

MEDIATING ROLE OF COMMUNICATION SATISFACTION IN THE EFFECT OF INTERACTIONAL JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE CASE OF PUBLIC UNIVERSITY¹

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ABSTRACT

In this study, it was aimed to examine the effect of interactional justice perceptions and communication satisfaction levels of employees on organizational citizenship behavior (OCB) and to determine whether communication satisfaction has a mediating role in the relationship between interactional justice and organizational citizenship behavior. For this purpose, data was collected from the academic and administrative staff of Osmaniye Korkut Ata University through a questionnaire. In the study, frequency analysis, normality test, exploratory and confirmatory factor analysis, reliability analysis, Pearson correlation analysis, path analysis with structural equation model (SEM) and Sobel test were used. As a result of the analyzes, it has been determined that interactional justice affects communication satisfaction and organizational citizenship behavior. It was found that communication satisfaction also affects organizational citizenship behavior. In addition, it has been revealed that communication satisfaction has a mediating role in the effect of interactional justice on organizational citizenship behavior.

Keywords: Communication, Communication Satisfaction, Organizational Justice, Interactional Justice, Organizational Citizenship Behavior.

ETKİLEŞİMSSEL ADALETİN ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÜZERİNDEKİ ETKİSİNDE İLETİŞİM MEMNUNİYETİNİN ARACILIK ROLÜ: KAMU ÜNİVERSİTESİ ÖRNEĞİ

ÖZ

Bu çalışmada çalışanların etkileşimsel adalet algıları ile iletişim memnuniyeti düzeylerinin örgütsel vatandaşlık davranışı (ÖVD) üzerindeki etkisinin incelenmesi ve iletişim memnuniyetinin etkileşimsel adalet ile örgütsel vatandaşlık davranışları arasındaki ilişkide aracı rolü olup olmadığının belirlenmesi amaçlanmıştır. Bu amaçla, Osmaniye Korkut Ata Üniversitesi'nin akademik ve idari personelinden anket yolu ile veri toplanmıştır. Araştırmada, frekans analizi, normallik testi, keşfedici ve doğrulayıcı faktör analizleri, güvenilirlik analizi, Pearson korelasyon analizi, yapısal eşitlik modeli (YEM) ile yol analizi ve Sobel testi kullanılmıştır. Yapılan analizler sonucunda, etkileşimsel adaletin, iletişim memnuniyetini ve örgütsel vatandaşlık davranışını etkilediği tespit edilmiştir. İletişim memnuniyetinin de örgütsel vatandaşlık davranışını etkilediği bulgusuna ulaşılmıştır. Ayrıca etkileşimsel adaletin örgütsel vatandaşlık davranışı üzerindeki etkisinde iletişim memnuniyetinin aracı rolü olduğu ortaya konulmuştur.

Anahtar Kelimeler: İletişim, İletişim Memnuniyeti, Örgütsel Adalet, Etkileşimsel Adalet, Örgütsel Vatandaşlık Davranışı.

¹ The study is derived from the Master's thesis which was prepared under the supervision of Asst. Prof. Meryem Derya YEŞİLTAS in Osmaniye Korkut Ata University.

1. INTRODUCTION

The interactive relationship between organizations' employees and their managers is based on trust and justice. When employees feel that an organization, particularly its managers, is fair, they are more willing to accept decisions taken, more satisfied with organizational procedures and more likely to comply with organizational rules and regulations (Tyler, DeGoeij & Smith, 1996, p.913; Fournier, 2008, p.1). Interactional justice refers to the organization's managers explaining the decision-making process to employees regarding the distribution of gain respectfully and sincerely. In return for this fair treatment, individuals consider these behaviors to be honorable and respectful. This improves their self-esteem and makes them feel valued (Beugre, 2002, s. 1095). Another important link is open communication between the organization and its employees. Chang (2006) argues that the main purpose of organizations is to achieve the determined goals and that communication is of vital importance in this context. Communication brings people together to get things done. Therefore, it is a vital component of the organization. While effective communication, which has an important place in organizational processes, provides the desired goals and efficiency, ineffective communication can cause damage to the organization and even endanger its survival (Chang, 2006, p. 4). An increase in performance and success can be achieved if effective communication is provided within an organization in individual, group, and organizational contexts. Effective communication also plays an important role in people's learning, motivation, and job satisfaction. Because employees may avoid exhibiting their skills and performances in an organization with communication problems (Demirtaş, 2010, p. 413). Researchers have suggested that effective and satisfactory communication in an organization would have positive effects in defining the role of organizational communication, such as productivity (Clampitt & Downs, 1993), performance (Goris, Pettit, & Vaugh, 2002), and customer focus and also reduce negative consequences such as stress and absenteeism. They also observed that communication satisfaction (CS) positively affected employees' job satisfaction (Zwijze-Koning & Jong, 2007, p.263), organizational commitment (Angle & Pery, 1981), and work motivation (Baird & Bradley, 1978). When employees are treated fairly by their managers, they try to respond positively (Deluga, 1995, p. 3). These behaviors that employees do for the benefit of the organization outside of their duties without expecting any reward or additional benefit are organizational citizenship behaviors (Organ, 1997, p. 93). Organizational citizenship behaviors (OCBs) are important assets of organizations that are difficult to imitate (Rayner, Lawton, & Williams, 2012, p.117). Organizational citizenship behaviors (OCBs) have significant effects on organizational success and organizational efficiency (Podsakoff, Ahearne, & MacKenzie, 1997, p.262). OCBs enable managers to do their jobs more easily and to use their time and performance more effectively for the management of the organization (Bateman & Organ, 1983, p.587-589). OCBs improve the working environment in an organization, increase the interaction and productivity among employees, and thus the effectiveness of the organization (Gürbüz, 2006, p.57). The perceptions of the employees that the organization is fair and the level of satisfaction they get from effective communication in the organization can enable them to adopt the organization, to fulfill their duties with pleasure, to increase their commitment to the organization, and to fully dedicate their performance to their work. Thus, time losses, sloppy work, and absenteeism are prevented, and the organization can gain material and moral benefits (Greenberg, 1990, p.399; Bitmiş, Güney & Demirel, 2014, p.58). For this very reason, it is thought that examining the concepts of justice, communication, and organizational citizenship, which are thought to affect the creation of a peaceful and healthy working environment and the optimum level of benefit from human resources, will be beneficial for organizations.

