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COVID-19 and Organizational Digital Transformation of Media Workers and Its Effect

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ABSTRACT

COVID-19 had a negative influence on the employee's job performance and increased the risk of error. It's about exploring the link between employee support and company performance, if possible, to form on a large scale. Let's address the differences between fairness in the job and justice in the workplace. For this study, a convenience sample of 222 media personnel was identified and selected. The questionnaires were open-ended to gather the responses. It was used in the evaluation of only a portion of the answers using a Pseudo-Differential Templating Process. In cash-flow expansion, employee productivity improves since COVID-19 views as providing employees with more money rather than providing a structure for their work. Both ideas are not mutually exclusive but must all be pursued, for corporate justice is key in explaining the relation between perceived organizational assistance and employee success. Managers need to provide their employees with resources to succeed if they expect their workers to do well. When management's encouragement and fairness are interpreted as personal values, employees become motivated and do their best work. The contribution of employees to the overall performance of an organization matters even more. In the context of COVID-19, the study evaluated non-reported assistance to employees' levels of job performance; this correlation between perceptions of assistance and performance was found to be nonlinear. These days, the public expects to have to battle barriers of additional financial support from corporations.



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INTRODUCTION

Employee performance has its worth for competitiveness that has even grown in current times. The external changes taking place not only affect the organizational functioning but influence every individual is working there. The spread of COVID-19 has affected the maximum part of the world. It has infected people that negatively affected their Performance. Moreover, it has negative repercussions for the economy and businesses ultimately affecting the whole society (Hofmeyer, Taylor, & Kennedy, 2020; Caligiuri, De Cieri, Minbaeva, Verbeke, & Zimmermann, 2020). The organizations are continuously figuring out how to restore from its negative effects on the functioning of the organizations and especially the employees' work attitudes and behaviors without which the organizations cannot move ahead.

The major question in front of the organizational managers is how to minimize the impact of the epidemic on employees? For this, they are making their efforts of being much supportive but due to the large volume of organizational hierarchy and the employees working there in they may not manage to practice justice and may create a sense of disparity among employees and influence their performance levels (Hofmeyer, Taylor, & Kennedy, 2020). Maintaining employee performance needs several mechanisms to be developed especially in times of unstable economic situations among which providing employees with organizational support and justice are few ways (Li et al., 2020). Among the significant risks to Performance providing support to the employees is important and assigning the continued workloads to a single set of employees may create a sense of injustice and may harm their Performance.

A recent survey revealed that the company executives have pointed out that COVID-19 will impact the performance efficiency of organizations: 46% of respondents expect a reduction in performance targets in 2020 (Caligiuri et al., 2020). It leaves grounds to answer several questions including what measures are most important and appropriate to improve the performance of employees for continuing the operations of the organizations during the lockdown. The survival of the organization always remains a priority for the managers. This becomes even more important for the services offering organization, media, where the employees have to work beyond their job descriptions for better individual and organizational outcomes, showing in-role and extra-role performance. Without

organizational support it is merely possible for the employees to accomplish the assigned targets. Organizations must see employees as assets (Miao, & Kim, 2010) especially in times of crisis like COVID-19.

Employees can only perform well and deliver their best services to the customers; however, it is merely possible without their satisfaction with the organizational practices and their belief that their organization supports them. At the same time, the organizations try their best to retain competent employees to provide enriched services. This reciprocity plays a vital role in developing a win-win situation for both employees and the organization. As it is reported that the organizations must develop an understanding of the factors that have a substantial effect on employees' Performance in which organizational support is one. It is noted that the organizations that take care of employees may enjoy better employee engagement (Carnevale, & Hatak, 2020), higher levels of organizational commitment (Rhoades, Eisenberger, & Armeli, 2001), decreased dissatisfaction from work (Miao, & Kim, 2010) and so forth. This is because the employees continuously note how their organizations treat them and whether their contributions are being valued?

The employees having weak or no feelings of organizational support may adopt work avoidant and deviant behaviors (Omar, Halim, Zainah, & Farhadi, 2011), dislike their work, and may develop intentions to leave the organization (Dawley, Houghton, & Bucklew, 2010). That is why it becomes necessary for organizations to induce a sense of support among employees. Not merely the presence of support is enough, but developing the sense of prevailing organizational support is also necessary, especially when the employees are really looking for it. That is support from the organization to protect them from the negative consequences of COVID-19. This study posits that the employees perceiving that their organization is least supportive and do not value them, especially in times of health hazards prevailing in the environment that is the prevalence of COVID-19, may lose their concentration on work and may focus more on saving themselves from the bad effects of COVID-19.

