



# Understanding the mediating role of job satisfaction on the effect of organizational communication and organizational justice on intention to leave in banking sector



Lukman Arief Budi Santoso <sup>(a)\*</sup> Noermijati <sup>(b)</sup>

<sup>(a,b)</sup> University of Brawijaya, Malang, Indonesia

## ARTICLE INFO

### Article history:

Received 11 May 2024

Received in rev. form 22 June 2024

Accepted 23 July 2024

### Keywords:

Organizational Communication,  
Organizational Justice, Job  
Satisfaction, Intention to Leave

### JEL Classification:

D23, O15

## ABSTRACT

*This study aims to investigate the impact of Organizational Communication and Organizational Justice on the Intention to Leave and to identify the mediation of Job Satisfaction in the said relationship. This study is a quantitative study and a questionnaire was distributed to Bank X Area Surabaya employees with a total of 203 respondents. The data analysis technique used the SEM-PLS analysis tool with the help of SmartPLS 4.0 software. The results of this study show that organizational communication has a negative and significant effect on intention to leave ( $p$ -value=0.004), organizational justice has a negative and insignificant effect on intention to leave ( $p$ -value=0.335), organizational communication has a positive and significant effect on job satisfaction ( $p$ -value=0.001), organizational justice has a positive and significant effect on job satisfaction ( $p$ -value=0.000), job satisfaction has a negative and significant effect on the intention to leave ( $p$ -value=0.005) and finally job satisfaction mediates the effect of organizational communication and organizational justice on intention to leave. This study provides valuable insight into the context of employee resistance and organizational conditions at a state-owned bank.*

© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

## Introduction

Employees are the most important and valuable asset in an organization. The success of an organization cannot be realized without the support and contribution of its employees. Therefore, organizations definitely want to retain their employees in order to be able to utilize their talents and skills. However, the problem that is difficult to know explicitly is the high desire for turnover or the desire of employees to leave their current jobs. Reducing the level of intention to exit is essential for companies to anticipate a shortage of competent human resources. The intention to leave itself is an individual's perception of leaving his job even though he is already in it. An anticipated turnover is a status in which a person thinks or believes he or she will voluntarily leave their current position.

The intention to leave a job is defined as thinking about the possibility of leaving the job (Sasso, et al., 2019) and this is difficult to detect. This is a global phenomenon that can occur in any organization or company. Call it the banking sector, where, based on previous research, it was found that in 2019, the turnover rate of Indonesian banking employees was 14%, while the average for other sectors was only 7%. According to a PwC (PricewaterhouseCoopers) Indonesia report, human resources in the banking sector frequently change companies. Up to 54% of those surveyed relocated in search of greater perks. In the meantime, 37% of those surveyed stated they were trying to advance their careers by finding a new job.

This phenomenon can also be seen from the field conditions and data from Bank X in the Surabaya area. Based on the initial investigation, it is known that the high turnover is mainly caused by the lack of effective communication processes at Bank X. The phenomenon that has occurred over the past three years is that there is a turnover rate that continues to increase, but *the turnover* is dominated by implementing employees who cannot achieve the Standard Procedure for Human Resources rules at Bank X Surabaya

\* Corresponding author. ORCID ID: 0009-0009-3502-5586

© 2024 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance.

<https://doi.org/10.20525/ijrbs.v13i5.3511>

Area. The rule strictly stipulates that employees who do not reach the supervisory level before the age of 36 must leave their jobs. In addition, some employees leave because of their desires. Either because of personal inconvenience, moving to another bank, or moving to another industry. Conditions like this if they continue can disrupt the sustainability of the company's operations. Besides that phenomenon, the banking sector struggling with various efforts to increase employee retention and it happened in Bank X Surabaya as well.

In 2022, there will be 21 employees who will reach the age of 36, while the number will increase to 26 people in 2023. This phenomenon can be minimized, one of which is by implementing effective communication between employees and the organization. Based on the results of initial observations, it is known that the majority of employees feel unnoticed, even though they will reach the age of 36. In addition, some other employees feel that they are not walking in tandem with each other, both with the company and with colleagues. Bank X itself has provided an employee service channel via a phone connected to the center. This service provides direct communication for *counseling* between employees, the center, and the labor union.

This communication channel can be used to consult if employees feel that they are being treated unfairly because they continuously get *level 3 performance*. In certain positions and *job descriptions*, employees will *be stuck* on the assessment (they cannot rise to performance levels 1 and 2) because the work they do is very standard and there are no targets that must be met. For example, back-office employees with *job duties* take care of administration, correspondence, branch balance sheet reports, and *budgeting*. They can achieve *performance levels* 1 and 2 by maximizing their roles beyond the standard *job duties* they can perform, such as creating simulations to optimize the branch balance or *budgeting*. So, the point they must pursue is to be proactive and innovative, not just reactive in carrying out their work at a moderate level. The important thing is that *the job description* has been implemented.