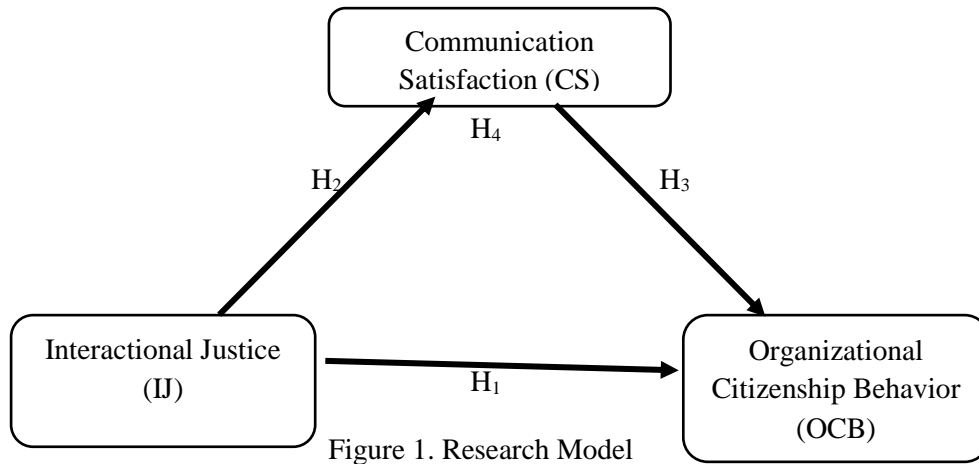
Universities are established for educational purposes and have legal personalities. They include employees working in different units and departments and have a more complex structure than other public institutions in terms of operation. Academic and administrative staff have a great role in the fulfillment of the education and training functions of universities. Academicians can sometimes help their students through distance education. Employees' perceptions of justice, communication satisfaction, and organizational citizenship behavior (OCB) are thought to be essential for universities to achieve their goals. This is the reason why interaction justice,

communication satisfaction, and OCB were chosen as the subject of the study. In the literature, it is seen that the concepts are related to organizational variables such as organizational commitment, job satisfaction, job performance, culture and trust (Cohen-Charash & Spector, 2001; Ambrose & Schminke, 2003; Eroğlu & Özkan, 2009; Şeşen & Basım, 2010). One international publication was found that discusses the concepts of interactional justice, communication satisfaction, and OCBs together (Chan & Lai, 2016), while no study has been found in Turkish literature addressing the three concepts together. This study aims to reveal the relationships between interactional justice, communication satisfaction, and OCB and to contribute to the management and organization literature in Turkey as well as to contribute to practitioners for a more peaceful working environment and increased employee productivity.

2. RESEARCH HYPOTHESES

This study aims to examine the relationship between perception of interactional justice, communication satisfaction, and OCB, and to determine whether communication satisfaction has an mediating role in the effect of interactional justice on OCB. Individuals exhibit different attitudes and behaviors in their private life and business environment within the framework of their relationships with other individuals. The perception of justice has an essential impact on determining these attitudes and behaviors of individuals. One of the important findings of the studies on organizational justice by Beugre and Baron (2001) was the effect of perceived justice in the work environment on the attitude and behavior of the employee (p.324). Interactional justice reflects employees' feelings about how fair their supervisors are (Blakely et al., 2005, pp. 261-262). Employees' perception that their managers have a fair and sincere approach strengthens their communication with them. Communication satisfaction also plays an important role in determining organizational image and organizational effectiveness (Okay & Okay, 2009, p.54). In organizations with effective communication, the communication satisfaction of employees increases, and this affects their performance positively (Bitmiş et al., 2014). OCBs are those performed voluntarily outside the determined duties and are effective in the efficiency and productivity of the organization. Employees' perception of the organization's fairness increases their trust and commitment to the organization and enables them to exhibit OCBs (Greenberg, 1990, p. 399). Studies on communication satisfaction, organizational justice, and OCB concepts have been found in the literature. Some of the studies that conclude that interactional justice has a positive impact on OCB are Smith et al., 1983; Farh, Podsakoff and Organ 1990; Moorman 1991; Konovsky and Folger 1991; Organ and Moorman 1993; Aquino 1995; Konovsky and Organ 1996; Skarlicki and Latham 1997; İşbaşı 2001; Fire 2004; Arslantaş 2005; Fassina, Jones and Uggerslev 2008; Yellow 2011; Şahal 2015. Some of the studies which concluded that interactional justice has a positive effect on CS are as follows: Thomas, Zolin, and Hartman 2009; Özkılıçcı 2011; Tanius, Pheng, November and Yulia 2017. Some of the studies which suggested that communication satisfaction has a positive effect on the OCB are Kandlousi, Ali and Abdollahi 2010; Aydoğdu 2016; Chan and Lai 2016. The study which found that CS has an mediating role in the effect of interactional justice on OCB is a study conducted by Chan and Lai (2016).

