

Satisfaction of Organizational Communication of Bank Saga Surabaya

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ABSTRACT

BANK SAGA Surabaya faces internal communication problems, such as lack of transparency between divisions, management, and staff. This causes miscommunication, poor coordination, and high employee turnover rates. This study aims to determine the level of satisfaction with organizational communication at BANK SAGA Surabaya. This study was conducted through a quantitative approach with a descriptive research type and survey method. The sampling technique is total sampling by using 33 people from various division at BANK SAGA. The results show that employees are generally satisfied with the communication climate, supervisor communication, organizational integration, media quality, horizontal informal communication, and organizational perspective. However, satisfaction with subordinate communication and feedback is very low, indicating the need for significant improvements in the feedback mechanism and communication flow from superiors to subordinates. These results prove the function of organizational communication in aligning individual goals with company goals. In conclusion, the eight dimensions are stated to create organizational satisfaction, while feedback needs to be improved even though it is still in the satisfied category interval.

Keywords: *Organizational Communication, Organizational Communication Satisfaction, BANK SAGA Surabaya, Customers, Internal Communication.*

INTRODUCTION

Organizational communication occurs in every company or organization and has a significant impact. The communication conditions that occur in a large organization are always related to the internal communication conditions. Bouaziz & Smaoui's (2018) research supports the condition of human resource solutions with the condition of organizational communication so that employees remain in the organization. Organizational communication that includes the internal communication process of the organization is important to have (Buzzanell, 2018).

According to Sianturi, Wahyudin, & Suryana (2019) good organizational communication conditions involve several aspects consisting of trust, joint decision making,

honesty, openness in downward communication, listening in upward communication and attention to high-performance goals. Effective organizational communication to employees can form organizational communication satisfaction in employees for the results obtained. (Safari, Zulkarnaen, & Nurhanipah, 2019).

Employee organizational communication satisfaction is a feeling that is conditioned on the basis of satisfaction with work, satisfaction with the accuracy of organizational information, satisfaction with someone who suggests improvements, satisfaction with the efficiency of communication channels, satisfaction with the quality of media, satisfaction with the way coworkers communicate and satisfaction with organizational communication involvement (Sianturi, Wahyudin, & Suryana, 2019).

Good communication skills are the main foundation in maintaining organizational solidity (Frank, 1976). The application of internal communication to employees is a method applied in establishing relationships with fellow organizational teams and external parties. (Bouaziz & Smaoui, (2018).

One of the organizations that requires the best communication is banking. In this era of globalization, having a competitive advantage in forming organizational communication is the key to success for a company, especially in banking. This is in accordance with banking research data presented by Oktaviani (2021) that in the banking world there are often problems related to services caused by communication errors.

Bank SAGA is a Private People's Bank (BPR) established in 1991 in Peterongan, Jombang. Bank SAGA has successfully expanded for 15 years. In 2020, Bank SAGA transferred ownership as a form of business development strategy during the pandemic, then continued with the relocation of the head office in Surabaya. Bank SAGA has a vision to become a private BPR with the best asset growth and profitability in East Java and a mission to become the 5th largest private BPR in Surabaya and Sidoarjo (banksaga.co.id). This change certainly requires a process of change in employee organizational communication, especially changes or replacement of the current work system with the previous Bank's work system. The subjects of the study were all divisions and levels of Bank SAGA Surabaya employees.

The results of the annual evaluation conducted in 2024 contained many suggestions and criticisms from employees that were considered very constructive. The marketing division often did not get enough information so that it was difficult to plan campaigns without clear information from the operational division. Another criticism came from the Risk Management Division, which argued that the Credit Division was too loose in assessing risk, so that many credit applications that were considered high risk were still submitted for approval”(D,25/03/2025).

Other supporting data obtained from researchers based on interviews with the head of the human resources division said that "the turnover rate in 2024 is quite high, namely 20%. Employees who resign or resign from the company mostly come from the marketing and business development divisions. Employees resign for reasons of poor communication

between fellow staff in one division which can hinder cooperation and collaboration. According to (Ridlo, 2012) a turnover rate that exceeds 10% per year indicates that the company needs to conduct an evaluation. Therefore, researchers want to examine how the organizational communication satisfaction of BANK SAGA Surabaya. This study focuses on specific research objects in financial services sector companies, linking the conditions of organizational communication satisfaction of BANK SAGA Surabaya employees.

LITERATURE REVIEW

Organizational Communication

Organizational communication is known as the process of exchanging messages in a network that is interdependent in order to overcome an uncertain or ever-changing environment (Morissan, 2019). Organizational communication involves the sender and recipient of messages in an organization or formal or informal group of the organization. (Pace & Falues, 2018).

