

Communication Satisfaction and Citizenship Behavior: A Mediated Model for Public Sector Transformation

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Received : June 11, 2025

Accepted : July 24, 2025

Published : July 31, 2025

Citation: Lestari, P.A., (2025). Communication Satisfaction and Citizenship Behavior: A Mediated Model for Public Sector Transformation. *Communica: Journal of Communication*, 3(3), 191-201.

ABSTRACT: His study examines the effect of Organizational Communication Satisfaction (OCS) on Organizational Citizenship Behavior (OCB) in Indonesian State-Owned Enterprises (SOEs), with Employee Engagement (EE) and Employer Branding (EB) as mediators. A cross-sectional survey of 336 employees was conducted using validated Likert-scale instruments. Data were analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM), ensuring reliability and validity. Results show that OCS significantly predicts OCB ($\beta = 0.31, p < 0.01$). Both EE ($\beta = 0.12, p = 0.017$) and EB ($\beta = 0.10, p = 0.024$) partially mediate this relationship. These findings highlight that communication satisfaction influences behavior through emotional and symbolic mechanisms. This study concludes that effective internal communication is a strategic resource for SOEs, fostering trust, engagement, and organizational resilience. Practical implications emphasize participatory and culturally sensitive communication strategies, while theoretically this research extends the OCS–OCB literature by integrating dual mediators in a public sector context.

Keywords: Organizational Communication Satisfaction, Employee Engagement, Employer Branding, Organizational Citizenship Behavior, State Owned Enterprises, Internal Communication.



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INTRODUCTION

In the dynamic environment of public sector reform, Indonesian State Owned Enterprises (SOEs) represent a distinctive organizational domain marked by ongoing transformation, high structural complexity, and evolving employee expectations. Amid these transitions, internal communication has emerged not only as a functional necessity but as a strategic imperative. It plays a critical role in guiding employees through periods of organizational change, fostering both alignment with institutional goals and emotional readiness to adapt. Internal communication ensures that employees are not only informed but also feel involved and valued during transitions. Through transparent and structured communication processes, organizations can build trust, enhance satisfaction, and minimize resistance, thereby smoothing the pathway toward successful transformation (Schneider et al., 2017; Špoljarić & Verčić, 2021). This becomes especially vital in

Indonesian SOEs, where top down communication and entrenched hierarchies often hinder the dissemination of timely and accurate information.

Organizational Communication Satisfaction (OCS) reflects employees' perceptions of communication quality, clarity, feedback, and respect in the workplace. Beyond transmission efficiency, OCS includes relational aspects such as leader accessibility and bidirectional feedback (Saks, 2019). In changing organizations, high OCS indicates psychological safety and alignment, which may foster positive behaviors such as Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior refers to voluntary actions undertaken by employees that go beyond prescribed job duties and contribute to organizational effectiveness. These actions include helping colleagues, suggesting improvements, and demonstrating loyalty behaviors that are crucial during times of flux and uncertainty. Research has established a strong linkage between OCS and OCB, especially within collectivist cultural settings like Indonesia, where social harmony and mutual support are emphasized (Sarhan et al., 2024). In such contexts, when employees perceive communication as open, respectful, and supportive, they are more likely to reciprocate with prosocial behaviors. Conversely, in individualistic cultures, the same level of OCS may yield less pronounced effects on OCB, underscoring the need for culturally contextualized communication strategies.

Within this theoretical scaffold, Employee Engagement (EE) and Employer Branding (EB) function as pivotal mediators that elucidate the pathways through which OCS influences OCB. Employee Engagement encompasses employees' emotional and cognitive investment in their roles, often reflected in enthusiasm, absorption, and dedication. Employer Branding, meanwhile, relates to employees' perceptions of their organization as a desirable and reputable place to work. Together, these constructs shape how communication practices influence deeper motivational and reputational outcomes. Studies affirm that strong internal communication enhances both EE and EB, which in turn significantly predict positive organizational behaviors such as OCB (Rana et al., 2019; Samo et al., 2020; Sharma et al., 2019). Additionally, EE has been empirically shown to mediate the relationship between EB and critical outcomes like retention, job satisfaction, and organizational loyalty (Almehalawy et al., 2023).

Implementing communication strategies in SOEs is challenging due to bureaucratic traditions and hierarchical structures that often delay vital information. During restructuring, these barriers increase uncertainty and resistance to change (Charbonnier-Voirin et al., 2016). Thus, strategies to enhance OCS must be context-sensitive and include responsive feedback mechanisms.

