

Discretionary Workplace Behaviors: The Effect of Communication Satisfaction on Workplace Deviance and OCB with the Mediation Role of Justice Sensitivity

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Abstract

Both workplace deviance (WD) and organizational citizenship behaviors (OCBs) are noted as being discretionary behaviors that are rooted in social exchange and responses to the environment. This study aims to investigate the mediation role of justice sensitivity between communication satisfaction and discretionary workplace behaviors. The statistical population consisted of 650 employees of Guilan Technical & Vocational Training Organization, and the optimal sample was determined by Cochran's formula to be 271. Questionnaires were distributed among the employees using the stratified random sampling method and statistical data were processed using SPSS 19 and Smart PLS 2. The results revealed that communication satisfaction has a positive effect on justice sensitivity, and justice sensitivity has a negative effect on workplace deviance. As well as, communication satisfaction has a direct effect on workplace deviance. So, justice sensitivity has a partial mediator role in significant impression of communication satisfaction to workplace deviance. The findings also indicate the justice sensitivity has a positive effect on OCB. But, communication satisfaction has no a direct effect on OCB. The results of this study yield that justice sensitivity has a full mediator role between communication satisfaction and OCB.

Keywords: Communication Satisfaction, Justice Sensitivity, Discretionary Workplace Behavior, Workplace Deviance, OCBs.

Introduction

The workplace is an environment made up of many people coming from different background. As such, different behaviors are displayed by these people in the workplace. Each of these behaviors affects another person within the organization as well as the entire organization (Akhigbe & Sunday, 2017). Organizations in developed and undeveloped countries should create an opportunity for their managers and employees to use their experience as well as their potential capabilities to improve organizational goals, and this cannot happen until there is an opportunity for appropriate behaviors (Hasani et al., 2013).

Both workplace deviance and organizational citizenship behaviors are noted as being discretionary behaviors that are rooted in social exchange and responses to the environment. Workplace deviance is defined as voluntary behavior that violates important norms of the organization, and in so doing, threatens the well-being of the organization or its members, or both. Workplace deviance includes negative workplace behaviors such as theft, coming in late, or aggressive acts towards co-workers. On the other hand, organizational citizenship

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behaviors are positive discretionary behaviors that support organizational and social success, such as helping others, volunteering, and attending non-mandatory functions (Bourdage et al., 2018). Organizational citizenship behavior refers to the voluntary behaviors of employees, which is not directly rewarded and can benefit the organization (Qiu et al., 2020). Organizational citizenship behavior has a positive significant relation with organizational performance. Organizational citizens have persistence and ability to cope with the additional work efforts without any hope of reward in return (Sahoo & Mohanty, 2019).

The duty of the Technical and Vocational Training Organization in Iran is taking activities that prepare and train an individual to enter the labor market due to obtain a job, improve his skills, and play an important role in increasing productive employment. Given the effective role of this organization in development of the country, the performance of this organization is important. Furthermore, the performance of this organization will not be effective unless its employees have proper performance (Ghanbari Ghaleroudkhani et al., 2019). Lack of positive discretionary behaviors cause that organization will face problems that will hinder the success and attainment of organizational goals. Some of these problems include: employee turnover, excessive absenteeism and increased delay; decreased individual performance; unwillingness of employees to participate in decision makings; lack of sufficient motivation, client dissatisfaction; etc. Therefore, it is important to pay attention to the factors that increase the positive discretionary behaviors, and decrease the deviant behaviors, especially in the Technical and Vocational Training Organization of Guilan.

Despite the diverse studies associated with discretionary behaviors, a review of the literature suggests that researchers investigating the organizational processes leading to discretionary behaviors may have ignored a vital antecedent, namely the satisfaction of employees with their organizational communication methods. To date, few scholars have examined the relationship between communication satisfaction and discretionary behaviors (Chan & Lai, 2017). Satisfaction with organizational communication enables organizational effectiveness (Pincus, 1986), and it is a significant predictor of outcomes, including job performance (Goris, 2007), and OCB (Kandlousi et al., 2010). Previous studies have shown that communication satisfaction and efficient communication relate to job satisfaction, motivation, job performance, productivity, work values, leadership methods, organizational climate, and organizational commitment. Proper communication also plays an essential role in achieving the organization's goals (Ghiyasvandian et al., 2017).