The availability of communication channels that can be used for career counseling so that employees who will reach 36 are not expelled is considered not to be used optimally. Employees' tendency to use this service is only for salary complaints, bonuses, and other matters that are not relevant to the employee's career achievement in the *supervisory* position before 36 years. Because they are not well communicated, employees in certain positions, such as *the back office*, will experience a dead end to achieving *performance levels* 1 and 2 as one of the prerequisites for taking *the supervisory* test (before the age of 36).

This phenomenon then raises a big question mark: how must communication be built so that employees get a sense of equality (*equal treatment*) in achieving supervisory career opportunities before the age of 36? Considering that communication and *organizational justice* are believed to be able to determine job satisfaction and *intention to leave*, which will be investigated further in this study. In addition, empirical evidence from previous research suggests that bank employee satisfaction is not being achieved, according to Bowers et al. (2022). A lot happens because there are many complaints about the management of the banking sector; intimidation by management over employee complaints is also often experienced by them.

Departing from the concrete phenomenon in the banking industry, the researcher feels that the topic related to the *intention to leave* is an interesting discussion, even though it is not a new phenomenon. Facts show that millions of people around the world leave their jobs every year (Awan et al., 2021). While working in an organization, employees may face several problems both inside and outside the organization that may trigger their desire to leave the organization or company.

Organizations can avoid the cost of recruiting new employees if they can retain their talented employees. Considering that this phenomenon can be detrimental to both parties, both in terms of employees and *employers* (Mahomed & Rothmann, 2020). Existing studies have proven several factors that can determine the *intention to leave* employees in an organization or company. *Organizational justice* is one of the external factors that is also considered to trigger the desire of employees to leave the organization or company (Bayarçelik & Findikli, 2016; Mustafa et al., 2023). with managerial ranks. This aspect is the existence of communication. Previous research has stated that effective internal communication is important for every human resource in a job, whether the communication is carried out face-to-face, over the phone, or digitally (Bowers et al., 2022). Moreover, organizations or companies must ensure continuous communication about expectations, work progress, and the availability of opportunities in the organization (Greer & Payne, 2014; Parent-Lamarche & Biron, 2022).

Unfortunately, researchers have long emphasized that a factor that is often overlooked in the process of retaining employees is communication. Jablin (1987) was the first researcher to emphasize the important position of communication variables concerning *intention to leave*. Thus, communication becomes crucial so that, by improving communication, companies can improve the perception of organizational support, which results in higher satisfaction with their workplace and reduces the desire of employees to switch to other jobs. Furthermore, the Jablin model (1987) emphasizes that various types of communication, such as interpersonal communication, *organizational communication*, and *supervisory* communication, cannot stand as direct antecedents in the communication process. Communication as an antecedent requires affective responses from employees, such as job satisfaction and organizational commitment, in determining their *intention to leave*. When employees have job satisfaction, their intention to leave will decrease. Communication is seen as increasing job satisfaction, as conveyed by Robbins & Judge (2019), where communication has five main functions in a group or organization, namely carrying out management, providing feedback, sharing emotions, persuading, and exchanging information (Robbins & Judge, 2019)

## Literature Review

### Organizational Communication

Communication that occurs in an organization is called organizational communication. There is a positive relationship between symmetrical communication and the quality of employee-organizational relationships (Kang & Sung, 2017). Further, organizational communication contributes to the sense that exists within a community (Uysal, 2016). This context is very suitable to be juxtaposed with the focus of this research so that the communication specifications highlighted in this study are in the realm of organizational communication. Remember that communication in the organization helps members achieve personal goals (in this study, satisfaction at work).

### Organizational Justice

*Organizational justice* refers to the fairness that employees feel in the workplace. Fairness is something important for employees. When employees feel treated fairly, they will respond positively. Why does justice have this positive impact? Fair treatment increases commitment to the organization and makes employees feel that the organization cares about their well-being. In addition, employees who feel treated fairly will trust their superiors more, which will reduce uncertainty and fear of being exploited by the organization. Fair treatment generates positive emotions, which in turn encourage behaviors such as *organizational citizenship*. Despite all efforts to improve justice, the perception of injustice is still possible. Justice is often subjective; what is considered unfair by one person may be considered perfect by others (Robbins & Judge, 2019)