Communication in an organization has the function of control, motivation, emotional statements and information (Hasibuan, 2019). Organizational communication helps share information for coordination (Siregar, Enas, Putri, Hasbi, & Ummah, 2021). Interaction between individuals in an organization describes the communication conditions of the organization (Kim, 2020).

Strong organizational communication will support the company's goals, while weak or negative communication will hinder or conflict with the company's goals and even damage the communication system between members of the organization or company (Buzzanell, 2018). According to Gover & Duxbury (2018), the organizational communication approach is defined as a set of values, beliefs, assumptions, or norms that have long been in effect, agreed upon, and followed by members of an organization as a guideline for behavior and solving organizational problems in order to have organizational resilience, one of which is in overcoming communication problems.

The Role of Organizational Communication

The role of strong and positive organizational communication greatly influences the behavior and effectiveness of company performance. This is because a strong and positive culture can give rise to, among other things (Oktaviani, 2021) :

1. Key values that are interwoven, socialized, internalized, inspire members, and are invisible forces.
2. Employee behavior is more controlled, coordinated by informal forces, where members feel committed and loyal to the organization and various activities are directed at the organization's vision and mission.

Rewards for employees for performance and contribution, and applies to three aspects, namely behavioral direction, organizational performance, and the power to emphasize organizational cultural values.

Organizational Communication Satisfaction

Satisfaction with organizational communication among employees describes the condition of workers with feelings of happiness that arise after comparing communication within the organization between superiors and subordinates and between fellow co-workers. (Sianturi, Wahyudin, & Suryana, 2019). The satisfaction obtained is not due to appreciation but social which makes employees feel satisfied with certain emotional validation. (Drigas & Papoutsis, 2019).

According to Safari, Zulkarnaen, & Nurhanipah (2019), the description of employee communication satisfaction in an organization through this method can be done in various ways, including the first system, directly reported satisfaction, namely measurements are carried out directly through questions, such as very dissatisfied, dissatisfied, neutral, satisfied, and very satisfied. The second system is derived dissatisfaction, namely questions concerning the level of employee expectations of attributes. The third system, problem analysis, means that employees are used as respondents to express two main things, namely (i) the problems they face related to the company's offerings and (ii) suggestions for making improvements. Finally, importance-performance analysis, meaning that in this technique respondents are asked to assess various elements of the offering based on the importance of the elements (Sopiah & Sangadji, 2018).

Some factors that are considered through employee satisfaction are as follows (Chory & Hoke, 2020):

1. To recommend or to warn others, this relates to recommendations or warnings to other employees describing satisfaction.
2. To express their satisfaction/dissatisfaction, this relates to expressing satisfaction or dissatisfaction.
3. To reduce or increase anxiety, this relates to efforts to reduce or increase employee fear in working in an organization.

To find out whether or not there is organizational communication satisfaction, it can be identified through its eight dimensions, namely: a) Communication climate, namely the climate of communication conditions referring to individuals and organizations; b) Supervisory Communication, namely the superior communication system related to input, suggestions; c) Organizational Integration, namely the satisfaction felt by employees regarding information received about the organization and the work environment directly; d) Media Quality, namely the condition of meetings or organizing meetings is well organized, orders are written briefly and clearly in a sufficient amount of communication; e) Horizontal Informal Communication, namely the extent to which horizontal and informal

communication is accurate and flows freely; f) General Organizational Perspective, namely the perspective of the organization in general is associated with the condition of the breadth of information about the organization as a whole form of broad information about the organization; g) Subordinate Communication, namely focusing on subordinate communication; and h) Feedback, describing the desire of employees to know how performance is evaluated and how employee conditions are assessed.

Banking Industry

According to Law No. 18 of 1998, the definition of a bank is a business entity that collects funds from the public in the form of savings and distributes them to the public in the form of credit and/or other forms in order to improve the standard of living of the people. Some of the activities of general banks include collecting funds (funding), distributing funds (lending), and providing other banking services (service).

Meanwhile, the types of banks seen from their function include general banks and Rural Credit Banks (BPR). In terms of ownership, they are divided into government-owned banks, national private banks, foreign-owned banks, and mixed-owned banks. Then in terms of status, banks are divided into Foreign Exchange Banks and Non-Foreign Exchange Banks.

METHODOLOGY

The type of research using a quantitative approach is descriptive. Descriptive/quantitative research data is collected through a list of questions in surveys, interviews, and observations (Bungin, 2019). The research method is a survey using a questionnaire. The population is all employees of BANK SAGA Surabaya which has 7 divisions with a total of 33 staff employees. This study uses a total sampling method. Researchers use saturated sampling (total sampling) of BANK SAGA Surabaya employees totaling 33 people. Primary data in this study are the results of questionnaire research from BANK SAGA Surabaya employees. Secondary data in the study were obtained through various evidence of literature studies, the internet and various data obtained from BANK SAGA Surabaya employees. The data collection technique uses a questionnaire with a Likert scale score of 1 to 5. The data analysis technique goes through several stages, namely editing, coding, and tabulation.

