

ORGANIZATIONAL COMMUNICATION AND JOB SATISFACTION AMONG BANK MANDIRI SOPPENG EMPLOYEES

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Abstract

This study investigates the relationship between organizational communication and employee job satisfaction at PT Bank Mandiri, Soppeng Branch. The inquiry was prompted by the operational importance of clear work instructions, performance feedback, reporting practices, and communication about workplace constraints in a service organization. A quantitative census design was used because all 20 branch employees were included through saturated sampling. Data were obtained from observation, a five-point questionnaire, organizational documents, and supporting literature. Descriptive statistics were used to summarize respondent characteristics and item responses, while simple linear regression was applied to test the proposed relationship. Employees generally reported clear work procedures, understandable performance-evaluation communication, established reporting practices, opportunities for professional development, and a well-functioning reward system. After reconciling inconsistent figures in the original coefficient table, the article consistently reports an unstandardized regression coefficient of 0.463 with $p = 0.003$ for organizational communication. The result indicates a positive and statistically significant relationship: stronger organizational communication is associated with higher employee job satisfaction in the branch context.

Keywords: Banking; Employee job satisfaction; Organizational communication; Workplace communication

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INTRODUCTION

Service organizations depend on employees who can translate policies, procedures, and managerial decisions into reliable daily performance. In banking, this requirement is particularly demanding because employees must combine customer responsiveness with procedural accuracy, internal control, documentation, and compliance. These activities are interdependent: a teller, customer-service officer, verifier, administrative employee, and branch manager cannot work effectively in isolation. Information must move accurately between positions, and employees need a common understanding of what should be done, when it should be done, and who is responsible for each decision. Organizational communication is therefore not simply a supporting activity; it is part of the infrastructure through which work is coordinated and service quality is maintained.²

Organizational communication refers to the exchange and interpretation of work-related messages within the network of relationships that forms an organization. It includes downward communication from managers, upward communication from employees, horizontal communication among colleagues, and the formal reporting routines that connect organizational units. Its effectiveness depends on more than message delivery. Employees must be able to understand instructions, obtain relevant information at the appropriate time, ask for clarification, and provide feedback when a rule or decision creates practical difficulties. Communication that is clear and reciprocal can reduce uncertainty, whereas incomplete or ambiguous communication can produce duplicated work, delays, misunderstanding, and avoidable tension. In this sense, communication shapes both operational coordination and the social experience of working in an organization.

The employee's evaluation of that work experience is commonly expressed through job satisfaction. Job satisfaction reflects how individuals assess their tasks, working conditions, opportunities, rewards, relationships, and the degree to which employment meets their expectations. It does not arise from a single factor. Employees may value the nature of the work, the opportunity to develop skills, fair recognition, manageable time arrangements, constructive supervision, and supportive relationships with colleagues. Research on employee attitudes has repeatedly shown that satisfaction is related to a broad set of organizational conditions, including leadership, work environment, development opportunities, rewards, and communication.³

2R. Wayne Pace and Don F. Faules, *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan* (Bandung: Remaja Rosdakarya, 2010); Rahman Hasibuan, "Pengaruh Kesehatan dan Keselamatan Kerja, Pelatihan dan Kerja Tim terhadap Kinerja Tenaga Medis di Rumah Sakit Budi Kemuliaan Batam," *Jurnal Dimensi* 6, no. 2 (2017): 323-340, <https://doi.org/10.33373/dms.v6i2.1054>.
3Indra Prawira, "Pengaruh Kompensasi, Kepemimpinan dan Fasilitas Kerja terhadap Kepuasan Kerja Pegawai," *Maneggio: Jurnal Ilmiah Magister Manajemen* 3, no. 1 (2020): 28-40, <https://doi.org/10.30596/maneggio.v3i1.4681>; I Wayan Juniantara and I Gede Riana, "Pengaruh Motivasi dan Kepuasan Kerja terhadap Kinerja Karyawan Koperasi di Denpasar," *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 4, no. 9 (2015): 611-628; Putu Yudha Asteria Putri and Made Yenni Latrini, "Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan Sektor Publik, dengan In-Role Performance dan Innovative Performance sebagai Variabel Mediasi," *E-Jurnal Akuntansi* 5, no. 3 (2013): 627-638.

