

The Impact of Organizational Justice on the Individual Work Performance of Bananeros in Santo Tomas Davao Del Norte

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DOI: <https://doi.org/10.47772/IJRISS.2026.100400231>

Received: 12 April 2026; Accepted: 17 April 2026; Published: 04 May 2026

ABSTRACT

Individual Work Performance is defined as the visible behaviors that employees demonstrate while performing their duties, including how effectively they accomplish tasks, contribute to organizational goals, and avoid counterproductive actions. This study assessed the Impact of Organizational Justice on the Individual work performance in Santo Tomas Davao del Norte Descriptive-correlational research design was employed in this study therefore, it was used to determine the relationship between the two variables. The respondents of this study were 300 full-time plantation workers with at least six months of continuous employment; they were selected through a random sampling technique. Two sets of adapted questionnaires were used to obtain the information from the respondents. The findings of this study revealed the overall results that the level of organizational justice among banana plantation workers was high. The results indicated that banana plantation workers have a high level of organizational justice which means fairness in the workplace if oftentimes manifested. Also, the investigation found that the level of individual work performance among banana plantation workers was interpreted as high. The result indicated that banana plantation workers demonstrate a high level of individual work performance, indicating that their efficiency, cooperation, and commitment to their tasks are frequently observed in the workplace. It was also found in the study that there was a significant relationship between organizational justice and individual work performance. Therefore, it was hoped that this study could provide valuable insights that fairness and equitable treatment are frequently observed and practiced in the workplace, and employees consistently perform their duties efficiently and productively.

Keywords - Banana Plantation Workers, Employee Consistently, Equitable treatment, fairness

INTRODUCTION

Individual work performance is visible behavior that employees demonstrate while performing their duties, including how effectively they accomplish tasks, contribute to organizational goals, and avoid counterproductive actions (Macasarte & Quines, 2024). However, Pradikto et al. (2025) reported that individual work performance is increasingly a concern in many organizations due to the scarcity of organizational justice which includes poor and clear communication between the higher management employee. Khann et al. (2025) found that when employees felt they were not treated equally, their ability to perform tasks effectively and maintain positive workplace behavior declined significantly. Moreover, Chitamba (2025) stated that when management practices were inconsistent or lacked transparency, employee engagement deteriorated, leading to weakened overall performance levels. Al Doghan and Sundram (2023) emphasized that individual work performance was an essential factor in maintaining productivity and operational efficiency because it determined how well employees fulfilled their roles, met performance expectations, and helped achieve organizational success.

Furthermore, understanding individual work performance became increasingly important in recent years as global industries faced persistent challenges related to fairness, workload distribution, and motivation, which directly influenced efficiency and productivity of Jo & Shin, (2025). International studies as noted by Shrestha et al. (2024), showed that when employees perceived fairness in their workplace, they were more likely to

perform at higher levels, demonstrating improved efficiency and engagement. However, Ha and Moon (2023) reported that when organizational justice was lacking, organizations experienced declines in employee commitment, higher absenteeism, and lower task quality, which ultimately threatened organizational competitiveness.

Agole et al. (2022) observed that in Uganda, agricultural workers who experienced favoritism in overtime allocation and unclear task assignments reported noticeably lower levels of work performance, indicating that fairness significantly affected productivity. Therefore, Edeh et al. (2025) concluded that studying individual work performance was essential to identify how perceptions of justice and fairness influenced workplace behavior, allowing organizations to create equitable systems that enhanced both motivation and productivity while promoting long-term employee well-being.

In addition, the connection between organizational justice and individual work performance was supported by recent empirical evidence that demonstrated that the absence of fairness in the workplace significantly weakened employees' ability to perform effectively. The study of Paninsoro et al. (2024) found that banana and pineapple plantation workers in Lanao del Norte who perceived inequitable access to job assignments and overtime opportunities showed reduced engagement and higher absenteeism. Likewise, Ramirez et al. (2025) revealed that 58% of banana plantation workers in Tagum City, Davao del Norte deliberately slowed their work as an expression of frustration toward perceived inequality and biased management practices. Moreover, these empirical results were consistent with the findings of Danjuma et al. (2025), who emphasized that the lack of organizational justice, characterized by unfair task distribution and inadequate recognition, served as a major factor contributing to the decline in individual work performance among agricultural workers.

