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Exploring the Interaction Between Internal Communication and Organizational Behavior in Enhancing Job Satisfaction



Abstract: - This research investigates the intricate relationships between Internal Communication, Organizational Behavior, Employee Motivation, and Job Satisfaction within organizational settings. The main objective is to understand how these factors interact to influence job satisfaction and to inform policy development aimed at enhancing workplace environments. Utilizing a quantitative approach, data were collected through a questionnaire from 378 respondents and analyzed using Structural Equation Modeling (SEM) via SmartPLS and descriptive statistics using SPSS. The results reveal that Employee Motivation significantly and positively affects Job Satisfaction (coefficient = 0.578, $p < 0.001$), while Organizational Behavior has a substantial impact on both Employee Motivation (coefficient = 0.722, $p < 0.001$) and Job Satisfaction (coefficient = 0.176, $p = 0.003$). Internal Communication, however, shows a significant but modest positive effect on Job Satisfaction (coefficient = 0.079, $p = 0.043$) and no significant impact on Employee Motivation. These findings suggest that while effective communication is essential, it needs to be complemented by strong organizational practices to enhance motivation and satisfaction. The policy implications underscore the importance of fostering motivational strategies and supportive organizational cultures to improve job satisfaction. This research contributes to the understanding of organizational dynamics and provides actionable insights for improving employee well-being and performance.

Keywords: Internal Communication, Organizational Behavior, Employee Motivation, Job Satisfaction, Structural Equation Modeling (SEM)

I. INTRODUCTION

The intricate relationship between internal communication and organizational behavior is pivotal in determining job satisfaction among employees. In China, rapid economic growth and cultural nuances present unique challenges in understanding these dynamics within organizational contexts (Zhang et al., 2023). Research indicates that effective internal communication significantly enhances employee engagement and job satisfaction by fostering transparency and trust (Sun et al., 2023; Yue, Men, & Ferguson, 2021). However, many organizations in China struggle with outdated communication practices and hierarchical structures that impede open communication and employee involvement (Li et al., 2021). According to recent studies, organizations with robust internal communication systems report 47% higher employee engagement rates and 23% lower turnover intentions (Lin & Huang, 2021; Špoljarić & Tkalac Verčič, 2022). Despite this, a survey by the International Journal of Business Communication revealed that 60% of Chinese employees felt disconnected from their organizational culture due to poor internal communication (Tkalac Verčič, Galić, & Žnidar, 2023).

The lack of effective communication channels and the prevalence of top-down management styles hinder the flow of information, leading to low employee morale and job dissatisfaction (Nemteanu & Dabija, 2021). These issues are exacerbated during times of organizational change, such as the COVID-19 pandemic, which has highlighted the need for transparent and symmetrical communication to maintain employee trust and organizational identification (Li et al., 2021; Sun et al., 2023). Addressing these challenges is crucial as job satisfaction is directly linked to improved safety behavior, higher task performance, and reduced counterproductive work behaviors (Ni et al., 2020; Nemteanu & Dabija, 2021). Enhancing internal communication and fostering positive organizational behavior can significantly improve job satisfaction, thereby boosting organizational performance and reducing turnover rates (Lin & Huang, 2021).

Internal communication and organisational behaviour have received considerable attention in current organisational studies due to their influence on work satisfaction. Job satisfaction has a vital role in improving employee performance, decreasing turnover intentions, and fostering a good work environment (Lin & Huang,

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2021; Ni et al., 2020). This study aims to investigate the relationship between internal communication and organisational behaviour, and how they together influence work satisfaction in Chinese organisations. The research will use a quantitative technique using a questionnaire.

Effective internal communication is essential for cultivating a productive and healthy organisational environment. Efficient internal communication guarantees that workers are adequately informed, actively involved, and in sync with the organization's objectives and principles (Sun et al., 2023). It includes several aspects, such as the comprehensibility of information, the presence of systems for receiving feedback, and the utilisation of suitable communication routes. Specifically, research has shown that clear and balanced communication greatly improves employee experiences and their sense of belonging to the organisation (Li et al., 2021; Yue et al., 2021). Moreover, the level of satisfaction with internal communication has a crucial role in determining employee engagement and organisational identity, which subsequently impacts work satisfaction (Špoljarić & Tkalac Verčič, 2022).