Maureen and Ambrose (2002) found that perception of justice is a factor that affects employee behaviors in the workplace. When employees in the organization feel that they have been treated unfairly, they respond both emotionally (with less commitment) and behaviorally (increasing leave and reducing consequential behaviors) (Ambrose, 2002). If an individual feels inequality and injustice in his work environment, in response to this feeling, may reduce his efforts and even participate in negative behaviors such as absenteeism, delay, or theft, and be more willing to engage in behaviors that lead to serious harm to the organization (Bourdage et al., 2018). Building on earlier studies indicating that dissatisfied employees are less likely to participate in discretionary behaviors such as OCB (Organ, 1990), we argue that it is possible that justice sensitivity might mediate the link between communication satisfaction and discretionary behaviors.

This study contributes to the literature in several ways. The findings enhance our comprehension of the antecedents of discretionary behaviors that are vital to organizational success. Besides revealing empirical evidence on the importance and impact of communication satisfaction on employees' attitudes and behaviors, the results may provide scholars and practitioners with a deeper understanding of employees' behaviors. Thus, practitioners/ managers can gain insights to make better decisions. By exploring the influence

of the justice sensitivity as mediator, managers can effectively gain valuable insights to enhance the communication systems within the organization, in order to gain more positive attitudes and behaviors; while the employees can focus on the dimensions of communication to improve working relationships and their work environment.

Given the lack of empirical research in the literature that highlights the importance of communications and justice sensitivity to employee decisions to engage in discretionary behaviors, this study aims to empirically explore the underlying linkages among communication satisfaction, justice sensitivity and discretionary behaviors (i.e. workplace deviance and OCB). In this regard, this study to answer the following questions. To what extent has the discretionary behaviors (i.e. workplace deviance and OCB) in Guilan Technical & Vocational Training Organization been influenced by communication satisfaction and justice sensitivity? To what extent has the justice sensitivity in Guilan Technical & Vocational Training Organization been influenced by communication satisfaction? To what extent does justice sensitivity have an effective mediation role in the relationship between communication satisfaction and discretionary behaviors (i.e. workplace deviance and OCB)?

Literature Review

Communication Satisfaction

Communication includes a wide range of topics. Human beings, both within the family and in society, are involved in complex and different relationships that attracts a large part of his attention, thought and energy. Therefore, when a person enters an organization, communication, its quality and its role in success and productivity are undeniable. When a person enters an organization needs communication to coordinate with co-workers, take orders from superiors, instruct subordinates, interact with individuals, and coordinate with other organizations (Zarei Matin & Yousefzadeh, 2010).

Communication satisfaction refers to employees' satisfaction from their communications with their organization which is a result of their interaction with their co-workers. Communication satisfaction refers to the degree to which employees perceive satisfaction in information and work relationships amid the total communication environment. Satisfaction with organizational communication enables organizational effectiveness. Empirical evidence has proven the positive effects of communication satisfaction on indicators of organizational effectiveness, such as productivity, job satisfaction and citizenship behavior (Downs & Hazen, 1977; Moideenkutty et al., 2006; Pettit et al., 1997). Research has shown that communication satisfaction increases organizational effectiveness and its great importance in predicting organizational performance and its role in predicting employees' behavior and performance is undeniable (Chan & Lai, 2017).

Poor organizational communication increases job burnout and individual stress. A healthy communication process in the organization can bring employees' satisfaction, have a positive impact on their performance and create a positive organizational climate (Ghiyasvandian et al., 2017).

Justice Sensitivity

In the last decade of the twentieth century, justice attracted the attention of researchers as a major concept and topic in industrial and organizational psychology (Mansoori, 2020). The study about justice began with Adams' (1965) on the equity theory. In this work, Adams emphasizes the perceived fairness of consequences, which is distributive justice (Bourdage et al., 2018).

Distributive justice emphasizes employees' attitudes and thoughts about proportionality of efforts with their earnings (Mansoori, 2020). Indeed, a study by Maureen and Ambrose (2002) show that distributive justice has a positive and significant relationship with attitudes and behaviors, job satisfaction and employees' performance. Procedural justice is perceived justice of a process which is used to determine the distribution of rewards, such as when an employee receives less reward than others but does not feel inequality or injustice. Interactive justice involves the way organizational justice is transferred by supervisors to the subordinates and is related to the aspects of the communication process between the sender and recipient of justice (Khosravizadeh et al., 2019).

The term justice sensitivity was put forward in 1995, although it hadn't been defined. By 2010, it was generally considered to be an independent, stable personality trait which has a cross-contextual, consistent individual difference. Justice sensitivity can be conceptualized as the ease of perceived injustice and the degree of reaction to the perceived injustice (Schmitt et al., 2010). People high in justice sensitivity perceive different forms of injustice frequently and show intense negative responses (Bondü et al., 2017).

