



## Enhancing Job Satisfaction Through Internal Communication And Rewards: The Mediating Role of Work Motivation

<sup>1</sup>Sri Rahayu, <sup>2</sup>Rizky Indra Saputra, <sup>3</sup>Supar Wasesa, <sup>4</sup>Hasrita Lubis, <sup>5</sup>Inaya Hakim

<sup>1,2,3,4,5</sup>Fakultas Ekonomi Dan Bisnis, Universitas Islam Sumatera Utara

Jl. Sisingamangaraja No.Kelurahan, Teladan Bar., Kec. Medan Kota, Kota Medan, Sumatera Utara  
20217

<sup>1</sup>sri.rahayu@fe.uisu.ac.id, <sup>2</sup>rizky.indrasputra@gmail.com, <sup>3</sup>suparwasesa@fe.uisu.ac.id,  
<sup>4</sup>hasrita.usm@fkip.uisu.ac.id, <sup>5</sup>inayahakim2904@gmail.com

### Abstract

This study aims to analyze the influence of internal communication and rewards on job satisfaction, with work motivation as a mediating variable among employees of PT Bank Rakyat Indonesia (Persero) Tbk, Sungai Penuh Branch. The research adopts a quantitative approach with an explanatory method, involving 71 respondents selected through total sampling. Data were analyzed using the Partial Least Square-Structural Equation Modeling (PLS-SEM) technique with SmartPLS. The findings reveal that internal communication and rewards have a positive and significant effect on both work motivation and job satisfaction. However, work motivation does not significantly influence job satisfaction and fails to mediate the effect of internal communication or rewards on job satisfaction. These results highlight that job satisfaction at BRI Sungai Penuh is more strongly determined by structural factors, namely effective internal communication and a fair reward system, rather than by individual motivation.

**Keywords:** *internal communication, job satisfaction, work motivation, rewards*

JEL Codes : **M41, M15**

### INTRODUCTION

Job satisfaction has long been a major focus in human resource management studies due to its significant impact on organizational effectiveness, employee retention, and work productivity. Employees who are satisfied with their jobs tend to demonstrate higher loyalty, lower levels of stress, and contribute positively to creating a harmonious and productive work environment. Numerous studies have shown that job satisfaction is influenced by a wide range of factors, both from the organizational environment and individual characteristics. Among these, internal communication and reward systems are two of the most frequently examined factors.

Internal communication is one of the vital elements in modern organizational life. An organization's success in achieving its objectives is determined not only by managerial strategies and structural policies but also by the effectiveness with which information flows from leaders to employees and vice versa. Healthy communication within an organization fosters openness, encourages participation, and strengthens clarity of roles and responsibilities. When communication functions effectively, employees feel valued, heard, and involved in decision-making. This, in turn, indirectly enhances work enthusiasm and overall job satisfaction (Santos et al., 2024).

In addition to communication, rewards are also highly influential in shaping job satisfaction. Rewards are not limited to financial incentives such as salaries and bonuses but also encompass recognition, promotions, work flexibility, and other symbolic forms of appreciation. Employees who perceive that their hard work is acknowledged and fairly rewarded are more likely to demonstrate higher performance and greater satisfaction with the organization in which they work (Alias et al., 2020; Baporikar, 2021). Nevertheless, the relationship between internal communication, rewards, and job satisfaction is often not linear. Many studies suggest that this relationship can be strengthened or weakened by certain psychological factors. One variable that has received increasing attention in recent years is work motivation. Work motivation refers to the internal drive that prompts individuals to act, persist, and achieve goals in their work activities. Motivated employees tend to be more enthusiastic, focused, and responsible in carrying out assigned tasks (Kumari et al., 2021).

Work motivation is widely recognized as a bridge that connects organizational practices such as communication and rewards with employee outcomes, namely job satisfaction. When communication is open and supportive, and rewards are provided fairly and appropriately, employees develop an internal drive to excel and improve the quality of their performance. This drive serves as the foundation for the growth of job satisfaction. This perspective is reinforced by previous studies which found that work motivation has a significant mediating effect in the relationship between communication, rewards, and job satisfaction (Santos et al., 2024; Han & Moi, 2024). However, the evidence on the mediating role of motivation is not always consistent. Several studies have reported that the influence of motivation as an intervening variable may be insignificant or even negative, depending on work conditions, demographic characteristics, and organizational types (Juan & Moi, 2024). Similarly, research in the Indonesian context revealed that internal communication does not necessarily enhance job satisfaction unless it is accompanied by managerial trust and a supportive organizational climate (Atiana, 2024).

