

Impact of Interactional Justice and Job Satisfaction on Employees' Innovative Behaviour at Work: Perceived Organizational Support as Mediator

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Abstract: The present study has been designed to evaluate the impact of interactional justice and job satisfaction on employees' innovative behaviour while mediating the role of perceived organizational support in the news media sector of Pakistan. The data was collected from 180 respondents through convenience sampling technique. A closed-ended questionnaire was designed to collect the data online via google forms due to COVID19 restrictions in Pakistan. The data was processed using statistical software SPSS 25th Version. The findings of this study suggest that interactional justice has a positive relationship with employees' innovative behaviour. Similarly, Job satisfaction has been identified to have a positive and significant influence on the employees' innovative behaviour. Perceived Organizational Support has also been identified to have a positive impact on the employees' innovative behaviour. The findings also suggest the existence of the mediation of POS i.e. the relationship between interactional justice and employees' innovative behaviour and as well as the relationship between organizational justice and employees' innovative behaviour. It is recommended that news and media sector of Pakistan emphasize efficiently and effectively interactional justice, job satisfaction, and as well as perceived organizational support to enhance and encourage employees' innovative behaviour at the workplace.

Key Words: Interactional Justice, Job Satisfaction, Perceived Organizational Support (POS), Employees' Innovative Behaviour (EIB), News Media sector, Pakistan.

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1 Introduction

Employees' Innovative Behaviour is significantly important in the 21st Century working environment, as it will help the company's sustainable development goals (Nazir, et al., 2019; Khan, et al., 2021). Innovative behaviour is very much required to enhance their competitive advantage. Every individual employee needs to work out of the box, for example, to work on product and technology development, new working styles, and the implementation of those ideas (Helmy, et al., 2019). Most of the time, the focus has been given to the Manufacturing Industry more as compared to the services industry (Hanaysha & Tahir, 2016; Awan, et al., 2019). Even though the contribution of innovation in the services industry is equal to the manufacturing industry (Abro, et al., 2020).

Employee's innovative behaviour is as much important as the Firm's innovative behaviour. But mostly focus has been given to the firm's innovative behaviour (Hsu, 2016). Innovation has always worked in helping organizations to perform well and run effectively in the long run. Innovative behaviour is a very important asset of organizations. Those who possess innovative behaviour not only create but implement innovations in organizations. Many of the variables have an impact on innovative behaviour. Organizations often work with the ideas and plans of tops management, which just get conveyed to the middle of lower-level employees' to implement. It eventually takes the burden off from the shoulders of worker and they feel less very less impact of what happens at their workplace, such employees become less creative and they only get dependent to work on prescribed directions provided to them by their superiors (Rhee, et al., 2017).

Employees' contribution beyond their described job is what takes an organization to further progress. Companies want their employees to become social entrepreneurs, as the work environment is continuously changing. This changing environment has brought the need for fairness, justice, and moral values among the organizations. The innovative behaviour of employees relies on the relationship of exchange with their organization (Nazir, et al., 2019).

These employee and employer relations are classified in either social or economic exchange. A proper reward agreement, which has to be done by legal approvals, includes paying a specific amount. On the contrary, social exchange is giving favour to a colleague. The outcome of which is not certain to be coming in how much of a time. Fair treatment of workers is very important to organizations (Nazir, et al., 2019).

Social Exchange theory explains that the fair and just treatment of employees and showing trust by their supervisors, in return, motivate employees to share their knowledge with them. Interactional Justice is an individual's perception that how and in what way their supervisor treats them. Furthermore, keeping in mind the supervisor's role, employees' affection, and connection with the organization increase as they get fair treatment from their supervisor. Employees then start sharing their knowledge and ideas with the other members of the organization and the people who are their in-group members, which, in turn, benefit the organization. This increased interactional justice level makes employees' impart and share the ideas and knowledge they possess (Khan & Ullah, 2021; Li, et al., 2016).

There are many positive aspects of interactional justice. Supervisors should focus on engaging with the employees more often and treat them with dignity. Supervisors treat certain employees at the different levels of interactional justice and the other employees at another level; it refers to the group level as the high-interactional justice-differentiation. So the concept of interactional justice can also be explained as engaging

with the employees at a different levels within the organization. (He, et al., 2016). If individuals working in an organization feel that they are being treated well, and being informed by all the decisions taken by the administration-before implementing them-and giving them a necessary explanation about the rules and regulations, will help in increase their feeling of interactional justice. Interactional justice is as important as any other part of the working environment (Ismail & Razak, 2017).

Studies in the past mostly focused on procedural justice and distributive justice. Currently, researchers are more engaged in interactional justice, which only emphasizes the quality of employee's and manager's relationships. So as far as according to our knowledge, the leaders are the key persons who play important role in improving employee's attitudes and their behaviour in the organization. Good relations between them can raise and would help to keep the organization working more effectively. This good relationship between Supervisor and Employee can bring positive outcomes, so interactional justice can play a unique part in an organization and help to bring in new ideas through knowledge sharing (Dai & Xie, 2016).