In expressing the relationship between communication satisfaction and justice sensitivity according to the results of Chan and Lai, research (2017), it can be stated that communication satisfaction leads to strengthening the perception of justice. In other words, when employees have accurate and sufficient information resources as a result of proper communication, their perception of organizational justice increases. According to Kernan and Hanges (2002), communication quality predicts interpersonal fairness.

Therefore, based on the theoretical principles, the first research hypothesis is presented as follows:

H1: Communication satisfaction has a significant positive effect on justice sensitivity.

Discretionary Workplace Behavior

Both workplace deviance and organizational citizenship behaviors are noted as being discretionary behaviors that are rooted in social exchange and responses to the environment. Workplace deviance and organizational citizenship behaviors are two critical sets in organizational behavior that play a significant role in the attainment of organizational goals and are central to the understanding of individual workplace behaviors (Bourdage et al., 2018).

Workplace Deviance

Many terms have been suggested by various researchers for the workplace deviance concept. Some researchers interpret it as subversive behavior, and others call it antisocial behavior that is common in almost every organization (Hakimi, 2019). Workplace deviance refers to deliberate, malicious attempts to sabotage an organization by causing problems in the workplace and includes negative behaviors such as sabotage, coming to work late without permission, or theft (Bourdage et al., 2018).

Deviant behaviors have a significant overlap with anti-productive behaviors, and include two groups of deviant behaviors: individual's deviant behaviors and organizational deviant behaviors. Organizational deviant behaviors include theft of organizational property, destruction of organizational property, disobedience to supervisors and managers, delays and absences without coordination and prior notice, using drugs in the workplace, and individual deviant behaviors include stealing from colleagues and clients, intentionally endangering colleagues, revealing colleagues' secret without their consent, etc. (Golparvar et al., 2016). When the employees feel injustice in their workplace, they reduce positive behaviors and be more willing

to increase negative behaviors (Ambrose, 2002). Bourdage et al. (2018) stated justice sensitivity predict levels of discretionary behaviors such as deviance workplace. If persons feel injustice in their work environment, in response to this feeling, they may reduce their efforts and even engage in negative behaviors such as absenteeism, procrastination, or theft, engage in less participatory, and altruistic behaviors, and be more likely to engage in behaviors that lead to serious harm to the organization (Bourdage et al., 2018). Therefore, based on the theoretical foundation, thesecond and third research hypothesis is presented as follows:

H2: Justice sensitivity has a significant negative effect on workplace deviance.

H3: Justice sensitivity mediates the relationship between communication satisfaction and workplace deviance.

Organizational Citizenship Behavior

Organizational citizenship behaviors are generally positive discretionary behaviors that support organizational and social success, such as helping others, volunteering, and attending non-mandatory functions (Bourdage et al., 2018).The theoretical foundation of the organizational citizenship behaviors exists in the social exchange theory where the researchers explained the work behavior of the individual employees on the basis of trust (Habeeb, 2019).

Organ (1988) introduced five important categories of organizational citizenship behavior that include altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism is a voluntary behavior that an employee exhibits when a person has a particular problem, to complete his unfinished business. Conscientiousness refers to the employee's behavior in appropriate using of time and working in accordance with organizational norms. Sportsmanship is the positive and supportive behavior of the employee in performing his duties and trying to avoid complaining. Courtesy refers to the employee's behavior in relation to the involvement in work life and in particular to the behavior that occurs in the face of other employees' problems (Tamunomiebi & Onah, 2019). And civic virtue refers to the participation of subordinates in the political life of the organization and the support of the administrative operations of the organization (Lo & Ramayah, 2009). Williams and Anderson (1991) divided the five dimensions of the organ into two categories: individual citizenship behavior (OCB-I) and organizational citizenship behavior (OCB-O). Individual citizenship behavior is behavior that is beneficial to a particular individual and ultimately creates value for the organization. Organizational citizenship behaviors are also related to behaviors that benefit the organization as a whole (Tamunomiebi & Onah, 2019).

Examining the relationship between justice sensitivity and organizational citizenship behavior, Bourdage et al. (2018) concluded that One's perceptions of fairness and justice in the workplace predict levels of discretionary behaviors such as organizational citizenship behavior. According to Chan and Lai (2017), communication satisfaction leads to the promotion of organizational citizenship behavior by strengthening the perception of justice. In other words, when employees have accurate and sufficient information resources because of proper communication, their understanding of organizational justice will increase and this will ultimately increase their motivation to develop organizational citizenship behaviors. Therefore, based on the theoretical principles, the fourth and fifth research hypothesis is presented as follows:

H4: Justice sensitivity has a significant positive effect on OCB.