RESULTS AND DISCUSSION

Respondent characteristics are data obtained from respondents in the form of gender, age, education, division and length of service. The following is a more detailed description of the characteristics of respondents in the table:

Table 1.1 Respondent Characteristics Based on Gender

Gender	Frequency	Percentage (%)
Female	17	51,5%
Male	16	48,5%
Total	33	100%

Source: Researcher Processing, 2025

Table 1.2 Respondent Characteristics Based on Age

Age	Frequency	Percentage (%)
18-28 years	9	27,2%
29-49 years	20	60,6%
50-60 years	4	12,2%
Total	33	100%

Source: Researcher Processing, 2025

Based on the table 1.2., it is known that respondents aged 18-29 years were 27.2%, those aged 29-49 years were 60.6% and those aged 50-60 years were 12.2%..

Table 1.3 Respondent Characteristics Based on Education

Education	Frequency	Percentage (%)
S1	33	100%
Total	33	100%

Source: Researcher Processing, 2025

From the table above, it is known that respondents with a final education of S1 were 33 respondents or 100%.

Table 1.4 Respondent Characteristics Based on Division

Division	Frequency	Percentage (%)
Law and Compliance	3	9,1%
Finance and Accounting	4	12,1%
Credit and Risk	5	15,2%
Operations and Services	7	21,2%
Marketing and Business Development	5	15,2%
Human Resources	4	12,1%
Information Technology	5	15,2
Total	33	100%

Source: Researcher Processing, 2025

Based on the table above, there are 3 respondents in the legal and compliance position or 9.1%, 4 respondents in the financial and accounting position (12.1%), 5 respondents in the credit and risk analysis position or 12.1%, 7 respondents in the operational and service

position or 21.2%, 5 respondents in the marketing and business development position or 15.2%, 4 respondents in the human resources position or 12.1% and 5 respondents in the information technology position or 15.2%.

Table 1.5 Respondent Characteristics Based on Length of Service

Length of Service	Frequency	Percentage (%)
1-3 years	18	54,5%
> 3 years	8	12,1%
> 10 years	7	15,2%
Total	33	100%

Source: Researcher Processing, 2025

From the table above, it is known that the respondents who have worked for 1-3 years are 18 people or 54.5%, those who have worked for > 3 years are 8 people or 12.1% and those who have worked for > 10 years are 7 people or 15.2%.

Furthermore, communication satisfaction in an organization can be seen through the communication conditions of each individual in it. This is supported by the analysis conducted by Downs & Hazen (1977). From the analysis conducted, the instrument for measuring organizational communication satisfaction is described into 8 dimensions of communication satisfaction..

First, Communication Climate, which explains how members of the organization feel support and a positive communication environment. The results are as follows:

Table 1.6 Description of Communication Climate Indicators

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I get positive support and motivation in working	0	1	6	24	2	3.82
2	I feel there is positive communication in BANK SAGA Surabaya	0	2	9	20	2	3.67
3	I feel a comfortable communication environment in working	1	2	6	17	7	3.82
TOTAL		3,77					

Source: Questionnaire Statement number 1-3, 2025.

Through the first statement, it can be seen that 24 people or 72.7% agreed and 6 people or 18.1% strongly agreed that they received positive support and motivation in working. However, of all respondents, there was 1 person or 3% who disagreed. According to Ruslan (2002) with the communication climate theory by Gibb (1961) that one of the functions of communication at the organizational level is to provide motivation to unite the desires and goals of various individuals with the main targets and objectives according to the

company and organization. This is proven through observations in one of the BANK SAGA Surabaya marketing and business development divisions. Based on the results of observations, researchers saw that the leader of this division often provided positive motivation for subordinates so that they were enthusiastic about working and achieving the specified targets. The results of a brief interview on May 24, 2025 with one of the employees who occupied an operational and service position rarely met with his superiors.

Looking at the answers to the first statement as a whole from the results of the mean calculation which reached 3.82, it can be seen that communication satisfaction will have positive motivation and support. The second statement from the Communication Climate dimension is the existence of healthy and positive communication in the organization. As many as 20 people (60.6%) answered agree and 2 people (6%) answered strongly agree that there is healthy and positive communication in the organization. While there were 2 people (6%) answered disagree if communication in the organization is healthy and positive. Based on a statement from one of the employees obtained during an interview on May 24, 2025, the employee said that the communication environment at work was positive and healthy.