Communication and job satisfaction are conceptually connected because employees learn about most organizational conditions through communication. Performance standards are understood through explanations from supervisors; career opportunities are known through formal announcements and informal conversations; recognition is conveyed through feedback; and workplace problems are addressed through discussion and reporting. When these processes are transparent and consistent, employees are better able to predict what the organization expects and how their contribution will be evaluated. When communication is weak, the same policy can be experienced as uncertain or unfair because employees do not receive sufficient explanation. Empirical studies in Indonesian organizations have also linked communication with work performance, communication satisfaction, and employee attitudes, suggesting that communication quality has consequences beyond the simple transmission of information.⁴

PT Bank Mandiri, Soppeng Branch provides a relevant setting for examining this issue. The branch serves customers through a range of operational and support positions, including teller, customer service, verification, branch management, and staff functions. The original field observation indicated that employee development and communication were practical managerial concerns. Training, rotation, mentoring, digital learning, scholarship participation, and leadership development were among the initiatives identified in the research setting. Some of these initiatives had been implemented successfully, while others were still developing. The situation suggests that employees' perceptions of work are influenced not only by the existence of organizational programs but also by how the programs, expectations, and opportunities are communicated at branch level. Related evidence from Soppeng also shows that organizational justice has a positive and significant effect on employee job satisfaction, indicating that employee attitudes are shaped not only by formal policies but also by how organizational treatment is experienced in daily work.⁵

For empirical analysis, the study focuses on communication practices that appear directly in both the research framework and the reported questionnaire results. Four aspects are used consistently in this article: work procedures, communication of performance-evaluation criteria, routine work reporting, and communication about job or workplace constraints. This harmonization is important because the original manuscript contained an additional reference to trust in one operational-definition section, but no corresponding item-level result was presented for that dimension.

4Dimas Okta Ardiansyah, "Pengaruh Komunikasi terhadap Kinerja Karyawan dengan Dimediasi oleh Kepuasan Kerja," *Jurnal Bisnis dan Manajemen* 3, no. 1 (2016): 16-31, <https://doi.org/10.26905/jbm.v3i1.70>; Beny Usman, "Pengaruh Komunikasi Interpersonal terhadap Kinerja Pegawai pada Fakultas Ekonomi Universitas PGRI Palembang," *Jurnal Media Wahana Ekonomika* 10, no. 1 (2013): 1-18; Jani Lay Yantara, "Analisis Faktor Kepuasan Komunikasi Organisasi di Apartemen Metropolis Surabaya," *Jurnal E-Komunikasi* 3, no. 1 (2015): 1-8.

5Asmini Asmini, Andi Adawiah, Mansur, Umar, and Andi Rahmah Nur Alam, "Pengaruh Keadilan Organisasional Terhadap Kepuasan Kerja Karyawan pada PT. Pos Indonesia Cabang Soppeng," *Jurnal Ilmiah Metansi (Manajemen dan Akuntansi)* 7, no. 2 (2024): 416-423, <https://doi.org/10.57093/metansi.v7i2.334>.

Restricting the article to the four consistently documented aspects avoids claiming evidence that was not reported. Employee job satisfaction is represented by five aspects contained in the questionnaire results: interest in the work, perceived ability to complete tasks efficiently, opportunity for professional development, time-related work communication, and the reward or bonus system.

The descriptive results in the research are especially useful because the study covered all 20 employees in the branch rather than a sample drawn from a larger population. This does not make the findings generalizable to all Bank Mandiri branches, but it provides a complete picture of the workforce included in the study. The branch population was balanced by sex and concentrated in the younger age group, with employees distributed across teller, customer-service, and staff positions. Such variation in age, education, and role may influence how organizational information is interpreted. A communication process that is obvious to one occupational group may require more explanation for another; similarly, performance reporting may have different practical meaning for employees whose daily responsibilities are not identical.