This study was conducted at PT Bank Rakyat Indonesia (Persero) Tbk, Sungai Penuh Branch, one of the state owned banking institutions in Indonesia. The banking sector represents a work environment characterized by high pressure, significant responsibilities, and complex organizational structures. In such a context, the presence of efficient internal communication and appropriate reward systems becomes crucial for maintaining employee motivation and job satisfaction. Moreover, the banking industry is currently undergoing a phase of digital transformation and dynamic work culture, which necessitates a deeper understanding of how communication and rewards can be strategically leveraged.

Previous research in the banking sector has demonstrated a strong relationship between internal communication, rewards, and job satisfaction. For instance, a study in Medan revealed that internal communication and work motivation exert a significant influence on job satisfaction (Rangkuti et al., 2020). Similarly, effective communication has been found to improve performance through enhanced job satisfaction, even in the absence of significant rewards (Dhone & Sarwoko, 2022). This suggests that the role of each factor may vary depending on organizational conditions and managerial strategies. Although many studies have explored these topics, only a few have simultaneously examined the three variables within a single analytical model, particularly in the context of the national banking industry. Understanding the interrelationship between communication, rewards, motivation, and job satisfaction is essential for designing effective and sustainable human resource strategies. This study seeks to address this gap by analyzing the influence of internal communication and rewards on job satisfaction, with work motivation as a mediating variable.

This study employs a quantitative approach using the Partial Least Squares (PLS) method to examine the relationships among the variables. Involving 71 respondents from employees of PT Bank Rakyat Indonesia (Persero) Tbk, Sungai Penuh Branch, this research is expected to provide an academic contribution to the development of organizational behavior theory as well as a practical contribution to human resource management in the national banking sector. The findings are anticipated to serve as a reference for organizational leaders in designing communication and reward policies that not only enhance motivation but also foster sustainable job satisfaction.

Building upon the above discussion, this study aims to examine the impact of internal communication and rewards on job satisfaction, with work motivation serving as a mediating variable among employees of PT Bank Rakyat Indonesia (Persero) Tbk, Sungai Penuh Branch. The findings are expected to provide practical insights for banking management in formulating effective communication and reward policies to enhance employee job satisfaction. Furthermore, the theoretical contribution of this study is to extend the body of knowledge on the mediating role of work motivation in linking organizational practices with job satisfaction, particularly within the Indonesian banking sector.

## LITERATURE REVIEW

### Internal Communication

Internal communication refers to the process of exchanging information among individuals or groups within an organization to achieve common goals. Effective communication fosters transparency, strengthens relationships between supervisors and subordinates, and encourages employee involvement

in decision-making. Open internal communication has a significant impact on employee satisfaction and retention, particularly among younger generations who value clarity of information and participation (Đurović et al., 2023). In the Indonesian context, strong internal communication has also been found to be positively correlated with improved performance and job satisfaction among employees (Pramesti & Setiawan, 2023).

### **Reward**

Reward refers to any form of compensation received by employees as recognition of their contributions to the organization. Rewards can be financial (such as salaries and bonuses) or non-financial (such as verbal appreciation, promotions, and work flexibility). Previous studies have demonstrated that fair and relevant reward systems consistently enhance job satisfaction across various sectors (Alias et al., 2020; Baporikar, 2021). Furthermore, a combination of intrinsic and extrinsic rewards has been shown to generate a synergistic effect on employee satisfaction (Manimegalai & Krishna, 2022). In contrast, evidence from the Indonesian context suggests that disproportionate rewards compared to workload may decrease motivation and productivity (Astuti, 2022).

### **Work Motivation**

Work motivation is a psychological drive that influences the direction, intensity, and persistence of an individual's work behavior. It plays a crucial role in shaping productive and positive workplace behavior. Motivation has also been found to serve as a mediator between organizational factors such as rewards and communication and job satisfaction (Kumari et al., 2021). Moreover, intrinsic motivation, such as a sense of achievement and autonomy, has a greater impact on job satisfaction compared to extrinsic motivation (Singh, 2021). In the Indonesian public sector, work motivation was confirmed to exert a dominant influence on improving job satisfaction among employees (Rangkuti et al., 2020).