### Job Satisfaction

Among the many definitions in various literature, the most widely accepted definition of job satisfaction is Locke's. He argued that job satisfaction is related to the extent to which individuals feel accomplished and progress toward achieving their desired job goals (Locke, 1969). Simply put, Locke argues that job satisfaction refers to employees' *positive attitudes* toward their work. Almost as old as the historical development of the concept of work and the organization itself, job satisfaction has been the main subject of many studies (Aydın Küçük, 2022; Yeşil & Dereli, 2013). Furthermore, Aydın Küçük (2022) stated in his research that job satisfaction is a personal evaluation, which is carried out based on individual norms, values, and expectations, as well as combining the quality of work (the job itself, management attitudes, etc.) and the results obtained from the job (salary, work safety). Referring to this, job satisfaction can be interpreted as a positive feeling about a job that is the result of an evaluation of several characteristics. If satisfaction is a positive feeling, then dissatisfaction is a negative feeling. Thus, these positive and negative feelings can be experienced by employees and cause them to experience job satisfaction and dissatisfaction.

### Intention to Leave

Discussions related to resignation and *turnover intention* have been carried out a lot since a few years ago. Resignation in general is the resignation of employees, either voluntarily or not, from their jobs (Bayarçelik & Findikli, 2016). Resignations are generally carried out by following a certain process. One of the most important stages in this process is the intention to leave the job. Chavadi et al., (2022) emphasize that, when an employee decides to leave the organization, it indicates an intention to leave. Intention to leave or intention to quit refers to a potential plan to leave a job (Sasso, et al., 2019). This is a global phenomenon. Various factors, including personal and behavioral factors of the employer, performance appraisals and feedback, absenteeism, burnout, lack of professional recognition and advancement, miscommunication, and job satisfaction, are believed to determine these attitudes (Holland et al., 2019). The attitude of employers, employees, or leaders has often been reported in research as an indicator of the intention to leave an employee (Meriläinen et al., 2019). In the context, of Bank X Area Surabaya, where this study is being held, various efforts have been made by Bank X Area Surabaya to increase employee retention, one of which is by creating a comfortable work atmosphere. This goal can be achieved when communication and justice matter. Communication allows employees to share information, build relationships, and absorb organizational culture and values while building mutually beneficial relationships with their organizations (Men & Bowen, 2017). When negative perceptions of justice still prevail, it will cause "shock" which triggers turnover in many cases (Reknes, et al., 2021).

### Conceptual Framework

The banking sector should strive to achieve its goals, which, of course, can be achieved with the help of its human resources. Human beings are seen as a valuable resource from the perspective of human resources, so the quality of work life is something that must be considered. Managers must know how to successfully remove performance barriers and improve employee satisfaction in the workplace. Due to the abundance of competition in today's business, all companies have to compete with each other. In this relationship, companies need to maintain employee happiness in order to gain a competitive advantage. To achieve their goals, companies must guarantee the satisfaction of their workforce and maintain employee retention. This is certainly very useful to ensure that employees do not leave the company. Moreover, previous research has strongly stated that ensuring employees stay and are satisfied with their current jobs is an important challenge for organizations to pay attention to (Böckerman & Ilmakunnas, 2012; Mustafa et al., 2023). Departing from this, this study uses the *intention to leave* as a critical variable. The conceptual framework of this research is as follows:



**Figure 1:** Conceptual Model of the Study; *Source:* Literature Review (2024)

Based on conceptual framework illustrated in Figure 1, the hypothesis development can be described as follows:

- H1: Organizational Communication has a significant negative effect on Intention to Leave
- H2: Organizational Justice has a significant negative effect on Intention to Leave
- H3: Organizational Communication has a significant positive effect on Job Satisfaction
- H4: Organizational Justice has a significant positive effect on Job Satisfaction
- H5: Job satisfaction has a significant negative effect on Intention to Leave
- H6: Job satisfaction mediates the influence of organizational communication on Intention to Leave
- H7: Job Satisfaction mediates the influence of Organizational Justice on Intention to Leave

## Research and Methodology

The research conducted uses a quantitative approach. Based on the formulation and objectives of the research presented, this type of research is *explanatory* because it wants to examine the relationship between variables through a hypothesis test of the influence of independent variables on dependent variables. The respondents to this study were 203 employees of Bank X Area Surabaya. The data used in this study are primary and secondary. Primary data were collected using a closed questionnaire with a 5-point Likert scale. All measurement items were adopted from previous literature and adapted to fit this study's context. Organizational communication measurement using openness, clarity, symmetrical, media quality, the older generation, and peer communication (Mehra & Nickerson, 2019; Curado et al., 2022; Qin & Men, 2023). Organizational Justice measurement using suitability, appropriateness, review, well treat, involvement, justice & reward, and informational justice (Miller, Konopaske, Byre, 2012). Job satisfaction using MSQ short form 1977 and Ouyang *et al.* (2015) and Intention to Leave using Nguyen *et al.* (2022). The data analysis method used in this study is the PLS (*partial least squares*) *analysis method*, with the help of the SmartPLS application version 4.0. PLS (*partial least squares*) is a set of powerful analysis methods commonly called as *soft modeling* because it eliminates OLS (*ordinary least squares*) assumptions.

