

Multitasking as Mediator on the Relationship Between Organizational Justice and Employee Work Performance

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Abstract

This study examined the mediating role of multitasking on the relationship between organizational justice and employee work performance among employees of the Department of Labor and Employment (DOLE) and its attached agencies in Region XI, Philippines. A quantitative, descriptive-correlational research design was employed, involving 452 regular rank-and file employees selected through stratified sampling. Data were collected using three sets of adapted questionnaires measuring organizational justice, multitasking, and employee work performance. Descriptive statistics, Pearson Product Moment Correlation, and Sobel's Test were used for data analysis. Results showed that organizational justice and employee work performance were rated very high, while multitasking were rated moderate. Organizational justice had a significant positive relationship with employee work performance, and multitasking also showed a significant relationship with performance. Further analysis confirmed that multitasking partially mediated the relationship between organizational justice and employee work performance. The findings supported Social Exchange Theory, indicating that fair organizational practices directly enhance performance and indirectly influence it through multitasking. The study contributed empirical evidence on multitasking as a mediating mechanism and provided insights for developing fairness-based and performance-oriented interventions in public sector organizations.

Keywords: Management, Organizational Behavior, Organizational Justice, Multitasking, Employee Work Performance, Mediating Effect, Philippines

1. Introduction

Employee work performance remains a persistent organizational challenge despite improvement efforts (Karim, 2022; Aliyyah et al., 2021). This issue is evident globally, with declining productivity reported in the United States (American Psychological Association, 2021), Pakistan (Ali, 2015), Indonesia (Alfiyanto & Ekowati, 2024), and the Philippines (Tugonon, 2022).

Organizational justice significantly influences employee performance through fairness in rewards, processes, and treatment (Oluyemisi et al., 2024; Li et al., 2024; Binardi et al., 2024). It also shapes multitasking behavior, reflecting perceptions of fairness across distributive, procedural, and interactional dimensions (Adeel et al., 2018; Mehmood & Ahmad, 2016; Kim & Beehr, 2020). Studies show that fairness encourages multitasking and positive work behaviors (Ajlouni et al., 2020; Alhamad et al., 2022; Yetgin, 2024).

Multitasking has a dual effect on performance. It can improve productivity under supportive conditions (Nisa & Baskara, 2024; Ortiz de Guinea, 2018) but may reduce efficiency when excessive due to cognitive overload and interruptions (Pluut et al., 2024; Butt & Warraich, 2022). Organizational support remains essential, as fair treatment promotes motivation and positive work attitudes (Hyder et al., 2022; Haines et al., 2018).

These findings highlight that employee performance is shaped by both organizational fairness and work demands. While organizational justice creates a supportive environment, multitasking reflects how employees respond to these conditions in managing multiple responsibilities. The interaction of these factors suggests that improving performance requires not only fair organizational practices but also effective management of task demands.

This study is anchored on Social Exchange Theory (Blau, 1964), Conservation of Resources Theory (Ghosh et al., 2017; Hobfoll, 1989), and Equity Theory (Adams, 1963). These theories explain that fairness enhances performance and multitasking through cost-benefit evaluation (Cook et al., 2013; Mitchell et al., 2012), resource support (Holmgreen et al., 2017), and perceived equity (Ogolo et al., 2016; Davlembayeva & Alamanos, 2023). However, insufficient rewards may reduce performance (Yeh, 2014; Cook et al., 2013).

The framework includes organizational justice (Flint et al., 2012) as the independent variable, employee work performance (Platania et al., 2023) as the dependent variable, and multitasking (Fang et al., 2023) as the mediating variable.