Appraising an employee's performance and the experience of a particular job helps in bringing job satisfaction to the employees (Khan, et al., 2021). In the world of literature, job satisfaction has a history of articles being written on it. It is considered more important for managers. They are very concerned about job satisfaction. In the past, studies provide only a partial view of job satisfaction. They only focused on the one-to-one relationship between job satisfaction and any of the antecedent conditions and did not focus on the other aspects and relationships of job satisfaction (Alegre, et al., 2015).

Various research papers were written on these variables i.e. Interactional Justice, Job Satisfaction, Perceived Organizational Support (POS), Employees' Innovative Behaviour (EIB) (Bies & Moag, 1986; Al-Hummadi, 2013; Dai & Xie, 2016; Nazir, et al., 2019). They connect and have a significant impact (Al-Hummadi, 2013). The study conducted by Nazir et. al (2019) titled "How Organizational Justice and Perceived Organizational Support Facilitate Employees' Innovative Behaviour at Work", has identified a gap to justify how organizational justice and POS can influence the innovative behaviour of employees at the workplace and the study further guided future researchers to add-up in the existing body of literature. Many researchers researched the field of HR in various industries (Awan, et al., 2019; Nazir, et al., 2019; Shafi, et al., 2019). But limited has been worked in the news media and broadcasting sector.

Media is now considered to be the 5th most important state organ, after Judiciary, Executive, Legislative, and Military (Awan, et al., 2019). It has a greater influence on society. It can shape the ideas and views of the people. In human development, media plays a very important role. Moreover, news media and broadcasting industry have more responsibility on their shoulders. Ethical values and innovative practices are sometimes neglected in the news media industry which eventually decreases the trust and interest of the people on the news channels. Therefore, emphasizing the need for employees innovative behaviour in the News media and broadcasting sector is much needed to be addressed more and deep in the current times. The proposed research limitations can be conducted in some other industries as they picked the IT Industry of Pakistan for data collection. Further, they proposed that the Independent variables can be changed to get better results as per the chosen industry.

Second, in this study, the independent variable Organizational Justice has been narrowed down into Interactional Justice, for the purpose to evaluate employees' innovative behaviour very precisely. Whereas Job Satisfaction has been also added as another independent variable of the study because job satisfaction

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has been studied as one of the core factors of employees' innovative behaviour while studying the model in various industries and at different demographics (Alegre, et al., 2015; Khan and Ullah, 2021; Wong, et al., 2018). And 'Perceived Organizational Support' has been added as a moderator variable of the research model.

Continuous creativity and innovation at the workplace always provide a competitive edge to organizations (Wei He, et al., 2016). In the current era, it has been observed that social media is rapidly taking over electronic media such as TV houses in Pakistan (Awan, et al., 2019). People are more tend to watch or read news through online websites, rather than from Electronic Media Channels (Alegre, et al., 2015; Awan, et al., 2019). For keeping Electronic News Media attractive and reliable for viewers, the organization has to facilitate their employees, so they can come up with innovative programs and broadcasting ideas. This thing has to be addressed how innovation can be improved in the News Media Sector (Nazir, et al., 2019).

It has been studied that journalists and news analysts have been targeted and they are at more risk. Many of them have been shot down or targeted hardly (Jahangir & Rauza, 2018). It is considered one of the dangerous jobs that require the support of the organization and continuous interaction between the employees and supervisor (Wei He, et al., 2016). This way the Journalists can feel comfortable and motivated for their work if they have been appreciated well. Unfortunately, it is not very much emphasized through research, and it is now needed to be highlighted. Employee care is a need for this modern global organizational setup. This is the time to help the industry from further decline and keep growing.

The objectives of this research are stated as follows,

O1: To evaluate the impact of interactional justice on employees' innovative behaviour at workplace.

O2: To evaluate the impact of job satisfaction on employees' innovative behaviour at workplace.

O3: To evaluate the impact of interactional justice on perceived organizational support (POS) at workplace.

O4: To evaluate the impact of job satisfaction on perceived organizational support (POS) at the workplace.

O5: To evaluate the impact of perceived organizational support (POS) on employees' innovative behaviour at the workplace.

O6: To evaluate the impact of perceived organizational support (POS) as a mediating variable in the relationship between interactional justice and employees' innovative behaviour at the workplace.

O7: To evaluate the impact of perceived organizational support (POS) as a mediating variable in the relationship between job satisfaction and employees' innovative behaviour at the workplace.

2 Literature Review

Employees' innovation at the workplace has been considered a high-performing tool for any successful organization around the globe (Korzilius, et al., 2017; Abro, et al., 2020). This is evident as the substructure of a knowledge economy plays an even more important role in the development of an organization especially where intangible assets are commodities, for example, the potential to increase competitiveness by "doing more with using less" (Crossan & Apaydin, 2010; Escofet, et al., 2019).