Interactional justice, communication, and OCB are considered to be of great importance for an organization to achieve its goals. It is predicted that employees' communication satisfaction and perceptions that their managers are fair in procedures will enable them to exhibit OCB. In this context, the research model developed as a result of the literature review is included in Figure 1.



The following research hypotheses were tried to test within the context of the study:

H₁: Interactional justice significantly affects organizational citizenship behaviors.

H₂: Interactional justice significantly affects communication satisfaction.

H₃: Communication satisfaction significantly affects organizational citizenship behaviors.

H₄: Communication satisfaction has an mediating role in the effect of interactional justice on organizational citizenship behavior.

3. METHOD

Information about the population and sample as well as data collection tools are given in this part of the study.

3.1. Population and Sample

The universe of the research consists of academic and administrative staff working at Osmaniye Korkut Ata University in Osmaniye and its districts. The convenience sampling method was used in the study and the data were collected through a questionnaire. Osmaniye Korkut Ata University has a total of 1022 academic and administrative staff according to the 2019 Internal Evaluation Report of the university (<http://sgdb.osmaniye.edu.tr/>). Accordingly, the universe of the research consists of 1022 university staff. People are working in different units, including academic and administrative staff at universities. In this respect, it is thought that the organizational structure of universities is different from other public institutions and universities differ from other public institutions in this respect. The universe of research has been chosen as university personnel, considering that the personnel working in different departments in academic and administrative positions may have different perspectives. Ethical Approval (Date and Number of Document: 29/11 / 2019-30866) was obtained from the Scientific Research and Publication Ethics Board of Osmaniye Korkut Ata University to conduct the research. Following the necessary permissions, a total of 500 questionnaires were distributed between December 11, 2019, and January 10, 2020. 396 of the questionnaires were answered. 6 questionnaires that were filled in incorrectly and incompletely were excluded from the study. Analyzes were carried out with a total of 390 questionnaires. The survey response rate was 78 percent.

3.2. Data Collection Tools

The data collection tool consists of four parts: the Organizational Citizenship Behavior Scale, the Interactional Justice Scale, the Communication Satisfaction Scale, and the Personal Information Form. The Organizational Citizenship Behavior Scale, which has been translated into Turkish by Basım and Şeşen (2006) and whose validity and reliability is carried out, consists of 19 items and five dimensions (altruism, conscientiousness, courtesy, gentlemanship, civic virtue). The Interactional Justice Scale, translated into Turkish by Yıldırım (2002), consists of 9 items. The

Communication Satisfaction Scale, translated into Turkish by Güllüoğlu (2012), consists of 26 items and five dimensions (communication climate, communication with the superior, corporate integration, horizontal communication, individual feedback). The participants were asked in the Personal Information Form about their age, gender, and marital status, as well as their educational level (primary education, high school, associate degree, undergraduate, graduate, doctorate), total tenure, employment type, positions, and whether they undertook administrative duties at the university.

4. ANALYSIS AND FINDINGS

In this part of the study, the demographic characteristics of the participants, reliability analyses to determine the reliability of the scales, exploratory and confirmatory factor analysis to determine the construct validity of the scales, and the findings of the analysis of the hypotheses are included. Histogram graph, skewness, and kurtosis values of the variables were examined and as a result, it was determined that there was a normal distribution.

4.1. Demographic Characteristics of the Participants

The gender distribution of the respondents who answered the questionnaire was 35% female and 65% male. In terms of marital status, 73,1% of the participants were married and 26,9% were single. In terms of staff duties, 51,5% of the participants were in academic status, 40,5% were in administrative status, and 8% were in worker status. The demographic characteristics of the participants are shown in Table 1.

Table 1: The Demographic Characteristics of The Participants

Demographic Characteristics	Frequency (n)	Percentage (%)	Demographic Characteristics	Frequency (n)	Percentage (%)
<i>Age</i>			<i>Level of Education</i>		
20-25	13	3,4	Primary	12	3,1
26-30	57	14,7	High School	29	7,5
31-35	125	32,3	Associate Degree	26	6,7
36-40	84	21,7	Undergraduate	111	28,7
41-45	52	13,4	Graduate	86	22,2
46 and above	56	14,5	Doctorate	123	31,8

4.2. Findings Regarding the Scales

The reliability values and exploratory factor analysis values of the scales used in the study are shown in Table 2 and the confirmatory factor analysis values are shown in Table 3.

Table 2: The Reliability Values and Exploratory Factor Analysis Values of The Scales

Variables	Number of Items	KMO	EFA (%)	Cronbach Alfa Value (α)
<i>Interactional Justice</i>	7	0,939	79,484	0,956
<i>Communication Satisfaction</i>	12	0,914	69,679	0,913
Communication with the Superior	5		51,46	0,873
Individual Feedback	4		11,597	0,867
Horizontal Communication	3		6,621	0,786
<i>Organizational Citizenship Behavior</i>	16	0,843	54,371	0,811
Civic Virtue	5		28,317	0,786
Altruism	4		10,219	0,683
Courtesy	3		8,846	0,647
Gentlemanship	4		6,989	0,602