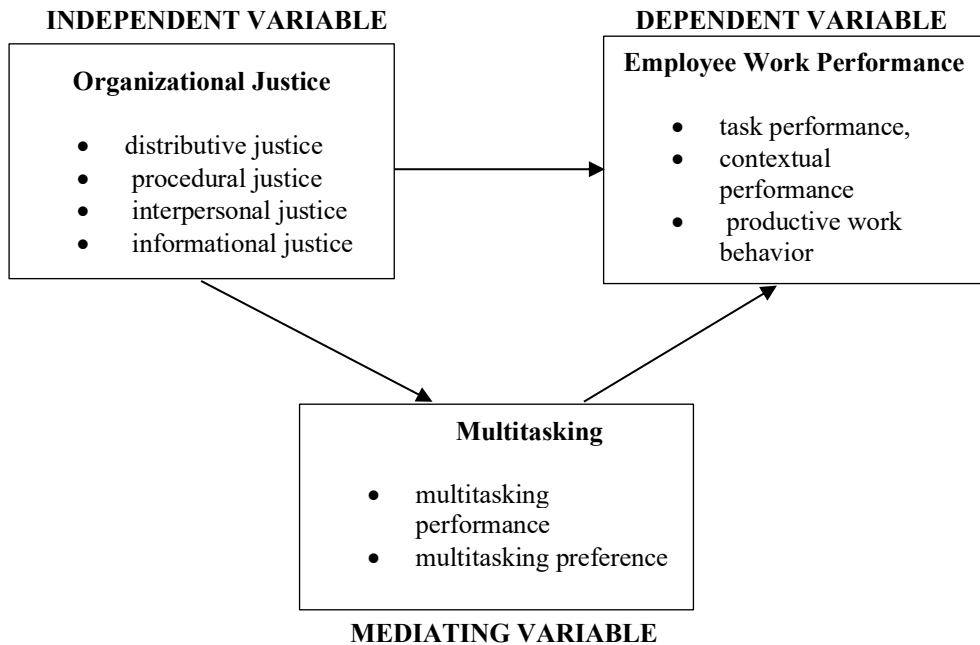


Figure 1. *Conceptual Framework of the Study*

This study examines the mediating role of multitasking in the relationship between organizational justice and employee work performance in DOLE and its attached agencies. It aims to determine the levels of organizational justice, employee work performance, and multitasking, as well as the relationships among these variables and the mediating role of multitasking.

Specifically, the study focuses on assessing organizational justice (distributive, procedural, interpersonal, informational), work performance (task, contextual, productive behavior), and multitasking (performance and preference), and determining their interrelationships and mediation effects.

This study supports Sustainable Development Goal 8 on decent work and economic growth by highlighting how fairness and effective task management improve workplace performance. It provides insights for employees, guidance for administrators in policy development, and contributes to organizational productivity, job satisfaction, and future research.

2. Material and methods

2.1 Research Design

This research employed a quantitative method. Quantitative research uses objective measurement to gather numerical data used to answer research questions (Creswell, 2014). It is a deductive approach in which the researcher infers the characteristics of the investigated population based on the administered tests and surveys (Cleland, 2022). Consequently, the objective of this design is to collect data without manipulating an independent variable or using random assignment to control for unrelated variables.

Specifically, this study employed a descriptive-correlational design. This refers to a study in which the researcher attempts to describe, evaluate, and examine relationships among variables, such as the dependent and independent variables, without establishing a causal relationship (Seeram, 2019). Descriptive statistics provide a summary of the collected data, including averages and variability of the variables such as levels of organizational justice, multitasking, and employee work performance. Thus, this design was used to determine the significant association between the independent and dependent variables, the mediating role of multitasking, and the influence of the independent variable on both the dependent and mediating variables. This technique is appropriate in the context of the DOLE XI system and its attached agencies, with the aim of evaluating employees' levels of organizational justice, multitasking, and work performance.

2.2 Locale of the Study

The location of the study was the aforementioned agencies from Region XI or Davao Region, which is in the southeastern part of Mindanao and consists of five provinces, with Davao City as its regional hub, which plays a key role in the economy and development of the region, making it an important area for various industries and research opportunities. Moreover, it is an ideal location for this study because the researcher has strong connections there, making data collection more efficient. Additionally, there is a noticeable research gap in this area, highlighting the need for this investigation. Since the study examined how multitasking influences the link between organizational justice and employee work performance, conducting it in this region offers meaningful insights into workplace dynamics.