### **Hypothesis Development and Theoretical Framework**

Based on the theoretical review of internal communication, rewards, work motivation, and job satisfaction, the relationships among the variables can be formulated as follows:

- 1) Internal communication plays an essential role in conveying information, building trust, and strengthening the relationship between supervisors and subordinates. Effective communication fosters a sense of involvement and role clarity, which ultimately enhances job satisfaction (Đurović et al., 2023).
- 2) Rewards that are distributed fairly, both financial and non-financial, serve as a source of motivation and recognition for employees' achievements. An appropriate reward system enhances work motivation and, in turn, increases job satisfaction (Manimegalai & Krishna, 2022).
- 3) Work motivation is a psychological variable that drives individuals to perform optimally. It acts as a mediating factor that may strengthen or weaken the relationship between organizational practices (communication and rewards) and employee outcomes such as job satisfaction (Kumari et al., 2021).

### **Research Hypotheses and Conceptual Framework**

Based on this theoretical framework, the following hypotheses are proposed:

H1: Internal communication has a positive effect on job satisfaction.

H2: Internal communication has a positive effect on work motivation.

H3: Rewards have a positive effect on job satisfaction.

H4: Rewards have a positive effect on work motivation.

H5: Work motivation has a positive effect on job satisfaction.

H6: Work motivation mediates the effect of internal communication on job satisfaction.

H7: Work motivation mediates the effect of rewards on job satisfaction.

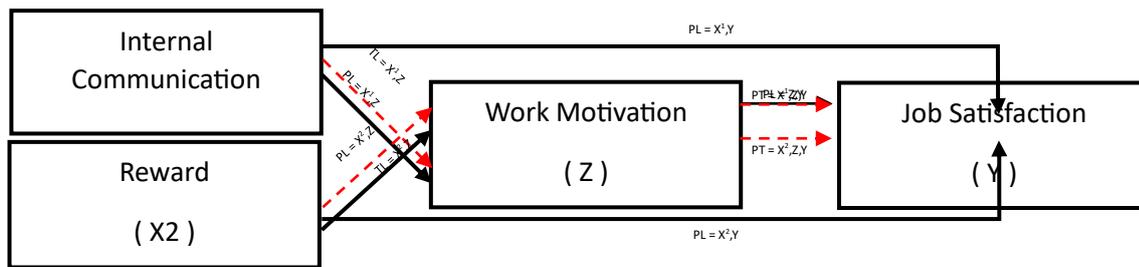


Figure 1. Conceptual Framework

## RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design. The objective was to test both the direct and indirect effects of the independent variables (internal communication and rewards) on the dependent variable (job satisfaction), with work motivation as the mediating variable. The explanatory approach was chosen because it allows the examination of causal relationships among variables through statistical hypothesis testing (Creswell & Creswell, 2018).

### Population and Sample

The population of this study consisted of all employees of PT Bank Rakyat Indonesia (Persero) Tbk, Sungai Penuh Branch. The sampling technique used was total sampling, in which all 71 members of the population were included as respondents. This technique is appropriate for studies with a limited population size and allows comprehensive data collection (Etikan et al., 2016).

### Data Collection Technique

Data were collected using a structured questionnaire based on indicators of each research variable. A five-point Likert scale was employed, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was pre-tested for validity and reliability prior to distribution. This method was selected because it enables the objective and quantitative measurement of respondents' perceptions (Joshi et al., 2015).

### Data Analysis Technique

Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, assisted by SmartPLS version 3.0 software. The choice of PLS-SEM was based on several considerations, including the relatively small sample size (71 respondents), the predictive nature of the research model, and the involvement of multiple latent variables with reflective indicators. The data analysis procedure included the following stages:

- 1) Measurement Model Evaluation (Outer Model): conducted to test construct validity and reliability through outer loading, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha.
- 2) Structural Model Evaluation (Inner Model): conducted to examine the relationships among constructs using R-square, Q-square, and path significance testing with the bootstrapping method.
- 3) Hypothesis Testing: performed by examining path coefficients, T-statistics ( $>1.96$ ), and p-values ( $<0.05$ ) to determine the significance of the relationships among variables.

The PLS-SEM method was selected because it provides flexibility in handling non-normal data, accommodates small sample sizes, and allows simultaneous evaluation of both measurement and structural models (Hair et al., 2021; Sarstedt et al., 2020).