This may harm their Performance. At the same time, the organizations claiming that they are providing safety measures, but if those measures are adequately and equally applied throughout all branches of the media, thus showing injustice may also count towards decreased in-role and extra-role performance of employees. This study contributes to



Fig. 1 Five ways to enable digital employee training programs.

Adopted from: <https://www.talentlyft.com/en/blog/article/191/its-time-to-make-employee-training-digital>

the literature in the following ways. Earlier studies have been done in normal economic conditions. In contrast, this study is conducted in the times of COVID-19 that has become a constant threat to the employee's health and overall well-being thus can possibly harm their Performance. Moreover, the perceived organizational support and organizational justice have rarely been studied together. Mostly the studies have revealed that perceived organizational support is enough to have better employee's Performance (Dawley, Houghton, & Bucklew, 2010; Byrne, & Hochwarter, 2008; Eisenberger, Fasolo, & Davis-LaMastro, 1990) whereas this study posits that not only the sense of organizational support is enough rather the fairness and justice is equally important to have higher standards of employee's performance. Additionally, the study looks deeply into the effects of organizational support on the in-role and extra-role performance of employees. That is the requirement of the day. As in times of COVID-19, the employees have not only to perform the job-related tasks, but they have to assume extra roles as well to protect themselves and their colleagues and customers from the bad effects of the COVID-19. At the same time, they have to deal with customers so that they do not develop a sense of dissatisfaction from employees who are dealing with them in the media. Furthermore, the foundations for this study are laid based on organizational justice theory introduced by Greenberg (1990). The theory posits that the employees' perceptions of fairness in the organization impact employee work and non-work outcomes. At

the same time, the employees continuously note how their organizations treat them whether they value their contributions? To answer these questions, examining the selected factors such as the perceived organizational support and organizational justice remains important. The higher the level of perceived organizational support (POS) higher is the chances of achieving better performance. The study is beneficial for the managers and researchers equally. It adds to the existing base of literature combining the three streams of knowledge such as the perceived organizational support, organizational justice, and employee Performance. Moreover, it is beneficial for the managers to help them maintain required levels of employee Performance by developing a sense of available support in times of COVID-19.

METHODS

Sample and Data Collection

The responses from the male and female media employees were gathered. It was ensured that the employees worked in the media for at least two years to have a more excellent organizational practice idea. The respondents were selected on a convenience basis as it was left to the willingness of the respondents to respond to the questionnaire. The data was gathered through a closed-ended questionnaire adapted from existing literature. The media were contacted before the visit through an official letter requesting the media manager for a visit for data collection for the research purpose. The English version of the

questionnaire was distributed for response generation as all the respondents were having at least graduation degrees as their qualification. The respondents were ensured that their responses will merely be used for the research purpose and not shared with any other person inside or outside the organization. Moreover, to maintain unanimity they were asked not to write any identification number or even the name of the media or branch on the questionnaire. This helped the researcher to get genuine responses. While gathering data, it was observed that media have displayed the instruction and it was again written that it is mandatory to read and follow the instructions before entering into the media to avoid the possible threats of COVID-19.

Instrumentation

Perceived organizational support

The items for assessing the perceived organizational support were adopted from the questionnaire used by Rhoades, Eisenberger and Armeli (2001). The sample items were "my organization really cares about my well-being," "my organization cares about my opinions", and "my organization would forgive an honest mistake on my part". The reliability scores for the scale were 0.877.

Organizational Justice

Organizational justice was measured by using the fifteen-item scale of justice validated by Enoksen (2015). A five-point Likert scale was used to analyze the respondents' level of agreement. The same items used were "I am usually told about important things that are happening in this organization," "I am rewarded fairly for what I do for the organization", and "my supervisor respects my rights as a subordinate." The reliability scores were 0.886.

Employee's in-role Performance

The questionnaire was adopted from Becker and Kernan (2003). The sample items used were "I adequately complete the assigned tasks," "I meet all the formal requirements of the job: and "I fulfill responsibilities specified in the job description." The reliability scores were 0.976.

Employee's Extra-Role Performance

The organizational citizenship behavior was considered as the extra-role Performance. It was assessed using a scale adapted from (Vigoda-Gadot et al., 2007). The sample items included items such as, "The employees do more than the assigned duties adequately," "The employees help others who have

been absent," and "The employees in this organization go out of their way to help new employees."