The findings in Table 2 show that the items are collected under a single factor as a result of the exploratory factor analysis of the Interactional Justice Scale. Two statements were excluded from the analysis because they negatively affected internal consistency. According to the exploratory factor analysis result of the Communication Satisfaction Scale, the items were grouped under three factors: communication with the superior, individual feedback, and horizontal communication. There are five dimensions and 26 expressions in the original scale. Expressions related to organizational integration and communication climate dimensions were omitted from the analysis because they were below factor load values and loaded on more than one factor. Besides, one statement from both individual feedback and horizontal communication dimensions was excluded from the analysis due to their low factor loadings. According to the exploratory factor analysis of the OCB scale, the items were grouped under four factors: civic virtue, altruism, courtesy, and gentlemanship. The original scale had five dimensions and 19 expressions. Three expressions were excluded from the analysis due to their low factor loadings and/or their being loaded on more than one factor. The question regarding the dimension of conscientiousness was attributed to the civic virtue dimension with seven high factor loadings and the gentlemanship dimension with eight high factor loadings. Demirel et al. (2011) explained the scale in three dimensions: altruism and courtesy as one dimension, conscience and gentlemanship as one dimension, and civic virtue as one dimension (p. 40). It has been observed that there were similar uses in the literature. Accordingly, it was decided that these two expressions should remain under the factor they were loaded with. The reliability of the scales used in the study was determined according to the Cronbach Alpha coefficient. Karagöz (2016) suggests that the Cronbach Alpha value should be at least 0,60 (Karagöz, 2016, p.941). The KMO value should be above 0,60 as well as the Barlett test should be significant in determining the factor analysis appropriateness of the data (Büyüköztürk, 2005, p. 126). The exploratory and confirmatory factor analysis results of the scales showed that they were structurally valid (See Tables 2 and 3). It has been determined that the scales meet the general reliability criteria along with their dimensions.

Table 3: Confirmatory Factor Analysis Values of The Scales

SCALES	CMIN/DF	RMSEA	RMR	GFI	AGFI	NFI	IFI	TLI	CFI
Acceptable Fit*	≤5	≤,08	≤,08	≥,85	≥,85	≥,90	≥,90	≥,90	≥,95
Interactional Justice	3,472	0,08	0,023	0,968	0,932	0,984	0,989	0,982	0,989
Communication Satisfaction	2,284	0,057	0,039	0,952	0,927	0,957	0,975	0,968	0,975
OCB	2,151	0,054	0,035	0,935	0,911	0,859	0,919	0,902	0,918

*Reference: Karagöz, 2016, p. 975

Confirmatory factor analysis was performed to verify the scales for which exploratory factor analysis was performed. Using the SPSS AMOS 24.0 software, the compatibility of the model with the factor structures was tested with the Maximum Likelihood (ML) method. The goodness of fit values in Table 3 show that the scales have acceptable goodness of fit values (Karagöz, 2016, p. 975).

4.3. Findings Regarding the Hypotheses

This part of the study includes the results of Pearson correlation analysis conducted to examine the relationship between variables and the findings of the hypotheses that were created to examine the relationship between interactional justice, communication satisfaction, and OCBs of employees.

Pearson correlation analysis results showing the relationship between variables are given in Table 4.

Table 4: Results of The Correlation Analysis

Variables	1	2	3	4	5	6	7	8
1, Interactional Justice	1							
2, Communication with the superior	,790**	1						
3, Individual Feedback	,522**	,574**	1					
4, Horizontal Communication	,590**	,696**	,539**	1				
5, Civic Virtue	,354**	,337**	,413**	,241**	1			
6, Altruism	,103*	,154**	,098	,160**	,374**	1		
7, Courtesy	,123*	,125*	,100*	,132**	,450**	,456**	1	
8, Gentlemanship	,265**	,250**	,259**	,260**	,342**	,248**	,265**	1

** p<0,01 *p<0,05

The correlation coefficients between all variables are positive based on the result of the correlation analysis. It was found that the relationship between the altruism variable and the individual feedback variable was not significant, yet the relationships between all other variables were significant. The values are as follows: $r = 0$ no relationship, $0,00 < r \leq 0,25$ very poor, $0,26 \leq r \leq 0,49$ poor, $0,50 \leq r \leq 0,69$ medium, $0,70 \leq r \leq 0,89$ strong, $0,90 \leq r < 1$ very strong, $r = 1$ full relationship (Karagöz, 2016, p.727). Considering the strongest and weakest relationships between variables, it was found that the strongest positive relationship was between the communication with the superior variable and the interactional justice variable, and the lowest positive relationship was between the courtesy variable and the individual feedback variable.

A path analysis was conducted with structural equation modeling to test the mediating role of communication satisfaction in the effect of interactional justice on the OCB and the effect of communication satisfaction on the OCB. The reason behind choosing the structural equation model instead of regression analysis while investigating the mediation effect is that the structural model offers a stronger infrastructure. While regression analysis uses the averages of the variables in the tests, the structural equation model also includes measurement and residual errors in the calculation (Meydan & Şeşen, 2015, p.131). If the entire effect of the independent variable on the dependent variable is through an mediating variable, Baron and Kenny (1986) call this effect "partial mediation". On the other hand, if the effect of the independent variable on the dependent variable is entirely through the mediating variable, such an effect is called "full mediation" (Meydan & Şeşen, 2015, p. 129-130).

Structural equation model path analysis was created to test the research hypotheses. The structural equation model is given in Figure 2.