2.3 Respondents of the Study

This study involved government employees from the Department of Labor and Employment (DOLE) and its attached agencies, such as the Technical Education and Skills Development Authority (TESDA), Professional Regulation Commission (PRC), Employees' Compensation Commission (ECC), Regional Tripartite Wages and Productivity Board (RTWPB), Occupational Safety and Health (OSH) and National Conciliation and Mediation Board (NCMB) in Region XI. As part of the inclusion criteria, only regular rank-and-file employees with a salary grade of 24 or below are eligible. On the other hand, the exclusion criteria specified that job order employees, directors, administrators, and those with a salary grade above 24 were excluded from the study.

A total of 452 rank-and-file employees took part in the survey, with the sample distributed as follows: 105 from DOLE, 285 from TESDA, 40 from PRC, 2 from ECC, 8 from RTWPB, 2 from OSH, and 10 from NCMB. This is in accordance with Straat et al. (2014), who stated that a sample size of approximately 250 to 500 respondents ensures a high quality of survey items, thereby enhancing the reliability of the data collected in this study.

2.4 Sample and Sampling Procedure

This study utilized a universal sampling technique, which implies that all eligible rank-and-file employees from the Department of Labor and Employment (DOLE) and its attached agencies such as TESDA, ECC, RTWPB, OSH, and NCMB, were included as respondents. Furthermore, this approach ensures that every member of the target population participates, leading to a more comprehensive and representative dataset.

2.5 Research Instrument

The researcher used three sets of adapted questionnaires to achieve the objectives of this study. The first set of questionnaires pertains to organizational justice, which was adapted from Flint et al. (2012). It has four indicator domains, namely: distributive justice, procedural justice, interpersonal justice, and informational justice. It is a 20-item questionnaire with a Cronbach's alpha of 0.94, indicating that it is reliable for use as a survey instrument for this variable.

The second set of questionnaires pertains to the multitasking perceptions of employees, which were contextualized and adapted from Fang et al. (2023). It has two indicators, namely: multitasking performance and multitasking preference. The indicator multitasking performance has a Cronbach's alpha of 0.88, while multitasking preference has a Cronbach's alpha of 0.84. These values imply that the items are reliable as a survey instrument.

Finally, the third set of questionnaires pertains to employee work performance, which was contextualized and adapted from Platania et al. (2023). It has three indicators, namely: task performance, contextual performance, and productive work behavior. It is a 17-item questionnaire with a Cronbach's alpha of 0.75 for task performance, 0.88 for contextual performance, and 0.77 for productive work behavior. These values indicate that the questionnaire is reliable for use as a survey instrument for this variable.

2.6 Data Gathering Procedure

A letter of permission was submitted to the Department of Labor and Employment (DOLE) and its attached agencies in Region XI to request approval for the conduct of the study. The questionnaires were administered to all eligible respondents using the universal sampling technique. The purpose of the study was explained, and participants were assured of confidentiality, anonymity, and their right to withdraw at any time. Informed consent was obtained prior to participation. After data collection, the responses were gathered, checked for completeness, and prepared for data encoding and statistical analysis.

2.7 Data Analysis Techniques

Mean was used to categorize the levels of each variable. Meanwhile, the Pearson product-moment correlation coefficient (r) was used to determine the relationship between the variables in this study. All interpretations were based on a 0.05 level of significance. Moreover, to examine the mediating influence of multitasking on the relationship between organizational justice and employee work performance, the Sobel test was employed. This test determines whether the mediating variable

significantly affects the relationship between the independent and dependent variables. In other words, it assesses the statistical significance of the mediation effect (Abu-Bader & Jones, 2021).

2.8 Ethical Considerations

The researcher obtained approval from the University of Mindanao Ethical Review Committee (UMERC) by following the correct procedures and obtaining a certificate of approval before collecting data. Prior to data collection, informed consent was obtained from all participants. Each participant was provided with a consent form explaining the nature, purpose, and scope of the study and was given sufficient time to read and ask questions before voluntarily signing and submitting it. No data was gathered from any participant who had not formally given their consent. Additionally, the study followed key ethical guidelines, including voluntary participation, privacy and confidentiality, fair recruitment, risk-benefit assessment, avoiding plagiarism, preventing data fabrication and falsification, managing conflicts of interest, ensuring honesty, securing permission from relevant organizations, addressing technology concerns, and properly recognizing authorship.