This study is grounded in Social Exchange Theory and Organizational Identification Theory. The former explains that high-quality communication fosters reciprocal behaviors such as loyalty and commitment (Nguyen et al., 2019). The latter highlights that communication reinforcing belonging and shared purpose strengthens employees' identification with the organization and encourages OCB (Bharadwaj & Yameen, 2020). These frameworks jointly provide a robust explanatory model for understanding the interplay between communication, identity, engagement, and behavior.

In summary, this study investigates how OCS influences OCB in SOEs, with EE and EB as mediators. By integrating communication theory and organizational psychology, the research seeks

to provide a framework for communication strategies that foster trust, engagement, and supportive employee behaviors in the public sector.

METHOD

This study adopts a quantitative research approach designed to examine the structural relationships among Organizational Communication Satisfaction (OCS), Organizational Citizenship Behavior (OCB), Employee Engagement (EE), and Employer Branding (EB) in the context of Indonesian State Owned Enterprises (SOEs). Given the study's focus on behavioral constructs and mediation effects, Partial Least Squares Structural Equation Modeling (PLS SEM) was chosen for its robustness in handling complex models and smaller to medium sample sizes.

A cross sectional survey methodology was employed, using electronic and printed questionnaires to gather data. The study followed established best practices in PLS SEM, including model validation, bootstrapping, and bias mitigation techniques, to ensure the validity and reliability of the findings (Aryal et al., 2024).

A purposive-stratified sampling strategy was used to capture representation across departments and hierarchical levels in SOEs. A total of 336 valid responses were obtained, exceeding the minimum threshold for PLS-SEM analysis (Arya et al., 2024). Stratification ensured responses from managerial, operational, and support employees (Yuliarso & Pusparini, 2023).

Validated instruments were used to measure all constructs:

- Organizational Communication Satisfaction (OCS): Measured using the Communication Satisfaction Questionnaire (CSQ) by Downs and Hazen, focusing on information flow, feedback quality, and relational communication (Dalal et al., 2023).
- Organizational Citizenship Behavior (OCB): Assessed using Podsakoff's OCB Scale, covering altruism, conscientiousness, civic virtue, and courtesy (KÖKSAL & Yeşiltaş, 2021).
- Employee Engagement (EE): Measured with the Utrecht Work Engagement Scale (UWES), addressing vigor, dedication, and absorption (Cromptvoets et al., 2024).
- Employer Branding (EB): Evaluated using the Employer Branding Scale (EBS), capturing perceptions of organizational identity and workplace desirability (KÖKSAL & Yeşiltaş, 2021).

All items were rated on a 5 point Likert scale. Reliability for each construct exceeded the 0.70 benchmark, with Cronbach's alpha and composite reliability values confirming internal consistency.

The survey was distributed using a mixed mode format digital links for email responses and printed copies for in person distribution. This hybrid approach facilitated broader accessibility across different work settings and digital access levels (Yuliarso & Pusparini, 2023). Ethical clearance was secured, and informed consent was obtained from all participants.

Data were analyzed using SmartPLS 4.0. Measurement validity was assessed with factor loadings, AVE, and discriminant validity. Structural paths were tested using path coefficients and R² values.

Mediation was examined via bootstrapping (5,000 resamples) with bias-corrected confidence intervals (Dalal et al., 2021). Common method bias was minimized through procedural (e.g., anonymity, reverse-coded items) and statistical controls.

In summary, the methodology integrates rigorous design principles and validated measurement practices to explore the hypothesized relationships among OCS, EE, EB, and OCB. The approach ensures both methodological integrity and relevance for public sector organizational contexts.

RESULT AND DISCUSSION

Sample Profile and Descriptive Statistics

A total of 336 responses were analyzed, with balanced gender distribution (53% male, 47% female) and diverse age groups. Older employees (>40 years) and those with longer tenure reported higher communication satisfaction, suggesting that familiarity with organizational culture fosters trust. Younger employees expressed lower satisfaction with feedback and transparency, indicating the need for stronger onboarding and communication strategies tailored to early-career staff (Tugade & Arcinas, 2023).

Table 1. Demographics of Respondent

Gender	Frequency	Percentage
Male	178	53%
Female	158	47%
Age Group	Frequency	Percentage
<30	102	30.4%
30–40	145	43.2%
>40	89	26.4%

Table 2. Descriptive Statistics and Correlation Matrix

Variable	Mean	SD	1	2	3	4
1. OCS	4.21	0.63	1			
2. OCB	4.35	0.52	.42*	1		
3. Engagement	4.18	0.61	.46*	.49*	1	
4. Employer Branding	4.10	0.66	.40*	.44*	.53*	1

*p < 0.05

Descriptive statistics also revealed meaningful engagement trends across employee groups. High average scores on OCB (4.35) and OCS (4.21) suggest a generally positive sentiment regarding discretionary behavior and communication practices within SOEs. However, standard deviations indicate variance, reflecting subgroups with lower satisfaction or divergent experiences. Engagement and branding metrics, while still favorable, showed slightly lower means (4.18 and 4.10), suggesting room for strategic enhancement. These statistics aid in identifying areas for targeted organizational development.

