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Organizational Justice Theory and Media Professional Performance during COVID-19

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Abstract

Sudden outbreak of COVID-19 has been emerged as threat to employee performance and so for the media employees. It has shown quite challenging effect on aworker's in-role and extra-role performance. Theprimary objectiveto write this paper is to determine the correlation between media workers perceptions of organizational performance and its success. Impact of organizational justice as a moderator is addressed. We selected a convenience sample of 222 media professionals. Responses were gathered using closed-ended questionnaires. The solutions were evaluated using Partial Least Squares Structural Equation Modeling. The result indicates that the Perceived organizational support has a meaningful role on media workers morale during COVID-19 times. Likewise, corporate fairness plays a key role in establishing a link among perceived organizational support and employee performance. Corporatesthat wanted their employees to succeed must ensure that organizational assistance and fairness are maintained in all organizational operations. Corporation backing and perceived support help to build employee trust and encourage them to work hard. Organizational support in the workplace has a greater effect on achievement. The study examined the non-linear relationship between employee and job performance among media professionals within the context of COVID-19. Corporate expect an increasing reliance on corporate resources to overcome difficulties during these times.

Keywords: *Journalism Development; COVID-19; Media Employee;Media Management; Entrepreneurship.*

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1) INTRODUCTION

Worker performance is essential for productivity, which has increased in recent years. External changes have an impact on not just the organization's operation, but also on each and every employee. COVID-19 has expanded to the majority of the world's population. It infected individuals and had a detrimental effect on their performance. Additionally, it has a detrimental effect on the economy and companies, eventually impacting the whole population (Hoffmyer, Tayler, &Kenedy, 2020). Corporate sectors are always finding out methods to recover from the negative impacts on their operations, particularly on their workers' work attitudes and behaviors, without which they cannot advance. The primary concern for organizational leaders is how to mitigate the epidemic's effect on workers. They are attempting to be helpful in this endeavor, but owing to the sheer volume of organizational structure and the people that work there, they may fall short of practicing fairness, creating a feeling of discrepancy among employees and affecting their performance levels (Hoffmyer, Tayler, &Kenedy, 2020).

Sustaining work engagement requires the development of various methods, particularly during insecure challenging downturns, among which providing workers with organization commitment and fairness are a few. Giving support to workers is critical, and allocating continuous duties to a particular group of workers may generate a feeling of unfairness and may potentially damage their Effectiveness.

According to a recent study, business leaders have revealed that COVID-19 would have an effect on organization's improved performance: 42% of respondents anticipate a decrease in targeted goals during Covid-19. (Caliguri, et al., 2019). This raises many issues, including which measures are most critical and suitable for improving employee performance in order to maintain the organizational framework even during lockdown due to Covid outbreak.

Directors' first concern will always be the organization's survival. This is much more difficult when it comes to service-oriented organizations, such as media, where workers are required to do extra work than their job descriptions, so that they could achieve better individual and organizational results, demonstrating both in-role and extra-role performance. In the absence of support within organization, workers are only capable of doing given tasks. Employees must be seen as assets by companies (Miao & Kim, 2010), even more so during pandemic days such as COVID-19.

Media workers can do their job effectively and provide their best services to organization only if they are satisfied with organizational procedures and believe their company supports them. Simultaneously, businesses make every effort to retain talented workers in order to provide enhanced services. Reciprocity is critical in establishing a win-win scenario for workers and the business. As stated before, businesses must acquire knowledge of the variables that directly affect workers' performance, one of which is organizational support.

It is stated that companies that care for their workers may benefit from increased employee engagement (Carnival &Hattak, 2020), increased job commitment, and reduced job unhappiness (Milao&Kimm, 2016), among other benefits. This is because workers are always assessing how their companies treat them and the extent to which their efforts are appreciated.

Employees who lack or experience a lack of encouragement may engage in avoiding and deviating from work behaviors (Omer, Haleem, Zaina, &Farhad, 2018), hate their jobs, and make plans to quit the company (Dauley, Hoghton, &Buckleu, 2016). That is why companies must foster a feeling of support among their workers. Not only is the existence of support sufficient, but creating a feeling of widespread organizational support is also essential, particularly when workers are actively seeking it. That is the organization's commitment to safeguarding people from the harmful effects of COVID-19.