Moreover, Given the vital role of individual work performance in sustaining productivity within physically demanding occupations, it was essential to understand how organizational justice shaped employees' behavior and performance outcomes. Although several studies had examined organizational justice there was limited research that specifically investigated its influence on individual work performance within the agricultural sector. This study focused on banana plantation workers, or bananeros, in the Municipality of Santo Tomas, Davao del Norte, where the banana industry served as the primary economic driver and main source of livelihood for the local community. The research was both timely and contextually significant, as it seeks to provide empirical evidence that informed fair management practices and enhanced labor productivity in the agricultural sector. In alignment with the vision and mission of the Santo Tomas College of Agriculture, Sciences, and Technology (STCAST) and the United Nations Sustainable Development Goal (SDG) 8 on Decent Work and Economic Growth, this study promoted social equity, workforce welfare, and sustainable agricultural development through the advancement of just and equitable labor practices.

Statement Of The Problem

This study aimed to determine the significant relationship between organizational justice and individual work performance among banana plantation workers (bananeros) in the Municipality of Santo Tomas, Davao del Norte. It employed a quantitative approach, using data collected through survey questionnaires to answer the following research questions:

1. What is the level of organizational justice in terms of:
 - 1.1 distributive justice;
 - 1.2 procedural justice; and
 - 1.3 interactional justice?
2. What is the level of individual work performance in terms of:
 - 2.1 task performance;
 - 2.2 contextual performance; and

2.3 counterproductive work behavior?

3. Is there a significant relationship between organizational justice and individual work performance?

Hypothesis

The null hypothesis was tested at the 0.05 level of significance, stating that there is no significant relationship between organizational justice and individual work performance.

Theoretical Framework

This study was supported by Greenberg's (1990) Organizational Justice Theory, which emphasized that fairness in decision-making processes and interpersonal treatment enhanced employees' trust, satisfaction, and commitment within the organization. Panigrahi et al. (2024) explained that organizational justice played an essential role in shaping the motivation, behavior, and productivity of employees, particularly in labor-intensive sectors such as agriculture, where fair treatment directly influenced morale and efficiency. In this study, organizational justice was vital because employees' perceptions of fairness in task distribution, rewards, and supervision determined their willingness to perform effectively. Aggarwal et al. (2022) further emphasized that when workers perceived equitable management practices, they were more likely to exhibit higher engagement, improved performance, and reduced turnover.

Furthermore, the relevance of the dependent variable in this study, which is individual work performance, was grounded in the Theory of Individual Work Performance developed by Koopmans et al. (2011). This theory conceptualized individual work performance as a multidimensional construct that included task performance, contextual performance, and counterproductive work behavior. It emphasized that an employee's performance was influenced by their knowledge and skills, motivation, and the organizational conditions that supported or hindered effective task execution. According to Juvonen-Posti and Vuorento et al. (2025), individual work performance was essential because it determined how efficiently employees completed their assigned duties and contributed to overall organizational productivity. In the context of this study, it represents how banana plantation workers, or bananeros, perform their tasks under varying perceptions of fairness and recognition in their workplace. Supporting this, Zingoni (2022) found that employees who experienced fair and equitable management practices demonstrated higher levels of motivation, consistency, and productivity, highlighting the importance of fairness in maintaining strong performance outcomes.

Moreover, the relationship between organizational justice and individual work performance was best explained by Adams' (1965) Equity Theory, which was also utilized by the study of Liu et al. (2020) to examine similar constructs, and served as the anchor theory of the present study. Equity Theory asserted that employees evaluated fairness by comparing their inputs, such as effort, time, and skills, with the outcomes they received, including recognition, rewards, and opportunities for growth. When this perceived balance was maintained, employees experienced satisfaction and were motivated to perform effectively (Ghany, 2022). However, the study of Kim & Jeong (2021) further asserts that perceived inequity leads to frustration, decreased motivation, and lower performance, demonstrating how fairness directly influences workplace productivity.

Conceptual Framework

The conceptual framework for the study's variables, depicted in Figure 1, illustrates the relationship between the independent variable and the dependent variable.

The independent variable was organizational justice, which included three indicators: distributive justice, procedural justice, and interactional justice. The measurement of this variable was adapted from the Organizational Justice Scale developed by Colquitt (2001), which had been widely used to assess employees' perceptions of fairness in various organizational contexts.

The dependent variable was individual work performance, which included three indicators: task performance, contextual performance, and counterproductive work behavior. This variable was measured using the Individual

Work Performance Questionnaire (IW PQ) developed by Koopmans et al. (2014), which provided a comprehensive framework for evaluating individual productivity and behavioral outcomes at work.