In addition to the 2 statements above, the last statement in this dimension is a comfortable communication environment at work. The results of the questionnaire distributed as many as 17 people (51.5%) agreed and 7 people (21.2%) strongly agreed, feeling a comfortable communication environment at work. In addition to agreeing and strongly agreeing as many as 3 people (9%) disagreed if they felt comfortable communication at work.

This supports the communication climate theory by Gibb (1961) which was put forward by Hardjana (2016) who said that the interaction and communication network developed by superiors to subordinates fosters a comfortable work environment. The results of the questionnaire and the calculation of the mean total on the first dimension of Communication Climate showed a value of 3.77, it can be concluded that BANK SAGA Surabaya employees are satisfied with organizational communication based on the first dimension of Communication Climate.

Second, supervisory communications, namely communication with superiors. The results can be seen in the following table:

Table 1.7 Description of Supervisory Communications Indicators

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I feel that my boss is open to the ideas put forward by employees.	0	2	14	13	4	3.58
2	I feel that the boss is willing to take the time to consult with employees regarding work.	0	2	12	13	6	3.70
3	I feel that the boss wants to help employees solve problems faced by employees in Bank SAGA Surabaya.	0	1	15	10	7	3.70

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
4	I feel that the boss pays attention to the employees regarding the work they do.	0	2	9	15	7	3.82
TOTAL		3,70					

Source: Questionnaire Statement number 4-7, 2025.

The first statement in the second dimension is about the openness of superiors to ideas/ideas put forward by respondents. As many as 13 respondents (39.3%) agreed and 4 people (12.1%) strongly agreed that superiors were open to the ideas/ideas conveyed. While 2 people (6%) did not agree that superiors were open to the ideas/ideas conveyed.

The results above indicate that most of the superiors of BANK SAGA Surabaya still need to review their openness to ideas/ideas submitted by subordinates. This is reinforced by a statement by an employee with the initials R in one of the interviews conducted by the researcher who stated that superiors were less willing to be open to ideas/ideas submitted on May 24, 2025.

The results of the second statement of the mean calculation of 3.70 with a satisfied category also support the theory put forward by Milyane et al. (2022) the Constructivism Theory (Constructivist Theory of Communication) which states that a good organization has employees and superiors who are willing to take the time to consult with employees regarding work. From the results of observations made by researchers, several superiors are willing to take the time for their subordinates who want to consult regarding work.

While the overall average on the third statement is 3.70 and is included in the satisfied category. The above is proven through observations made by researchers. Researchers see that in the marketing and business development division, when credit results must be completed immediately, each member takes part in completing.

The last statement of the mean calculation result is 3.82 and is included in the satisfied category. Based on the description above, it was found that the mean of the second dimension of Supervisory Communications is 3.70. Based on the mean interval score category, respondents are satisfied with the internal communication model of superiors to subordinates in helping with work problems in the organization.

Third, Organizational Integration, where respondents get information related to the organization and job description.

Table 1.8 Description of Organizational Integration Indicators

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I receive the latest information regarding the organization.	1	2	7	19	4	3.70
2	I received clear information about the job description.	0	4	4	13	12	4.00

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
3	I received information regarding matters relating to regulations at Bank SAGA Surabaya	0	2	8	13	10	3.94
TOTAL		3,88					

Source: Questionnaire Statement number 8-10, 2025.

The first statement is about respondents who get the latest information about changes related to the work environment. As many as 19 people (57.5%) agree and 4 people (12.1%) strongly agree that employees get information about these changes. However, 2 people (6%) disagree and 1 person (3%) strongly disagree getting information about changes in the organization.

According to the theory and concept of organizational behavior of Rodiyana and Pamungkas (2024) with the theory of symbolic interactionism that one of the processes of Organizational Integration as a concept in organizational communication related to receiving or providing the latest information about the organization through coordination to ensure that all parts of the organization work cohesively to achieve common goals so that important information flows between departments. The use of various media and many ways to disseminate information will make the information known to many people faster. The mean calculation for this statement is 3.70 which is a statement with a satisfied category.

The mean calculation shows 4.00 and is included in the satisfied category, supporting the opinion of Milyane et al. (2022) regarding the symbolic interactionism theory which states that an employee can contribute to the company if he gets clear information about his work.

The researcher asked about receiving information regarding matters relating to regulations at Bank SAGA Surabaya. From the results of the questionnaire, 13 people (39.3%) agreed and 10 people (30.3%) strongly agreed that they had obtained regulations at BANK SAGA Surabaya. While 2 (6%) disagreed that they had obtained information regarding organizational regulations. For the calculation of the mean, the result was 3.94 which was included in the satisfied category.

If we look at this third dimension as a whole, the results of the questionnaire and the mean calculation of 3.88 fall into the satisfied category regarding Organizational Integration, which provides an illustration that the respondents who are employees of BANK SAGA Surabaya are satisfied with the clarity of internal organizational information.

