# THE Relationship Between Organizational Justice, Organizational Commitment and Innovative Work Behavior of Civil Servants in Davao de ORO

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**ABSTRACT**

The lack of thorough research into how government workers in Davao de Oro align their jobs and whether they receive proper incentives, perks, and mental health care has left gaps in our understanding of their efficacy. A quantitative method contextualized the linkages between innovative work behavior, organizational commitment, and organizational justice. Additionally, these phenomena were thoroughly evaluated using a descriptive-correlational study approach. The respondents were 150 employees from specific Davao de Oro Local Government Units (LGUs), with a focus on those with relevant work experience, especially those in supervisory positions. Findings revealed that innovative work behavior among civil servants in Davao de Oro was evident, as employees demonstrated adaptability, strategic thinking, and dedication to organizational development. The status of organizational justice was highly demonstrated, indicating that civil servants perceived their work environment as fair and just, fostering trust, morale, and commitment. Furthermore, organizational commitment was often evident, suggesting that civil servants exhibited a positive emotional attachment, identification, and loyalty toward their organization, aligning with its goals and values. Crucially, correlation analysis revealed a significant, moderate positive relationship between organizational justice and innovative work behavior ($r = .449$, $p < .05$), as well as a significant, moderate positive relationship between organizational commitment and innovative work behavior ($r = .442$, $p < .05$). These results indicate that higher perceptions of workplace fairness and stronger institutional loyalty directly correspond to increased creative and problem-solving actions among personnel.

**KEYWORDS:** *Business management, innovative work behavior, organizational justice, organizational commitment, Philippines*

## INTRODUCTION

In the face of rapidly shifting socioeconomic conditions, civil servants

must continually innovate to enhance public service quality and maximize citizen satisfaction (Hansen & Pihl-Thingvad, 2019; de Vries et al., 2015). In this demanding environment, they face immense pressure to develop efficient new work methods with fewer resources while balancing organizational trustworthiness, competitiveness, and national progress (Johari & Yahya, 2016).

Innovative work behavior involves developing and implementing new ideas to enhance problem-solving (González-González & García-Almeida, 2021), an asset that organizations actively foster through supportive environments and incentives, in line with SDG 16's call for effective, transparent, and inclusive governance (Karimi et al., 2023; Paskov, 2024). Innovative employees adapt faster to workplace changes (Haque & Yamoah, 2021), utilize internal motivation to boost performance (Afsar & Badir, 2017), and navigate complex business environments to secure the long-term global competitiveness and sustained success of their organizations (Asfar et al., 2019; Lasisi et al., 2020; Prieto et al., 2014).

The interaction between innovative work behavior, organizational justice, and organizational commitment directly shapes workplace dynamics and overall institutional effectiveness. The perception of fair and ethical treatment, encompassing distributive, procedural, and interactional justice, strongly drives employees' motivation for creative problem-solving, while simultaneously boosting job satisfaction, organizational commitment, workforce stability, and public service delivery (Akram, 2019; Heidari et al., 2014; Lee et al., 2022; Mendez et al., 2022; Taylor et al., 2022).

Existing studies have explored innovative work behavior among civil servants; few have examined how their perceptions of workplace conditions, expectations, and institutional inclusivity shape their actions and decisions. Furthermore, research has yet to fully address whether injustices and inequalities in the workplace influence their worldview and professional conduct. There remains a lack of comprehensive investigation into how civil servants in Davao de Oro match their roles and whether they receive adequate incentives, perks, and mental health support to sustain their effectiveness. This study seeks to bridge these gaps by providing civil servants a platform to express their experiences and perspectives, ensuring that their voices are acknowledged by both academics and policymakers in the public sector.

**Statement of the Problem**

1. What is the status of innovative work behavior in terms of opportunity exploration, idea generation, championing, and application ideas?
2. What is the status of organizational justice as rated by civil servants in terms of distributive justice, procedural justice, and interactional justice?
3. What is the status of organizational commitment in terms of affective commitment, continuance commitment, and normative commitment?
4. Is there a significant relationship between organizational justice and innovative Work Behavior, and organizational commitment and innovative work behavior?

## METHODOLOGY

*Research Design.* This study employed a quantitative, descriptive-correlational research design to evaluate the relationships among organizational justice, organizational commitment, and innovative work behavior. The utility of this quantitative approach lies in its capacity to analyze data objectively, ensuring that the empirical findings remain statistically significant, verifiable, and replicable (Field, 2014).

*Research Locale. T*he geographical focus of this investigation was the province of Davao de Oro, specifically targeting the municipalities of Compostela, Montevista, Nabunturan, Monkayo, Maragusan, and Maco. Situated in the middle-eastern portion of the Davao Region, this province serves as a vital administrative hub hosting numerous government facilities responsible for public service delivery, making it an ideal institutional setting for analyzing innovative work behavior.