## Findings and Discussions

### Findings

The respondents in this study are Bank X Area Surabaya employees with characteristics consisting of work units, length of work, gender, and age. The characteristics of the respondents were intended to provide an overview of the state of the data that had been collected through the research questionnaire.

**Table 2:** Descriptive Results

No	Attributes	Distribution	Frequency	%
1	Division	Credit Operation	22	11
		Back Officer	8	4
		Frontliner	173	85
2	Job Tenure (year)	1-5 years	47	23
		6-10 years	70	34
		>10 years	86	42
3	Age (year)	20-30	69	34
		30-40	116	57
		40-50	16	8
		50-60	2	1
4	Gender	Male	95	47
		Female	108	53

Sources: Data analysis (2024)

Furthermore, based on the validity test, all items used in each variable have performed their measurement function appropriately with the measuring tools that have been used in the study, and all items are declared valid.

**Table 3:** The Reliability Test Result

Variable	Cronbach Alpha	Composite Reliability	AVE
Organizational communication	0.988	0.896	0.896
Organizational justice	0.984	0.877	0.877
Job satisfaction	0.940	0.847	0.847
Intention to leave	0.908	0.846	0.846

Sources: Data analysis (2024)

Cronbach's alpha, composite reliability, and AVE test results have values above the set rule of thumb. Thus, it can be concluded that each of the variables in this study is reliable. The next part of the inner model test is related to hypothesis testing, which in this study is divided into two, namely the direct influence test and the indirect influence test, with the following results:



**Figure 2:** Direct Effect Test Result; Source: Data Analysis (2024)

Based on the results of the hypothesis test, it is directly shown that only H2 is insignificant, so the hypothesis is rejected because it has a p-value of more than 0.05 (>0.05). While H1 and H5 have a p-value (<0.05) of 0.000 and a negative coefficient value, it can be said that H1 and H5 are significant, and the hypothesis is accepted. Meanwhile, H3 and H4 have a p-value (<0.05) of 0.000 and a positive coefficient value, so it can be said that H3 and H4 are significant and the hypothesis is accepted.

**Table 4:** Indirect Effects

Variable	Path Coefficient	T-Statistics	P-Value	Result	Mediator
OC → JS → ITL	-0.044	1.920	0.028	Accepted	Partial Mediator
OJ → JS → ITL	-0.070	2.150	0.016	Accepted	Full Mediator

Sources: Data analysis (2024)

From the results of the indirect influence test in Table 5.13, it is known that the X1 (organizational communication) variable on the Y (*intention to leave*) variable through the Z (job satisfaction) variable has a p-value smaller than  $\alpha$  ( $0.028 < 0.05$ ). Therefore, the decision to reject H0 was obtained with the conclusion that Z (job satisfaction) was able to mediate the influence of X1 (organizational communication) on the variable Y (*intention to leave*), so hypothesis 6 was accepted.

From the results of the indirect influence test in Table 5.13, it is known that the X2 (*organizational justice*) variable on the Y (*intention to leave*) variable through the Z (job satisfaction) variable has a p-value smaller than  $\alpha$  ( $0.016 < 0.05$ ). Therefore, the decision to reject H0 was obtained with the conclusion that Z (job satisfaction) was able to mediate the influence of X2 (*organizational justice*) on the variable Y (*intention to leave*), so that hypothesis 7 was accepted.

## Discussion

Based on the results of the study, it is known that organizational communication has a significant effect on *intention to leave*. The direction of influence can be known from the negative coefficient value. Thus, it can be said that organizational communication has a negative and significant effect on *intentional leave*. This is in line with the theory that communication allows employees to share information, build relationships, and absorb organizational culture and values while building mutually beneficial relationships with their organizations (Men & Bowen, 2017).

Organizational communication has an important role in understanding the behavior of every employee. The company pays attention to all aspects that can affect the employee's decision to leave the company. This is because communication always has an effect or impact on one or more people involved in the act of communication. Communication allows employees to share information, build relationships, and absorb organizational culture and values while building mutually beneficial relationships with their organizations (Men & Bowen, 2017). The results of this study are in line with the research conducted by (Gomes et al., 2023).

Furthermore, it is known that *organizational justice* does not have a significant effect on the *intention to leave*. This indicates that there are other variables outside of this research variable that are the cause of *intention to leave* because employees have felt justice from the company. The organizational justice that is most felt by Bank X Area Surabaya employees is in terms of their participation in every decision-making process in the company. However, this does not determine the employee's desire to leave the company. This is evident in the results of the descriptive analysis, where in the frequency distribution of respondents' answers, it is known that the intention to leave Bank X Area Surabaya employees tends to be low. The majority of employees admitted that they were not looking for a job elsewhere in the same field.