Fourth, media quality, namely assessing the quality of the media used to communicate internally within the organization. The media quality factor is one of the measures of communication satisfaction because it is a means for information to be well received by all

members of the organization. Through a distributed questionnaire, respondents were asked to assess the quality of the media used to communicate internally within the organization.

Table 1.9 Description of Media Quality Indicators

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I find it easy to obtain job-related information from the organization.	0	3	7	20	3	3.70
2	I felt the information regarding the meeting was conveyed well.	0	2	10	15	6	3.76
3	I feel that the delivery of information through the meetings held was quite effective.	0	2	8	12	11	3.97
4	I feel that conveying information via short messages (personal/group) is quite effective.	0	2	8	12	11	3.97
5	I feel that the delivery of information through internal memos that were circulated was quite effective.	0	2	14	16	1	3.48
TOTAL		3,77					

Source: Questionnaire Statement number 11-15, 2025.

From the first statement respondents felt the ease of obtaining information from the organization, there were 20 people (60.6%) who agreed and 3 people (9%) strongly agreed that they felt the ease of obtaining information from the organization. While 3 people (9%) stated that they did not agree if they felt the ease of obtaining information from the organization.

Ease of obtaining information from the organization will make the goals of the organization achieved smoothly. This was conveyed by Daud et al. (2023) who stated that the function of communication in an organization is a form of control, motivation, expressing or showing emotions and providing information. The process of fulfilling employee needs for information allows the organization to run smoothly. The ease of obtaining information at BANK SAGA Surabaya is indeed felt by almost all respondents who represent the population. Information can be spread quickly because there are many media used to disseminate the information. Both face to face, chat groups, email and internal memos.

The selection of the right communication media will make the information delivered can be received in its entirety and minimize differences in perception. The result of the mean calculation on the first statement is 3.70 which is included in the satisfied category. The mean calculation of the second statement obtained a result of 3.76, meaning that respondents are satisfied with the existing organizational communication, especially regarding the delivery of meetings, thus indicating the satisfied category. The mean calculation of the third statement

obtained a result of 3.97, meaning that respondents are satisfied with the existing organizational communication, especially regarding feeling that the delivery of information through meetings held is quite effective. BANK SAGA Surabaya provides invitations to attend meetings via email or short messages. Likewise, the fourth statement, the mean calculation obtained a result of 3.97, meaning that respondents are satisfied with the existing organizational communication, especially regarding feeling that the delivery of information through short messages (personal/group) is quite effective. Furthermore, the fifth statement, the mean calculation obtained a result of 3.48, meaning that respondents are neutral with the existing organizational communication, especially regarding feeling that the delivery of information through internal memos that are circulated is quite effective. This is in accordance with Miller's theory (2012) regarding lin media and rich media explaining that media has the potential to reduce ambiguity and the use of memos is considered still lacking.

Fifth, horizontal informal communication, namely the extent to which horizontal and informal communication is accurate and flows freely. The results are as follows:

Table 1.10 Description of Horizontal Informal Communication Indicators

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I learned the positive news through fellow employees at Bank SAGA Surabaya	0	2	11	17	3	3.64
2	I learned about the negative news (transfers, layoffs) through fellow employees at Bank SAGA Surabaya	0	2	16	11	4	3.52
3	I feel that communication with fellow employees is running smoothly.	0	1	7	18	7	3.94
TOTAL		3,70					

Source: Questionnaire Statement number 16-18, 2025.

Often there is a lot of informal news circulating in the organization, both positive and negative. Informal news that is usually widely spread is a salary increase, promotion, bonus/holiday and so on. Through a questionnaire distributed with a statement of knowing positive news through fellow employees at Bank SAGA Surabaya with a mean calculation of 3.64, 17 people (51.5%) agreed and 3 people (9%) strongly agreed if they knew positive news through fellow employees at Bank SAGA Surabaya. While 2 people (6%) disagreed if they knew positive news through fellow employees at Bank SAGA Surabaya. The average or mean of 3.64 is included in the neutral category. Information in the organization does not always flow through formal and informal channels in the organization. There are several reasons why this happens, namely the lack of habit of casual chat between employees so that they tend to wait for the certainty of positive news only through official announcements. This condition illustrates that the function of the company's informal network has not worked

optimally. The majority of respondents considered that it was rare to hear good news from colleagues, which indicates a less active horizontal network (Siregar dkk, 2021).

Then, the second statement, the mean calculation is 3.52 where the result is still in the neutral category based on the specified interval score. The organization has two directions of communication, horizontal and vertical. Vertical communication is communication between superiors and subordinates. Furthermore, the third statement, the Mean or average in this statement of 3.94 is in the satisfied category. The smooth communication between employees with the same position at BANK SAGA because there are no hierarchical limitations or fear of authority, the condition feels equal so that they are freer to speak.