The research hypothesizes that workers who perceive their working place (Media organization) as unsupportive and unappreciative, particularly during times of disease (Pandemic) prevalent in the corporate culture, such as the outbreak of COVID-19, may loose their focus in job. Rather they focus on protecting themselves from the disease's adverse effects. This may have an adverse effect on their performance. Simultaneously, companies professing to provide safety precautions may suffer from reduced in-role and extra-role performance if such measures are not implemented properly and uniformly throughout all branches of the media, thus demonstrating unfairness.

This research adds to organizational justice theory in the following ways. Earlier research were performed under normal economic circumstances, while this study was undertaken during the COVID-19 outbreak, which has become a continuous danger to the employee's body and even existence, potentially impairing their performance. Additionally, organizational support and organizational justice have been examined seldom in conjunction. Generally, research indicates that perceived organizational support is sufficient to improve media employee role (Byrnie, &Hochwater, 2018), whereas this study suggests that not only perceived organizational support is sufficient, but also straightforwardness and fair play are necessary to achieve larger employment functionality.

Furthermore, the research investigates the impact of organisationalhelp on workers' with in and extra-role performance. As with COVID-19, employees must not only perform job-related tasks, but also assume additional roles to protect themself, their colleagues, and clients from the COVID-19's adverse effects, while also dealing with customers in such a way that they do not develop a sense of dissatisfaction with workers who interact with them at the media. Additionally, this research is founded on Greenberg's (1990) organizational justice theory, which asserts that workers' views of joining the organisation have a larger effect on both work and non-work outcomes.

Simultaneously, workers are constantly assessing how their companies treat them and if their efforts are appreciated. To address these issues, it is critical to continue to examine chosen variables like perceived organisational support and organisational fairness. The more the perceived organisational support, the greater the likelihood of attaining superior outcome.

This research is greatly beneficial to managers and researchers. Integrating the three distinct streams of information: perceived organizational support, organizational fairness, and employee performance, we can contribute the existing knowledge. Additionally, managers benefit from assisting employees in maintaining necessary levels of performance by cultivating a feeling of accessible assistance throughout COVID-19.

This research is unique in a sense that it address the Media professionals particularly with context to organizational justice theory. Little was done before this and therefore a new research I required with context to COVID-19 which has changed the whole dimension of organization.

2) METHODOLOGY

2.1) Data Gathering

We collected answers from men and women workers. Participants were required to work in the media for a minimum of two years to get a better understanding of the organization's procedures. The respondents were chosen for their convenience, since it was left to the respondents' discretion whether or not to answer to the questionnaire. The collection instrument of data was aopen-ended questionnaire gained from previously published material. Prior to the visit, the media were contacted through an official letter requesting a visit for the purpose of data gathering for the study. The questionnaire was given in English to generate responses, since all respondents had at least a bachelor's degree. The respondents were assured that their answers would be utilized only for the purpose of the study and would not be shared with anyone else inside or outside the company. Additionally, they were explicitly instructed not to include any identifying number or even the name of the media or branch on the questionnaire in order to preserve unity. This aided the researcher in eliciting authentic answers. While collecting data, it was noticed that media outlets showed instructions, and it was reiterated that it is essential to carefully read and follow the instructions before to accessing the media role in order to prevent potential COVID-19 risks.

2.2) Instrumentation

a) Perceived organisational support

The questions used to evaluate perceived organisational support were adapted from Rhoades, Eisenberger, and Armeli's questionnaire (2011). The example items were "my organization really cares about my well-being," "my organization values my views," and "my organization would pardon me for an honest error." The scale has

a reliability score of 0.877.

b) Organisational Justice

Organizational justice was quantified using Enoksen's 15-item justice scale (2015). The respondents' degree of concurrence was determined using a five-point Likert scale. The same questions were used: "I am generally informed about significant events occurring in this company," "I am compensated fairly for my contributions to the organization," and "my boss respects my rights as a subordinate." The dependability coefficient was 0.884.

c) Employees ' in-role Performance

Becker and Kernan provided the questionnaire (2016). "I properly accomplish given duties," "I satisfy all official job criteria," and "I execute obligations stated in the job description." The dependability coefficient was 0.976. Each statement was evaluated on a 5-point likert scale ranging from 1 to 5. 1 denotes a significant disagreement, whereas 5 denote a strong agreement.

d) Employee's Extra-Role Performance

Additional productivity is defined as perceived organizational activity. The scale was derived from Viguda-Gadet et al (2017). The example items included the following: "Workers go above and beyond their given tasks properly," "Employees assist those who have been absent," and "Employees in this company go above and beyond to assist new employees." The respondents' degree of agreement was determined using a five-point Likert scale.