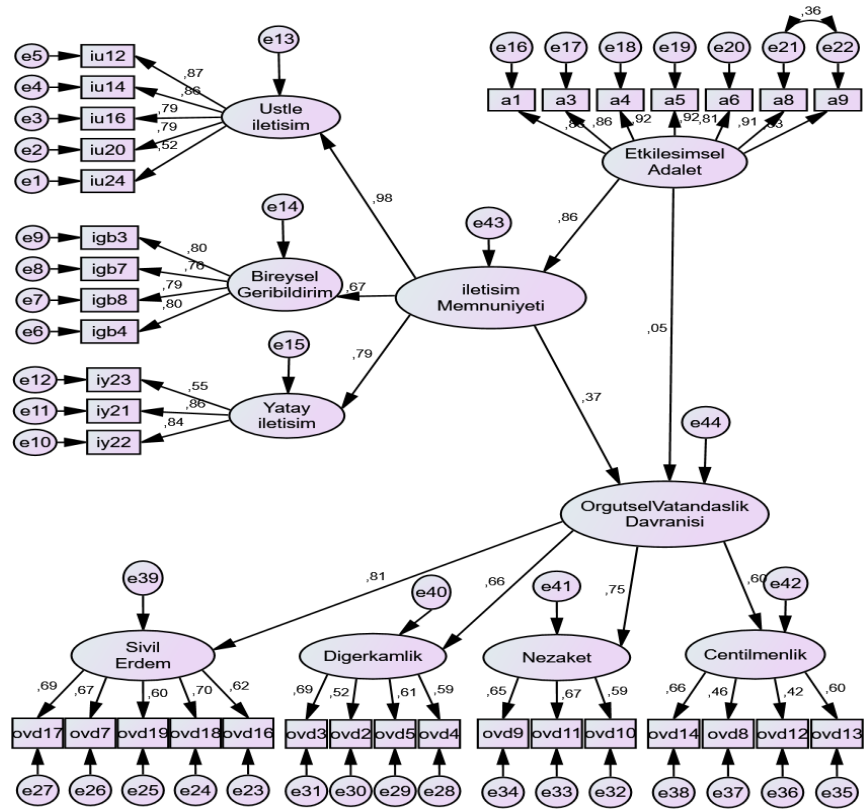


Figure 2. Structural equation model

According to Figure 2, the mediating role of communication satisfaction in the effect of interactional justice on OCB and communication satisfaction on OCB has been tested. The goodness of fit values for the model are given in Table 5.

Table 5: The Goodness of Fit Values of The Structural Equation Path Analysis Mediation Model

Fit Indices				CMIN/DF	RMSEA	RMR	GFI	IFI	TLI	CFI
Acceptable Fit *				≤ 5	$\leq,08$	$\leq,08$	$\geq,85$	$\geq,90$	$\geq,90$	$\geq,95$
H ₁ :	Interactional Justice	→	OCB	2,083	0,053	0,052	0,905	0,945	0,937	0,944
H ₂ :	Interactional Justice	→	Communication Satisfaction	2,201	0,056	0,041	0,918	0,970	0,965	0,970
H ₃ :	Communication Satisfaction	→	OCB	1,963	0,050	0,053	0,891	0,923	0,914	0,922
H ₄ :	Interactional Justice	→	OCB	1,927	0,049	0,056	0,866	0,933	0,927	0,933
	The mediating role of Communication Satisfaction									

*Reference: Karagöz, 2016, p.975

It is seen that the model provides acceptable values based on the structural equation model path analysis mediation model goodness of fit values. Regression coefficients are given in Table 6.

Table 6: Regression Coefficients of The Structural Equation Path Analysis Mediation Model

Hypotheses	Tested Path		Standardized Estimate	Standard Error	P	
H ₁	Interactional Justice	→	OCB	0,194	0,036	0,000
H ₂	Interactional Justice	→	Communication Satisfaction	0,626	0,062	0,000
H ₃	Communication Satisfaction	→	OCB	0,350	0,067	0,000
H ₄	Interactional Justice	→	Communication Satisfaction	0,624	0,062	0,000
	Interactional Justice	→	OCB	0,028	0,075	0,707
	Communication Satisfaction	→	OCB	0,269	0,111	0,016

It is seen that interactional justice (independent variable) has a significant positive effect on OCB (dependent variable) ($\beta=0,194$; $p < 0,001$) based on the path analysis regression coefficients. It is seen that interactional justice (independent variable) has a significant positive effect on communication satisfaction (mediating variable) ($\beta = 0,626$; $p < 0,001$). It is seen that communication satisfaction (mediating variable) has a significant positive effect on OCB (dependent variable) ($\beta = 0,350$; $p < 0,001$). The mediating role of communication satisfaction in the effect of interactional justice on OCB and communication satisfaction on OCB affects interactional justice, communication satisfaction ($\beta = 0,624$; $p < 0,001$), and OCB ($\beta = 0,194$; $p < 0,001$) based on the regression coefficients. The effect of interactional justice, which has an effect on OCB, became insignificant after the inclusion of communication satisfaction in the model ($\beta = 0,028$; $0,707 > p > 0,05$). Communication satisfaction has a full mediation role in the effect of interactional justice perception on OCB, based on the analysis results.

The direct, indirect, and total effects of interactional justice and communication satisfaction on the OCB are shown in Table 7.

Table 7: The Direct, Indirect, and Total Effects on The OCB

	Standardized Total Effect	Standardized Direct Effect	Standardized Indirect Effect
Effects on the OCB			
Communication Satisfaction	0,367	0,367	0,000
Interactional Justice	0,370	0,053	0,317

The independent variable affects the dependent variable through the mediating variable, which is called full mediation (Little et al., 2007, pp. 209-210; Gunzler, Chen, Wu, & Zhang, 2013, p. 392). According to Table 7, although a direct effect of interactional justice on OCB has not been determined, it has a mediation effect ($\beta = 0,317$; $p < 0,05$). The result of the analysis shows that communication satisfaction is a dominant mediator in the research model. Communication satisfaction fully explains the relationship between interactional justice and OCB. It is necessary to determine the significance of the decreases in Beta (β) values to fully reveal the mediating role of communication satisfaction. Sobel Test was used to determine this significance. The Sobel Test tests the significance of the change in the regression coefficient by including the regression weights of the variables in the model and the standard errors of the relationships between the variables (Meydan & Şeşen, 2015, p.133).