3. Results and Discussion

3.1 Organizational Justice

The findings indicate that organizational justice among employees of DOLE and its attached agencies is at a very high level, suggesting that employees generally perceive fairness, transparency, and consistency in organizational policies, procedures, communication, and interpersonal treatment. This implies that employees have strong confidence in the organization's practices and view decisions as just and impartial.

This result is consistent with previous studies that reported similarly high levels of organizational justice in different contexts. Yalçın and Özbaş (2021) found that academicians in Turkey experienced very high organizational justice, while Hermanto and Srimulyani (2022) reported the same among teachers in Indonesia. These findings suggest that strong perceptions of fairness are not limited to a single setting but are evident across organizations.

The high level of organizational justice in this study reflects positive perceptions across its key dimensions. In terms of distributive justice, employees perceive that rewards and performance evaluations are fairly aligned with their efforts, which is consistent with findings by Sappayani et al. (2024), Nguyen and Le (2023), and Rojas and Nabe (2025). For procedural justice, employees generally view organizational processes as fair and ethical, which aligns with the results of Iazhari et al. (2024) and Hermanto and Srimulyani (2024). Interpersonal justice is also perceived to be very high, indicating respectful and professional treatment from supervisors, consistent with Magnavita et al. (2022) and Sappayani et al. (2024). Likewise, informational justice reflects clear and transparent communication, supporting the findings of General and Fornolles (2025), Lane and Aplin-Houtz (2022), and Xu et al. (2023).

Overall, these findings show that employees place high value on fairness across different aspects of organizational life. The consistently high perception of organizational justice in DOLE and its attached agencies indicates a strong and positive organizational climate. This is important because fairness promotes trust, enhances employee motivation, and supports improved work performance.

3.2 Employee Work Performance

The findings indicate that employee work performance among DOLE and its attached agencies is at a very high level, suggesting that employees perceive themselves as effective, proactive, and capable of contributing positively to organizational productivity. This reflects a strong sense of responsibility and alignment with organizational goals, where employees consistently strive to meet performance standards and deliver quality outputs.

This result is supported by several studies that also reported very high levels of employee work performance across different settings. A'yunnisa et al. (2024) found that employees who perceive their leaders as having high emotional intelligence tend to report higher levels of job performance. Similarly, Ngugi and Mwanzia (2024) observed that employees in business environments demonstrate high work performance due to strong personal commitment and alignment with organizational expectations. Recla and Gutierrez (2025) likewise reported that employees generally rate their work performance as very high. These findings suggest that supportive leadership and clear performance expectations contribute to consistently high levels of employee performance.

The very high level of work performance in this study reflects strong performance across its key dimensions, including task performance, contextual performance, and productive work behavior. Employees demonstrate efficiency, accuracy, and commitment in completing their core responsibilities, which is consistent with findings by Le et al. (2023) and Recla and Gutierrez (2025), although Abun (2021) noted that such performance may vary across contexts. In addition, employees exhibit strong contextual performance by engaging in extra-role behaviors, continuous learning, and cooperation with

colleagues, supporting the results of Hermanto and Srimulyani (2022) and Macasarte and Quines (2024). Furthermore, employees display positive work attitudes and behaviors, which contribute to a productive work environment, although some studies, such as Khalid and Zarizi (2022) and Hamzah et al. (2024), suggest that performance levels may differ depending on workload demands and organizational conditions.

Overall, the findings indicate that employees in DOLE and its attached agencies maintain a high level of performance across multiple dimensions. This suggests that employees are not only effective in their core tasks but also actively contribute to a positive and productive work environment. Such high performance may be attributed to supportive organizational practices, clear expectations, and a strong sense of accountability among employees.

3.3 Multitasking

The findings indicate that multitasking among employees of DOLE and its attached agencies is at a moderate level, suggesting that employees are generally capable of handling multiple tasks but may occasionally experience difficulty in maintaining focus and efficiency. This implies that multitasking is a common workplace practice, but its effectiveness depends on how tasks are managed and structured.