When employees perceive that the compensation earned from the exchange between them and the organization is not equal, employees tend to take a different approach, including finding a new *peer-to-peer* exchange relationship or resigning. Furthermore, the perception of injustice has been formed as a precursor to the *intention to leave* in several studies (Wilson, 2010; Nadiri & Tanova, 2010; Loi et al., 2006). However, in fact, this is not proven to apply to Bank X Area Surabaya employees. This is possible if it is associated with the characteristics of the company, where Bank X is one of the state-owned banks; thus, this provides a sense of "security" to continue working in it regardless of the condition. The results of this study are in line with the research conducted by (Laura, 2021).

Looking at the field conditions, the researcher got interesting results, where the researcher had access to the labor union in the company studied and got the results of an internal survey conducted by the labor union showing that organizational justice or equality was considered low and became the reason for the employee's desire to change companies if there was an opportunity to get it. In this case, where this survey is carried out by an external party, the results obtained are normative. In line with the conditions of the field, this is also shown by the frequency distribution of answers that tend to be at a safe value, thus strengthening the impression that respondents keep their answers from being too extreme and still maintain company norms.

Furthermore, the results of the direct influence test in this study show that there is a positive and significant influence of organizational communication on job satisfaction. This can be interpreted as saying that the better the organizational communication that is established at Bank X Area Surabaya, the higher the job satisfaction felt by Bank X Area Surabaya employees. Based on the findings of the research, it is known that the communication conditions of the organization in Bank X Area Surabaya have been very good, especially the communication that exists between fellow employees that allows them to exchange ideas. Meanwhile, the form of satisfaction they feel the most is satisfaction. When they do a good job, they will receive praise. Furthermore, in the service sector, such as Bank X, which is the focus of this research, specialization and division of labor are needed that involve an effective

communication system and structured group dynamics to achieve organizational goals (Mohanty, 2018). Thus, well-established communication will provide a sense of satisfaction for employees.

Theoretically, the framework of social relationships established through employee communication contributes to feelings of satisfaction and reciprocity towards the organization (Mehra & Nickerson, 2019; Men & Yue, 2019). Employee-organizational relationships become stronger through efficient communication systems, and employees achieve high levels of satisfaction (Curado et al., 2022). Therefore, employees appreciate symmetrical communication systems and feel greater satisfaction when they are heard and valued (Men & Yue, 2019). Employees value frequent, open, respectful, sympathetic communication and communicative relationships with peers, and they experience greater satisfaction because they share similar feelings about tasks in the work environment (Thelen & Robinson, 2019). This is evident in the findings of this study, where organizational communication has been established very well, especially communication related to procedures. The results of this study are in line with the research conducted by (Mehra & Nickerson, 2019).

This study shows that *organizational justice* has a significant effect in a positive direction on job satisfaction. This means that the better the organizational justice that is realized, the higher the job satisfaction felt by employees at Bank X Area Surabaya. Basically, an employee's attitude toward satisfaction depends on the treatment they receive. Therefore, the perception of injustice in this domain can reduce their satisfaction level (Aydın Küçük, 2022). This is based on the results of this study. Confirmation that any form of justice in the company, whether it is in the form of tasks, *rewards*, or others, will help the realization of organizational justice. Organizational justice is an employee's perception of justice that exists or occurs in an organization or institutional environment. If an employee has the perception that justice in his organization is running smoothly, this can affect his job satisfaction.

Research by Rahman et al., (2015) emphasized that organizational justice has a significant influence on job satisfaction. This is evident in this study, where the form of organizational justice that is most felt by employees at Bank X Area Surabaya is in terms of *informational justice*, where employees have received comprehensive information related to assessment procedures for promotion needs. This is also reinforced by the opinion of experts that the better the perception of organizational justice is formed, the more employees are involved (Ghosh et al., 2014). Thus, it can be interpreted that organizational justice has been formed in Bank X Area Surabaya, and this determines their job satisfaction. The results of this study are in accordance with previous research conducted by (Sembiring et al., 2020).

The results of this research test show that it is in line with the theory and the majority of empirical research. This study shows that job satisfaction determines the intention *to leave*. Based on the results of this study, it is known that job satisfaction has a positive and significant effect. So, it can be interpreted that the higher the satisfaction felt, the lower the exit intention felt by Bank X Area Surabaya employees. Various models of employee turnover that occur show that the intention *to leave* is a direct sign of *actual quitting*. This can arise for several reasons. First, the findings show that employees are satisfied with the praise given by their superiors when they do a good job, so the *intention to leave* is found to be low. This is evident from the admission that the majority of Bank X Area Surabaya employees are not looking for work elsewhere (in the same field). This is possible if it is associated with the characteristics of the company, where Bank X is one of the state-owned banks; thus, this provides a sense of "security" to continue working in it regardless of the condition.