*Research Respondents.* The research respondents comprised 150 employees from the selected local government units (LGUs), with a particular focus on individuals with relevant job experience and supervisory responsibilities. To achieve a representative, diverse sample across administrative tiers, a two-stage probability sampling design was used, with simple random sampling followed by stratified random selection within LGU departments. Participation remained strictly voluntary, allowing respondents to withdraw at any juncture without repercussions, while preliminary briefings ensured a comprehensive understanding of the informed consent protocols.

*Research Instruments.* The study utilized adapted closed-ended survey questionnaires evaluated on a 5-point Likert scale, ranging from 5 (*Strongly Agree*) to 1 (*Strongly Disagree*). The instrument was structured into three distinct segments: Part I evaluated Innovative Work Behavior (10 items), Part II measured Organizational Justice (19 items), and Part III assessed Organizational Commitment (10 items). Prior to distribution, the instrument underwent a rigorous content validation process by external experts, whose feedback was integrated to refine the items, followed by a preliminary pilot test among a small cluster of LGU personnel within the target municipalities to establish internal consistency.

*Data Gathering Procedure.* Formal data collection commenced immediately upon securing institutional ethical clearance from the University of the Immaculate Conception Research Ethics Committee (UIC-REC). Following the issuance of this REC certification, official authorization was sought and obtained from the Graduate School Dean, which facilitated the acquisition of formal letters of acceptance from the respective LGU administrations to distribute the survey instruments to the target participants legally. With administrative support from local officials, the survey was administered systematically, requiring participants to sign an informed consent form detailing the 10- to 20-minute execution time and the right to skip sensitive items. Compliance with the Data Privacy Act of 2012 (Republic Act No. 10173) was strictly enforced by maintaining absolute respondent anonymity, utilizing alphanumeric codes for data entry, and securing files in locked cabinets and password-protected laptops.

*Statistical Tools*. Standard Deviation was utilized to evaluate the internal response variance, measuring data dispersion and response consistency around the computed arithmetic means. *Spearman's Rho* (ρ) was used as the inferential nonparametric statistic to assess the significance, direction, and strength of relationships between the independent organizational variables and innovative work behavior.

*Ethical Consideration.* This study was committed to upholding ethical standards in research by submitting the research protocol for review and approval by the UIC Research Ethics Committee (UIC-REC), as indicated by the assigned Protocol Code: GS-ER-02-25-0171. The research underwent a thorough ethical review to ensure compliance with the ten foundational ethical principles: social value, informed consent, vulnerability issues, risk-benefit ratio,

privacy and confidentiality of information, justice, transparency, researcher qualification, adequacy of facilities, and community involvement. This rigorous execution was reinforced by the researcher's specialized ethics training, guidance from the advisory panel, and institutional resource support from the university library to safeguard study validity and reliability.

## RESULTS AND DISCUSSION

### Status of Innovative Work Behavior

The data in Table 1 describe the status of innovative work behavior across four indicators: opportunity exploration, idea generation, championing, and application. The result showed that the innovative work behavior status is high, with an overall mean score of 4.07, indicating that it is evident. Furthermore, the standard deviation for innovative work behavior ranges from 0.65 to 1.12. Items less than 1.0 indicate response consistency, whereas those greater than 1.0 indicate response heterogeneity. This result implies that, driven by a strong commitment to continuous improvement, the organization went above and beyond daily responsibilities to refine processes, experiment with new methods, generate innovative solutions, inspire key organizational members, and eventually integrate ground-breaking ideas into work practices, fostering meaningful progress and transformation throughout the organization.

**Table 1**

*Status of Innovative Work Behavior*

| Domain/Statements | Mean | SD | Description |
|---|---|---|---|
| Opportunity Exploration | 3.73 | 0.85 | High |
| Idea Generation | 4.22 | 0.57 | Very High |
| Championing | 4.14 | 0.63 | High |
| Application | 4.19 | 0.62 | High |
| **Overall Mean** | **4.07** | **0.54** | **High** |

The findings are consistent with those of Lu et al. (2019), who found that employees innovate to enhance working conditions and produce exceptional output.

*Opportunity Exploration*. The first indicator had a high category mean of 3.73, demonstrating evidence. It implies that respondents address workplace

challenges and seek to refine processes and outcomes, illustrating a commitment to continuous improvement. These findings align with Tu et al.'s (2022) research, which shows that employers who encourage their subordinates to explore opportunities can help an organization achieve its goals and remain viable in the long run.