Sixth, general organizational perspective, namely information about the organization. The results are as follows:

Tabel 1.11 Indicator Description of General Organizational Perspective

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I obtained information regarding the general profile of the organization.	0	1	5	15	12	4.15
2	I understand the vision and mission of Bank SAGA Surabaya	0	2	3	14	14	4.21
3	Saya mengetahui struktur organisasi Bank SAGA Surabaya	0	1	4	17	11	4.15
TOTAL		4,17					

Source: Questionnaire Statement number 19-21, 2025.

The first statement in this dimension found a mean calculation of 4.15 and showed that 15 people (45.4%) agreed and 12 people (36.3%) strongly agreed if they received information about the general profile of the organization regarding all aspects of the organization, be it the history of the organization, the director of the organization, the development of the organization and so on.

The mean or average of this statement of 4.15 is included in the satisfied category. Information about BANK SAGA Surabaya is usually conveyed when new employees join the organization. However, the amount of information provided is not entirely understood by the employee.

The second statement is known to have a mean of 4.21 and as many as 14 people (42.4%) agree and 14 people (42.4%) strongly agree if employees know the vision and mission of Bank SAGA Surabaya. While 2 people (6%) disagree if employees know the vision and mission of Bank SAGA Surabaya. Understanding the company's vision and mission, employees can know the direction to go to achieve the company's goals. The mean or average in this statement is 4.21 in the satisfied category.

The third statement is known to have a mean of 4.15 and as many as 17 people (51.5%) agree and 11 people (33.3%) strongly agree if employees know the organizational

structure of Bank SAGA Surabaya. While 1 person (3%) disagrees if employees know the organizational structure of Bank SAGA Surabaya. The mean or average of this statement is 4.15, which is included in the satisfied category. Understanding the company's organizational structure, employees can know the direction to go to achieve the company's goals.

In this sixth dimension, the overall mean calculation is 4.17. Based on this calculation, it is known that respondents are satisfied with the organizational communication pattern related to information about the general profile of the organization, vision, mission and organizational structure wherever employees are.

Seventh, Subordinate Communication, which is to assess whether employees can interact and take initiative in communication carried out by superiors. The results are as follows:

Table 1.12 Description of Subordinate Communication Indicators

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I provide interaction (feedback/reciprocity) regarding communication carried out by superiors..	0	2	7	20	4	3.79
2	I have the initiative to invite my superior to communicate (provide ideas/input).	1	0	15	11	6	3.64
TOTAL		3,71					

Source: Questionnaire Statement number 22-23, 2025.

Based on the results of the questionnaire distributed to 33 respondents, 20 people (60.6%) agreed and 4 people (12.15) strongly agreed if they provide interaction (feedback/reciprocity) to the communication carried out by superiors. However, there were 2 people (6%) who did not agree if they provided interaction (feedback/reciprocity) to the communication carried out by superiors. The mean or average of this statement was 3.79, which is included in the satisfied category. Based on the results of interviews with several employees, the researcher concluded that employees provide feedback to their superiors so that they know the superior's assessment of their performance.

This supports the theory expressed by Milyane et al. (2022) with the theory (small group communication theory) stating that individuals as an effort to affirm competence so that there is no decline in performance, increase efforts and develop personal through career progression and both by providing feedback..

The second statement, the mean or average in this statement of 3.64 is in the neutral category. This supports the theory expressed by Milyane et al. (2022) with the theory (small group communication theory) that with the initiative in communicating, information in the organization can spread within the scope of the organization depending on the ideas and initiatives of superiors as group leaders who build communication models. This neutral condition is formed if there is no initiative in communicating, then errors can occur in

carrying out activities in the organization. The overall mean or average of the Subordinate Communication statement of 3.71 is in the satisfied category.

Eighth, the feedback dimension, namely how communication and feedback are given by superiors to subordinates. The results of the questionnaire can be seen in the table below:

Table 1.13 Description of Feedback Indicators

No	Statement	Respondents' Response Frequency					Mean Statement
		STS	TS	N	S	SS	
1	I get rewarded for the work I do	0	3	12	15	3	3.55
2	I received praise from my boss for the work I did	0	4	18	7	4	3.33
3	I received information from my superior regarding performance in Bank SAGA Surabaya (regarding performance strengths and weaknesses).	1	1	18	11	2	3.36
TOTAL		3,41					

Source: Questionnaire Statement number 24-26, 2025.

Through the first statement, the results obtained were 15 people (45.4%) agreed and 3 people (9%) strongly agreed if they received a reward for the work done. But 3 people (9%) did not agree if they received a reward for the work done. The superior will determine the target for all divisions within a certain period of time. If the target can be met, usually the superior will give a reward.