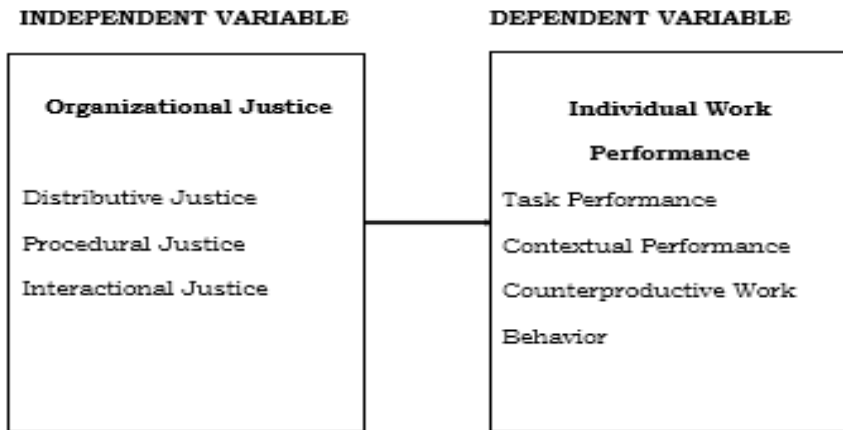


Figure 1. The Conceptual Framework of the Study

METHODOLOGY

Research Design

To investigate the impact of organizational justice on individual work performance, this study employed a quantitative research design using descriptive and correlational methods. Quantitative research, a systematic approach involving the collection and analysis of numerical data, served as an effective tool for identifying patterns, testing relationships, and making generalizations about a population Barroga et al. (2023). As stated by Sardana et al. (2023), this method focused on gathering objective and measurable data that are analyzed statistically to test hypotheses and make predictions. Primarily, this study utilized a descriptive research method to examine the influence of organizational justice on the individual work performance of banana plantation workers. Specifically, mean scores were used to measure the levels of perceived organizational justice and work performance among employees. Descriptive research aimed to accurately and systematically describe a population, situation, or phenomenon Furidha, (2023). Unlike experimental research, where variables were controlled or manipulated, descriptive research, according to Remler and Van Ryzin (2021), involved the observation and measurement of variables as they naturally occurred, without researcher interference.

Moreover, this study employed a correlational research method to determine the relationship between organizational justice and individual work performance. Correlational research examined the degree of association between two or more variables to identify patterns and relationships without manipulation (Pratama et al., 2023). Through this approach, numerical data are collected and analyzed statistically to determine whether perceptions of fairness in the workplace are significantly related to employees' effectiveness, motivation, and overall performance.

Research Subject

The study was composed of 300 banana plantation workers (bananeros) from various plantations across the 19 barangays of the Municipality of Santo Tomas, Davao del Norte, representing the primary agricultural labor force of the area. Respondents included full-time plantation workers with at least six months of continuous employment, while supervisors, administrative staff, and temporary workers were excluded to maintain consistency in work experience.

The sample size of 300 respondents followed the recommendation of Rahman (2023), who noted that this number ensured reliability and generalizability in quantitative studies. Similarly, Gunawan et al. (2021) asserted that a sample of 300 respondents was considered sufficient to achieve stable parameter estimates and minimize sampling error in social and behavioral studies. This sample size allowed the researcher to gather comprehensive data while maintaining feasibility in data collection and analysis. To ensure fair representation of the target population, respondents were proportionally distributed across the 19 barangays. The study employed simple random sampling, wherein each eligible plantation worker has an equal chance of being selected. As emphasized by Tin and Bui (2024), this technique minimized sampling bias and enhanced representativeness, making it appropriate for examining the relationship between organizational justice and individual work performance among banana plantation workers.

Research Instrument

This study used two adapted survey questionnaires to explore the connection between organizational justice and individual work performance. According to Ranganathan and Caduff (2023), questionnaires were written instruments that provided participants with a series of questions or prompts for their responses. Bhandari (2023) points out that questionnaires were used to gather quantitative data suitable for statistical analysis.

The researchers adapted the survey questionnaire for the independent variable from the study titled A Study of Relationship between Organizational Justice and Job Satisfaction by Al-Zu’bi (2010). The indicators included distributive justice, procedural justice, and interactional justice. This questionnaire was measured using a Likert scale from 5 (Strongly agree), 4 (Agree), 3 (Average), 2 (Disagree), and 1 (Strongly disagree).