*Idea Generation*. The figure showed a very high category mean of 4.22, highly evidence. This demonstrated organizational flexibility and a deep commitment to optimizing processes. This result affirmed the idea that idea generation is a feature of innovation at work since inventive ideas are the root of all innovative work behavior, and are essential for creative and innovative job behavior (Mehta et al., 2014). The result supported that innovative work behavior relied on idea generation, which drove creativity, progress, and adaptability within organizations (Effendy et al., 2021; Mehta et al., 2014). Concurrently, item 3, which involved finding new approaches to executing tasks, had the lowest mean score of 4.15, classified as high. It is noted that finding innovative methods to complete tasks showed creativity and a dedication to improving efficacy and efficiency. The study by Mehta et al. (2014) found that idea generation fostered innovation and creativity, advancing progress. As the initial stage of the innovation process, concept development, individual creativity, and workable ideas were essential for fostering long-term organizational success (Cerne et al., 2022).

*Championing.* This indicator attained a high category mean of 4.14, indicating strong evidence. This demonstrates that promoting innovation among peers and leadership fosters an institutional culture of creativity and strategic persuasion, confirming the arguments of Anderson et al. (2014) regarding the value of fostering new ideas in innovation-driven markets. This implies that rallying institutional leaders around novel strategies is a vital leadership trait that cultivates original thinking. However, as noted by Kozioł-Nadolna (2020), championed ideas frequently face intensive scrutiny over whether their projected benefits outweigh development costs, particularly when addressing localized performance gaps amid systemic resistance to change.

*Application.* In this domain, the category mean score is 4.19, indicating that civil servants are open to exceptional ideas. This demonstrates that systematically putting concepts into practice and investing personal effort into operational development reflect a proactive dedication to organizational progress. This execution aligns with Burcharth et al. (2017), who observed that

institutional efficacy depends heavily on the degree of autonomy and flexibility granted to personnel to execute creative ideas independently.

The systematic integration of new models into established workflows demands long-term strategic thinking and leadership support. This dynamic aligns with Kozioł-Nadolna (2020), emphasizing that cultivating a resilient public-sector workspace requires structured administrative support systems that simultaneously promote and sustain creative employee behaviors over time.

**Status of Organizational Justice as Rated by the Civil Servants**

The data in Table 2 presented the status of organizational justice measured by three indicators: distributive justice, procedural justice, and interactional justice. Based on the data shown, organizational justice had an overall mean of 4.25, indicating very high levels of organizational justice. Organizational justice had a standard deviation ranging from 0.61 to 1.12. Items with a score of less than 1.0 showed consistent responses, while those with a score of more than 1.0 showed heterogeneous responses. This result indicated that civil servants of Davao de Oro attest to the strong demonstration of organizational justice. These findings indicated that employees experienced fairness in working conditions and salaries. Also, they feel that managers made fair, transparent, and consistent employment choices based on employee feedback.

**Table 2**

*Status of Organizational Justice as Rated by the Civil Servants*

| Domain/Statements | Mean | SD | Description |
|---|---|---|---|
| Distributive Justice | 4.26 | 0.63 | Very High |
| Procedural Justice | 4.26 | 0.72 | Very High |
| Interactional Justice | 4.24 | 0.77 | Very High |
| **Overall Mean** | **4.25** | **0.61** | **Very High** |

This result is also consistent with Wan's (2015) study, which established that institutional fairness, structured decision-making processes, and the interpersonal treatment workers receive from one another constitute the core aspects of organizational justice. Additionally, as noted by Lu and Guy (2016), organizational justice remains one of the most frequently investigated topics

across organizational behavior, organizational psychology, and human resource management.

*Distributive Justice.* This scope achieved a category mean of 4.26 (highly demonstrated), which is very high. It underscores that embracing responsibility and recognizing equity in working circumstances are signs of job satisfaction and a strong feeling of dedication to the organization. This result supported the study by Srivastava (2015) on distributive justice; however, distributive justice is defined as the sense of objectivity in judgments and actions, such as performance reviews, compensation, prizes, and acknowledgment.

*Procedural Justice.* The category mean of 4.26 was classified as very high and highly demonstrated. This shows that maintaining systemic fairness within organizational processes and executive decision-making creates an environment of openness, inclusion, and trust. This finding highlights civil servants' dedication to ensuring that administrative decisions are well-informed and grounded in reliable data, affirming Srivastava's (2015) assertion that perceived equity in rules and decision-making mechanisms shapes overall procedural justice attitudes.

*Interactional Justice.* This indicator yielded a category mean of 4.24, showing that this dimension is highly manifested and very high. This implies that interpersonal kindness, professional respect, transparency, and clarity from managers during decision-making directly promote a culture of justice, mutual trust, and positive workplace dynamics, matching Srivastava's (2015) focus on how employees evaluate personal treatment during policy implementation.