Nazir et. al., (2019) has defined the term “Innovative behaviour” as thought processing that starts with the intentional generation of an idea, then promoting and realizing it at the workplace. Regardless of the employees’ level in the hierarchy of organization or task responsibility, organizations understood the significance of employees’ creativity as an asset (intangible) to come up with excellent ideas that can help to remain competitive. The employees’ direct interaction with the customers provides them opportunities at first hand for improvements and changes in the work procedures and processes. Therefore, employee’s innovative behaviour and the procedure that encourages such behaviour is a critically important area in the field of an organization (Hanaysha & Tahir, 2016; Korzilius, et al., 2017; Escofet, et al., 2019)

Although there are many different types of research conducted on innovative behaviour, there is a lack of studies that put their focus on the understanding of the process that leads towards it (Escofet, et al., 2019), while the current study fills this gap. To do so, in the subsections that follow, this study discusses the importance of innovative work behaviour and how it has an impact on the Interactional justice of job satisfaction. These two variables, which are used as independent variables in this study, are very important and significant in developing and employees’ innovative behaviour. POS moderates this relationship. In the news media sector, innovation is the key. Competition has gradually increased in the past decade. Social media has taken over most of the audiences from electronic media. Without innovation and the development of new ideas, survival in the media sector for any organization is not possible.

Interactional Justice & Employees’ Innovative Behaviour

Interactional justice, at first, is described as fairness that is related to one of the important factors of an organization is known as interpersonal communication (Lee, et al., 2015) and employees engagement (Niehoff & Moorman, 1993). The studies and researchers have widened the concept of interactional justice and they have added two dimensions to conceptualize it. These dimensions include (i) interpersonal justice and (ii) informational justice (Bies & Moag, 1986). Information Justice is associated with fairness in the distribution of timely and accurate information in the procedure. Whereas, interpersonal justice is related to the fairness of treatment of supervisor-subordinate such as honour and respect. In the past few years, the research terminologies on interactional justice and organizational justice are commonly pointed towards fair behaviour in the interpersonal interactions of the individuals (Jahangir & Rauza, 2018; Wong, et al., 2018; Awan, et al., 2019). It is relevant to analyze perceptions of interactional justice by the employees’ to measure how employees are being treated at the workplace in terms of fairness and respecting their personal opinions regarding their willingness to retire or shift the organization. It may link to the factor i.e., the supervisor’s treatment of the subordinates at the workplace (Wright & Nishii, 2012).

Interactional justice has an important part to facilitate the high-quality Leader-Member Exchange (LMX) behaviour at the workplace as it has been suggested by previous studies i.e. (Wei He, et al., 2016; Alegre, et al., 2015; Nazir, et al., 2019). LMX theory and the Social Exchange Theory (SET) shares some important predictions of the employee-employer relationship at the workplace. SET consists of different behaviour for interactional justice. As interactional justice is generally viewed as a ‘one-to-one’ transaction of terms or opinions among individuals at workplace (Wong, et al., 2018). Scholars have explored the exchanges between supervisors and workers closely interlinked to the concepts of theories of SET and LMX. Supervisors who treat employees with interactional justice are most probably going to experience a high quality of leader-member exchange relationships. Particularly, the subordinates who are in high leader-

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member exchange experience enhanced supervisor support, more useful feedback, and better two-way interaction (Russell Cropanzano, 2002).

H1: Interactional Justice has a positive impact on Employees' Innovative Behaviour in the media sector of Pakistan.

H3: Interactional Justice has a positive impact on POS in the media sector of Pakistan.

Job satisfaction & Employees' Innovative Behaviour (EIB)

Locke (1976) defined job satisfaction and his definition is now considered as one of most cited in the business research literature (Awan, et al., 2019). It has been mentioned that the employees' internal state must apprehend the employees' well-being in the organization because that is the place where an employee works (Locke, 1976). Certain factors are being cited such as psychological, environmental, and emotional behaviour concerns that should indirectly or directly have an impact on the employees' self-internal satisfaction which ultimately can lead employees to the attributions of satisfaction and dissatisfaction at the job in a concerned company where employees perform (McShane & Glinow, 2010) putting it short, the employee's self-satisfaction based on completion or fulfilment of the basic needs which can reduce the havocs of the employees internally and make them feel satisfied with the decisions they make. (McShane & Glinow, 2010). Researchers also defined job satisfaction as "the fraction of the desired outcomes and confirmed outcomes of the job. If the actual or confirmed outcomes are higher than the desired outcomes, meaning, the employee's job satisfaction rate is higher. If the actual or confirmed outcome is lesser than the desired one, the employee's job satisfaction will be lower (DeGroot, et al., 2010).