On the one hand, satisfaction is considered a beneficial element for the organization because it is associated with positive outcomes for the organization (Lu et al., 2016) while job dissatisfaction is an important factor that encourages employees to consider quitting their jobs or exploring new options (Mobley et al., 1978). So this right is proven in this study because of the feelings of satisfaction and dissatisfaction with which Bank X Area Surabaya employees determine their intention to leave the company.

Previous research has strongly stated that ensuring employees stay and are satisfied with their current jobs is an important challenge for organizations to pay attention to (Böckerman & Ilmakunnas, 2012; Mustafa et al., 2023). Park & Min (2020) meta-analysis study on the intention to move revealed that job satisfaction is the strongest precursor to the intention to quit. Mehra & Nickerson (2019) mentioned that communication can have a positive effect on job satisfaction. The findings of this study are in line with this; based on the results of indirect influence, it was found that job satisfaction can act as a mediator in this study.

The conditions that are predicted to determine employees' intention to leave are proven to be the same as the prediction that job satisfaction can mediate the influence of organizational communication and organizational fairness on *the intention to leave* in this study. With the increase in communication between employees and managers, it will have an impact on satisfaction, so the number of people who desire to leave the company will also be suppressed. This is reinforced by the opinion of experts, where Jablin (1987) was the first researcher to emphasize the important position of communication variables in relation to *intention to leave*.

The Jablin model (1987) emphasizes that various types of communication, such as interpersonal communication, *organizational communication*, and *supervisory communication*, cannot stand as direct antecedents in the communication process. Communication as an antecedent requires affective responses from employees, such as job satisfaction and organizational commitment, in determining their *intention to leave*. Thus, communication can have a direct effect on *the intention to leave* or indirectly through job satisfaction. Besides this finding, this study has limitations, such as the specific focus only on Bank X and the cross-sectional design that generated this study. Future research can explore more findings with longitudinal studies or experimental approaches.

## Conclusions

The results of this study show that organizational communication has a negative and significant effect on intention to leave, organizational justice has a negative and insignificant effect on intention to leave, organizational communication has a positive and significant effect on job satisfaction, organizational justice has a positive and significant effect on job satisfaction, job satisfaction has a negative and significant effect on intention to leave and finally job satisfaction mediates the effect of organizational communication and organizational justice on intention to leave. This study provides valuable insight in the context of employee resistance and organizational conditions at a state-owned bank.

This study also makes a practical contribution to the company that is the object of this research. Thus, management of Bank X Area Surabaya can find out what factors need to be maintained, improved, and related to the research variables. Organizational communication determines the job satisfaction of Bank X Area Surabaya employees, especially for the type of organizational communication that exists between superiors and employees regarding the ease of receiving the information they need to carry out their work effectively. Thus, the better the delivery of information through organizational communication among Bank X Area Surabaya employees, the greater the employee satisfaction.

*Organizational justice* determines the job satisfaction of Bank X Area Surabaya employees, especially in the aspect of *informational justice*, namely that employees get comprehensive information related to assessment procedures for promotion needs. Thus, this must continue to be pursued so that employee satisfaction at Bank X Area Surabaya can be maximized. Organizational communication determines *the intention to leave* Bank X Area Surabaya employees; the better the communication is established, the lower *the intention to leave* Bank X Area Surabaya employees. As for Bank X Area Surabaya, they admitted that they are not looking for a new job in the same field, but if they are not promoted immediately, then they are considering leaving the company.

Job satisfaction determines *the intention to leave* Bank X Area Surabaya employees; thus, the more satisfied the employee, the lower their intention to leave. The highest satisfaction obtained by employees is in terms of satisfaction when getting praise from their superiors for the work they have done. Thus, the company should be able to do this periodically.

This research has several limitations that can be considered by the next researcher to get even better research results. In this study, it only covers one company whose scope is not too large and wide, so the results of this study have a low level of generalization. Initially, the questionnaire was planned to be carried out by distributing *the G-Form link*, but until the deadline determined by the researcher, it did not get maximum *feedback*, so it was decided to distribute the physical questionnaire directly. Last but not least, this study makes a significant contribution to understanding the factors influencing intention to leave the banking sector, particularly through the lens of organizational communication, organizational justice, and job satisfaction.

## Acknowledgments

All authors have read and agreed to the published version of the manuscript.