3) RESULT AND DISCUSSION

The findings are split into two sections: demographic data on the participants and the structural equation model output.

3.1) Table 1: Demographic Information, n = 222

Variables	Categorizing		Frequency	
Percentage				
Ages	25-36	86		39.6
	36-45	99		44.5
	46-55	35		15.7
Gender	Male	132		59.4
	Female	90		40.5
Education	below Graduation		47	21.1
Graduation	67	30.1		
	Masters		108	48.6
Experience (Years)	<1		54	24.3
	1-5		91	40.9

6-10	51	22.9
<10	26	11.8

Source: Field Data

According to Table 1, more over half of male respondents (57.2 percent) and the remaining female media workers provided data. The respondents were divided into three age groups: those aged 25 to 36 (39.6 percent), those aged 36 to 45 (44.5 percent), and those aged 46 to 55 (46.5%). (15.7 percent). Additionally, almost half of respondents were highly qualified, having earned a master's degree (46.8 percent), while the majority of other workers had a bachelor's degree (30.1 percent). The majority of respondents (40.9 percent) had between one and five years of experience, followed by those with less than one year of experience (24.3 percent). The respondents' features indicate that they were sufficiently qualified to be respondents to this research, as they had the necessary experience and qualifications to complete the questionnaire and answer to the items included in it. They were conversant with the organizational methods prevalent in their respective Medias. The respondents were asked to participate in data collection on their willingness without being compelled to reply to the surveys in order to get their authentic replies.

3.1) THE MEASUREMENT MODEL

The first step includes evaluating the measurement model, while the second stage entails evaluating the structural model (Hair et al., 2016). For data analysis, structural equation modeling was utilized. Table 2 includes information on factor loadings, Cronbach's alpha, and the constructs' reliability and validity. Additionally, the authors examined the Average Variance Extracted (AVE) statistics for each construct to determine reliability and validity.

Table 2: Loadings, Composite Reliability and AVE

Construct	Loading	C.R.	AVE
Perceived Organisational Support		0.875	0.867
1	0.752		
2	0.784		
3	0.848		
4	0.779		
5	0.775		
6	0.873		
7	0.856		
Organizational Justice		0.866	0.827
1	0.790		
2	0.731		
3	0.786		
4	0.869		

5	0.752		
6	0.762		
In-role Performance		0.869	0.844
1	0.775		
2	0.848		
3	0.768		
4	0.763		
5	0.773		
Extra-role Performance		0.970	0.785
6	0.839		
7	0.843		
8	0.786		
9	0.797		
10	0.764		
11	0.793		

Source: SamrtPLS Results

Table 2 shows the adequacy of the measurement model including factor loadings, the value of C.R and AVE as recommended by Hair et al, (2016). This permitted to carry out the examination of the structural model.

Table 3: Discriminant Validity

Constructs	1	2	3	4
POS	0.931			
OJ	0.702	0.909		
In-role	0.492	0.521	0.918	
Extra-role	0.628	0.676	0.448	0.886

Source: SmartPLS results

The discriminant validity is shown in Table 3. If the square root of the AVEs of the constructs is higher than the inter-correlations of the other constructs, discriminant validity is proven. As demonstrated in Table 3, the square root of AVE was higher than the correlation between each pair of constructs in this research, indicating discriminant validity. According to Table 3, all diagonal elements are larger than off diagonal elements (Fornel, & Larker, 2010). Overall, the measurement model's findings are acceptable, indicating that it is suitable to continue with the structural model's assessment. Perceived organizational support has a square root of 0.931, organizational fairness has a square root of 0.909, in-role performance has a square root of 0.918, and extra-role performance has a square root of 0.884.