H5: Justice sensitivity mediates the relationship between communication satisfaction and OCB.

Based on the theoretical principles and hypotheses presented above, the research model is depicted in Fig.1:

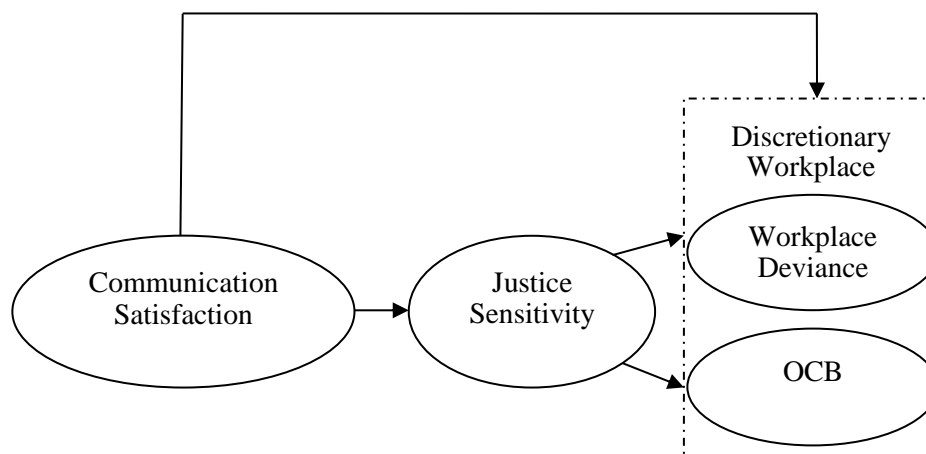


Figure 1. The Conceptual Model of the Study

Research Methodology

This study used the quantitative approach, and the data collection was done using survey questionnaires. The population of this research includes all employees of Guilan Technical & Vocational Training Organization on May 2020 (N=650), with 271 of them selected as the minimum sample volume using Cochran formula for sample size determination. Based on this and in order to ensure the attainment of the necessary sample, 300 questionnaires were distributed among the employees using the stratified random sampling method so that the population would be homogeneous with respect to the characteristics under study, from among which 293 acceptable and completed questionnaires were collected.

Considering the nature of the research, SPSS 19 was used to perform descriptive statistics and structural equations based on partial least squares and Smart PLS 2 were used in order to perform inferential analysis of data.

To measure and assess research variables, a questionnaire was designed to contain 44 questions. In the first part, 3 demographic questions and in the second part, 41 questions were used to assess research variables. To assess the variables, a five-point Likert scale was employed ranging from 'strongly disagree' to 'strongly agree'. In order to assess the variable of the communication satisfaction, Downs and Hazen's questionnaire (1977) was used that included 11 questions and some of its indicators are satisfaction with easy access to superiors in the organization and satisfied with managers attention to employees. In order to assess the variable of the justice sensitivity, Sauley and Bedeian's questionnaire (2000) was used that included 10 questions and some of its indicators are sensitivity to the equality of input and output and sensitivity to underemployment. To assess the variable of the workplace deviance, Bennett and Robinson's questionnaire (2000) was used that included 9 questions and some of its indicators are harassing people and personal use of the organization's property. In order to assess the variable of the OCB, Lee and Allen's questionnaire (2002) was used that included 5 questions related to individual dimension and 6 questions related to organizational dimension. Some indicators of its individual dimensions are unjustified absences from work and voluntary assistance to colleagues. Also, some indicators of its organizational dimensions are voluntary presentation of the ideas for the superior performance of the organization and expressing loyalty to the organization.

Validity and Reliability of Measurement Tools

To assess the validity of the content, apart from using standard questions of previous questionnaires, comments of expert professors were utilized. Furthermore, to assess the face validity and ensure non-ambiguousness of questions, comments of several employees of Guilan Technical & Vocational Training Organization were used in the pre-test stage to confirm the content validity of the questionnaire and to ensure that the questionnaire content was suitable for measuring variables in the target population.

Table 1 depicts the results for the validity of the instrument that was used to collect the data. Fornell and Larcker (1981) suggest that if the diagonal values of the tables are higher than other values in the rows or columns of the table, the data and the instrument can be considered valid. It can be observed in the table that diagonal values are higher than the other values, so we can conclude that the instrument used to collect the data was valid.