The results of the Sobel Test conducted to confirm the mediating role of communication satisfaction are given in Table 8.

Tablo 8: The Results of The Sobel Test

Sobel Test	Test Statistics	Standard Error	P
The mediating role of communication satisfaction	2,356	0,071	0,018

According to the results of the Sobel Test, communication satisfaction was found to have a mediating role in the effect of interactional justice on OCB ($Z = 2,356$; $p < 0,05$). As a result, hypothesis H₄ (Communication satisfaction has an mediating role in the effect of interactional justice on organizational citizenship behavior) has been verified.

5. SONUÇ

This study aims to examine the relationship between perception of interactional justice, communication satisfaction, and OCB and to determine whether communication satisfaction has an mediating role in the effect of interactional justice on OCB. In this context, four research hypotheses have been created. Initially, correlation analysis was conducted to determine the relationship between participants' perceptions of interactional justice, communication satisfaction levels, and OCBs. As a result of the correlation analysis, it was found that the relationship between the altruism variable and the individual feedback variable was not significant, where the relationships between all other variables were significant. When the variables with significant relationships with each other were examined, it was found that these relationships were positive, the strongest positive relationship was between the interactional justice variable and the communication with the superior variable, and the weakest relationship was between the courtesy variable and the individual feedback variable.

Then, a path diagram was created with the structural equation model to reveal the detailed relationship between the variables in the study and to reveal whether the communication satisfaction levels have a mediating role in the effect of the participants' perceptions of interactional justice on their OCBs. It was seen that the path analysis and goodness of fit values were compatible with the acceptable goodness of fit values. It was seen that interactional justice had a significant positive effect on the OCB, based on the first hypothesis regression coefficients of the structural equation model path analysis. This finding is compatible with the results of the studies by Smith et al., 1983; Farh, Podsakoff and Organ 1990; Moorman 1991; Konovsky and Folger 1991; Organ and Moorman 1993; Aquino 1995; Konovsky and Organ 1996; Skarlicki and Latham 1997; İşbaşı 2001; Fire 2004; Arslantaş 2005; Fassina, Jones and Uggerslev 2008; Yellow 2011; Şahal 2015. The widespread adoption of interactional justice within the organization and the transparent, respectful, and sincere explanation of the decision-making process of organizational managers to the employees regarding the distribution of gains increases the OCB of the employees.

It was seen that interactional justice has had a significant positive impact on communication satisfaction, based on the second hypothesis regression coefficients of the path analysis. This finding is compatible with the results of the studies by Thomas, Zolin and Hartman 2009; Özkılıçcı 2011; Tanius, Pheng, Kasim and Yulia 2017. It was seen that communication satisfaction has had a significant positive effect on OCB, based on the third hypothesis regression coefficients of the path analysis. This finding is compatible with the results of the studies by Kandlousi et al., 2010; Aydoğdu 2016; Chan and Lai 2016. It has been concluded that the increase in communication satisfaction of the employees has a positive effect on both OCB and interactional justice.

The mediating role of communication satisfaction in the effect of interactional justice on OCB was tested within the scope of path analysis fourth hypothesis. Interactional justice affects both communication satisfaction and OCB based on the regression coefficients of the model. The effect of interactional justice on the OCB has become insignificant following the inclusion of communication satisfaction in the model. As a result, it has been concluded that communication satisfaction has had a full mediation role in the effect of interactional justice perception on OCB. Finally, Sobel Test was performed to confirm the mediation effect of communication satisfaction.

Sobel test results supported the mediating role of communication satisfaction in the effect of interactional justice on OCB. A study by Konovsky and Organ (1996) concluded that organizational justice and satisfaction affected the OCB, and another study by Fournier (2008) suggested that there was a positive relationship between interactional justice, communication satisfaction, and OCB.

It has been determined that communication satisfaction has an mediating role in the relationship between organizational justice and OCB in Turkey as well, based on the findings as a result of the analysis carried out in the study. As a result of the regression analysis performed in a study by Chan and Lai (2016), it was determined that communication satisfaction has an mediating role in the relationship between employees' interactional justice perception and OCB. It has been understood that communication satisfaction increases the effect of interactional justice on the OCB. It is thought that communication satisfaction of employees has a key role in predicting the OCB and activities that will ensure the widespread adoption of communication satisfaction are needed to ensure interactional justice within the organization and to increase the OCB.

The main feature that distinguishes this study from similar studies in the literature is that it includes interactional justice, communication satisfaction, and OCBs together in the analysis process. While the impacts of interactional justice and communication satisfaction on citizenship behaviors are statistically significant, the impact of the independent variable interactional justice becomes insignificant under the mediating impact of communication satisfaction. While interactional justice affects citizenship, communication satisfaction also significantly affects it through interactional justice. It is thought that the study will contribute to the literature in this aspect. In this context, some suggestions that may be beneficial for the practitioners and future studies have been presented in the light of the information obtained from the research findings. It is particularly observed that the need for communication and OCB has increased as organizations adapt to alternatives such as flexible working/telecommuting, which are being used more intensively with the current COVID-19 pandemic. Providing opportunities to increase the communication satisfaction of employees and encourage them to exhibit OCBs will contribute to organizations both in the short and long run. It is thought that the establishment of an effective communication network according to the structure and operation method of the organization will improve the communication of the personnel working in different departments with each other so that the managers will be aware of the expectations, requests, suggestions, and complaints of the employees in a short time. In this way, problems in organizational functions can be prevented. It is thought that the adoption of equal pay and equal work policy for the personnel working in the same position can increase the trust of the employees towards the organization. Ensuring justice among employees may increase employees' commitment to the organization. Besides, more efficient communication will be possible with methods such as meetings and seminars that allow face-to-face communication. Activities such as celebrations and picnics that will enable employees to have a pleasant time together outside of work will also improve relations between employees and prevent prejudices.