Job satisfaction can also be related to the system of rewards. Job satisfaction will increase with the fair system of rewards. If employees receive rewards higher than they have expected, they will be more satisfied with the job. And on the contrary, the level of satisfaction will disturb if the reward is lesser than the one which is expected by the employees (Daft, 2010). Hence the employees' job satisfaction will be high to achieve the output higher than the desired output. Or if it would not be more than expected, it should never be lesser than the input level exerted (DeGroot, et al., 2010; Daft, 2010).

Employees' attitude is also related to job satisfaction (Park & Kim, 2009). Employees' job satisfaction towards their job and the overall organization is impacted by the negative or positive attitude of the employees (Tian-Foreman, 2009). At the job, it also brings in the role of team members and co-workers towards the attitude - both positive and negative - and also its consequences (Lee, et al., 2015; Lu, et al., 2016). Later, an author also conducted a study and found similar results. The author identified the mediating role between the intention to quit the job and job training satisfaction. An inverse relation was found, higher job training satisfaction has declined the trend line of employees' turnover intention mediated by the job satisfaction in the business environment (Huang & Su, 2016).

From Pakistan's perspective, job satisfaction is as important as it is in the rest of the world (Shafi, et al., 2019). Because it is closely linked with the emotions and actions of the people. Practitioners have measured job satisfaction linked to the individual's emotions and it can only vary related to its antecedents in concern of the changing definitions of the norms and values of different cultures of the different regions around the globe (Awan, et al., 2019; Shafi, et al., 2019).

H2: Job satisfaction has a positive impact on Employees' Innovative Behaviour in the media sector of Pakistan.

H4: Job Satisfaction has a positive impact on POS in the media sector of Pakistan.

Perceived Organizational Support (POS) & Employees' Innovative Behaviour

The perception of employees that their contribution is valued by the organization and as well as the organization pays attention to their well-being is known as perceived organizational support (POS) (Eisenberger et al., 1986). After the concept of POS is proposed by Eisenberger et al., subsequently, many of the scholars started focusing on the measurement scale development, the factors that affect POS, and empirical studies are conducted to study the POS positive impact on organization and employees. POS, which shows the value given to the contributions of the organization's employees and the concern for their welfare, is a significant instrument to assist organizations in establishing a favourable affiliation with the workers and encourage them to put more effort into their work.

POS is affected by the antecedent variable which can sum up into three categories, that includes individual factors, organizational factors, the relationship between organizational agents, employees, and organization (see Table 1). Amongst them, there are organizational factors, like political activities in the organization, organizational equality, organizational size, working environments, and culture of the organization. Individual factors are pre-hiring experience, positive-negative emotions, employees' work status, values, and additional variables. The relationship among agents of the organization and workers or organizations includes leader-member exchange, psychological contract, leadership style, management communication, employee-organization match, and other variables.

The outcomes in the research of Wayne et al. (2002) indicated that managerial tolerance, organizational justice, and managerial acknowledgment were associated with POS. Perceived organizational support's formation is affected by procedural fairness, stated Ling et al. (2006). Ghani (2009) has stated that information access, trust, development, and learning opportunities were related to the POS positively. The variable - more effective in forecasting organizational support - was trust. DeConinck (2010) has put into consideration that POS had an antecedent variable i.e., distributive fairness. Dawley et al. (2010) has confirmed that POS was predicted by the variable supervisory support.

Ahmed and Nawaz (2015) have conducted a meta-analysis that revealed that fairness, colleague support, growth opportunities, and supervisory support largely influence the perceived organizational support. Chen et al. (2017) in their research stated that supportive human resource (HR) practices had a favorable effect on POS. Yu et al. (2017) expressed that farsighted leadership influences POS. Xue (2017) confirmed that the perceived organizational justice also has a positive influence on POS. Lin (2018) wrote that performance evaluation and in developmental HR performance, career development has a greater effect on POS.

Sluss et al. (2008) found that the theory of LMX was related favourably to the subordinates' POS. As stated by Zagenczyk et al. (2010) that co-workers, straight (through constructive matters, and cohesive friendships) and indirectly (through the friendship network structure and position of the speech) influence the feeling of employees' organizational support. Business researchers and practitioners have stated that factors including enhanced communication system of the management, the social networking inside the organization, and leadership style were related to the POS. Yang et al. (2011) found by taking a sample of 520 female managers

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that the interactive fairness impact positively on perceived organizational support. Shoss et al. (2013) has found that the lower organizational support sense in employees is created by abusive management.