Results in Table 2 show that the average variance extracted for all variables has been greater than 0.5; hence, the convergent validity of the model is confirmed. Cronbach's Alpha Coefficients for all constituents are greater than 0.7; this indicates that the model has suitable internal consistency reliability. Furthermore, the values of composite reliability for all variables are greater than 0.7. Hence, the model fitting is confirmed. Additionally, as the values of factor loadings are greater than the border value of Table 2 (0.7), this can be an indicator of the aptness of the research questions.

Table 1. Validity Test

	Com-Sat	Jus-Sen	OCBI	OCBO	WD
Com-Sat	0.817				
Jus-Sen	0.664	0.851			
OCBI	0.585	0.714	0.821		
OCBO	0.471	0.717	0.762	0.862	
WD	-0.449	-0.513	-0.474	-0.413	0.843

Notes: Com-Sat., Communication Satisfaction; Jus-Sen., Justice Sensitivity; WD., Workplace Deviance; OCBI., Organizational Citizenship Behaviors (Individual); OCBO., Organizational Citizenship Behaviors (Organizational)

Table 2. Factor loadings, Cronbach's Alpha, Composite Reliability and AVE

Variable	Indicator	Factor Loadings	Cronbach's Alpha:	Composite Reliability	Variable	Indicator	Factor Loadings	Cronbach's Alpha	Composite Reliability	
Com-Sat	1	0.837	0.950	0.957	0.710	22	0.833	0.949	0.957	
	2	0.847				23	0.832			
	3	0.815				24	0.884			
	4	0.844				WD	25			0.822
	5	0.812				AVE:	26			0.831
	6	0.832				27	0.789			
	7	0.845				28	0.846			
	8	0.823				29	0.871			
	9	0.788				30	0.874			
	10	0.799				31	0.822			
	11	0.744				OCBI	32			0.835
Just-Sen	12	0.894	0.958	0.963	0.674	AVE:	33	0.819	0.879	0.912
	13	0.866				34	0.836			
	14	0.842				35	0.792			
	15	0.902				36	0.754			
	16	0.836				37	0.870			
	17	0.855				OCBO	38	0.909		
	18	0.840				AVE:	39	0.880		
	19	0.849				0.743	40	0.874		
	20	0.831				41	0.877			
	21	0.796								

Factor Loadings for Second-order Structures

OCB	OCBI	0.919
	OCBO	0.955

Notes: Com-Sat., Communication Satisfaction; Jus-Sen., Justice Sensitivity; WD., Workplace Deviance; OCBI., Organizational Citizenship Behaviors (Individual); OCBO., Organizational Citizenship Behaviors (Organizational)

Results

From among 293 questionnaires collected, 74.4% of respondents were male and 25.6% of them were female. 20.5 % of them had high school diplomas and associate degrees, 54.9% of them had bachelor's degrees, 23.5% of them had master's degrees and 1.1% of them had PhD degrees. Also, 4.1% of respondents had less than 5 years of work experience, 15.0% of them had 5 to 10 years of experience, 29.4% of them had 11 to 15 years of experience, 30.7% of them had 16 to 20 years of experience, and 20.8% of them had over 20 years of experience. Mean of communication satisfaction is (M= 3.43), justice sensitivity (M= 3.78), workplace deviance (M=2.51), and organizational citizenship behavior (M= 3.73). The mean of variables in five-point scale shows that respondents was assessed communication satisfaction, justice sensitivity, and organizational citizenship behavior a little above average level.

Test of the Conceptual Model and Hypotheses

Since hypotheses with intermediate variables (H3; H5), are a combination of several hypotheses, these hypotheses are examined:

H3: Justice sensitivity mediates the relationship between communication satisfaction and workplace deviance

Table 3 and Figures 2 and 3 show that communication satisfaction with the standardized coefficient of 0.664 has a significant positive effect on justice sensitivity ($T= 15.15 > 1.96$). Also, justice sensitivity with a standardized coefficient of -0.384 has a significant negative effect on workplace deviance ($T= 5.83 > 1.96$). Based on this, it can be accepted that justice sensitivity has a mediating role in the effect of communication satisfaction on workplace deviance. Also, the direct path of communication satisfaction on workplace deviance is significantly negative with a standardized coefficient of -0.194 ($T= 2.52 > 1.96$), it can be concluded that justice sensitivity is a partial mediator in influencing communication satisfaction on workplace deviance.

The Sobel test is another approach in confirming or rejecting the hypotheses related to the mediating role of a variable. Table 3 shows that, the T-Value of the Sobel test is 5.44 and this value is higher than the limit value of 1.96, it can be concluded that the mentioned hypothesis has been confirmed.