This result is consistent with previous studies highlighting the complex nature of multitasking. Nisa and Baskara (2024) found that multitasking can enhance performance when supported by effective work systems. Similarly, Ortiz de Guinea (2018) noted that while multitasking can initially improve productivity, excessive cognitive load may eventually reduce efficiency. These findings suggest that multitasking can be beneficial, but only up to a certain level, which explains why it is perceived as moderate in this study.

The moderate level of multitasking reflects variations in employees' ability and preference to handle multiple tasks. In terms of performance, employees are generally able to manage multiple responsibilities effectively, especially when driven by time constraints, as supported by Franksiska and Yuniawan (2023). However, multitasking may not always lead to efficient outcomes, as Schuch et al. (2019) emphasized that excessive multitasking can reduce work quality. In terms of preference, employees differ in their inclination to multitask, with some preferring to focus on one task at a time for better results, as noted by Howard and Cogswell (2022). At the same time, multitasking can support work engagement when tasks are manageable.

Overall, these findings indicate that multitasking is a functional but conditional work behavior. Employees are capable of multitasking, but its effectiveness varies depending on individual capacity, task demands, and work structure. This supports its role as a partial mediator in the study, where multitasking contributes to employee performance but is not the primary factor driving it.

3.4 Relationship between Organizational Justice and Employee Work Performance

The findings reveal a moderate positive and statistically significant relationship between organizational justice and employee work performance, as indicated by an r -value of 0.434 and a p -value of 0.000. This suggests that as employees' perceptions of fairness in the organization increase, their level of work performance also tends to improve. In other words, employees who perceive higher levels of fairness in terms of policies, procedures, communication, and interpersonal treatment are more likely to perform better in their roles.

This result is consistent with the findings of Tahir Pracha et al. (2023), which indicate that organizational justice positively influences employee performance. Their study highlights that distributive, procedural, and interactional justice contribute to improved employee outcomes, reinforcing the idea that fairness plays an important role in enhancing performance. This supports the view that when employees feel valued and fairly treated, they are more motivated to meet expectations and contribute effectively to the organization.

However, not all studies show consistent results. Prayuda and Herminingsih (2024) found that while compensation had a significant positive effect on employee performance, organizational justice did not show a significant influence. This suggests that the impact of organizational justice on performance may vary depending on organizational context, management practices, and other influencing factors.

Overall, the findings of this study confirm that organizational justice is an important factor associated with employee work performance in DOLE and its attached agencies. While the relationship is moderate, it indicates that fairness contributes meaningfully to performance, although it is not the sole determinant. This highlights the importance of maintaining fair organizational practices to support and sustain employee productivity.

3.4 Relationship between Organizational Justice and Multitasking

The findings reveal a low positive but statistically significant relationship between organizational justice and multitasking, as indicated by an r -value of 0.240 and a p -value of 0.000. This suggests that as employees' perceptions of fairness in the organization increase, their ability or willingness to engage in multitasking also tends to increase, although the relationship is relatively weak.

This result is consistent with the findings of Pan et al. (2018), which indicate that organizational justice positively influences employees' work-related behaviors. When employees perceive fairness in organizational processes and treatment, they are more likely to demonstrate positive behaviors, including the capacity to manage multiple tasks. This supports the idea that fairness can encourage employees to take on additional responsibilities and adapt to workplace demands.

However, the relatively low strength of the relationship suggests that organizational justice is not a strong predictor of multitasking. This is supported by the findings of Ho (2025), which show that the effect of organizational justice on employee behavior may depend on other factors such as job demands. This implies that multitasking is influenced not only by perceptions of fairness but also by workload, task complexity, and individual capacity.

Overall, the findings indicate that while organizational justice contributes to multitasking behavior, its influence is limited. Multitasking appears to be more situational and dependent on work demands rather than solely driven by fairness perceptions.

3.5 Relationship between Multitasking and Employee Work Performance

The findings reveal a low positive but statistically significant relationship between multitasking and employee work performance, as indicated by an r -value of 0.258 and a p -value of 0.000. This suggests that multitasking is associated with employee performance, but its influence is relatively weak. In other words, while employees who engage in multitasking may show improvements in performance, the effect is limited and not consistently strong.