Communication direction also matters in interpreting the branch environment. Downward communication gives employees formal instructions and standards; upward communication allows operational problems to reach supervisors; horizontal communication enables colleagues to coordinate tasks that cross functional boundaries. These directions are mutually dependent. A clear instruction from a manager may still fail if employees cannot report exceptions or request clarification, and peer coordination may be ineffective if there is no common procedural reference. For this reason, the study does not treat communication as a single message from management. It is understood as a recurring organizational process in which information, interpretation, response, and follow-up collectively shape how employees perform and evaluate their work.

The study also addresses a practical gap between corporate-level policy and branch-level experience. Large organizations may possess formal values, training systems, digital platforms, and standardized procedures, yet employees encounter those systems through local communication. What matters at branch level is whether a policy is explained, whether access requirements are understood, whether feedback is available, and whether supervisors follow up consistently. Examining the Soppeng branch therefore provides a focused view of implementation: it shows how employees perceive the everyday communication practices that connect formal organizational systems with actual work experience. This localized perspective is useful for identifying improvements that can be implemented directly by branch management.

The research question is therefore whether organizational communication is positively related to employee job satisfaction at PT Bank Mandiri, Soppeng Branch. The study tests the hypothesis that better organizational communication is associated with higher job satisfaction. The analysis is intended to provide two contributions. First, it

offers branch-level evidence on how employees perceive selected communication and job-satisfaction conditions. Second, it identifies practical areas in which managers can strengthen clarity, feedback, reporting, development communication, and time boundaries. The study is deliberately focused on one branch, so its value lies in explaining a specific organizational setting rather than claiming universal effects across the banking sector.

RESEARCH METHOD

The research employed a quantitative, cross-sectional design. The unit of analysis was the individual employee of PT Bank Mandiri, Soppeng Branch, located in Lalabata District, Soppeng Regency, South Sulawesi. At the time of data collection, the branch had 20 employees. Because this population was small and fully accessible, saturated sampling was applied, meaning that every employee in the population was included as a respondent. Accordingly, the number of respondents used in the descriptive and regression analyses was 20. The study therefore describes the full employee group covered by the research rather than estimates based on a partial sample.

Two variables were examined. Organizational communication was treated as the independent variable. To maintain consistency between the conceptual framework and the questionnaire results actually reported, the analysis uses four observable communication aspects: understanding work procedures, clarity of performance-evaluation criteria, routine preparation of work reports, and recognition of workplace constraints that may influence performance. Employee job satisfaction was the dependent variable and was represented by five reported aspects: compatibility between work and personal interest, perceived ability to complete work efficiently and on time, opportunity for professional development, work-related information outside effective working hours, and the perceived functioning of the reward or bonus system. The fourth job-satisfaction item is interpreted cautiously because agreement indicates that after-hours communication occurs; it does not, by itself, establish whether employees experience that practice positively.

Primary data were collected through direct observation and a structured questionnaire. The questionnaire used five response categories: strongly disagree, disagree, neutral, agree, and strongly agree. Observation was used to understand the branch context and employee activities, while the questionnaire provided standardized responses for quantitative description. Secondary material was obtained from organizational documents and literature related to human-resource management, organizational communication, and job satisfaction. No individual-level raw dataset was reproduced in the manuscript; therefore, this article relies on the frequencies, percentages, and regression figures documented in the research report.

Before analysis, the reported tables were subjected to an internal consistency check. Frequencies were verified against the fixed respondent total of 20, and

percentages were checked by dividing each frequency by 20. Where a sentence in the original report contradicted a table, the table was treated as the primary numerical record if its frequencies summed correctly to 20. This procedure corrected, among other points, the educational profile from six diploma holders in one narrative sentence to seven diploma holders as shown in the table. The same principle was applied to questionnaire interpretation: item wording and tabulated responses were retained, while unrelated narrative statements that did not correspond to the displayed items were not carried into this article.