RESULTS AND DISCUSSION

The results are divided into two main sections, including the respondents' demographic information and the products of the structural equation model. Table 1 presents the demographic information. Table 1 shows that the data were collected from more than half of the male respondents (59.4%) and the remaining female media employees. The respondents belonged to different age groups that were 26 to 35 years (39.6%), 36 to 45 years (44.5%), 46 to 55 years (15.7%). It is also noted that nearly half of the respondents were well qualified. They were having a master's qualification (48.6%), while most other employees were having graduation as their qualification (30.1 %). The respondents were having a handful of experience of 1 to 5 years (40.9 %), followed by the people having experience of less than one year (24.3 %). The characteristics of the respondents show that they were adequately fit for being the respondents to this study as they were having adequate experience and qualifications to respond to the questionnaire and respond to the statements written in the questionnaire. They were well versed with the organizational practices taking place in their media. The respondents were invited for data gathering on their willingness without forcing them to respond to the questionnaires to get their genuine responses.

The Measurement Model

In the first stage, the assessment of the measurement model is done whereas the second stage involves the assessment of the structural model (Hair et al., 2012). Structural equation modeling was used for data analysis. Table 2 contains information about the factor loadings, Cronbach's alpha to assess the reliability and validity of the constructs. Moreover, to gauge convergent validity, the authors evaluated the Average Variance Extracted (AVE) statistics for each construct. 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., 2012). This permitted an examination of the structural model. Table 3 presents the discriminant validity. The discriminant validity is established if the square root of constructs' AVEs is greater than the inter-correlations of other constructs. In this study, the analysis results show that the square root of AVE was greater than the correlation between each pair of

Table 1 Demographic Information, n = 222.

Variables	Category	Frequency	Percentage
Age (years)	26-35	88	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

Table 2 Loadings, Composite Reliability and AVE.

Construct	Loading	C.R.	AVE
Perceived Organizational Support		0.875	0.867
POS1	0.764		
POS2	0.792		
POS3	0.852		
POS4	0.779		
POS5	0.775		
POS6	0.873		
POS7	0.856		
Organizational Justice		0.866	0.827
OJ1	0.790		
OJ2	0.731		
OJ3	0.786		
OJ4	0.869		
OJ5	0.752		
OJ6	0.762		
In-role Performance		0.869	0.844
EP1	0.775		
EP2	0.848		
EP3	0.768		
EP4	0.763		
EP5	0.773		
Extra-role Performance		0.970	0.785
EP6	0.839		
EP7	0.843		
EP8	0.786		
EP9	0.797		
EP10	0.764		
EP11	0.793		

Source: SamrtPLS Results

constructs, as shown in table 3, thus providing evidence for discriminant validity. Table 3 reports that all the diagonal elements are greater than the off-diagonal elements (Fornell & Larcker, 1981). Overall, the measurement model results are satisfactory and suggest that it is appropriate to proceed further for the evaluation of the structural model. The square root of the AVE for perceived organizational support is 0.931, organizational justice is 0.909, in-role Performance is 0.918 and extra-role

Performance is 0.886.

Structural model

The structural model is examined by calculating the coefficient of each relationship along with its significance value. Moreover, the R square is computed. Table 3 shows the results. The structural model describes the relationship among the latent variables (Hair et al., 2012). Furthermore, the structural model depicts the relationship between the

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

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
R ²	0.489	

Source: SmartPLS output

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

exogenous and the endogenous variables. The value of R-square lies between 0 to 1. Table 4 represents the standardized parameters. Bootstrapping simulation is done to confirm the significance of the hypothesis. It is noted that the perceived organizational support has a significant positive relationship with in-role performance (beta = 0.367, $p < 0.05$) and extra-role performance (Beta = 0.199, $p < 0.05$). Similarly, the organizational justice significantly increases the employees in-role performance (beta = 0.292, $p < 0.05$) and extra-role performance (beta = 0.135, $p < 0.05$).

Upon examining the moderating effects of organizational justice in the relationship between POS and in-role Performance and extra-role Performance, it is found that it significantly moderates the relationship (beta = 0.076, and beta = 0.199, $p < 0.05$, respectively). All the developed hypotheses in the light of the literature were accepted. Table 5 summarizes the results of the hypotheses developed. The coefficient of determination revealed that collectively the independent constructs brought about a 48.9% change in the dependent variable. Overall, it is noted that POS and OJ have a stronger effect on extra-role performance than in-role Performance. OJ moderated the extra-role Performance more than in-role Performance.