From the questionnaire that has been processed with a mean calculation of 3.55 for the first statement in the eighth dimension and the mean calculation obtained is included in the neutral category. Neutral assessment in organizational communication because of the lack of praise from superiors to subordinates in giving awards to the efforts made by subordinates. Minimal praise for work that has been completed can indicate that superiors do not appreciate the work done (Pace & Faules, 2018).

Based on the results of observations conducted by researchers, it was seen that several superiors in the management ranks of BANK SAGA Surabaya were considered to be less praising their subordinates for work that had been completed well. Meanwhile, respondents who did not agree if they received praise from their superiors, most of them were in front line positions where they rarely met their superiors so that praise for the work they completed did not get direct feedback. From the statement above, it is known that the mean calculation result is 3.33 where this value is included in the neutral category..

Last statement, The last question of the questionnaire distributed by the researcher got the result if 11 people (33.3%) agreed and 2 people (6%) strongly agreed if they get information from their superiors regarding performance in Bank SAGA Surabaya (regarding the advantages and disadvantages of performance). However, there was 1 person (3%) disagreed and 1 person (3%) strongly disagreed if they got information from their superiors

regarding performance in Bank SAGA Surabaya (regarding the advantages and disadvantages of performance). From the calculation of the mean for this statement, 3.36 respondents were in the neutral category with the communication in the organization, especially related to performance evaluation.

Analysis of Organizational Communication Satisfaction at BANK SAGA Surabaya

The results of the analysis of organizational communication satisfaction at BANK SAGA Surabaya consisting of Communication Climate of 3.77 included in the satisfied category, second Supervisory Communications of 3.7 included in the satisfied category, third Organizational Integration of 3.88 included in the satisfied category, fourth media quality of 3.77 included in the satisfied category, fifth horizontal informal communication of 3.70 included in the satisfied category, sixth General Organizational Perspective of 4.17 included in the satisfied category, seventh Subordinate Communication of 3.71 included in the satisfied category and eighth feedback of 3.41 included in the neutral category.

Table 1.14 Average Satisfaction with Organizational Communication per indicator

No	Indikator	Mean
1	Communication Climate	3,77
2	Supervisory Communications	3,7
3	Organizational Integration	3,88
4	Media Quality	3,77
5	Horizontal Informal Communication	3,70
6	General Organizational Perspective	4,17
7	Subordinate Communication	3,71
8	Feedback	3,41
Total		3,76

Source: Questionnaire Statement

Table 1.15 Overall Category of Organizational Communication Satisfaction

Interval	Category
3,68 -5,00	Satisfied
2,34-3,67	Neutral
1,00-2,33	Not satisfied

Source: Questionnaire Statement

Table 1.14 related to the analysis of the indicator description shows the overall average result of 3.76. Detailed figures for organizational communication satisfaction at BANK SAGA Surabaya. The overall satisfaction level of organizational communication indicators tends to approach the lower limit of the neutral category lower limit. This result is because there are four indicators that have values below the overall average of 3.76 even though they are above the minimum average limit and below the minimum average.

However, the overall results are still relatively satisfactory which still require improvement, for example statements related to employee assessments regarding praise from superiors for work done and obtaining information from superiors regarding performance at Bank SAGA Surabaya (regarding the advantages and disadvantages of performance). The majority of indicators have an average below 4.00.

Crosstab Analysis

Crosstab analysis is conducted to determine the relationship between respondent data and the results of the questionnaire that has been collected by the researcher. Interval class will help to determine the category of respondents:

$$\text{Interval} = \frac{\text{ilai tertinggi} - \text{lowest value}}{\text{number of intervals}}$$

$$\text{Interval} = \frac{5-1}{3} = 1,33$$

Based on the class interval, the following categorization is made:

Table 1.16 Value Categories of Crosstab Interval Scores

Interval	Category
3,68 -5,00	Satisfied
2,34-3,67	Neutral
1,00-2,33	Not Satisfied

Source: Researcher Processing, 2025.

First, the relationship between length of service and General Organizational Perspective. The results of the SPSS calculation are seen in the table below:

Table 1.17 Crosstab of Years of Service with General Organizational Perspective

Length of Working	Not Satisfied	Neutral	Satisfied	Total
1-3 years	1	0	17	18
> 3 years	0	2	6	8
> 10 years	0	1	6	7
Total	1	3	29	33

Source: Researcher Processing, 2025

The crosstab results show that the longer the work, the more respondents feel satisfied with organizational communication. The process of new employees learning and adjusting to norms, values, and communication patterns in the organization. The relationship with the length of service that drives increased satisfaction with organizational communication is that employees who have worked longer have usually gone through the process of organizational

socialization and are more accustomed to existing communication patterns. Employees better understand formal and informal communication channels, superior communication styles, and internal communication culture. This can increase satisfaction with organizational communication because they feel more "connected" and comfortable in communicating (Van Maanen & Schein, 1979).