### Operasionalisasi Variabel

Each variable in this study was measured through several indicators, formulated based on relevant theories and previous research:

Table 1. Operational Table

Variable	Operational Definition	Dimension/Indicator	Scale	Source
<b>Internal Communication</b>	The process of exchanging information within the organization that fosters openness, trust, and clarity of roles.	Openness, clarity of information, feedback, two-way communication	Likert 1-5	Đurović et al. (2023)
<b>Reward</b>	The system of financial and non-financial compensation provided to employees as recognition of their contributions.	Financial (salary, bonus), non-financial (promotion, recognition)	Likert 1-5	Manimegalai & Krishna (2022)
<b>Work Motivation</b>	The psychological drive that influences employees to act, persist, and achieve organizational and personal goals.	Intrinsic (responsibility, achievement), extrinsic (incentives, supervision)	Likert 1-5	Kumari et al. (2021)
<b>Job Satisfaction</b>	The extent to which employees feel content with their job, supervisors, colleagues, and the reward system in the organization.	Satisfaction with job, supervisor, coworkers, and reward system	Likert 1-5	Santos et al. (2024)

## RESULTS AND DISCUSSION

### Results

This study employed the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) using SmartPLS version 3.0. The analysis was carried out in several stages: testing construct validity and reliability, assessing the coefficient of determination, hypothesis testing (path coefficients), and mediation analysis.

### Uji Validitas dan Reliabilitas Konstruk

Convergent validity was evaluated using outer loading values (>0.70) and Average Variance Extracted (AVE) (>0.50). Construct reliability was assessed through Cronbach's Alpha and Composite Reliability, with thresholds set at >0.70. The results indicate that all indicators are valid and reliable.

Table 2. AVE and Reliability Values

Variable	Cronbach's Alpha	Composite Reliability	AVE
Internal Communication (X1)	0.856	0.891	0.702
Reward (X2)	0.857	0.897	0.715
Work Motivation (Z)	0.798	0.865	0.731
Job Satisfaction (Y)	0.826	0.887	0.745

### Coefficient of Determination (R<sup>2</sup>)

The R<sup>2</sup> value is used to determine the proportion of variance in the dependent variable that can be explained by the independent variables.

Table 3. R-Square Values

Endogenous Variable	R <sup>2</sup>	R <sup>2</sup> Adjusted
Job Satisfaction (Y)	0.646	0.631
Work Motivation (Z)	0.559	0.547

The results indicate that 64.6% of the variance in job satisfaction is explained by internal communication and rewards, while 55.9% of the variance in work motivation is explained by internal communication and rewards.

### Hypothesis Testing (Path Coefficient)

The hypothesis testing was conducted by examining the path coefficient ( $\beta$ ), T-statistic ( $>1.96$ ), and p-value ( $<0.05$ ).

Table 4. Path Coefficient Results

Path Relationship	Coefficient ( $\beta$ )	T-Statistic	P-Value	Result
Internal Communication $\rightarrow$ Job Satisfaction (H1)	0.369	2.803	0.005	Significant
Internal Communication $\rightarrow$ Work Motivation (H2)	0.421	3.346	0.001	Significant
Reward $\rightarrow$ Job Satisfaction (H3)	0.353	3.209	0.001	Significant
Reward $\rightarrow$ Work Motivation (H4)	0.39	3.12	0.002	Significant
Work Motivation $\rightarrow$ Job Satisfaction (H5)	0.173	1.338	0.181	Not Significant

**Indirect Effect Test (Mediation)**

The mediation test results indicate that work motivation does not serve as a mediating variable in the relationship between internal communication and rewards with job satisfaction.

Table 5. Specific Indirect Effects

Mediating Path	Coefficient ( $\beta$ )	T-Statistic	P-Value	Result
Internal Communication $\rightarrow$ Motivation $\rightarrow$ Job Satisfaction	0.073	1.072	0.284	Not Significant
Reward $\rightarrow$ Motivation $\rightarrow$ Job Satisfaction	0.068	1.26	0.208	Not Significant

**Bootstrapping Model**

To provide a clearer illustration of the relationships among variables, the following figure presents the bootstrapping results of the SEM-PLS analysis:

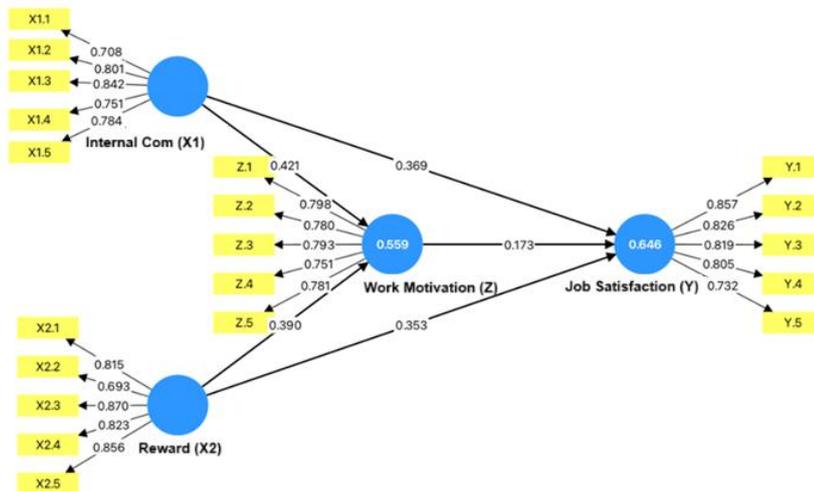


Figure 2. Bootstrapping Model

Figure 2. illustrates that most of the relationships among the latent variables in the research model are significant.

1. The path from Internal Communication (X1)  $\rightarrow$  Job Satisfaction (Y) has a coefficient of  $\beta = 0.369$ ,  $T = 2.803$ , and  $p = 0.005$ . This indicates that internal communication has a positive and significant effect on employee job satisfaction (supporting H1).
2. The path from Internal Communication (X1)  $\rightarrow$  Work Motivation (Z) shows  $\beta = 0.421$ ,  $T = 3.346$ , and  $p = 0.001$ , confirming that internal communication significantly increases employee motivation (supporting H2).
3. The path from Reward (X2)  $\rightarrow$  Job Satisfaction (Y) has a coefficient of  $\beta = 0.353$ ,  $T = 3.209$ , and  $p = 0.001$ . This result demonstrates that fairly distributed rewards significantly enhance job satisfaction (supporting H3).

4. The path from Reward (X2) → Work Motivation (Z) shows  $\beta = 0.390$ ,  $T = 3.120$ , and  $p = 0.002$ , indicating that rewards have a significant effect on work motivation (supporting H4).
5. The path from Work Motivation (Z) → Job Satisfaction (Y) has a coefficient of  $\beta = 0.173$ ,  $T = 1.338$ , and  $p = 0.181$ . This finding reveals that work motivation does not have a significant effect on job satisfaction (rejecting H5).
6. The indirect effect test indicates that work motivation does not mediate the relationship between Internal Communication and Job Satisfaction ( $\beta = 0.073$ ;  $T = 1.072$ ;  $p = 0.284$ ), nor the relationship between Reward and Job Satisfaction ( $\beta = 0.068$ ;  $T = 1.260$ ;  $p = 0.208$ ). Therefore, hypotheses H6 and H7 are not supported.

## Discussion

### The Influence of Internal Communication on Work Motivation

The findings of this study indicate that internal communication has a positive and significant effect on the work motivation of employees at PT Bank Rakyat Indonesia (Persero) Tbk, Sungai Penuh Branch. Clarity of information, managerial openness, and opportunities for feedback make employees feel valued, thereby motivating them to improve their performance. Research in the Indonesian banking sector has confirmed that effective internal communication strengthens employee motivation by enhancing work engagement and task understanding (Agustina et al., 2023). Organizational communication plays a crucial role in fostering both motivation and job satisfaction among bank employees (Kurniawan, 2023). Internal communication has been shown to significantly influence work motivation, even functioning as a mediating variable leading to job satisfaction (Santos et al., 2024). Effective internal communication also enhances employees' understanding of their roles and career opportunities, which contributes to increased motivation and job satisfaction (Ly et al., 2024). Other studies further emphasize that effective internal communication is one of the most powerful managerial instruments for improving employee motivation in the financial services sector (Almaslukh et al., 2022). Thus, in the context of BRI Sungai Penuh, internal communication is not merely a channel for information delivery but also a vital strategic tool for fostering sustainable work motivation amidst the increasingly competitive demands of banking services.