**Status of Organizational Commitment**

Table 3 presents the status of organizational commitment, measured across 3 indicators: affective, continuance, and normative commitment. Based on the data, organizational commitment is high, with an overall mean of 3.90, and is often manifested. Organizational Commitment has a standard deviation of 0.75 to 1.12. Items with a score of less than 1.0 show consistency in responses, while those with a score of more than 1.0 show heterogeneity. It suggested that employees remained loyal to their employer due to clear communication, emotional attachment, social connection, workplace identification, tangible and intangible benefits, perceived value, financial and personal costs of leaving, recognition, promotions, ethical considerations, and the organization's

investment in their development.

**Table 3**

*Status of Organizational Commitment*

| Domain/Statements | Mean | SD | Description |
|---|---|---|---|
| Affective Commitment | 3.93 | 0.78 | High |
| Continuance Commitment | 3.96 | 0.79 | High |
| Normative Commitment | 3.80 | 0.93 | High |
| **Overall Mean** | **3.90** | **0.75** | **High** |

The results show that organizational commitment reflects employee loyalty and the ongoing process through which members demonstrate concern for their organization, embrace its values and objectives, and make decisions aligned with its mission. When employees declare their commitment, they affirm their dedication to the firm and their intention to remain, contributing to its growth and long-term success (Prasetyo et al., 2021).

*Affective Commitment.* The item pointed out a category mean score of 3.93, which is considered high (often manifested). This implies that strong organizational engagement is driven by transparent managerial communication, emotional bonding, and a personal identification with institutional issues, supporting the framework that affective commitment psychologically binds employees to their workplace through internal loyalty and shared goals (Singh & Gupta, 2015).

*Continuance Commitment.* This indicator has a high category mean of 3.96, indicating a strong sense of continuance commitment, as is often the case. Perceived rewards, a developing sense of personal importance, and the rising cost of leaving the firm are the main factors that motivate commitment to the organization. The result aligns with the study by Nurhayati et al. (2021), which emphasized that sustained dedication to practice and integration into continuance commitment are essential. Moreover, innovation thrives when diverse groups collaborate, combining intellectual talent, scientific expertise, and experience. Similarly, Yulianti (2015) highlighted that an employee's continuance commitment is influenced by the organization's perks and the costs of leaving;

employees remain with the organization because they rely on it for stability and support.

*Normative Commitment*. This indicator attained a high mean score of 3.80, indicating a high level of manifestation. It implies that recognition, ethical concerns, and appreciation of the company's investment in employee growth and development are what motivate commitment to the organization. This result supports the study, according to Cak et al. (2015, normative commitment refers to an employee's sense of obligation to remain with an organization and fulfill their tasks without concern for the potential consequences of resignation; this differs from ongoing commitment, as a feeling of duty drives it to stay engaged with the organization. Similarly, a person's commitment to maintaining his membership in an organization, stemming from his perception of his duty to the organization, is known as normative commitment (Yulianti, 2015).

**Correlation Between Variables**

The data presented in Table 4 pertain to the correlation results, which indicate a moderate positive relationship between organizational justice and innovative work behavior ($r = .449$, p-value $< .05$). This implies that when employees are treated justly in their organization, they are more likely to engage in innovative work behavior. The research by Akram et al. (2019) found that organizational justice is essential for fostering innovative workplace behaviors, as it creates an environment where workers feel appreciated and inspired to make new contributions. Similarly, Agarwal (2014) found that social justice policies fostered a sense of fairness among communities, workers, stakeholders, and customers, ensuring that opportunities were open and fair to everyone. Research had revealed a moderate positive correlation between organizational commitment and innovative work behavior ($p < 0.05$). This suggested that employees who were deeply committed to their organization tended to exhibit more innovative work behaviors. Those who had felt a strong connection to their workplace had become more willing to explore new ideas, challenge conventional processes, and contribute to meaningful improvements. Their dedication had fostered an environment where creativity had thrived, enabling them to drive change and strengthen the organization's ability to adapt and grow.

**Table 4**

*Correlation between Variables*

| Variables Correlated with Innovative Work Behavior | r | *p* | Remarks |
|---|---|---|---|
| Organizational Justice | .449 | .000 | Significant |
| Organizational Commitment | .442 | .000 | Significant |

In addition, Table 4 revealed a significant relationship between organizational commitment and innovative work behavior (r = .442, p-value < .05). This result is consistent with the idea that organizational commitment is another key factor influencing innovative work behavior. Committed employees strive to achieve organizational goals and remain loyal under all circumstances, leading them to perform creatively and originally (Dahri et al., 2017; Ramadhani et al., 2023; Wulandari et al., 2018).

In conclusion, these integrated outcomes strongly validate Moorman's Organizational Justice Theory (1991) and Cropanzano's Social Exchange Theory (2017) regarding public-sector behavioral dynamics. Structural fairness, objective resource distribution, and respectful interactional leadership establish a baseline of institutional trust that reinforces emotional and normative commitment; this psychological alignment initiates a positive social exchange that prompts civil servants to reciprocate by demonstrating the innovative work behaviors necessary for public sector advancement.

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