However, this study has some limitations as in the case of any academic study. The findings should be considered within these limitations. The study was carried out on the staff of Osmaniye Korkut Ata University in Osmaniye, Turkey. In this context, it was limited to a questionnaire conducted on the staff of a public university. In addition, since the cross-sectional time data collection method is used in the study, the results obtained are limited to the period in which the research was applied. Other public and private sector organizations could not be included in the sample due to time and cost constraints. The findings of the research may not be generalized to other sectors. Testing the research model in different sectors, using larger samples, and conducting longer-term studies may generalize the research results of future studies. Including organizational variables such as organizational commitment, job satisfaction, job performance, job satisfaction, culture, and trust in the model can provide more detailed results and make more important contributions to the literature.

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GENİŞLETİLMİŞ ÖZET

Amaç

Bu araştırmanın amacı, etkileşimsel adalet algısı, iletişim memnuniyeti ve örgütsel vatandaşlık davranışı arasındaki ilişkiyi incelemek ve etkileşimsel adaletin örgütsel vatandaşlık davranışı üzerindeki etkisinde iletişim memnuniyetinin aracı rolü olup olmadığını tespit etmektir.

Örgüt çalışanları ve yöneticileri arasındaki etkileşimli ilişkinin temeli güven ve adalete dayanmaktadır. Çalışanlar örgütün özellikle de yöneticilerinin adil olduğunu algıladıklarında, örgütsel kararları kabul etmede daha istekli olurlar, örgüt prosedürlerinden daha memnun olurlar ve örgütsel kural ve düzenlemelere uymaya daha eğilimlidirler (Tyler, DeGoeve ve Smith, 1996, s. 913; Fournier, 2008, s. 1). Diğer önemli bir bağlantı ise örgüt ve çalışanlar arasındaki açık iletişimdir. Araştırmacılar örgütsel iletişimin rolünü tanımlamada etkili ve tatmin edici iletişimin, bir örgüte verimlilik (Clampitt ve Downs, 1993), performans (Goris, Pettit ve Vaughn, 2002), müşteri odaklılık gibi olumlu etkiler sağlayacağını aynı zamanda stres, devamsızlık gibi olumsuz sonuçları azaltacağını belirterek, iletişim memnuniyetinin çalışanların iş doyumu, örgüte bağlılık (Angle ve Pery, 1981) ve iş motivasyonlarını (Baird ve Bradley, 1978) olumlu yönde etkilediğini belirtmişlerdir (Zwijze-Koning ve Jong, 2007, s. 263). Çalışanlar yöneticilerinden adil muamele gördüklerinde karşılık verme ihtiyacı duymaktadırlar (Deluga, 1995, s. 3). Çalışanların herhangi bir ödül ya da ekstra bir fayda beklemeden görevlerinin dışında örgüt yararına yaptıkları bu davranışlar örgütsel vatandaşlık davranışlarıdır (Organ, 1997, s. 93). Çalışanların örgütün adil olduğu yönündeki adalet algıları ve örgütteki etkili iletişimden sağladıkları memnuniyet düzeyleri, örgütü benimsemelerine, görevlerini severek yerine getirmelerine, örgüte olan bağlılıklarının artmasına ve performanslarını işlerine harcamalarına olanak sağlayabilmektedir. Tüm bunlar zaman kayıplarının, özensiz işlerin, devamsızlıkların önüne geçerek örgüte maddi ve manevi kazanç sağlayabilmektedir (Greenberg, 1990, s. 399; Bitmiş, Güney ve Demirel, 2014, s. 58). İşte tam da bu nedenle huzurlu ve sağlıklı bir çalışma ortamının oluşmasında, insan kaynağından optimum seviyede fayda sağlanabilmesinde etkisi olduğu düşünülen adalet, iletişim ve örgütsel vatandaşlık kavramlarının incelenmesinin örgütler açısından fayda sağlayacağı düşünülmektedir.

Metodoloji

Araştırmada kolayda örneklem yöntemi kullanılmış ve Osmaniye Korkut Ata Üniversitesi'nin akademik ve idari personelinden anket yolu ile veri toplanmıştır. Toplam 396 adet anketten hatalı ve eksik olan 6 adet anket elenmiş 390 geçerli anketten elde edilen verilerle analizler yapılmıştır.

Verilerin analizi ilk olarak frekans analizi, normallik testi, keşfedici faktör analizi, doğrulayıcı faktör analizi, güvenilirlik analizi, Pearson korelasyon analizi, yapısal eşitlik modeli (YEM) ile yol analizi yapılmıştır. Son olarak iletişim memnuniyeti değişkeninin aracılık rolünü teyit etmek için Sobel testi yapılmış ve yorumlanmıştır.

Bulgular

Katılımcıların %35'i kadın, %65'i erkek çalışandan oluşmaktadır. Katılımcıların %73,1'ini evli, %26,9'unu bekar çalışanlar oluşturmaktadır. Katılımcıların %51,5'i akademik, %40,5'i idari, %8'i işçi kadrosunda görev yapmaktadır. Katılımcıların çoğunluğu, 31-35 yaş aralığında bulunmaktadır. Katılımcıların çoğunluğunun eğitim durumu lisans düzeyi ve üzerindedir.