Measurement Model Evaluation

The measurement model was rigorously assessed for internal consistency, reliability, and validity. Cronbach's alpha values exceeded the 0.70 benchmark for all constructs, with the highest value observed for OCB at 0.91. Composite Reliability (CR) values ranged from 0.89 to 0.93, while Average Variance Extracted (AVE) values exceeded the 0.5 minimum threshold, confirming adequate convergent validity (Arya et al., 2024).

Discriminant validity was evaluated using both the Fornell Larcker criterion and cross loadings. Constructs showed greater loading on their respective indicators compared to others, affirming their conceptual distinctiveness (Terry et al., 2021). The use of multiple criteria and reliability checks strengthens the robustness of the measurement model and supports the structural findings presented in subsequent sections.

Table 3. Reliability and Validity Metrics

Construct	Cronbach's α	CR	AVE
OCS	0.88	0.91	0.68
OCB	0.91	0.93	0.71
Engagement	0.86	0.89	0.67
Employer Branding	0.89	0.91	0.69

Structural Model Results

Using PLS SEM via SmartPLS, the structural model demonstrated statistically significant path relationships among the constructs:

- OCS \rightarrow OCB: $\beta = 0.31$, $p < 0.01$
- OCS \rightarrow Engagement: $\beta = 0.42$, $p < 0.001$
- OCS \rightarrow Employer Branding: $\beta = 0.39$, $p < 0.001$
- Engagement \rightarrow OCB: $\beta = 0.28$, $p < 0.01$
- Employer Branding \rightarrow OCB: $\beta = 0.25$, $p < 0.05$

These findings are consistent with prior empirical studies that report moderate to strong associations between internal communication constructs and employee behaviors (Terry et al., 2021). R^2 values for the endogenous constructs exceeded the 0.25 threshold, confirming that the model accounted for a substantial portion of the variance in OCB and its mediators (Arya et al., 2024).

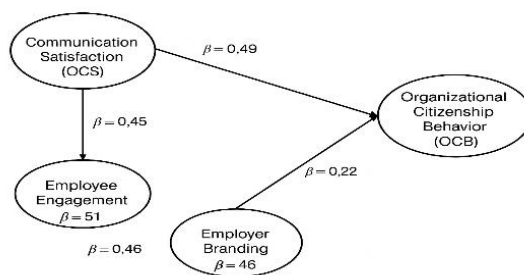


Figure 1. Structural Equation Model Diagram (Description)

The SEM diagram illustrates direct and mediated pathways between variables, marked by β values and significance levels. The model visually reinforces the dual mediating role of engagement and branding in enhancing the influence of communication satisfaction on citizenship behaviors.

Mediation Test Findings

Mediation tests confirmed partial mediation: OCS influenced OCB indirectly through EE ($\beta = 0.12, p = 0.017$) and EB ($\beta = 0.10, p = 0.024$). This indicates that while communication satisfaction has a direct impact, its effects are amplified when employees are engaged and perceive strong internal branding.

Table 4. Mediation Bootstrapping Results

Mediation Path	Indirect β	SE	t value	p value
OCS \rightarrow Engagement \rightarrow OCB	0.12	0.05	2.40	0.017
OCS \rightarrow Employer Branding \rightarrow OCB	0.10	0.04	2.25	0.024

The simultaneous presence of direct and indirect effects affirms partial mediation. These findings are in line with dual mediation models informed by Social Exchange Theory and the Job Demands Resources framework, both of which highlight how relational and identity driven mechanisms amplify the effects of communication on employee behavior.

Communication Satisfaction as a Strategic Lever

The findings of this study underscore the pivotal role of organizational communication satisfaction (OCS) in shaping organizational citizenship behavior (OCB) within Indonesian State Owned Enterprises (SOEs). OCS is not merely a channel for information dissemination but a strategic foundation that fosters alignment, trust, and internal cultural cohesion. In the face of organizational transformation, particularly within the rigid structures of public institutions, communication serves as a mechanism for guiding employees through ambiguity and change. Effective communication has the potential to influence both immediate attitudes and long term behaviors, creating an enabling environment where employees feel heard, informed, and engaged. Furthermore, consistent and high quality communication has symbolic value, reinforcing the organization’s identity, mission, and strategic direction, which helps embed a sense of purpose among employees.