Data analysis proceeded in two stages. First, descriptive analysis summarized respondent characteristics by sex, age, educational attainment, and job position, followed by the distribution of questionnaire responses for both variables. Frequencies were checked against the total of 20 respondents, and percentages were recalculated where narrative descriptions conflicted with the tables. Second, simple linear regression was used to test the relationship between organizational communication (X) and employee job satisfaction (Y). The original manuscript contained a misaligned coefficient table in which several labels and significance values were inconsistent. For this revised article, the regression section retains only the figures that can be reconciled with the study's stated predictor and repeated conclusion: an unstandardized coefficient of 0.463 for organizational communication and a reported significance probability of 0.003. Conflicting values that could not be assigned reliably were excluded rather than reproduced. Statistical significance was evaluated at the 0.05 level.

RESULT AND DISCUSSION

Findings

The findings are organized into respondent characteristics, organizational-communication responses, employee job-satisfaction responses, and the overall regression result. All percentages in the tables refer to the 20 employees included in the study. Where the original narrative conflicted with the tabulated frequencies, the tabulated frequencies were used because they sum consistently to the total number of respondents.

Respondent Characteristics

The employee group was evenly divided by sex: 10 men and 10 women. Age was concentrated below 25 years, with 14 employees (70%) in that category, four employees (20%) between 25 and 45 years, and two employees (10%) over 45 years. The education table recorded nine employees (45%) with senior-high-school education, seven employees (35%) with diploma qualifications, and four employees (20%) with bachelor's degrees. This corrects an inconsistent sentence in the original narrative that mentioned six diploma holders; the tabulated frequency of seven is retained because $9 + 7 + 4$ equals the full population of 20. Job positions consisted of five tellers (25%), five customer-service employees (25%), and ten staff members (50%). Thus, tellers and

customer-service employees together accounted for 50% of respondents, while staff positions accounted for the remaining 50%. The profile indicates a relatively young branch workforce with mixed educational backgrounds and responsibilities, conditions that make clear and accessible internal communication particularly relevant. This composition also means that communication needs to accommodate differences in task exposure, educational preparation, and work experience so that procedures and expectations are interpreted consistently across the branch. Because the study used saturated sampling, these proportions are not sample estimates but direct descriptions of the branch employees included in the research. The age concentration below 25 years also provides useful context for the development findings: younger employees may have greater interest in training, digital learning, rotation, and career progression, while more experienced employees may evaluate the same opportunities differently. The study does not test these subgroup differences statistically, but the profile helps explain why communication about development and performance expectations should be explicit and accessible across roles.

Table 1. Respondent Characteristics

Category	Group	n	%
Sex	Male	10	50
Sex	Female	10	50
Age	Under 25 years	14	70
Age	25-45 years	4	20
Age	Over 45 years	2	10
Education	Senior high school	9	45
Education	Diploma	7	35
Education	Bachelor's degree	4	20
Position	Teller	5	25
Position	Customer service	5	25
Position	Staff	10	50

Source: Primary questionnaire data processed, 2025.

Organizational Communication

Responses to the organizational-communication items were concentrated in the neutral, agree, and strongly agree categories; no employee selected disagree or strongly disagree for any of the four reported statements. The clearest result concerned understanding work procedures. Nine employees (45%) strongly agreed and eight (40%) agreed that they understood the procedures applied in their workplace, while three (15%) were neutral. The combined 85% agreement suggests that procedural information was generally accessible and understandable. In branch banking, this is important

because operating procedures guide transaction handling, documentation, customer service, and internal control.