This finding presents a nuanced view of multitasking. While the result shows a positive relationship, previous studies highlight potential negative effects. Wei et al. (2025) found that multitasking can be negatively associated with employee well-being due to increased stress, which may lead to lower work performance. Similarly, Butt and Warraich (2022) emphasized that multitasking can introduce interruptions that reduce work quality and efficiency.

These contrasting findings suggest that multitasking has a complex and conditional relationship with employee performance. It may enhance productivity when tasks are manageable and well-structured, but excessive multitasking can lead to cognitive overload and reduced efficiency.

Overall, the results indicate that multitasking can contribute to employee work performance, but its effectiveness depends on how tasks are organized and managed. This supports the idea that multitasking is not a primary driver of performance but rather a supporting factor that can either enhance or hinder productivity depending on the work context.

3.6 Mediating Role of Multitasking on the Relationship of Organizational Justice and Employee Work Performance

The mediation analysis reveals that multitasking has a significant indirect effect on the relationship between organizational justice and employee work performance. The indirect effect coefficient of 0.048, with a bootstrap confidence interval (LLCI = 0.0207, ULCI = 0.0836), confirms that multitasking significantly carries part of the influence of organizational justice on work performance. Since both the indirect effect and the direct effect remain statistically significant, the results indicate partial mediation.

Specifically, Path A shows that organizational justice significantly influences multitasking, with a coefficient of 0.358 and a t -value of 5.0495 ($p < 0.001$). This suggests that when employees perceive fairness in organizational practices, they are more likely to engage in multitasking behaviors. However, the R^2 value of 0.0612 indicates that organizational justice explains only 6.12 percent of the variance in multitasking, suggesting that multitasking is also influenced by other factors. This finding supports Hermanto and Srimulyani (2022), who stated that organizational justice positively affects job performance, which may involve multitasking behaviors. Similarly, Kim et al. (2022) emphasized that employees who perceive fairness feel more valued and are more willing to take on multiple tasks.

Furthermore, Path B shows that multitasking significantly influences employee work performance, with a coefficient of 0.135, a t -value of 4.8086, and $p < 0.001$. This indicates that multitasking contributes to performance, although its effect is relatively modest. At the same time, the direct effect (Path C') of organizational justice on work performance remains strong and significant, with a coefficient of 0.298 and a t -value of 7.3268 ($p < 0.001$). The R^2 value of 0.2047 further

indicates that organizational justice explains 20.47 percent of the variance in work performance, demonstrating a substantial direct influence.

Overall, these findings confirm that multitasking serves as a partial pathway through which organizational justice influences employee work performance. Organizational justice not only encourages employees to manage multiple tasks but also directly enhances their performance. This indicates that while multitasking contributes to improved work outcomes, fairness in the organization remains the more dominant factor in driving employee performance.

To further assess the significance of the mediation, the Sobel test was conducted, and the results confirm that the indirect effect is statistically significant. The Sobel test yielded a value of 3.48 with a standard error of 0.040 and a p-value of less than 0.001, indicating that multitasking significantly mediates the relationship between organizational justice and employee work performance. This confirms that multitasking serves as a meaningful pathway through which organizational justice influences performance, although only partially.

This finding is supported by Ijigu et al. (2022), who found that multitasking significantly mediates the relationship between high-performance work systems and employee performance. Although high-performance work systems are not identical to organizational justice, both involve supportive organizational practices that influence employee behavior and performance. This suggests that multitasking can function as a behavioral mechanism linking organizational practices to performance outcomes.

The results are also consistent with the theoretical frameworks underpinning the study. Social Exchange Theory (Blau, 1964) explains that employees reciprocate fair treatment with positive behaviors, such as increased effort and willingness to multitask. Conservation of Resources Theory (Ghosh et al., 2017; Holmgreen et al., 2017) suggests that organizational justice acts as a valuable resource that supports employees' ability to manage tasks and maintain performance. Meanwhile, Equity Theory of Motivation (Adams, 1963; Ogolo et al., 2016) emphasizes that employees are motivated to maintain balance between their efforts and rewards, which can encourage them to engage in multitasking as a way of meeting expectations and achieving fair outcomes.