**Author Contributions:** Conceptualization, L.A.B.S, N; methodology, L.A.B.S; validation, N; formal analysis, L.A.B.S; investigation, L.A.B.S; resources, L.A.B.S; writing—original draft preparation, L.A.B.S; writing—review and editing, L.A.B.S and N.

**Informed Consent Statement:** Informed consent was obtained from all subjects involved in the study.

**Data Availability Statement:** The data presented in this study are available on request from the corresponding author. The data are not publicly available due to restrictions.

**Conflicts of Interest:** The authors declare no conflict of interest.

## References

- Awan, F. H., Dunnan, L., Jamil, K., Gul, R. F., Anwar, A., Idrees, M., & Guangyu, Q. (2021). Impact of Role Conflict on Intention to Leave Job With the Moderating Role of Job Embeddedness in Banking Sector Employees. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.719449>
- Aydın Küçük, Burcu. (2022). Understanding the employee job satisfaction depending on manager's fair treatment: The role of cynicism towards the organization and co-worker support. *European Review of Applied Psychology*
- Bayarçelik, E. B., & Findikli, M. A. (2016). The Mediating Effect of Job Satisfaction on the Relation Between Organizational Justice Perception and Intention to Leave. *Procedia - Social and Behavioral Sciences*, 235, 403–411. <https://doi.org/10.1016/j.sbspro.2016.11.050>
- Böckerman, P., & Ilmakunnas, P. (n.d.). *The Job Satisfaction-Productivity Nexus: A Study Using Matched Survey and Register Data* (Vol. 65). <http://digitalcommons.ilr.cornell.edu/ilrreview/vol65/iss2/3>
- Bowers, A., Wu, J., Lustig, S., & Nemecek, D. (2022). Loneliness influences avoidable absenteeism and turnover intention reported by adult workers in the United States. *Journal of Organizational Effectiveness*, 9(2), 312–335. <https://doi.org/10.1108/JOEPP-03-2021-0076>
- Chavadi, C. A., Sirothiya, M., & M R, V. (2022). Mediating Role of Job Satisfaction on Turnover Intentions and Job Mismatch Among Millennial Employees in Bengaluru. *Business Perspectives and Research*, 10(1), 79–100. <https://doi.org/10.1177/2278533721994712>