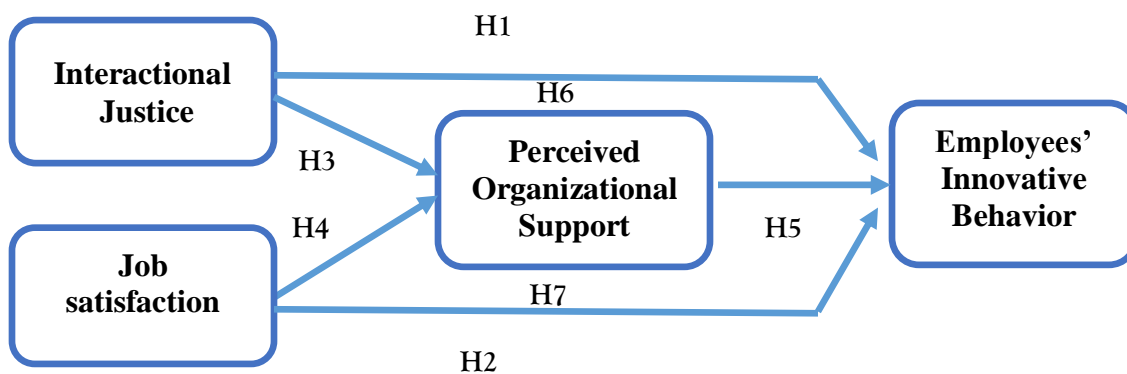
H5: POS has a positive impact on Employees' Innovative Behaviour in the media sector of Pakistan.

H6: Interactional Justice has a positive impact on Employees' Innovative Behaviour, Mediated by POS in the media sector of Pakistan.

H7: Job Satisfaction has a positive impact on Employees' Innovative Behaviour, Mediated by POS in the media sector of Pakistan.

Research Model

Independent variables Mediating Variable Dependent Variable



3 Research Methodology

The gap in this cross-sectional research study was found and analysed by going through several preceding research papers. As a result, a clear gap has been identified; no research was carried out to study the impact of interactional justice and job satisfaction on the employees' innovative behaviour at work, with mediating role of POS in the news media sector of Pakistan. These factors are a key to growth and survival in a long term for every organization (Shafi, et al., 2019)

This study has been designed to draw the attention of the current and potential research scholars to put much emphasis on this particular area to investigate the significance in all industries around the globe, Therefore, the purpose of this research was to draw the attention of potential and current scholars emphasize on this area and investigate its significance in the news media sectors around the world. Because employees' innovative behaviour is a continuous process that needs supervisor's attention and support and POS provides a better environment for employees to adopt innovative behaviour (Shafi, et al., 2019).

The news media sector employees associated with journalism in Pakistan are the targeted population for this study. Because of limited time and resources, the parameters were set to the metropolitan city Islamabad based journalists, and then some have been taken from Lahore and Karachi as well.

Table 3.1: List of News Channels in Pakistan

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Government-Owned News Channels	PTV News	PTV World	PTV Bolan	
Private News Channels	Geo News	ARY News	Dawn News	Express News
	Aaj News	Dunya News	Samaa TV	Hum News
	Capital TV	Channel 5	GNN News	92 News HD
	Geo Tez	Roze News	24 Channel HD	Neo TV
	AbbTakk	Such TV	Din News	News One
	Public TV	GTV	Bol News	K21
	Star Asia News	Indus News	Lahore News	Metro 1 News
	City 41	City 42	News 7	VSH News
	Khyber News	Mashriq TV	KTN News	Waseb
	Mehran TV	Awaz TV	Dharti TV	Rohi
	Sindh TV News	Time News		

In table 3.1, the list of news channels in Pakistan is mentioned. There are a total of 41 news channels. Most of the channels are in the Urdu language, only two of the channels are in the English language. One of them is owned by the government and the other is announced but yet to launch. Media groups like, Dawn News and Geo News had launched news channels in the English language but closed them down later. The reason is a low audience in the country. People prefer Urdu language channels. So, they had to close it down because of financial losses. Few of the channels are in regional languages to target the niche market, like Sindhi, Pushto, Punjabi, etc.

The sample size was 200, and 180 responses were returned with fully answered. The response rate was 90%. The sampling frame for this research is conveniently picking the news media employees from different media houses, who were easy to reach. Many of them were experienced by working in various media houses in middle level and top positions. Most of the respondents were from Islamabad, the capital city of Pakistan, and a few were from Lahore and Karachi.

Table 3.2: Reliability Statistics

Scale	Cronbach's Alpha value	No. of Items	Reference (Construct Adapted)
Interactional Justice (IV1)	.868	06	(Moorman, 1991)
Job Satisfaction (IV2)	.890	06	(Tsui, et al., 1992)
Perceived Organizational Support	.892	07	(Coyle-Shapiro, 2005)
Employees' Innovative Behaviour	.880	05	(Monideepa Tarafdar, 2010)
Total	.886	24	

The reliability score of the scale of this study is quite satisfactory. As it can be seen in Table 4.2 the Interactional justice scale has a total of 06 items and that has the value Cronbach's Alpha 0.868 which is 86.8% and that is greater than the least possible value which is 0.5 or 50% (Bagozzi, 2012; Saunders, et al., 2015). Similarly, the Cronbach's Alpha value for the job satisfaction is scale is 0.890 and that has also 6 items or questions in total. POS has also quite a satisfactory value of Cronbach's Alpha, it is 0.892 and the total number of items included in this scale is 07. The last variable is the dependent variable and it is Employees' Innovative Behaviour (EIB) which has 0.880 Cronbach's Alpha result and there are the total number of items is 05.