Scale	Range of Means	Descriptive Equivalent	Interpretation
5	4.20 – 5.00	Very High	Organizational Justice is always manifested
4	3.40 – 4.19	High	Organizational Justice is oftentimes manifested
3	2.60 – 3.39	Average	Organizational Justice is sometimes manifested
2	1.80 – 2.59	Low	Organizational Justice is Less manifested
1	1.00 – 1.79	Very Low	Organizational Justice is least manifested

The researchers adapted the survey questionnaire for the dependent variable from the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). The indicators included task performance, contextual performance, and counterproductive work behavior. This questionnaire was measured using a Likert scale from 5 (Strongly agree), 4 (Agree), 3 (Average), 2 (Disagree), and 1 (Strongly disagree).

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Statistical Treatment Of Data

Mean. The mean, a statistical measure that represents the average value in a dataset Tin & Bui, (2024), was used to determine the level of organizational justice and individual work performance among banana plantation

workers in Santo Tomas, Davao del Norte. This measure provided an overall understanding of the respondents’ perceptions of fairness in the workplace and their corresponding levels of work performance.

Pearson R the Pearson correlation coefficient (*r*) was used to determine the significant relationship between organizational justice and individual work performance among banana plantation workers. As noted by Turney (2022), the Pearson correlation coefficient was a widely used measure of linear correlation and served as an inferential statistic to test statistical hypotheses. Specifically, it allowed the researchers to identify whether a significant relationship existed between employees’ perceptions of fairness in the workplace and their individual work performance.

RESULTS AND DISCUSSIONS

Level of Organizational Justice among Banana Plantation Workers

The descriptive statistics findings for determining the level of organizational justice are presented in Table 1, revealing an overall mean score of 3.99 with a standard deviation of 0.73, which was interpreted as high. This implied that organizational justice among banana plantation workers was oftentimes manifested in their workplace. Among the indicators, distributive justice obtained the highest mean of 4.07 and a standard deviation of 0.75, also described as high, indicating that fairness in the distribution of tasks, rewards, and recognition was oftentimes manifested. This suggested that the workers generally felt that management provided equal treatment and allocated responsibilities equitably. On the other hand, interactional justice recorded the lowest mean of 3.87 and a standard deviation of 0.74 among the three indicators, yet it was still interpreted as high, signifying that respectful and transparent interactions between supervisors and workers were also oftentimes manifested.

This implied that while interpersonal fairness and communication are frequently observed, there was still a need to further strengthen consistent, open, and empathetic interactions within the organization to enhance overall perceptions of justice.

Table 1

Level of organizational justice

Indicators	Mean	SD	Descriptive Equivalent
1. Distributive justice	4.07	0.75	High
2. Procedural justice	4.02	0.70	High
3. Interactional justice	3.87	0.74	High
Overall	3.99	0.73	High

Level of Individual Work Performance among Banana Plantation Workers

The descriptive statistics findings for determining the level of individual work performance are presented in Table 2, revealing an overall mean score of 4.05 with a standard deviation of 0.73, which was interpreted as high. Among the indicators, task performance obtained the highest mean of 4.18 and a standard deviation of 0.71, also described as high, indicating that the workers' ability to perform their assigned tasks efficiently and accurately was oftentimes evident. This suggested that banana plantation workers generally completed their job responsibilities effectively and contributed positively to achieving organizational goals. On the other hand, contextual performance recorded the lowest mean of 3.96 and a standard deviation of 0.76 among the three indicators, although it was still interpreted as high, signifying that cooperative and supportive behaviors among workers was also oftentimes evident. This implied that while employees frequently demonstrated helpfulness, teamwork, and dedication beyond their assigned duties, there remained an opportunity to further enhance collaboration and active participation within the workplace to sustain high levels of performance.

Table 2

Level of individual work performance

Indicators	Mean	SD	Descriptive Equivalent
1. Task performance	4.18	0.71	High
2. Contextual performance	3.96	0.76	High
3. Counterproductive work behavior	4.01	0.73	High
Overall	4.05	0.73	High

Correlation between Organizational Justice and Individual Work Performance

Presented in Table 3 was the correlation between the independent variable, organizational justice, and the dependent variable, individual work performance. The computed correlation coefficient is 0.808 with a p-value of <0.001, which was lower than the 0.05 level of significance. This result indicated that there was a significant relationship between organizational justice and individual work performance because the probability value was less than the established level of significance. Therefore, the null hypothesis stating that there was no significant relationship between the two variables was rejected. Furthermore, the correlation coefficient of 0.808 signified a very strong positive correlation, meaning that as the perception of fairness and justice within the organization increased, the level of individual work performance among banana plantation workers also tended to rise.