Dual Mediation: Engagement and Branding as Behavioral Pathways

Results highlight a dual mediation: Employee Engagement (EE) and Employer Branding (EB) channel the effect of OCS on OCB. Engagement fosters enthusiasm and dedication, while branding shapes pride and loyalty. Together, they explain how communication satisfaction translates into voluntary behaviors that extend beyond formal job roles.

Engagement and Branding as Trust Building Mechanisms

The synergy between engagement and branding contributes directly to the development of trust, a cornerstone of organizational life. When communication is transparent, participatory, and respectful, it signals to employees that their contributions are valued. In turn, employees reciprocate with commitment and behaviors that support team and organizational goals. In SOEs where hierarchical structures often limit autonomy trust is even more critical. Engagement and branding offer pathways to compensate for structural rigidity, enabling employees to find personal meaning in their roles and to connect with the broader purpose of the organization. As trust grows, so does the likelihood of employees exceeding expectations and demonstrating behaviors that strengthen the social fabric of the organization.

Sectoral Comparisons and Contextual Nuances

Cross sectoral comparisons indicate that the interplay of OCS, engagement, and branding is more pronounced in public organizations. Unlike private firms that often emphasize external employer branding to attract talent, SOEs benefit more from internal branding that supports retention and internal cohesion. In rigidly structured environments, employees often rely on communication as a primary source of clarity and reassurance. Studies show that in these contexts, effective communication correlates strongly with employee morale, identity alignment, and overall job satisfaction (Farid et al., 2019; Tugade & Arcinas, 2023). As a result, communication strategies must be designed with sensitivity to organizational hierarchy, cultural expectations, and bureaucratic norms. Tailoring strategies to the distinct needs of SOEs can ensure better alignment between employees' personal motivations and organizational transformation goals.

Communication Strategies for Transformation Oriented SOEs

Transformational communication in SOEs should go beyond transactional information delivery. It should aim to emotionally engage employees, reduce uncertainty, and strengthen the narrative of change. Strategies must include multidirectional channels that allow both top down guidance and bottom up feedback. Digital platforms such as intranets, employee forums, and mobile apps can bridge geographic and departmental silos, ensuring that all voices are heard and that messages reach every corner of the organization. Virtual town halls, leadership blogs, and interactive dashboards can reinforce transparency while cultivating a shared sense of purpose. Additionally, cultural alignment is essential communication must resonate with local values and norms to be

truly effective. Communication strategies must be iterative, responsive, and grounded in the lived experiences of employees, allowing the organization to adapt to challenges and seize opportunities.

Long Term Behavioral Outcomes of Communication Satisfaction

The long term impact of sustained communication satisfaction is evident in the formation of a proactive and collaborative organizational culture. Repeated exposure to clear, inclusive, and respectful communication practices leads employees to internalize organizational values and norms. This internalization fosters a psychological contract where employees feel personally responsible for contributing to organizational success. Over time, this results in habitual expressions of OCB acts that go beyond formal job descriptions but are crucial to organizational health. These behaviors include mentoring colleagues, volunteering for cross functional tasks, and constructively engaging in problem solving. Particularly in SOEs, where budgetary or incentive structures may limit formal rewards, such intrinsic motivators play a crucial role in sustaining high performance. Communication thus becomes not just a driver of compliance but a catalyst for cultural evolution.

Practical and Theoretical Implications

Practically, the study suggests SOE leaders must view communication as a strategic investment by ensuring consistent, participatory, and culturally sensitive practices. Theoretically, integrating EE and EB as dual mediators expands the OCS framework, linking communication studies with organizational psychology and HRM. Future studies should examine additional mediators, longitudinal effects, and cross-sectoral variations.

CONCLUSION

This study demonstrates that Organizational Communication Satisfaction (OCS) plays a pivotal role in fostering Organizational Citizenship Behavior (OCB) in Indonesian State-Owned Enterprises (SOEs). The findings confirm that OCS directly enhances OCB and operates indirectly through Employee Engagement (EE) and Employer Branding (EB). These dual pathways highlight that communication satisfaction influences behavior not only through psychological involvement but also through identity alignment and organizational pride.

Practically, the results suggest that SOE leaders must design internal communication strategies that are transparent, participatory, and culturally sensitive. By integrating engagement and branding into communication systems, organizations can strengthen trust, build resilient workforces, and sustain voluntary, extra-role behaviors that support transformation. Theoretically, this research extends the OCS framework by demonstrating the significance of dual mediators in the public sector context.

Future studies are encouraged to examine additional mediating variables, adopt longitudinal designs, and explore cross-cultural comparisons to validate and enrich these findings. By advancing

this agenda, research can further clarify how internal communication serves as a strategic lever for organizational renewal in dynamic and hierarchical environments.

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