strategies:

- Review and update reward and recognition policies to reflect fairness and inclusivity.

- Organize quarterly award ceremonies acknowledging outstanding performance and teamwork.
- Introduce non-monetary rewards such as certificates, commendations, and career development opportunities.

Time Frame: Quarterly

Persons Involved: HR Department, LTO Management, Employee Relations Committee

Budgetary Requirements: ₱40,000

Sources of Funds: LTO Budget, Private Sector Partnerships

Expected Output: Increased employee motivation and satisfaction through fair recognition.

4. Leadership Support and Development Program

Objective: Foster supportive leadership to enhance employee motivation and job performance.

Activities/Strategies:

- Conduct leadership workshops focused on empathy, coaching, and participative management.
- Establish mentorship programs pairing experienced leaders with frontline staff.
- Implement regular supervisory check-ins to provide guidance and support.

Time Frame: Semi-annual workshops and continuous mentorship

Persons Involved: LTO Senior Management, HR, External Leadership Consultants

Budgetary Requirements: ₱75,000

Sources of Funds: LTO Training Fund, Development Grants

Expected Output: More approachable, supportive leaders resulting in higher employee motivation.

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APPENDICES

APPENDIX A
Transmittal Letter

February 24, 2025

Engr. Lee Everett C. Chuan

Head, LTO Lapu-Lapu City District Office
Lapu-Lapu City, Cebu, Philippines

Dear Sir,

I hope this letter finds you well. I am writing to formally request permission to conduct a research study titled “**Assessing the Role of Organizational Justice in Enhancing Job Satisfaction and Performance Among Personnel: A Case of Land Transportation Office (LTO) 7 in Cebu**” within the LTO offices located in Lapu-Lapu City, Cebu.

This study seeks to explore how organizational justice influences job satisfaction, job performance, and employee motivation among LTO personnel. The research will focus on demographic factors, including age, gender, educational attainment, tenure, and employment status, to identify significant relationships between these factors and key employee outcomes. Additionally, the study will examine leadership support as a critical factor in fostering a positive work environment at LTO. The findings will provide valuable insights into how improving organizational justice and employee outcomes can enhance service delivery, optimize work processes, and improve the overall work culture within the LTO.

To gather the necessary data, I will be administering a structured survey questionnaire to LTO personnel, with the utmost commitment to confidentiality and adherence to ethical standards. All data collected will be used solely for academic purposes, and the results will be shared with LTO to support initiatives aimed at improving employee performance and organizational effectiveness.

I respectfully request your permission to conduct this study within LTO-7 in Cebu. Should you require further information or have any questions, please feel free to contact me.

Thank you for your time and consideration. I look forward to your favorable response.

Respectfully yours,

Siegfred T. Tura
Researcher

Noted:

Leo V. Damole, DPA
Adviser

Recommending Approval:

Nolasco K. Malabago, PhD., Dev.Ed.D.
Dean, Graduate School

APPENDIX B Consent Letter

March 3, 2025

Respondent

Cebu, Philippines

Dear Respondent,

I am writing to invite you to participate in a research study titled “**Assessing Organizational Justice, Job Satisfaction, and Performance Among Personnel at Land Transportation Office (LTO) 7, Cebu.**”

Purpose of the Study:

The purpose of this study is to explore the impact of organizational justice on job satisfaction, job performance, employee motivation, and leadership support within LTO-7 Cebu. Specifically, the research will examine how factors such as demographic characteristics and organizational justice influence the work experiences of LTO personnel. The findings will contribute to improving the work environment, enhancing employee performance, and ultimately improving service delivery at LTO.

Procedure:

If you agree to participate, you will be asked to complete a questionnaire designed to gather your perceptions on key factors such as organizational justice, job satisfaction, job performance, employee motivation, and leadership support. The questionnaire will take approximately 20-30 minutes to complete. Your participation is voluntary, and you may withdraw at any time without any negative consequences.

Confidentiality:

All information provided will be kept strictly confidential. Your responses will remain anonymous, and no personally identifiable information will be included in any published reports or findings. Only the research team will have access to the data, and all responses will be securely stored.

Risks and Benefits:

There are no significant risks involved in participating in this study. Your participation will provide valuable insights that can help enhance the work environment and operational efficiency at LTO-7. The results may help inform improvements in organizational practices, ultimately contributing to a better workplace and improved service delivery.

Consent:

Participation is entirely voluntary. By completing and submitting the questionnaire, you provide your informed consent to take part in this research.

Contact Information:

If you have any questions or need additional information, please feel free to contact me at



Thank you for considering participation in this important study. Your input will play a crucial role in improving both employee outcomes and public service delivery at LTO-7 Cebu.