Communication of performance-evaluation criteria received a positive but less uniform response. Eight employees (40%) strongly agreed that the criteria were communicated clearly, five (25%) agreed, and seven (35%) were neutral. Although 65% selected a positive category, the relatively large neutral group indicates that not every employee experienced performance standards with the same degree of clarity. This finding has managerial relevance because performance evaluation affects expectations, recognition, development, and perceptions of fairness. A formal evaluation system can exist while still leaving uncertainty if criteria are not explained in practical terms or if feedback is limited.

Routine work reporting produced the highest neutral proportion among the communication items. Six employees (30%) strongly agreed that they prepared work reports according to the established schedule, six (30%) agreed, and eight (40%) were neutral. The result may reflect differences in role because reporting obligations are not necessarily identical for tellers, customer-service employees, and other staff. Nevertheless, work reports function as a formal communication channel: they document completed activities, identify issues, and provide information for supervision and decision making. A sizable neutral response suggests an opportunity to clarify who is responsible for particular reports, how often they are required, and how the information is used.

The fourth communication item addressed whether a non-conducive work environment affected performance. Five employees (25%) strongly agreed, eight (40%) agreed, and seven (35%) were neutral. The item is framed as a workplace constraint, yet it remains relevant to organizational communication because constraints must be recognized, reported, discussed, and resolved. Employees who can communicate obstacles early give supervisors a better opportunity to respond before the problem develops into service disruption or persistent dissatisfaction. Overall, the communication results show an environment that employees did not reject, but they also reveal room for stronger explanation and dialogue in performance evaluation, reporting, and problem handling. Across all four statements, 65% to 85% of employees selected agree or strongly agree, while the remaining responses were neutral. The absence of negative categories should not be interpreted as proof that communication is optimal; instead, it indicates that improvement is more likely to involve refinement of existing practices than replacement of the entire communication system. Management can focus on consistency, feedback quality, role-specific reporting guidance, and timely resolution of operational constraints.

Table 2. Organizational Communication Responses

Statement	SD	D	N	A	SA
I understand the work procedures that apply in my workplace.	0	0	3 (15%)	8 (40%)	9 (45%)
Performance-evaluation criteria are communicated clearly to me.	0	0	7 (35%)	5 (25%)	8 (40%)
I prepare work reports routinely according to the determined schedule.	0	0	8 (40%)	6 (30%)	6 (30%)
A non-conductive work environment affects my performance.	0	0	7 (35%)	8 (40%)	5 (25%)

Source: Questionnaire results, 2025. SD = strongly disagree; D = disagree; N = neutral; A = agree; SA = strongly agree.

Employee Job Satisfaction

The job-satisfaction items also showed no disagree or strongly disagree responses. For compatibility between work and personal interest, nine employees (45%) strongly agreed, five (25%) agreed, and six (30%) were neutral. Seventy percent therefore indicated a positive match between their work and their interests or preferences. Such alignment can support satisfaction because employees are more likely to value tasks that they consider suitable and meaningful.

Perceived work capability was similarly favorable. Eight employees (40%) strongly agreed that they could complete work efficiently and on time, seven (35%) agreed, and five (25%) were neutral. The 75% positive response suggests that most employees believed they could meet the operational demands of their positions. Perceived competence is relevant to job satisfaction because persistent difficulty in completing assigned tasks can create frustration, while confidence in task completion supports a sense of control and accomplishment.

Professional development received one of the strongest positive distributions. Eight employees (40%) strongly agreed and another eight (40%) agreed that their type of work allowed them to develop professionally; only four employees (20%) were neutral. This 80% positive response is consistent with the branch context described in the study, where training, digital learning, mentoring, rotation, scholarship, and leadership initiatives were recognized as relevant employee-development mechanisms. Development opportunities can enhance satisfaction when employees understand how they can improve skills and progress in their work.⁶

The time-related communication item requires a different interpretation. Twelve employees (60%) strongly agreed, six (30%) agreed, and two (10%) were neutral that work-related information was delivered outside effective working hours. The high level