Table 3

Significance of the relationship between organizational justice and individual work performance

Variables Correlated	Mean	r	p-value	Decision on H ₀	Decision on Relationship
Organizational justice	3.99				
Individual work performance	4.05	0.808**	<0.001	Rejected	Significant

Table 3 presented the correlation between organizational justice and individual work performance. It was derived from the table that the overall r-value of 0.808 with a p-value of <0.001, which is less than 0.05, signified the rejection of the null hypothesis. This meant that there was a significant relationship between organizational justice and individual work performance. It implied that the level of fairness perceived by banana plantation workers in Santo Tomas, Davao del Norte, had a significant and positive impact on their performance and work behavior.

The findings were consistent with the study of Zawawi et al. (2024), which emphasized that employees' point of view regarding having a strong organizational justice tended to exhibit stronger individual work performance. In addition, Safitri and Rojuaniah (2022) supported that employees who experienced equitable and transparent organizational justice demonstrate higher levels of individual work performance.

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Summary Of Findings

The major findings of the study were the following:

1. The level of organizational justice among banana Plantation Workers in Santo Tomas, Davao del Norte, revealed a high descriptive equivalent and was oftentimes manifested. The overall findings of organizational justice suggested that the workers generally felt that management provided equal treatment and allocated responsibilities equitably. On the other hand, interactional justice recorded the lowest mean of 3.87

2. The level of individual work performance among banana plantation workers in Santo Tomas, Davao del Norte, had an overall mean score of 4.05 which was interpreted as high. It obtained an overall standard deviation of 0.71, indicating that the workers' ability to perform their assigned tasks efficiently and accurately was oftentimes evident. The highest indicator was task performance with a mean of 4.18, while the lowest was Contextual Performance with a mean of 3.96.

3. The relationship between organizational justice and individual work performance of bananeros in Santo Tomas Davao del Norte, shown positive correlation with an r-value of 0.808 and a p-value of 0.001, which was lower than the level of significance of 0.05. Moreover, these results lead to the rejection of the null hypothesis.

Conclusions

Based on the findings of this study, the following statements were constructed:

1. The level of organizational justice among banana Plantation Workers in Santo Tomas, Davao del Norte, revealed a high descriptive equivalent and was oftentimes manifested. The overall findings of organizational justice suggested that the workers generally felt that management provided equal treatment and allocated responsibilities equitably.

2. The level of individual work performance among banana plantation workers in Santo Tomas, Davao del Norte, revealed a high descriptive equivalent and was oftentimes evident. The overall findings of the individual work performance among banana plantation workers suggested that banana plantation workers generally completed their job responsibilities effectively and contributed positively to achieving organizational goals.

3. The results shown the significance of the relationship between organizational justice and individual work performance, indicated that there was a significant relationship between organizational justice and individual work performance because the probability value was less than the established level of significance. It indicated that the null hypothesis stating that there was no significant relationship between the two variables was rejected. Furthermore, the correlation coefficient of 0.808 signified a very strong positive correlation.

Recommendations

Based on the findings and conclusions of the study, the subsequent recommendations were offered:

1. To help address these concerns, it is recommended that the management may provide leadership and communication training that can help supervisors develop better people skills and ensure that workers feel acknowledged, respected, and fairly treated in their daily work.

2. To address these concerns, it is strongly recommended that decisions made by higher management be clearly communicated and properly justified to workers. These decisions may include task assignments, workload allocation, work schedules and disciplinary actions. When workers understand the reasons behind management decisions, feelings of unfairness, frustration, and mistrust are reduced. Clear explanations help workers see that decisions are based on reasonable and fair considerations rather than personal bias. Regular meetings, feedback sessions, and open communication channels may help ensure that workers are informed and given opportunities to raise questions or concerns.

3. other factors such as leadership style, employee engagement, job satisfaction, or working conditions that may also influence fairness and performance in agricultural settings. Using interviews or group discussions in future studies may provide deeper insight into workers' experiences and help explain how management practices affect their motivation and behavior.

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