Table 3. Direct and Indirect Effects

Hypothesis	Direct Effects	Indirect Effects	T-Value	P (sig)	Results
Com-Sat → Jus-Sen	0.664		15.15	P<0.05	Supported
Jus-Sen → WD	-0.384		5.83	P<0.05	Supported
Com-Sat → WD	-0.194		2.52	P<0.05	Supported
Com-Sat → Jus-Sen → WD		-0.255	5.44	P<0.05	Partial Mediation
		Total Effect: -0.449			

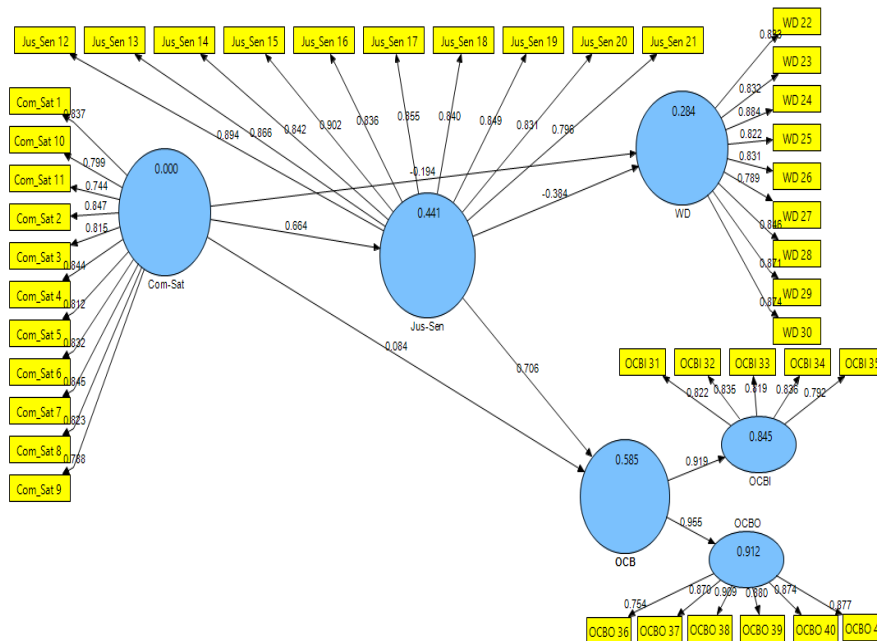


Figure 2. Structural Model of Research Hypotheses

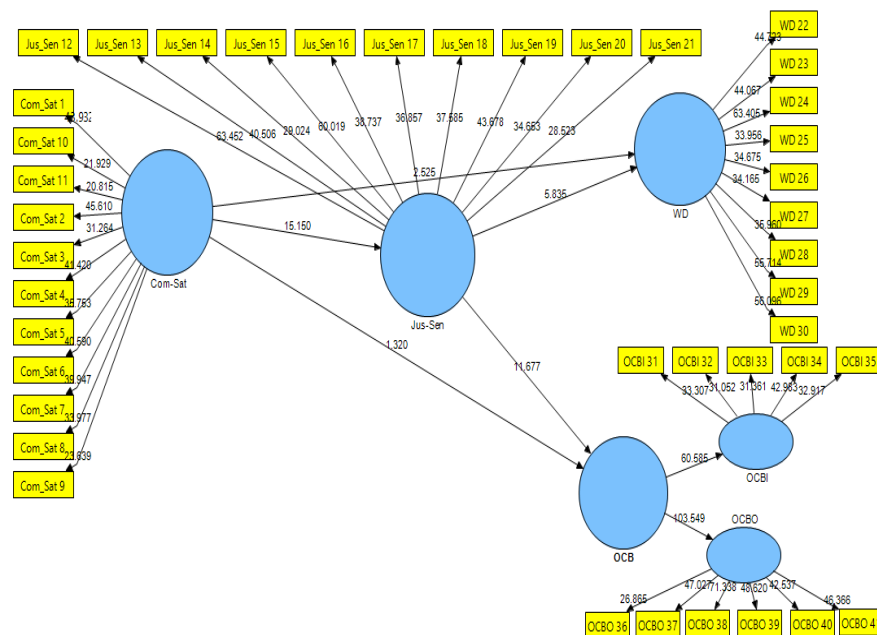


Figure 3. T- Values

H5: Justice sensitivity mediates the relationship between communication satisfaction and OCB.