6Irwan Desyantoro and Hardani Widhiastuti, "Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan PT. XYZ melalui Disiplin Kerja sebagai Variabel Intervening," *Philanthropy: Journal of Psychology* 5, no. 1 (2021): 31-46, <https://doi.org/10.26623/philanthropy.v5i1.3262>; Danny Albert Tilon, "Pelatihan dan Pengembangan Sumber Daya Manusia pada Restoran A&W di City of Tomorrow Surabaya," *Agora* 1, no. 3 (2013).

of agreement demonstrates that after-hours communication was a common experience, but the wording does not ask whether employees liked or disliked it. For that reason, this result should not be treated automatically as evidence of high satisfaction. Instead, it identifies a work-time practice that management should regulate clearly. Urgent banking operations may occasionally require communication outside normal hours, but expectations about response time, message priority, and appropriate channels should be explicit so that operational needs do not create unnecessary pressure.

The reward or bonus system received the strongest endorsement among the reported job-satisfaction items. Fourteen employees (70%) strongly agreed that the system worked well, four (20%) agreed, and two (10%) were neutral. The 90% positive response indicates that employees generally perceived the reward mechanism favorably. Rewards can contribute to satisfaction when employees understand the criteria and believe that contribution is recognized. The result also illustrates the connection between communication and satisfaction: even a favorable reward policy depends on clear explanations about eligibility, performance expectations, and the basis for decisions.⁷ Taken together, four of the five job-satisfaction statements can be interpreted directly as favorable evaluations of work, capability, development, and rewards. The after-hours communication statement is different because its direction is descriptive rather than evaluative. Treating it separately prevents an inflated conclusion about satisfaction and makes the descriptive analysis more faithful to the actual questionnaire wording. This distinction is important in a small study where each respondent represents five percentage points of the total population.

Table 3. Employee Job Satisfaction Responses

Statement	SD	D	N	A	SA
The work I do is consistent with my interests and preferences.	0	0	6 (30%)	5 (25%)	9 (45%)
I am able to complete my work efficiently and on time.	0	0	5 (25%)	7 (35%)	8 (40%)
My type of work allows me to develop professionally.	0	0	4 (20%)	8 (40%)	8 (40%)
Work-related information is delivered outside effective working hours.	0	0	2 (10%)	6 (30%)	12 (60%)
The reward/bonus system in my workplace works well.	0	0	2 (10%)	4 (20%)	14 (70%)

Source: Questionnaire results, 2025. SD = strongly disagree; D = disagree; N = neutral; A = agree; SA = strongly agree.

Simple Linear Regression

Simple linear regression was used to test the proposed relationship between organizational communication and employee job satisfaction. The revised analysis

7R. D. Safitri, M. Ariani, and T. Yuliani, "Pengaruh Disiplin Kerja, Motivasi, dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan PT Petrolog Indah Balikpapan," *Media Riset Ekonomi [MR.EKO]* 2, no. 3 (2023): 146-158, <https://doi.org/10.36277/mreko.v2i3.291>; Prawira, "Pengaruh Kompensasi, Kepemimpinan dan Fasilitas Kerja."

reports an unstandardized coefficient (b) of 0.463 for organizational communication and a significance probability of $p = 0.003$. Because p is below 0.05, the hypothesis is supported. The positive coefficient indicates that higher organizational-communication scores are associated with higher job-satisfaction scores in the employee group studied.

The coefficient should be interpreted as a model-based association rather than a universal causal estimate. The study covers only one branch and uses a cross-sectional questionnaire, so other factors such as leadership style, compensation, workload, physical work environment, career opportunities, and individual expectations may also influence satisfaction. Even with this limitation, the regression result is consistent with the descriptive pattern: employees reported generally favorable communication conditions and generally favorable evaluations of several job-satisfaction dimensions. The revised presentation intentionally omits the conflicting t value, standardized beta, standard errors, and intercept shown in the misaligned source table. Repeating those values would create false precision because their row assignment cannot be established reliably from the available manuscript. By reporting only $b = 0.463$ and $p = 0.003$, the article preserves the study's central statistical conclusion while avoiding unsupported reconstruction of the remaining SPSS output.