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4 Findings

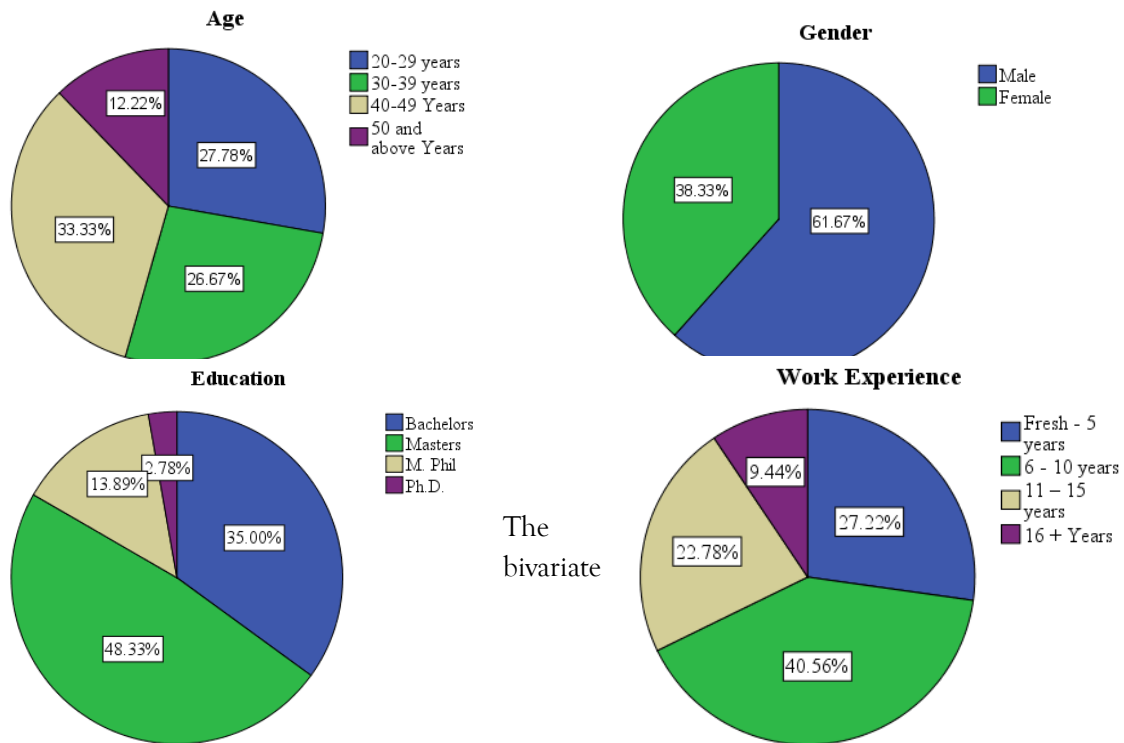
The first section of the questionnaire of this study included four compulsory questions regarding the personal information of the respondents. These questions were about the age, gender, education, and work experience of the respondents in the media industry. The findings of the mean, median, mode, and sum of all four questions are in Table 4.1 given as follows.

Table 4.1: Statistics of the Demographics

	Age	Gender	Education	Work Experience
Respondents (N)	180	180	180	180
Mean	2.30	1.38	1.84	2.14
Median	2.00	1.00	2.00	2.00
Mode	3	1	2	2
Sum	414	249	332	386

Table 4.1 shows that the mean value of the Age of the respondents is 2.30. Four age brackets were made in the questionnaire which includes (1) representing the 20 - 29 years, (2) representing 30 - 39 years, (3) for 40 to 49, and (4) for 50 and above years of the age group of the respondents. Therefore, the mean value of the age bracket which is 2.30 suggests that the average of the respondents of this study are from age of around 33 years of age.

Similarly, the mean value of Gender of the respondents of this study is 1.38 which suggests that the majority of the respondents of this study are the male segment of the gender. As 1 represents male and 2 represents the female segment of the sample of this study. The detailed findings of the demographics are represented in the charts given as follows:



The
bivariate

correlation analysis test was applied using the statistical software SPSS 25th version so that to evaluate the cross-relationship of the variables of this study i.e. interactional justice, job satisfaction, employees' innovative behaviour, and POS.

