

## **ORGANIZATIONAL SUPPORT, ORGANIZATIONAL JUSTICE, EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE OF ALLIED HEALTH SCIENCES FACULTY**

**Evelyn Nacario-Rosete**

University of Perpetual Help System Laguna-Philippines, **PHILIPPINES**  
**Email:** rosete.evelyn@uphsl.edu.ph

**Pedrito Jose V. Bermudo**

University of Perpetual Help System Laguna-Philippines, **PHILIPPINES**  
**Email:** bermudo.pedrito@uphsl.edu.ph

**Antonio R. Yango**

University of Perpetual Help System Laguna-Philippines, **PHILIPPINES**  
**Email:** yango.antonio@uphsl.edu.ph

### **ABSTRACT**

This study attempted to determine the organizational support, organizational justice, and employee engagement as predictors of job performance of Allied Health Sciences faculty of the University of Perpetual Help Medical University. Specifically, it investigated the organizational support in the university as perceived by Allied Health Sciences faculty; the organizational justice in the university as perceived by them along distributive justice and procedural justice; the employee engagement in the university as assessed by them; and their job performance. Further, the study probed the relationship between the level of organizational support and the level of organizational justice; the level of organizational support and the level of employee engagement; and the level of organization justice and the level of employee engagement. Finally, it probed the predictive ability of the level of organizational support, the level of organizational justice, employee engagement, taken singly or in combination, of the level of job performance of Allied Health Sciences faculty. The descriptive-correlational research design was employed in this investigation. A sample of 72 faculty-respondents from the Allied Health Sciences, UPH-DJGT Medical University was taken using stratified random sampling technique. The study findings revealed that as perceived by the faculty-respondents the level of organization support in the university as ‘high’ with an average weighted mean of 2.74; level of organization justice, particularly distributive justice, was ‘high’ with an average weighted mean of 2.93 and in terms of procedural justice, it was also ‘high’ with an average weighted mean of 2.98; level of employee engagement as assessed by the faculty-respondents was ‘high’ with an average weighted mean of 3.03; and level of job performance of the faculty-respondents was ‘high’ with an average weighted mean of 3.04. A significant relationship was noted between the level of organizational support and level of organizational justice ( $p=0.000<0.010$ ); between the level of organizational support and level of employee engagement ( $p=0.000<0.010$ ); and between the level of organizational justice and level of employee engagement ( $p=0.000<0.010$ ). A multiple correlation was noted between level of organizational support, level of organizational justice, level of employee engagement and level of job performance ( $r=0.944$ ;  $r^2=0.891$ ). The independent variables level of organizational support, level of organizational justice and level of employee engagement explain 89.10% of the variability of the dependent variable level of job performance. They statistically significantly predicted the dependent variable level of job performance ( $F=122.600$ ;  $p=0.000<0.010$ ). Singly, the level of employee engagement strongly predicted level of job performance ( $p=0.000<0.010$ ). It was concluded in the study that he faculty-respondents have a positive perception of how the university values their contributions to the attainment of the institution’s goals and objectives, and how the university cares about their well-being; they

have a positive perception of fairness on the university's decisions and actions relative to salary, reward and punishment, and responsibility and accountability and have a positive perception of fairness on the university's decision-making process relative procedures that are just, consistent, ethical and those that respect appeal; they are zealous in their jobs, loyal to the university, and ingenious in their work. Employee engagement drives performance and employees who are engaged in their work are more likely to be motivated and remain committed to their employer; and they are behaviourally enmeshed in the transformation of the organizational resources into the services that the university produces and provides to the academic community and they are readily equipped to reach their goals in their jobs. Further, the higher the level of organizational support, the more positive is the faculty-respondents' perception of (or the higher is) the level of distributive justice; the higher the level of organizational support, the more positive is their perception of (or higher is) the level of procedural justice; the higher the level of organizational support as perceived by the faculty-respondents, the higher is their level of employee engagement; the more positive is the faculty-respondents' perception of (or the higher is) the level of distributive justice, the higher is their level of employee engagement and the more positive is their perception of (or the higher is) the level of procedural justice, the higher is their level of employee engagement. Level of organizational support, level of organizational justice, and level of employee engagement combined are the drivers of the job performance of the faculty of Allied Health Sciences of UPH-DJGTMU, while singly the level of employee engagement strongly predicts the faculty-respondents' level of job performance.

**Keywords:** Organizational Support, Organizational Justice, Employee Engagement, and Job Performance.