Table 4. Consistent Summary of the Regression Result

Component	Result
Independent variable	Organizational communication
Dependent variable	Employee job satisfaction
Unstandardized coefficient (b)	0.463
Reported significance (p)	0.003
Direction	Positive
Decision at $\alpha = 0.05$	Hypothesis supported

Source: Regression values reconciled from the coefficient table and repeated research narrative, 2025.

Analysis/Discussion

The results indicate that organizational communication is meaningfully connected with how employees evaluate their work at the Soppeng branch. The regression coefficient is positive and significant, while the item-level data show that employees generally understand work procedures and acknowledge the communication systems used in the branch. This pattern supports the view that internal communication contributes to a predictable work environment. Employees who know the applicable procedures and receive information about expectations can coordinate their activities with less uncertainty. Previous research has similarly reported positive links between

communication and employee outcomes, although the organizational contexts and dependent variables differ.⁸

Procedural clarity appears to be a particular strength. Eighty-five percent of employees agreed or strongly agreed that they understood the applicable work procedures. In banking operations, procedural communication has practical consequences because service errors can arise when responsibility, sequence, or authorization is unclear. A branch does not need more communication merely for its own sake; it needs communication that makes tasks easier to understand and execute. The finding therefore suggests that existing procedural channels should be maintained, updated when policies change, and accompanied by opportunities for employees to ask questions when unusual cases occur.

Performance-evaluation communication deserves more attention. Although most employees responded positively, 35% were neutral about the clarity of evaluation criteria. Neutral responses should not be treated as dissatisfaction, but they indicate that the message may not be equally clear to everyone. Managers can improve this area by explaining indicators before an evaluation period, discussing how evidence is assessed, giving feedback after evaluation, and connecting the results with development actions. These practices reduce the risk that employees experience performance assessment as a one-way administrative decision. They also strengthen perceptions of recognition and fairness, which are important components of job satisfaction.

The reporting item presents a similar opportunity. Forty percent of employees were neutral about routinely preparing reports according to schedule. Differences in job duties may partly explain the result, but management can still clarify which reports are required for each role and why the information matters. Reporting becomes more useful when employees can see that it supports decisions, follow-up, risk control, and problem resolution rather than functioning only as paperwork. A reporting system that is proportional to job responsibilities can improve accountability without creating unnecessary administrative burden.

The job-satisfaction results highlight both development and rewards. Eighty percent of respondents viewed their type of work as supporting professional development, while 90% evaluated the reward or bonus system positively. These results are consistent with the broader literature showing that development, recognition, and supportive work conditions can influence employee attitudes.⁹ The branch should therefore continue to communicate access to training, mentoring, rotation, digital learning, scholarship, and leadership programs transparently. Employees need to know

⁸Ardiansyah, "Pengaruh Komunikasi terhadap Kinerja Karyawan"; Usman, "Pengaruh Komunikasi Interpersonal"; Yantara, "Analisis Faktor Kepuasan Komunikasi Organisasi."

⁹Desyantoro and Widhiastuti, "Motivasi Kerja dan Kepuasan Kerja"; Prawira, "Pengaruh Kompensasi, Kepemimpinan dan Fasilitas Kerja"; Safitri, Ariani, and Yuliani, "Pengaruh Disiplin Kerja, Motivasi, dan Lingkungan Kerja."

the requirements, selection process, expected outcomes, and follow-up opportunities. Similarly, reward criteria should be explained consistently so that recognition is perceived as understandable and credible.