Table 4 and Figures 2 and 3 show that communication satisfaction with the standardized coefficient of 0.664 has a significant positive effect on justice sensitivity ($T= 15.15 > 1.96$). Also, justice sensitivity with a standardized coefficient of 0.706 has a significant positive effect on OCB ($T= 11.67 > 1.96$). Based on this, it can be accepted that justice sensitivity has a mediating role in the effect of communication satisfaction on OCB. Also, the direct path of communication satisfaction on OCB is not accepted ($T= 1.31 < 1.96$), it can be concluded that Justice sensitivity is a full mediator in influencing communication satisfaction on OCB.

Also, Table 4 shows that, the T-Value of the Sobel test is 9.24 and this value is higher than the limit value of 1.96, it can be concluded that the hypothesis has been confirmed.

Table 4. Direct and Indirect Effects

Hypothesis	Direct Effects	Indirect Effects	T-Value	P (sig)	Results
Com-Sat →Jus-Sen	0.664		15.15	P<0.05	Supported
Jus-Sen →OCB	0.706		11.67	P<0.05	Supported
Com-Sat → OCB	0.084		1.31	P>0.05	Rejected
Com-Sat →Jus-Sen → OCB		0.469	9.24	P<0.05	Full Mediation
	Total Effect: 0.553				

Discussion & Conclusion

Both workplace deviance and organizational citizenship behaviors are noted as being discretionary behaviors that are rooted in social exchange and responses to the environment. Previous research has found satisfaction with organizational communication enables organizational effectiveness (Pincus, 1986), and it is a significant predictor of outcomes, including job performance (Goris, 2007) and workplace behaviors such as OCB (Kandlousi et al., 2010). Moreover, communication satisfaction can contribute to positive attitudes among employees (Kandlousi et al., 2010). On the other hand, people high in justice sensitivity perceive different forms of injustice frequently and show intense negative responses (Bondü et al., 2017). Therefore, the present study was aimed at increasing our understanding of how communication satisfaction and justice sensitivity impact important workplace behaviors.

The results of descriptive statistics and mean of variables in a five-point Likert scale showed that participants evaluated communication satisfaction (M=3.43), justice sensitivity (M=3.78), organizational citizenship behavior (M=3.73) and workplace deviance (M=2.51). 'Mean' is a technical word for 'average'. Going back to the descriptors, we would then ascertain that an average response of 3.43, 3.78 and 3.73 corresponds to something between no opinion and agreement, and an average response of 2.51 corresponds to something between disagreement and no opinion.

The results obtained from testing the first hypothesis confirmed a positive relationship between communication satisfaction and justice sensitivity, which is consistent with the theoretical foundations of the research. This finding is similar to that of Aggarwal-Gupta and Kumar (2010), who reported that the satisfaction with communication can promote positive justice perceptions among employees. Chan and Lai (2017) also demonstrated that communication satisfaction has a positive impact on the perception of justice. When employees have accurate and sufficient information resources due to proper communication, their perception of organizational justice increases, and this will ultimately increase their motivation to develop organizational citizenship behaviors. Poor organizational communication increases employees' job burnout and individual stress, and appropriate communication creates a better work environment (Ghiyasvandian et al., 2017). Also, according to Kernan and Hanges (2002), communication quality predicts interpersonal fairness. When employees feel satisfaction in their communications, trust and information disclosure will be improved. When the managers guide their subordinates and employees are satisfied with their communication, they would be willing to receive a salary proportionate to their work, and it would make them feel uncomfortable if they work less and get paid more or any other unbalance between their work and their income.

The results obtained from testing the second hypothesis confirmed a negative relationship between justice sensitivity and workplace deviance, which is consistent with the theoretical

foundations of the research. This finding is in line with the study of Bourdage et al. (2018). According to them, justice sensitivity predicts levels of discretionary behaviors such as workplace deviance. When employees feel that they are treated unfairly, they tend to experience feelings of anger, outrage, frustration, and a desire for retribution (Greenberg, 1990). Under certain circumstances, these negative feelings can manifest into deviant behaviors (Robinson & Bennett, 1995). If a person feels inequality and injustice in his work environment, he may reduce his efforts and be more willing to engage in negative behaviors such as delay, absenteeism, or theft (Bourdage et al., 2018)

When employees in the organization feel they have been treated unfairly, they respond with negative behaviors and less commitment (Ambrose, 2002). If employees feel that the organizational consequences and policies are unfair, they will perform worse, fail in performing organizational consequential behaviors, less likely to obey the decisions of those in authority, and show more protesting behaviors.