### The Influence of Internal Communication on Job Satisfaction

The results of this study reveal that internal communication has a positive and significant effect on the job satisfaction of employees at BRI Sungai Penuh. Message clarity, transparency of information, and consistent communication from leaders were found to enhance employees' comfort and satisfaction with their work. National-level studies affirm that effective internal communication strengthens job satisfaction by improving workplace relationships and reducing potential conflicts (Agustina et al., 2023). Other research has also identified communication effectiveness as a dominant factor in determining the job satisfaction of banking employees in Indonesia (Kurniawan, 2023). The dimensions of internal communication significantly improved the job satisfaction of bank employees during the COVID-19 pandemic (Almaslukh et al., 2022). Internal communication has also been shown to effectively enhance both job satisfaction and motivation among bank employees (Nagachevska et al., 2023). Moreover, effective internal communication is regarded as an essential tool of internal marketing that helps sustain job satisfaction in the financial services sector in the era of digitalization (Shchetinina et al., 2023). Therefore, it can be concluded that job satisfaction at BRI Sungai Penuh largely depends on how management establishes internal communication that is effective, transparent, and participatory.

### The Influence of Rewards on Work Motivation

The findings of this study demonstrate that rewards have a positive and significant effect on the work motivation of employees at BRI Sungai Penuh. A fair, transparent, and performance-based reward system strengthens both intrinsic and extrinsic motivation to perform better. National studies have found that an effective reward system plays a critical role in enhancing employee motivation in regional banks, particularly when rewards are aligned with individual performance (Adhyaksa et al., 2024). Moreover, appropriate compensation not only increases work motivation but also fosters employee job satisfaction (Kurniawan, 2023). Supporting evidence shows that both intrinsic and extrinsic rewards significantly contribute to enhancing employee motivation and performance in the banking sector (Akhter, 2020). The importance of non-financial rewards—such as recognition, participation, and promotion opportunities—has also been highlighted as a key driver of employee motivation in banking institutions (Uzair & Mehmood, 2021). Systematically managed rewards have been shown to be strongly associated with employee motivation in the banking sector, fostering greater work engagement (Khuwaja et al., 2022).

Therefore, in the context of BRI Sungai Penuh, the implementation of a reward system oriented toward employee achievement not only enhances work motivation but also strengthens employee commitment to supporting organizational performance goals.

### **The Influence of Rewards on Job Satisfaction**

The results of this study indicate that rewards have a positive and significant effect on the job satisfaction of employees at BRI Sungai Penuh. The provision of both financial and non-financial rewards fosters a sense of appreciation and enhances employee satisfaction, as employees feel that their contributions are proportionally recognized. Previous studies have explained that transparent and performance-based reward systems can increase job satisfaction among regional bank employees in Indonesia (Adhyaksa et al., 2024). Rewards have also been identified as an essential factor in strengthening job satisfaction among employees in the Indonesian service sector (Kurniawan, 2023). Reward factors, including both social and financial recognition, make a tangible contribution to job satisfaction in the banking sector (Singh & Singh, 2024). Job satisfaction among bank employees is strongly influenced by fair rewards, both intrinsic and extrinsic (Ahmad et al., 2022). Moreover, reward systems have a significant effect on job satisfaction, which in turn enhances employee retention in the banking industry (Alrazehi et al., 2021). Therefore, in the case of BRI Sungai Penuh, it can be concluded that a properly managed reward system not only improves job satisfaction but also serves as a key instrument in maintaining employee loyalty amidst competition in the national banking sector.

### **The Influence of Work Motivation on Job Satisfaction**

The results of this study show that work motivation does not have a significant effect on the job satisfaction of employees at BRI Sungai Penuh. This finding suggests that employee satisfaction at BRI is more strongly determined by structural factors such as rewards and internal communication rather than by individual motivation alone. However, numerous previous studies have consistently demonstrated that work motivation is positively related to job satisfaction. A study in Indonesia found that motivation, together with organizational culture, improves bank employees' job satisfaction, as motivation strengthens their sense of belonging and responsibility toward their work (Asnah et al., 2021). Other studies have emphasized that both intrinsic and extrinsic motivation play an essential role in creating job satisfaction in the banking sector (Upadhyay & Awasthi, 2020). Motivation, whether financial or non-financial, has been shown to significantly influence the job satisfaction of bank employees (European Journal of Business and Management, 2023). Another study identified motivation as a key determinant of job satisfaction in the banking industry (Kumari et al., 2020). Furthermore, locus of control has been found to moderate the relationship between work motivation and job satisfaction, with employees possessing an internal locus of control demonstrating a stronger link between motivation and satisfaction (Illays et al., 2024). Therefore, although the findings at BRI differ, the broader academic literature highlights that work motivation remains one of the key factors in improving job satisfaction, even though in certain contexts its influence may be overshadowed by organizational factors such as rewards and internal communication.