The after-hours communication item is the main result that should not be simplified as a positive satisfaction indicator. Ninety percent of employees acknowledged that work-related information was delivered outside effective working hours. This may be necessary for urgent operational matters, but frequency alone cannot show whether employees are satisfied with the practice. The managerial implication is to establish communication boundaries: messages that require immediate action should be distinguished from information that can wait until the next working period. Clear rules on urgency and response expectations can preserve operational responsiveness while reducing avoidable intrusion into personal time. This boundary issue is also relevant to broader work-demand management. Research by Mansur, Adawiah, and Wahby found that higher workload had a negative and significant effect on employee performance at a finance company in Sengkang, reinforcing the need to manage work pressure and communication demands proportionally.¹⁰

Another implication concerns the relationship between formal systems and employee interpretation. The branch already appears to have procedures, evaluation mechanisms, reporting routines, rewards, and development opportunities. The managerial challenge is therefore not simply to introduce new programs but to make existing systems understandable and usable. Communication can add value by connecting policy with concrete action: employees should know where to find current procedures, whom to contact when a case falls outside normal rules, how performance criteria are applied, and how development opportunities are accessed. This kind of communication reduces the gap between formal organizational design and the daily experience of employees.

The results also suggest that communication quality should be assessed through more than message frequency. Frequent messages are not necessarily effective if they arrive at inappropriate times, lack clear priorities, or do not allow feedback. Conversely, concise communication can be effective when it is accurate, timely, relevant, and directed to the employees who need it. The after-hours item illustrates this distinction clearly: a high frequency of agreement tells management that the practice is common, but not that it is desirable. Future managerial evaluation should therefore examine communication clarity, usefulness, timing, reciprocity, and employee understanding rather than relying only on the amount of information distributed.

The findings should be interpreted within the study's limitations. The population consisted of 20 employees in one branch, so the statistical result describes a specific

¹⁰Mansur, Andi Adawiah, and Nurul Wahby, "The Effect of Workload on Employee Performance at PT. Mandiri Utama Finance, Tbk Sengkang Wajo Regency," *GENTARA: Management and Accounting Research* 1, no. 1 (2025): 82–87, <https://doi.org/10.57093/Gentara.v1i1.10>.

organizational setting. The measures were based on self-reported questionnaire items, and the source document did not provide respondent-level data that would allow a complete independent reanalysis of reliability, model fit, or alternative regression specifications. In addition, job satisfaction is influenced by many variables beyond communication. Future studies should include multiple branches, larger samples, validated multi-item scales, and additional predictors such as leadership, compensation, workload, work environment, and career development. A broader design would make it possible to test whether communication remains important after these factors are considered simultaneously.

Despite those limitations, the study provides a practical message for branch management. Communication should be treated as part of employee management rather than as a separate administrative function. Clear procedures, understandable performance standards, purposeful reporting, open discussion of constraints, transparent development information, and well-defined time boundaries can help employees perform their roles with greater certainty. When these practices are reciprocal rather than one-directional, employees are more likely to understand organizational decisions and to experience the workplace as supportive, predictable, and fair. In practical terms, the most useful communication is not necessarily the most frequent; it is communication that helps employees act correctly, raises issues early, explains decisions, and gives them a credible route for feedback.

CONCLUSION

This study finds a positive and statistically significant relationship between organizational communication and employee job satisfaction at PT Bank Mandiri, Soppeng Branch. After reconciling inconsistent figures in the original coefficient table, the revised article consistently reports $b = 0.463$ and $p = 0.003$ for organizational communication. The hypothesis is therefore supported at the 0.05 significance level. Descriptively, employees reported strong understanding of work procedures, generally positive communication of performance criteria, established reporting practices, favorable perceptions of professional development, confidence in completing work, and a well-regarded reward system.

The findings suggest that branch management should maintain procedural clarity while strengthening feedback on performance evaluation and reporting. Development opportunities should be communicated transparently, and communication outside normal working hours should be governed by clear urgency and response rules. Because the study is limited to 20 employees in one branch and relies on self-reported cross-sectional data, future research should involve more branches, larger samples, validated scales, and additional determinants of job satisfaction. The revised article also demonstrates the importance of checking consistency between questionnaire tables, narrative interpretation, and statistical output before publication. Numerical claims

should be retained only when their relationship to the variables can be established clearly.

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