Conclusions

This research found that getting stronger participants during COVID-19 correlates with positive outcomes in employees' performance and participation in the POS and open-based economy stress. Organizational assistance has many advantages: most importantly, it increases the ability of people to collaborate at all levels of management. This especially occurs while individuals are actively seeking help. This is because people actively searching for support increases the employee's overall performance, and it increases overall performance, particularly during a crisis.

Implications

The study identified some practical implications based on the results of the study. This study demonstrates that the organizational justice for strengthening the relationship between perceived organizational support and employee performance plays its role. Its presence strengthens not only the in-role Performance but also the extra-role Performance. The importance of extra-role performance cannot be ignored during COVID-19, where each individual at the workplace is looking for some guidance and help, especially in media. Moreover, by providing support to the employees, the organizations can develop their

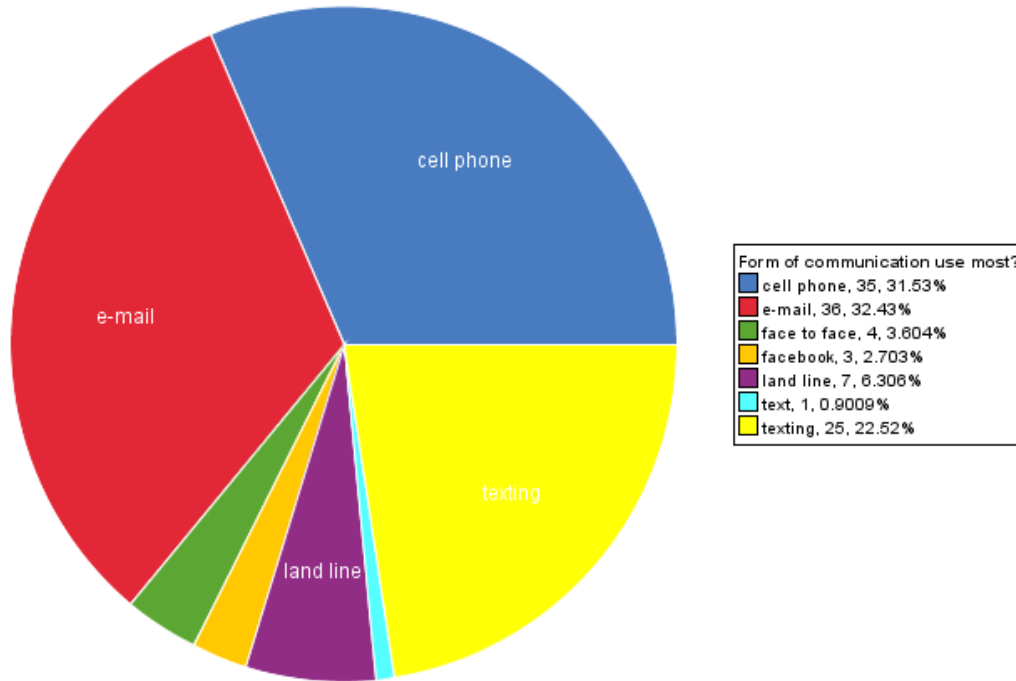


Fig. 2 Face to Face Communication Chart of Media Employee

strengths in terms of having strong employees and at the same time, the support adds to employees' self-efficacy that motivates them to have better in-role and extra-role performance.

Organizational practices like the distribution of resources, information, and fairness in performance appraisals and procedures may help employees build trust in the organization and help establish stronger reciprocity-based behaviors that positively influence both the organization and the employees. The managers can boost employees' Performance by having the appropriate mix of organizational support and justice at the same time. These include having required standards of employees' Performance requires managers as organizational agents to manifest organizational support through uninterrupted interaction with their subordinates, provision of resources, sharing of in-time and uninterrupted information, and addressing the conflicts arising at the workplace.

Moreover, besides providing actual support to the employees it is necessary to develop a sense of support. This is merely possible by practicing justice thoroughly and throughout the organization. The employees and managers must have positive Performance. The employees who perceive support efforts as positive that is possible through ensuring organizational justice, show least negative reactions.

This is how the managers can control the negative behaviors at the workplace and can save time and other organizational resources.

Limitations and Future directions

In any analysis, there are inherent weaknesses and unique constraints that determine the generalizability of the results. It was a convenient and straightforward survey in which subjects were selected based on convenience. As a result, the generalizability of this analysis is restricted. Further investigated one domain (the field of interest: the media), rather than investigating the whole industry It is possible that the prevalence of COVID-19 would have a greater impact when there is more cooperation between individuals. The system that they are urged to research several variables within this suggested that the future research examine various aspects of the issues.

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