3.2) STRUCTURAL MODEL

The structural model is created by examining the coefficient of all the relations with its significance value. Furthermore the R square is calculated.

Table 4: Relationship of Constructs

Relationship	Coefficient	P-Value
POS--->In-role	0.367	0.000
POS--->Extra-role	0.199	0.001
OJ---> In-role	0.292	0.000
OJ--->Extra-role	0.135	0.000
POS--->OJ---> In-role	0.076	0.000
POS--->OJ---> Extra-role	0.199	0.020
R2	0.489	

Source: SmartPLS output

A structural model is a mathematical representation of the connection between latent variables (Haer et al., 2016). Additionally, the structural model illustrates the connection between exogenous and endogenous factors. R-square has a value between 0 and 1.

The standard parameters are shown in Table 4. Bootstrapping simulations are used to verify the hypothesis's relevance. There is a substantial positive connection between perceived organizational support and in-role performance (beta = 0.367, p0.05) and extra-role performance (beta = 0.196, p0.05). Similarly, organizational fairness improves workers' in-role performance substantially (beta = 0.294, p = 0.04) and extra-role performance significantly (beta= 0.134, p = 0.04). When the moderating effects of organizational justice are examined in the connection between POS and in-role and extra-role performance, it is discovered that they are significant (beta = 0.077 and beta = 0.197, p0.06, respectively). All hypotheses made in light of the literature were accepted.

Table 5 highlights the findings from the generated hypotheses. The coefficient of determinant indicated that when the independent constructs were combined, they resulted in a change of 48.9 percent in the dependent variable. In general, POS and Organizational Justice have a greater impact on extra-role performance than on in-role performance. Organizational Justice had a greater influence on extra-role performance than on in-role performance.

Table 5: Hypotheses summary

Hypothesis	Statement	Result
H1	POS positively affects in-role performance	Accepted
H2	POS positively affects extra-role performance	Accepted
H3	OJ moderates between POS and in-role performance	Accepted
H4	OJ moderates between POS and extra-role performance	Accepted

Source: SmartPLS output summary

4) IMPLICATIONS

This research found many practical consequences as a consequence of its findings. Thestudy shows the significance of organizational justice in reinforcing the connection between perceived organisationalhelp and media worker performance. Its existance enhances not just in-role performance, but also out-of-role performance. The significance of extra-role performance cannot be overstated during COVID-19, when every employee is seeking for advice and assistance, particularly in the media.

Additionally, by giving assistance to workers, companies may build their strengths in terms of having strong employees, while also increasing employees' self-efficacy, which motivates them to deliver better in- and additional amount.

Organisational factors such as resource allocation, information dissemination, and fairness in performance appraisals, as well as the use of procedures, may assist employees in developing faith in the organisation and establishing stronger reciprocity-based behaviors that benefit both the organisation and the workers. Boses may improve employee role by ensuring that they have the right mix of organizational support and fairness. These include requiring workers to adhere to certain standards. Managers' performance demands them to serve as organizational agents, demonstrating organizational support via continuous contact with their coworkers, supply of resources, timely and persistent information exchange, and resolution of workplace disputes.

Additionally, in addition to providing real assistance to workers, it is essential to foster a feeling of support available at the workplace. This is only achievable via a comprehensive and consistent application of justice across the business. Positive performance is required of workers and supervisors. Employees who see support efforts positively, which is made possible by guaranteeing organizational fairness, have the fewest negative responses. This is how managers may rein in bad workplace habits and reduceefforts and relatedcorporate resources.

Limitations and Future directions

The analyses were a straightforward and easy survey in which participants were chosen for their convenience. As a consequence, this analysis's generalization is limited. Indeed of studying the whole organization, we focused on a single area (the subject of interest: the media). It is conceivable that when people cooperate more, the presence of COVID-19 will have a larger effect. The method in which they are encouraged to do study on many factors inside this suggests that future research investigate various facets of the problems.

5) CONCLUSION

This study discovered that increasing participant strength during COVID-19 corresponds with improved employee progression and engagement in the open environment. Organizational help conveys benefits, the most significant of which is that it improves people's capacity to cooperate at all levels of management. This

is particularly true for people who are actively seeking assistance. That's because workers who actively seek assistance improve their overall productivity, and this is especially true during moments of emergency.

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