Table 4.2: Correlations Analysis

	(IV1)	(IV2)	(MV)	(DV)
Interactional Justice (IV1)	1			
Job Satisfaction (IV2)	.460**	1		
Organizational Support (MV)	.636**	.487**	1	
Innovative Behaviour (DV)	.548**	.398**	.698**	1

*Correlation is significant at 0.05 level
** Correlation is significant at 0.01 level
Total number of respondents tested is 180

The correlation analysis suggests that all four variables have significant and positive prelateship with each other. It can be seen in Table 4.8 that there is 46% (.460) of the relationship among the variables of job satisfaction and interactional justice and it is two steric which suggests that the correlation is significant at the 0.01 level. Similarly, the relationship between organizational support and interactional justice is also a healthy one which is 63.6% (.636) and it is also two steric which shows that the correlation is significant at the 0.01 level. Moreover, there has been identified to have a 54.8% (.548) relationship between employees' innovative behaviour and interactional justice in the media sector of Pakistan. Which is also a quite healthy and significant relationship between the variables.

Furthermore, the relationship between job satisfaction and organizational support is 48.7% (.487**) which is significant at the confidence level of 99% (0.01). Similarly, the relationship between job satisfaction and employees' innovative behaviour is identified as healthy and significant as well which is 39.8% (.398). Whereas, the last but not the least relationship between the variables of this study which is the relationship between organizational support and employees' innovative behaviour has been identified as 69.8% (.698) correlated to one another.

Therefore, the results of the correlation analysis suggest that the proposed hypothesis of this study is being supported by the imperial evidence related to the findings of the correlation analysis. But, the model testing is yet to be tested which will further provide solid imperial evidence to support or reject the hypothesis of the study

Table 4.3: Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Dependent Variable: Employees' Innovative Behaviour					
Adjusted R Square = .391					
(Constant)	4.065	1.789		2.272	.024
Interactional Justice (IV1)	.493	.070	.497	7.068	.000
Job Satisfaction (IV2)	.314	.073	.371	5.549	.000
Dependent Variable: Perceived Organizational Support					
Adjusted R Square = .447					
(Constant)	1.031	2.243		.460	.646
Interactional Justice (IV1)	.730	.087	.523	8.346	.000
Job Satisfaction (IV2)	.363	.092	.247	3.940	.000

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Dependent Variable: Employees' Innovative Behaviour					
	Adjusted R Square = .498				
(Constant)	3.625	1.518		2.388	.018
Interactional Justice (IV1)	.182	.070	.184	2.608	.010
Job Satisfaction (IV2)	.241	.065	.239	3.628	.000
Organizational Support	.426	.051	.600	8.382	.000

The data as given in Table 4.3, it shows that interactional justice has the values ($\beta = 49.7\%$, $t\text{-test} = 7.068$, and $\alpha = 0.000$) which means there is a positive and significant impact of interactional justice on employees' innovative behaviour. Thus, the empirical evidence support accepts the first hypothesis of the study which claims that **H1:** Interactional Justice has a positive impact on Employees' Innovative Behaviour in the news media sector of Pakistan. Furthermore, the empirical evidence shows that job satisfaction has been identified to have ($\beta = 37.1\%$, $t\text{-test} = 5.549$ and $\alpha = 0.000$) which shows that it has a positive and significant influence on the employees' innovative behaviour. Thus, the evidence support accepts the second hypothesis of the study which claims that **H2:** Job Satisfaction has a positive impact on Employees' Innovative Behaviour in the news media sector of Pakistan. The value of the Adjusted R Square is 0.391 which means employees' innovative behaviour has been influenced by the interactional justice and job satisfaction by 39.1%, the rest 60.9% is the research gap.

Interactional justice ($\beta = 52.3\%$, $t\text{-test} = 8.346$ and $\alpha = 0.000$) has been identified to have a positive and significant impact on the POS. The empirical evidence supports the 4th hypothesis of the study which claims, **H4:** Interactional Justice has a positive impact on POS in the media sector of Pakistan. Furthermore, job satisfaction ($\beta = 24.7\%$, $t\text{-test} = 3.940$, and $\alpha = 0.000$) has also been identified to have a positive and significant influence on the POS. Though, it is not as much stronger as it has been influenced by the interactional justice, but yet there is positive and significant reading has been identified to claim to accept the 5th hypothesis of the study which has been claimed that **H5:** Job Satisfaction has a positive impact on POS at the news media sector of Pakistan. The adjusted R square is 0.447 which means POS has been influenced by interactional justice and job satisfaction by 44.7%, the rest 55.3% is the research gap.

The Perceived Organizational Support (POS) ($\beta = 60\%$, $t\text{-test} = 8.382$ and $\alpha = 0.000$) has a positive and significant impact on the employees' innovative behaviour with a strong relationship of the beta which has 60% of the influence of the POS on employees' innovative behaviour at the media sector of Pakistan. Thus, the findings accept the third hypothesis of the study which claims that **H3:** POS has a positive impact on Employees' Innovative Behaviour in the news media sector of Pakistan. The adjusted R square is 0.498 which means employees' innovative behaviour has been influenced by interactional justice, job satisfaction, and POS by 49.8%, the rest 50.2% is the research gap.