Overall, the findings confirm that multitasking plays a significant but partial mediating role in the relationship between organizational justice and employee work performance. While fairness directly enhances employee performance, it also encourages employees to take on multiple responsibilities, which further contributes to improved work outcomes. However, since the mediation is only partial, organizational justice remains the more dominant factor influencing employee performance.

4. Conclusion & Recommendations

With considerations of the findings of the study, conclusions are drawn in this section. First, the organizational justice, as evaluated by DOLE employees and its attached agencies, is very high. Second, the multitasking as evaluated by employees is moderate. Third, the work performance, as evaluated by employees of DOLE and its attached agencies, is very high. Fourth, there is a significant relationship between organizational justice and employee work performance, as well as between multitasking and employee work performance. Lastly, multitasking mediates the relationship between organizational justice and employee work performance which supports partial mediation. This means that multitasking serves as one pathway through which organizational justice influences performance. However, organizational justice still has a strong direct effect on employee performance even without multitasking. This supports the Social Exchange Theory which posits that when employees perceive fairness in organizational practices, they reciprocate with enhanced performance and positive behaviors. The theory explains that the quality of the exchange relationship between organization and employees influences both their capacity to manage multiple tasks and their overall work performance. The mediation effect of multitasking demonstrates that organizational justice not only directly impacts performance but also facilitates employees' ability to handle multiple responsibilities, which subsequently contributes to improved work outcomes.

In response to the result of very high organizational justice as evaluated by employees of DOLE and its attached agencies, the management and human resource department should collaborate to create programs to maintain the high level of organizational justice perceptions among employees. The created programs may also be shared to other government agencies. In response to the result of moderate multitasking as evaluated by employees, the human resource development office should design and implement training programs focused on enhancing multitasking capabilities. Workshops on time management, task prioritization, and efficient work strategies should be conducted regularly to improve employees' multitasking performance. In response to the very high work performance as evaluated by employees of DOLE and its attached agencies, the Division and agency heads should collaborate to develop programs to maintain the high level of employee work performance. The created programs may also be shared with other government departments. Since there is

a significant relationship between organizational justice and employee work performance, and between multitasking and employee work performance, it is suggested that development programs addressing both organizational justice and multitasking enhancement should be implemented simultaneously among DOLE employees. For practitioners, a two-pronged approach is advised: strengthening fair organizational practices to sustain the direct effect on performance, while also investing in training and workload management programs to enhance employees' multitasking capacity. Addressing both pathways ensures that the full potential of organizational justice in improving employee work performance is maximized. Since the mediation analysis revealed a partial mediation, it is recommended that DOLE and its attached agencies should not rely solely on multitasking to improve work performance. The partial mediation indicates that while multitasking serves as a significant indirect pathway, organizational justice also directly influences work performance through other mechanisms not captured in this study. Therefore, future researchers are encouraged to explore additional mediating variables, such as employee motivation, job satisfaction, and organizational commitment, to more fully explain the relationship.

This study has several limitations that should be considered in interpreting the findings. First, the use of a descriptive-correlational design limits the ability to establish causal relationships among the variables, as the results only indicate associations. Second, the study relied on self-reported data, which may be subject to response bias, including social desirability or overestimation of performance. Third, the scope of the study was limited to DOLE and its attached agencies in Region XI, which may affect the generalizability of the findings to other regions or organizational settings. Additionally, multitasking explained only a small portion of the variance in employee behavior, suggesting that other factors not included in the study may also influence work performance. Despite these limitations, the study provides valuable insights into the relationships among organizational justice, multitasking, and employee work performance.

Compliance with ethical standards

This study adhered to established ethical standards in conducting research involving human participants. Ethical clearance was obtained from the University of Mindanao Ethics Review Committee (UMERC), and permission to conduct the study was secured from the Department of Labor and Employment (DOLE) and its attached agencies in Region XI. Participation was voluntary, and informed consent was obtained from all respondents after explaining the purpose, procedures, and their rights, including the right to withdraw at any time.

Confidentiality and anonymity were strictly maintained, with no personal identifiers collected and all data used solely for academic purposes. The data were securely stored to prevent unauthorized access. The study ensured that no harm or discomfort was imposed on participants and was conducted with respect, integrity, and transparency, upholding the ethical principles of respect for persons, beneficence, and justice.

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