Results of testing the third hypothesis indicated that communication satisfaction has a significant direct effects on workplace deviance, thus, justice sensitivity is a partial mediator variable in the impact of communication satisfaction on workplace deviance. That is, although communication satisfaction can affect workplace deviance through justice sensitivity, as well as, can affect on workplace deviance without it. According to this result in Guilan Technical & Vocational Training Organization, it is suggested, managers and supervisors support and guide employees in important organizational matters, facilitate employee access to superiors so that employees can easily communicate with their superiors and share their problems with them. Managers and supervisors keep employees informed of important organizational changes so that employees do not feel alienated from the organization. Attempt to perceive the problems of subordinates, so that the employee perceives the feeling of superior empathy and be satisfied with their effective communication in the organization. Because, paying attention to this important organizational matter and increasing effective communication and employees' satisfaction with the way they communicate with the organization, in addition to promoting a sense of justice in employees, will reduce negative behaviors in them and ultimately increase organizational performance.

The results obtained from testing the fourth hypothesis confirmed a positive relationship between justice sensitivity and OCB, which is consistent with the theoretical foundations of the research. Our findings are consistent with those obtained by Bourdage et al. (2018) and Chan and Lai (2017). According to them, justice sensitivity is positively related to OCB. Also, Blakely et al. (2005) found that when perceptions of organizational justice were low, employees exhibited substantially lower levels of OCB. If a person feels inequality and injustice in their work environment, they may reduce their efforts, participate less in positive and citizenship behaviors, and show altruism less than past (Bourdage et al., 2018). In the Guilan Technical & Vocational Training Organization, if the employees feel injustice in relation to various organizational issues, and feel responsible for the injustice in their organization, and it is considered important for him, they will try their best to lead the organization in a direction where justice is strengthened.

Results of testing the fifth hypothesis indicated that communication satisfaction has no direct effect on OCB, thus, justice sensitivity is a full mediator variable in the impact of communication satisfaction on OCB, and the role of justice sensitivity is more prominent in this regard. When employees have accurate and sufficient information resources as a result of proper communication, their understanding of organizational justice will increase, they will become more sensitive to its implementation and will feel more responsible, and this will ultimately increase their motivation to develop OCB. According to this result in Guilan Technical & Vocational Training Organization, it is suggested, in addition to paying attention

to effective communication in the organization, in order to answer employees' questions about their job, accurate and sufficient information resources should be provided to them, every person who provided good and appropriate performance should be appreciated. And in this respect, no distinction should be made between individuals and the evaluation should be based on the amount of outputs and performance, information related to job advancement should be available to all people and all people should be able to easily communicate with their superiors. Because in this case, they will be satisfied with their organization and organizational communication, and their sense of justice and seeking justice will be strengthened, and they will be sensitive to its occurrence in the organization. Justice in individuals will eventually lead to positive behaviors towards colleagues and the organization, which will ultimately lead to the success of the entire organization.

Current research advances the management literature on communication satisfaction and discretionary workplace behaviors in an innovative way and the findings of current study will be helpful for managers and academicians in a variety of ways. First, current research has covered the gap in literature by bringing great clarity and greater understanding to the mediating role of justice sensitivity in the relationship between communication satisfaction and discretionary workplace behaviors. Second, the results of the study have revealed that communication satisfaction negatively affect workplace deviance. Moreover, it was demonstrated that justice sensitivity mediates the relationship between communication satisfaction and workplace deviance. Finally, current research shows that communication satisfaction has no direct effect on OCB, thus, justice sensitivity is a full mediator variable in the impact of communication satisfaction on OCB, and the role of justice sensitivity is more prominent in this regard.

Although the present study demonstrated some interesting findings that inform the nature of the association between satisfaction of employees with their organizational communication, employee attitudes, justice sensitivity and workplace behaviors, there are a number of limitations and future directions. For instance, it must be emphasized that we examined the impact of communication satisfaction and justice sensitivity on discretionary behaviors in only one type of organization. It is possible that work environment and organizational type influence employees' attitudes. Due to the Guilan province culture and being more extroverted its people and their desire for strong communication compared to other provinces of the country (Sadoughianzadeh, 2013), communication is important and this cultural factor may play a special role in the research results. In addition, the present study focused on two classes of discretionary behaviors (workplace deviance and OCB). Given that this study has been done in the Guilan Technical & Vocational Training Organizat, subsequent research can study variables at other organizations, on other employees at different organizations, and in different geographical areas, and thereby overcome limitations of the study. Additionally, future research can investigate the relationship between employees attitudes and other discretionary behaviors.

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