Değişkenlere ilişkin histogram grafiği, çarpıklık ve basıklık değerleri incelenmiş, dağılımların normal dağılım gösterdiği belirlenmiştir. Ölçeklerin keşfedici ve doğrulayıcı faktör analizi sonuçlarına göre yapısal olarak geçerli oldukları tespit edilmiştir. Ölçeklerin boyutlarıyla birlikte genel güvenilirlik kriterlerini sağladıkları ve güvenilir oldukları tespit edilmiştir. Korelasyon analizi sonucuna göre, tüm değişkenler arasındaki korelasyon katsayıları pozitif yönlüdür. Yapısal eşitlik modeli yol analizi aracılık modeli uyum iyiliği değerlerine göre modelin kabul edilebilir uyum iyiliği değerlerini sağladığı tespit edilmiştir.

Bu araştırmada literatüre paralel olarak etkileşimsel adaletin ÖVD üzerinde pozitif yönde anlamlı bir etkisinin olduğu tespit edilmiştir. Kurum içerisinde etkileşimsel adaletin yaygınlaştırılmasının, örgüt yöneticilerinin kazanımların dağıtımları ile ilgili karar alma sürecini çalışanlarla şeffaf, saygılı ve samimi olarak açıklamaları çalışanların ÖVD'ni arttırmaktadır.

Etkileşimsel adaletin iletişim memnuniyeti üzerinde pozitif yönde anlamlı bir etkisinin olduğu ve iletişim memnuniyetinin ÖVD üzerinde pozitif yönde anlamlı bir etkisinin olduğu tespit edilmiştir. Çalışanların iletişim memnuniyetinin artmasının hem ÖVD üzerinde hem de etkileşimsel adalet üzerinde olumlu yansımaları olduğu belirlenmiştir.

Etkileşimsel adaletin ÖVD üzerindeki etkisinde iletişim memnuniyetinin aracı rolünün varlığı test edilmiştir. Modelin regresyon katsayılarına göre, etkileşimsel adalet, iletişim memnuniyetini ve örgütsel vatandaşlık davranışını etkilemektedir. ÖVD üzerinde etkili olan etkileşimsel adaletin bu etkisi iletişim memnuniyetinin modele eklenmesi sonrasında anlamsızlaşmıştır. Sonuç olarak etkileşimsel adalet algısının ÖVD üzerindeki etkisinde iletişim memnuniyetinin tam aracılık rolü olduğu belirlenmiştir. Son olarak iletişim memnuniyetinin aracılık etkisini teyit etmek amacıyla Sobel testi yapılmıştır. Sobel testi sonucuna göre, etkileşimsel adaletin örgütsel vatandaşlık davranışı üzerindeki etkisinde iletişim memnuniyetinin aracı rolü olduğu desteklenmiştir.

Sonuç ve Tartışma

İletişim memnuniyetinin etkileşimsel adaletin ÖVD üzerindeki etkisini arttırdığı anlaşılmaktadır. Etkileşimsel adaletin ÖVD'ni yordamasında çalışanların iletişim memnuniyetinin kilit bir role sahip olduğu, etkileşimsel adaletin örgüt içerisinde sağlanmasının ve çalışanların ÖVD'ni arttırmasında iletişim memnuniyetinin örgüt içerisinde arttıracak ve yaygınlaştırılacak faaliyetlere ihtiyaç duyulduğu anlaşılmaktadır.

Bu çalışmayı literatürdeki benzer çalışmalardan farklı kılan özelliği etkileşimsel adalet, iletişim memnuniyeti ve örgütsel vatandaşlık davranışlarının birlikte analiz sürecine dahil edilmeleri, etkileşimsel adaletin ve iletişim memnuniyetinin vatandaşlık davranışları üzerindeki etkileri istatistiki açıdan anlamlı iken iletişim memnuniyetinin aracılık etkisinde bağımsız değişken etkileşimsel adaletin etkisinin anlamsızlaşmasıdır. Etkileşimsel adalet örgütsel vatandaşlık davranışını doğrudan etkilerken iletişim memnuniyeti de etkileşimsel adalet üzerinden anlamlı bir şekilde etkilemektedir. Bu yönüyle literatüre katkı sağlayacağı düşünülmektedir. Bu bağlamda araştırma bulgularından edinilen bilgiler sonucunda uygulamacılara ve gelecek çalışmalara faydalı olabileceği düşünülen öneriler sunulmuştur. Özellikle günümüzde yaşanan Covid-19 salgını ile daha yoğun olarak kullanılmaya başlanan esnek, uzaktan çalışma gibi alternatiflere örgütlerin uyum sağlamasında iletişime ve örgütsel vatandaşlık davranışlarına duyulan ihtiyacın arttığı gözlemlenmektedir. Çalışanların iletişim memnuniyetlerini artırıcı, örgütsel vatandaşlık davranışları sergilemelerini teşvik edici imkanların sağlanması hem kısa hem de uzun vadede örgütlere katkı sağlayacaktır. Örgütün yapısı ve işleyiş yöntemine göre etkili bir iletişim ağının oluşturulmasıyla; farklı bölüm/departmanlarda çalışan personelin birbirleri ile iletişimlerinin artırılması ile yöneticilerin çalışanların beklenti, istek, öneri, şikâyet gibi olumlu ve olumsuz durumlarından kısa sürede haberdar olabileceği ve bu sayede örgütsel işleyişteki aksaklıkların önüne geçilebileceği düşünülmektedir. Aynı görevde çalışan personel için eşit ücret, eşit iş politikasının benimsenmesinin; çalışanların örgüte olan güvenlerini artırabileceği, yüz yüze iletişimi sağlayacak toplantı, seminer gibi yöntemlerle; iletişim verimli kılınabilecektir. Çalışanlar arasında adaletin sağlanmasının çalışanların örgüte bağlılıklarını artırabileceği düşünülmektedir.