Table 4.4: Mediation Model

		Dependent Variable: Employees' Innovative Behaviour (DV)				
		R Square Change = .197				
Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4.065	1.789		2.272	.024
	Interactional Justice (IV1)	.493	.070	.497	7.068	.000
	Job Satisfaction (IV2)	.314	.073	.371	5.549	.000
2	(Constant)	3.625	1.518		2.388	.018
	Interactional Justice (IV1)	.182	.070	.184	2.608	.010
	Job Satisfaction (IV2)	.241	.065	.239	3.628	.000
	Organizational Support (MV)	.426	.051	.600	8.382	.000

The mediation model was processed using Andrew F. Hayes' plugin in the SPSS 25th version. The findings of the Mediation model suggest that POS mediates both the relationships i.e. the relationship between interactional justice and employees' innovative behaviour and as well as the relationship between organizational justice and employees' innovative behaviour in the media sector of Pakistan. As the finding of the model fitness includes the value of the change in R square which is 0.197 (19.7%) and the indirect can be seen diluted which suggests the existence of the mediation in the model. Therefore, the findings support to accept of both the hypothesis (H6 and H7) of the study which claims that **H6:** Interactional Justice has a positive impact on Employees' Innovative Behaviour, Mediated by POS in the media sector of Pakistan, and **H7:** Job Satisfaction has a positive impact on Employees' Innovative Behaviour, Mediated by POS at the news media sector of Pakistan.

5 Conclusion

The theoretical evidence suggested that interactional justice plays an important part in facilitating the high-quality leader-member exchange (LMX), with the downstream effect on employee performance (Wei He, et al., 2016). This is also in line with the empirical evidence of this study. According to the data given in Table 4.3, it shows that interactional justice has the values ($\beta = 49.7\%$, $t\text{-test} = 7.068$, and $\alpha = 0.000$) which means there is a positive impact of interactional justice on employees' innovative behaviour at the media sector of Pakistan. Similarly, all different paths that were explored in this study have been identified to have strong support of the theoretical as well as empirical evidence to be executed at the corporate level.

Some other important research studies are also cited in the literature review which has suggested that POS has been positively influenced by the factors such as interactional justice and job satisfaction. Ahmed and Nawaz (2015) have conducted a meta-analysis that revealed that fairness, colleague support, growth opportunities, and supervisory support largely influence the POS. Chen et al. (2017) in their research stated supportive practices of HR had a favourable effect on POS. Yu et al. (2017) expressed that visionary leadership influences POS. Xue (2017) stated that perceived organizational justice had a positive influence on POS. All of these above findings are also in line with the empirical evidence of this study as well. As, the findings show that interactional justice ($\beta = 52.3\%$, $t\text{-test} = 8.346$ and $\alpha = 0.000$) has a positive and significant impact on the POS in the news media sector of Pakistan. Furthermore, job satisfaction ($\beta = 24.7\%$, $t\text{-test} = 3.940$, and $\alpha = 0.000$) has also been identified to have a positive and significant influence on the POS. Thus, it is in line to accept the claim which supports that Job Satisfaction has a positive impact on POS in the news media sector of Pakistan.

Impact of Interactional Justice and Job Satisfaction on Employees' Innovative Behaviour at Work: Perceived Organizational Support as Mediator

Therefore, this study concludes that both interactional justice and job satisfaction have a positive influence on the employees' innovative behaviour as well as POS in the news media and broadcasting sector of Pakistan. Moreover, the findings also support the fact POS mediated the relationship of both interactional justice and job satisfaction with the employees' innovative behaviour in the news media and broadcasting sector of Pakistan.

Recommendation

The evidence suggests a strong influence of interactional justice and job satisfaction over employees' innovative behaviour at workplace. Along with that, evidence also supports the existence of the mediation of perceived organizational support in both paths as well. Therefore, it is recommended to the executive level management and practitioners of News and media sector of Pakistan to emphasize efficiently and effectively interactional justice, job satisfaction, and as well as perceived organizational support to enhance and encourage employees' innovative behaviour at the workplace. As it has been seen that EIB is such a factor that is surely responsible for bringing a strong competitive edge, growth, and profitability to an organization.

Limitations

This study is quantitative in nature and the study design is cross-sectional. While the study can be improved if the data is collected in multiple phases and making this study the longitudinal research design. That way, the empirical evidence will provide more clarity in the results and dynamic opinions of the employees in the news media and broadcasting sector of Pakistan.

Moreover, this study covers only the news media and broadcasting sector of Pakistan. Considering the limitation of time and resources, the same model has not yet been tested in cross-industries or sectors. Though, the same model can also be tested in other services and production industries of Pakistan. This will enhance the significance of the model and dimensions which have been tested via this research study. That way the diversity of the subject will increase and it will eventually help the overall media industry, whether its news or entertainment media, to improve the performance and growth of the industry.

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