- Curado, C., Henriques, P. L., Jerónimo, H. M., & Azevedo, J. (2022). The Contribution of Communication to Employee Satisfaction in Service Firms: A Causal Configurational Analysis. *Vision*. <https://doi.org/10.1177/09722629221101157>
- Ghosh, P., Rai, A., & Sinha, A. (2014). Organizational justice and employee engagement: Exploring the linkage in public sector banks in India. *Personnel Review*, 43(4), 628–652. <https://doi.org/10.1108/PR-08-2013-0148>
- Gomes, P., Santos, E., & Martins, E. (2023). An exploratory analysis of internal communication in times of the COVID-19 pandemic. *Global Business and Organizational Excellence*, 42(5), 37–49. <https://doi.org/10.1002/joe.22204>
- Greer, T. W., & Payne, S. C. (2014). Overcoming telework challenges: Outcomes of successful telework strategies. *Psychologist-Manager Journal*, 17(2), 87–111. <https://doi.org/10.1037/mgr0000014>
- Holland, P., Tham, T. L., Sheehan, C., & Cooper, B. (2019). The impact of perceived workload on nurse satisfaction with work-life balance and intention to leave the occupation. *Applied Nursing Research*, 49, 70–76. <https://doi.org/10.1016/j.apnr.2019.06.001>
- Jablin, F. M. (1987). Organizational entry, assimilation, and exit. In F. M. Jablin, L. L. Putnam, K. H. Roberts, & L. W. Porter (Eds.), *Handbook of organizational communication: An interdisciplinary perspective*. Sage Publications, Inc.
- Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of Communication Management*, 21(1), 82–102. <https://doi.org/10.1108/JCOM-04-2016-0026>
- Laura, N. (2021). *Pengaruh keadilan organisasi dan employer branding terhadap turnover intention dengan employee engagement sebagai variabel mediasi*. 24(2), 2502–6690. <http://journal.uta45jakarta.ac.id/index.php/MSE>
- Locke, E.A. (1969) What Is Job Satisfaction. *Organizational Behavior and Human Performance*, 4, 309-336. [https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0)
- Loi, R., Hang-yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79(1), 101–120. <https://doi.org/10.1348/096317905X39657>
- Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees. *International Journal of Contemporary Hospitality Management*, 28(4), 737–761. <https://doi.org/10.1108/IJCHM-07-2014-0360>
- Mahomed, F. E., & Rothmann, S. (2020). Strength use, training and development, thriving, and intention to leave: the mediating effects of psychological need satisfaction. *South African Journal of Psychology*, 50(1), 24–38. <https://doi.org/10.1177/0081246319849030>
- Mehra, P., & Nickerson, C. (2019). Organizational communication and job satisfaction: what role do generational differences play? *International Journal of Organizational Analysis*, 27(3), 524–547. <https://doi.org/10.1108/IJOA-12-2017-1297>
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, 45(3). <https://doi.org/10.1016/j.pubrev.2019.03.001>
- Men, R. L., & Bowen, S. A. (2017). *Excellence in internal relations management*. Business Expert Press.
- Meriläinen, M., Nissinen, P., & Kõiv, K. (2019). Intention to leave among bullied university personnel. *International Journal of Educational Management*, 33(7), 1686–1704. <https://doi.org/10.1108/IJEM-01-2018-0038>
- Miller, B. K., Konopaske, R., & Byrne, Z. S. (2012). Dominance analysis of two measures of organizational justice. *Journal of Managerial Psychology*, 27(3), 264–282. <https://doi.org/10.1108/02683941211205817>
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An Evaluation of Precursors of Hospital Employee Turnover. In *Journal of Applied Psychology* (Vol. 63, Issue 4).
- Mohanty, A. (2018). The impact of communication and group dynamics on teamwork effectiveness: the case of service sector organisations. In *Academy of Strategic Management Journal* (Vol. 17, Issue 4).
- Mustafa, M. J., Vinsent, C., & Badri, S. K. Z. (2023). Emotional intelligence, organizational justice and work outcomes. *Organization Management Journal*, 20(1), 30–42. <https://doi.org/10.1108/OMJ-08-2021-1322>
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33–41. <https://doi.org/10.1016/j.ijhm.2009.05.001>
- Nguyen, T. D., Bettini, E., Redding, C., & Gilmour, A. F. (2022). Comparing turnover intentions and actual turnover in the public sector workforce: Evidence from public school teachers. *EdWorkingPapers.Com*.
- Parent-Lamarque, A., & Biron, C. (2022). When Bosses Are Burned Out: Psychosocial Safety Climate and Its Effect on Managerial Quality. *International Journal of Stress Management*, 29(3), 219–228. <https://doi.org/10.1037/str0000252>
- Park, J., & Min, H. (Kelly). (2020). Turnover intention in the hospitality industry: A meta-analysis. *International Journal of Hospitality Management*, 90. <https://doi.org/10.1016/j.ijhm.2020.102599>
- Qin, Y. S., & Men, L. R. (2023). Exploring the Impact of Internal Communication on Employee Psychological Well-Being During the COVID-19 Pandemic: The Mediating Role of Employee Organizational Trust. *International Journal of Business Communication*, 60(4), 1197-1219. <https://doi.org/10.1177/23294884221081838>
- Rahman, M., Haque, M., Elahi, F., & Miah, W. (2015). Impact of Organizational Justice on Employee Job Satisfaction: An Empirical Investigation. *American Journal of Business and Management*, 4(4). <https://doi.org/10.11634/216796061504714>

- Reknes, I., Glambek, M. and Einarsen, S.V. (2021), "Injustice perceptions, workplace bullying and intention to leave", *Employee Relations*, Vol. 43 No. 1, pp. 1-13. <https://doi.org/10.1108/ER-10-2019-0406>
- Robbins, Stephen P., Judge, Timothy A. (2019) *Organizational Behavior*. United Kingdom: Pearson Education Limited
- Sasso, L., Bagnasco, A., Catania, G., Zanini, M., Aleo, G., Watson, R., et al. (2019). Push and pull factors of nurses' intention to leave. *J. Nurs. Manag.* 27, 946–954. doi: 10.1111/jonm.12745
- Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*, 28(5), 1113–1130. <https://doi.org/10.1108/IJOA-10-2019-1908>
- Thelen, P. D., & Robinson, K. L. (2019). Crisis Communication in Institutions of Higher Education: Richard Spencer at the University of Florida. *Communication Quarterly*, 67(4), 444–476. <https://doi.org/10.1080/01463373.2019.1616586>
- Uysal, N. (2016). Social collaboration in intranets: The impact of social exchange and group norms on internal communication. *International Journal of Business Communication*, 53(2), 181–199. <https://doi.org/10.1177/2329488415627270>
- Wilson, T. A. (2010). *Workplace Aggression Behaviors, Organizational Justice, and Intention to Leave Among U.S. Telecommunications Workers*.
- Yeşil, S., & Dereli, S. F. (2013). An Empirical Investigation of the Organisational Justice, Knowledge Sharing and Innovation Capability. *Procedia - Social and Behavioral Sciences*, 75, 199–208. <https://doi.org/10.1016/j.sbspro.2013.04.023>

**Publisher's Note:** SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License