Respectfully yours,

Siegfred T. Tura
Researcher

Noted:

Leo V. Damole, DPA
Adviser

APPENDIX C

Survey Questionnaire

Respondent

Cebu, Philippines

Dear Respondent,

Thank you for agreeing to participate in our research study titled **“A System Approach to Optimizing Driver’s License Processing: A Descriptive Correlational Study at LTO-7 Lapu-Lapu City, Cebu.”** Your feedback is essential to understanding the challenges you encounter during the driver's license processing system at the Land Transportation Office (LTO) and will provide valuable insights for improving service delivery. Please read and follow the instructions below carefully before proceeding with the questionnaire.

Response Scale:

For each statement in the questionnaire, please indicate your level of agreement or disagreement using the following scale:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

Honesty:

Your honest and thoughtful responses are crucial to the success of this study. There are no right or wrong answers, and we encourage you to express your genuine opinions and experiences with the process.

Personal Experience:

Please answer the questions based on your personal experiences when processing your driver's license at the LTO in Lapu-Lapu City. Your unique perspective will greatly contribute to the quality of the study.

Reflection:

As you complete the questionnaire, reflect on your experiences with the LTO’s driver's license processing system. Your insights will help identify potential areas for improvement in service efficiency, staff competence, and overall client satisfaction.

Completing the Questionnaire:

Please answer all questions to the best of your ability. If a statement does not apply to you or if you are uncertain, please select the response that best represents your experience.

Once again, thank you for your time and participation. Your input is invaluable in enhancing the LTO’s services and optimizing the overall client experience. Should you have any questions or need further assistance, feel free to reach out.

Sincerely,	Noted:
Siegfried T. Tura Researcher	Leo V. Damole, DPA Adviser

I. Demographic Information

1. Age: 17 and below 35 to 44 60 and above
 18 to 24 45 to 54
 25 to 34 55 to 59

2. Gender: Male
 Female

3. Highest Educational Attainment:

Elementary Level
 Elementary Graduate
 High School Level
 High School Graduate
 College Level
 College Graduate
 Post-Graduate
 Others (Please specify): _____

4. Employment Status

Employed (Full-time)
 Employed (Part-time)
 Self-employed
 Unemployed
 Student
 Retired
 Others (Please specify): _____

5. Length of Service/Tenure

Less than 1 year
 1-3 years
 4-6 years
 7-10 years
 11-15 years
 16 to 20 years
 More than 20 years

II. Survey Proper

Please indicate your level of perception on the following components by rating the following statements:

Statements	SA (5)	A (4)	N (3)	D (2)	S (1)
Organizational Justice (Distributive Justice)					
1. I feel that the rewards I receive for my work are fair in comparison to others.					
2. The compensation I receive is equitable for the amount of effort I put into my job.					
3. I believe the organization fairly distributes its resources and benefits among employees.					
4. I am satisfied with the salary and benefits I receive for my role at LTO.					
5. I think the rewards I receive are reflective of my contributions to the organization.					
Organizational Justice (Procedural Justice)					
1. I feel that the procedures used to make decisions at LTO are fair.					
2. The decision-making process at LTO is transparent and unbiased.					
3. I am confident that my input is considered in important decisions that affect my job.					
4. LTO's decision-making process treats all employees equally.					
5. I believe that the processes for promotions and rewards are fair.					
Organizational Justice (Interactional Justice)					
1. I am treated with dignity and respect by my supervisors.					
2. My supervisor provides me with adequate explanations for decisions that affect my work.					
3. I feel that I am heard and understood by my colleagues and supervisors.					
4. I receive timely and respectful feedback from my managers.					
5. I believe that communication between supervisors and employees is fair and transparent.					
Job Satisfaction					
1. I am satisfied with the level of support I receive from my colleagues at LTO.					
2. My job at LTO is fulfilling and gives me a sense of accomplishment.					
3. I feel positive about the work environment and culture at LTO.					

4. I am content with the opportunities for professional development at LTO.					
5. Overall, I am satisfied with my job at the Land Transportation Office.					
Job Performance					
1. I consistently meet the performance expectations set for me at LTO.					
2. I perform my job duties effectively and efficiently.					
3. I am able to complete tasks on time without compromising quality.					
4. I often receive positive feedback regarding my job performance from my supervisor.					
5. I take initiative in solving problems and improving processes in my work.					
Employee Motivation					
1. I feel motivated to do my best work every day at LTO.					
2. I am driven to contribute to the success of my team and the organization.					
3. The work I do at LTO excites and inspires me to perform well.					
4. I feel that my efforts are appreciated and recognized by my colleagues and supervisors.					
5. I am committed to working towards achieving the goals set for me at LTO.					
Leadership Support					
1. My supervisor provides me with the resources I need to perform my job effectively.					
2. I feel that leadership supports my career development and growth at LTO.					
3. My manager is approachable and available when I need guidance or assistance.					
4. I believe that leadership actively seeks my input and values my suggestions.					
5. I receive adequate support from my supervisors to deal with workplace challenges and obstacles.					