Second, the relationship between position and General Organizational Perspective. The results of the SPSS calculation can be seen in the table below:

Tabel 1.18 Crosstab Position with General Organizational Perspective

Position	Dissatisfied	Neutral	Satisfied	Total
Law and Compliance	0	0	3	3
Finance and Accounting	1	1	2	4
Credit and Risk	0	0	5	5
Operations and Services	0	0	7	7
Marketing and Business Development	0	2	3	5
Human Resources	0	0	4	4
Information Technology	0	0	5	5
Total	1	3	29	33

Source: Researcher Processing, 2025.

The results show that positions that are often directly related to customers, human resource management as organizational decision makers tend to feel satisfied with internal organizational communication. Organizations as a communication network system consisting of positions and communication relationships (links). In relation to positions/divisions, higher positions tend to have greater access to information, become the center of communication flow (centrality), and are more often involved in decision making. Employees in divisions that often coordinate across units (eg HR, management) tend to be more satisfied with communication because they are more involved. Conversely, employees in lower positions or more technical and isolated divisions may experience limited access to information (Monge dan Contractor, 2003).

Third, the relationship between length of service and feedback. The results of the SPSS calculation can be seen in the table below. :

Table 1.19 Crosstab of Working Time with Feedback

Length of Working	Not Satisfied	Neutral	Satisfied	Total
1-3 years	2	8	8	18
>3 years	1	3	4	8
>10 years	0	4	3	7
Total	3	15	15	33

Source: Researcher Processing, 2025.

The crosstab results show that the longer the work, the more respondents feel satisfaction with organizational communication which tends to fall into the neutral category. The neutral condition in organizational communication satisfaction which is considered less fulfilled is associated with the condition of the majority of employees who have a length of service of 1-3 years and most BANK SAGA Surabaya employees with outsource positions. The conditions felt with minimal rewards in the form of praise, subordinates do not get enough recognition, there is almost never any feedback evaluation on the work results achieved so that it is considered that there is no good communication. This happens because the BANK SAGA Surabaya employee performance feedback assessment system is not intended for outsource employees (Monge dan Contractor, 2003).

Fourth, the relationship between position and feedback. The results of the SPSS calculation can be seen in the table below:

Table 1.20 Position Crosstab with Feedback

Position	Not Satisfied	Neutral	Satisfied	Total
Legal and Compliance	0	1	2	3
Finance and Accounting	1	2	1	4
Credit and Risk	0	1	4	5
Operations and Services	0	4	3	7
Marketing and Business Development	1	2	2	5
Human Resources	1	3	0	4
Information Technology	0	2	3	5
Total	3	15	15	33

Source: Researcher Processing, 2025.

The results of this study indicate that there are several specific positions that tend to experience communication satisfaction in the neutral category. Neutral conditions for feedback conditions in operational and service positions experience minimal praise from superiors to subordinates in giving awards for the efforts made by subordinates. Minimal praise for work that has been completed can indicate that superiors do not appreciate the work done (Monge and Contractor, 2003). Based on the results of observations made by researchers, it was seen that several superiors in the management ranks of BANK SAGA Surabaya were considered to have given less praise to subordinates for work that had been completed well. The lack of praise given did not motivate subordinates to always complete their work well because the work done was less appreciated by superiors. Positions that received minimal praise from superiors, most of them were in front line positions where they rarely met with superiors so that praise for the work they completed did not get direct feedback.

CONCLUSION

Most respondents were satisfied with organizational communication at BANK SAGA Surabaya. Through the calculation of the overall mean from the first to the last dimension, a

value of 3.76 was obtained, which is included in the satisfied category. Based on calculations made by the researcher, the general organizational perspective dimension is 4.17, meaning that existing communication is very helpful for members of the organization in knowing important information related to the profile in the organization.

On the other hand, there is a dimension with the lowest mean value, namely feedback of 3.41. Where this dimension concerns satisfaction with receiving rewards and praise from superiors for work that has been completed and obtaining information from superiors regarding performance in the organization.

In addition, the mean value for other dimensions is as follows: Communication Climate of 3.77 is included in the satisfied category, second Supervisory Communications of 3.70 is included in the satisfied category, third Organizational Integration of 3.88 is included in the satisfied category, fourth media quality of 3.77 is included in the satisfied category, fifth horizontal informal communication of 3.70 is included in the satisfied category, sixth General Organizational Perspective of 4.17 is included in the satisfied category, seventh Subordinate Communication of 3.71 is included in the satisfied category and eighth feedback of 3.41 is included in the neutral category. In general, most respondents are satisfied with the existing organizational communication.

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