### **The Effect of Internal Communication on Job Satisfaction through Work Motivation as a Mediating Variable**

The results of this study indicate that work motivation does not mediate the relationship between internal communication and job satisfaction among employees at BRI Sungai Penuh. Although **effective internal communication has been shown to enhance both motivation and job satisfaction**, the mediating role of motivation was not significant in this research model. This suggests that the influence of internal communication on job satisfaction is more direct, without requiring mediation through work motivation.

Internal communication has been found to influence motivation, but this effect does not always translate into job satisfaction when organizational factors such as rewards are more dominant (Dhone & Sarwoko, 2022). Research in state-owned banks also revealed that motivation only partially mediates the relationship between internal management practices and employee performance (Hanum et al., 2023). Other studies have shown that internal communication influences job satisfaction both directly and indirectly, with motivation serving as a mediator, although the direct influence of communication remains stronger (Journal of Management Sciences and Applications, 2024). Similarly, internal marketing practices that integrate communication, motivation, and rewards collectively enhance job satisfaction

among bank employees, but the mediating effect of motivation tends to be only partial (Hathurusinghe & Weerasooriya, 2025). Therefore, in the context of BRI Sungai Penuh, it can be concluded that while work motivation is important, employee job satisfaction is more strongly determined by the quality of internal communication itself, which is directly related to perceptions of fairness, clarity of information, and harmonious workplace relationships.

### **The Effect of Rewards on Job Satisfaction through Work Motivation as a Mediating Variable**

The results of this study show that work motivation does not mediate the relationship between rewards and job satisfaction among employees at BRI Sungai Penuh. This means that although rewards can increase employee motivation, such motivation is not strong enough to translate into higher job satisfaction. This finding suggests that employee job satisfaction is more directly influenced by the quality of the reward system implemented, rather than through the mechanism of motivation.

This result contrasts somewhat with several previous studies. For instance, research in Indonesia found that rewards can enhance job satisfaction through work motivation, which serves as a mediating variable in private banking institutions (Wahyudi, 2016). Other studies similarly provide evidence that rewards are related to job satisfaction through motivation, showing that recognition and workplace facilities increase employee satisfaction when employees are adequately motivated (Ashraf et al., 2024). Reward systems have also been found to significantly affect employee retention through job satisfaction as a mediator (Alrazehi et al., 2021). Furthermore, a combination of financial and non-financial rewards has been shown to increase both motivation and job satisfaction among bank employees (Rasool et al., 2018). Therefore, although the findings at BRI Sungai Penuh suggest that motivation does not play a significant mediating role, the broader academic literature indicates that in the banking sector, rewards can indeed foster job satisfaction through the mechanism of motivation. This highlights the importance of strengthening internal motivational systems as a strategic step to make rewards more effective in enhancing employee job satisfaction at BRI.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

This study concludes that internal communication and rewards have a positive and significant effect on both work motivation and job satisfaction among employees of PT Bank Rakyat Indonesia (Persero) Tbk, Sungai Penuh Branch. Effective internal communication enhances clarity, trust, and employee participation, while a fair and transparent reward system strengthens employees' sense of appreciation and work enthusiasm. However, work motivation was found to have no significant effect on job satisfaction and does not mediate the relationship between internal communication or rewards and job satisfaction. These findings highlight that structural factors such as organizational communication and reward systems play a more decisive role in determining employees' job satisfaction compared to individual motivational factors.

### **Suggestions**

Future research is recommended to broaden the scope of analysis by involving a larger sample size and conducting comparative studies across state-owned and private banks in Indonesia to enhance the generalizability of the findings. Moreover, other variables such as organizational culture, leadership style, or employee trust could be included as mediating or moderating variables to enrich the analysis. Continued research in this area is essential not only to contribute academically but also to generate practical recommendations that can improve human resource management practices in the national banking sector.

## **REFERENCES**

- Adhyaksa, A., Kustiningsih, N., & Putri, F. (2024). The influence of the reward and recognition system on employee satisfaction in Indonesian banking. *Jurnal Manajemen dan Kewirausahaan*, 26(1), 45-56.
- Agustina, R., Natalina, C., & Siagian, J. (2023). The relationship between internal communication, work motivation, and employee performance at Bank OCBC NISP Jakarta, Pluit Karang Utara Branch. *Fundamental Management Journal*, 8(1), 101-112.

- Ahmad, M., Munir, R., & Hussain, S. (2022). A correlational study of effort-reward imbalance and job satisfaction in banking employees. *Journal of Human Resource and Sustainability Studies*, 10(2), 56-67.
- Akhter, N. (2020). Impact of rewards on employee performance: A study on banking sector. *European Journal of Business and Management*, 12(7), 45-56.
- Alias, N., Rohman, M., & Anwar, M. (2020). The impact of reward systems on employee satisfaction: Evidence from service industries. *International Journal of Business and Society*, 21(3), 1185-1202.
- Almaslukh, F. M. O., Khalid, H., & Sahi, A. M. (2022). The impact of internal marketing practices on employees' job satisfaction during the COVID-19 pandemic: The case of the Saudi Arabian banking sector. *Sustainability*, 14(15), 9301.
- Alrazehi, A., Emam, A., & Hameed, R. (2021). The mediation effect of job satisfaction between reward and employee retention. *International Journal of Human Resource Studies*, 11(2), 55-71.
- Atiana, D. (2024). Internal communication, trust, and job satisfaction: Evidence from Indonesian banking sector. *Jurnal Manajemen dan Bisnis*, 11(1), 55-67.
- Baporikar, N. (2021). Reward management and employee performance: A strategic HR perspective. *International Journal of Strategic Management*, 8(2), 45-57.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage Publications.
- Dhone, Y., & Sarwoko, E. (2022). Internal communication and employee performance: The mediating role of job satisfaction. *Jurnal Aplikasi Manajemen*, 20(4), 701-712.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1-4.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.0* (3rd ed.). Thousand Oaks, CA: Sage.
- Han, S., & Moi, F. (2024). Work motivation as a mediator between organizational practices and employee satisfaction. *Journal of Organizational Behavior Studies*, 14(2), 88-103.
- Illays, A., Nazar, M., & Tariq, H. (2024). Locus of control as moderator between work motivation and job satisfaction in banking industry. *Journal of Organizational Psychology*, 12(3), 77-89.
- Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2015). Likert scale: Explored and explained. *British Journal of Applied Science & Technology*, 7(4), 396-403.
- Juan, F., & Moi, F. (2024). Revisiting the mediating role of motivation in communication and job satisfaction linkages. *Asian Journal of Business and Management*, 13(1), 99-112.
- Khuwaja, F. M., Shah, S. Z. A., & Shaikh, A. (2022). Impact of motivation on employee performance in banking sector. *Business Review*, 17(1), 101-115.
- Kumari, A., Jayasinghe, C., & Perera, D. (2021). Employee motivation factors in banking sector: A study of mediating role of motivation on job satisfaction. *Journal of Management Research*, 23(2), 34-49.
- Kurniawan, A. (2023). Job satisfaction and employee performance in Indonesia. *Southeast Asian Journal of Management and Research*, 1(1), 44-53.
- Ly, H. T., Le, T. T., & Le, A. V. (2024). The impact of internal communication on Vietnamese Gen Z employees' motivation and job satisfaction. *Cogent Business & Management*, 11(1), 2332104.
- Nagachevska, O., Dzhereleiko, A., & Kryvonos, O. (2023). Efficient internal communications in the banking sector. *Economic Annals-XXI*, 199(3-4), 25-32.
- Rangkuti, R., Siregar, H., & Lubis, A. (2020). The effect of internal communication and work motivation on employee job satisfaction. *Jurnal Ilmu Manajemen*, 8(2), 101-110.
- Santos, A., Santos, J., & Oliveira, R. (2024). The mediating effect of motivation between internal communication and job satisfaction. *International Journal of Human Resource Studies*, 14(1), 22-36.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2020). *Partial least squares structural equation modeling*. In Homburg, C., Klarmann, M., & Vomberg, A. (Eds.), *Handbook of market research* (pp. 1-47). Cham: Springer.
- Shchetinina, E., Rudakova, O., & Zubanova, S. (2023). Internal corporate communications in the digital transformation era. *Journal of Eastern European Management Studies*, 28(2), 155-172.
- Singh, P., & Singh, R. (2024). Job satisfaction in the banking sector: An empirical study. *International Journal of Human Capital and Information Technology Professionals*, 15(2), 15-27.

- Upadhyay, R., & Awasthi, N. (2020). Employee performance and job satisfaction in order to gain competitive advantage in banking sector. *International Journal of Research in Commerce and Management Studies*, 7(3), 22-29.
- Uzair, M., & Mehmood, S. (2021). Impact of non-financial rewards on employees' motivation in banking sector. *Journal of Business Studies*, 17(2), 77-90.