Organisational Behaviour encompasses the combined behaviours and cultural characteristics present in an organisation, such as leadership approaches, team interactions, and overall organisational culture. Positive organisational behaviour fosters an atmosphere in which workers have a sense of worth, assistance, and motivation to actively contribute to the objectives of the organisation (Nemteanu & Dabija, 2021; Tkalac Verčič et al., 2023). Given the cultural disparities that impact work attitudes and expectations, comprehending organisational behaviour has significant significance in the Chinese environment (Zhang et al., 2023).

Employee motivation is proposed as a mediator in this investigation. Motivation is essential since it converts the impacts of internal communication and organisational behaviour into concrete results, such as improved work satisfaction. Increased employee motivation is positively correlated with heightened work engagement, resulting in elevated levels of job satisfaction (Sun et al., 2023). The correlation between employee motivation and work satisfaction has been well established, with motivation playing a crucial role in driving job performance and employee retention (Lin & Huang, 2021).

The research considers Job Satisfaction as the dependent variable. Employee well-being and fulfilment at work are determined by several elements such as job qualities, work environment, and organisational support (Ni et al., 2020). Elevated levels of work satisfaction are linked to several favourable organisational consequences, including heightened productivity, reduced absenteeism, and augmented organisational loyalty (Nemteanu & Dabija, 2021).

The objective of this study is to clarify the ways in which internal communication and organisational behaviour work together to improve job satisfaction in the Chinese environment. Through the use of a quantitative methodology, this study aims to gather empirical data on the importance of these aspects. This will give significant insights for organisational leaders who want to enhance employee happiness and increase organisational success.

II. LITERATURE REVIEW

This research review explores the complex interplay between internal communication and organisational behaviour, and how these together influence work satisfaction. The study specifically investigates the function of employee motivation as a mediator in this relationship. The interconnections and consequences of these factors are thoroughly examined to provide a comprehensive understanding of how they might enhance work satisfaction, specifically within Chinese organisations. Internal communication refers to the many methods and channels used inside an organisation to exchange information, involve personnel, and ensure their alignment with organisational objectives (Sun et al., 2023). Efficient internal communication promotes transparency, trust, and organisational identity among workers, which are essential for cultivating a favourable work environment and enhancing job satisfaction (Yue, Men, & Ferguson, 2021).

Multiple studies have emphasised the significance of communication quality, precision, and the use of various communication channels. Verčič and Špoljarić (2020) highlight the crucial role of communication channels in determining employee satisfaction with internal communication. The suitability of these channels has a substantial impact on employee engagement and organisational loyalty. Furthermore, Tkalac Verčič et al. (2023) discovered that the level of satisfaction with internal communication has a crucial role in determining the extent of employee involvement and the attractiveness of the company. These factors are strongly connected to work satisfaction. Within the Chinese setting, the presence of hierarchical communication systems often hampers the efficiency of internal communication. Zhang, Yin, and Wang (2023) observe that these structures may hinder the transmission

of information, resulting in reduced employee engagement and diminished work satisfaction. According to Li et al. (2021), organisational change intensifies these issues. They found that open and symmetrical internal communication has a vital role in assisting workers in dealing with change and preserving confidence in the organisation. Organisational behaviour is the field of research that examines the interactions between people and groups in an organisation, including the how leaders lead, how teams work together, and the overall culture of the organisation (Lin & Huang, 2021). Positive organisational behaviour fosters a conducive work environment that amplifies both worker happiness and organisational performance.

Leadership style and organisational culture are essential elements of organisational behaviour that have a significant impact on employee attitudes and work satisfaction. Nemteanu and Dabija (2021) contend that transformational leadership, which prioritises motivation and employee growth, has a favourable effect on job satisfaction and diminishes unproductive work behaviours. Furthermore, Tkalac Verčič et al. (2023) emphasise that fostering a supportive organisational culture that promotes transparent communication and constructive criticism has a substantial positive impact on employee engagement and work satisfaction. The collectivist culture in China prioritises group unity and loyalty, influencing organisational behaviour and employee expectations (Zhang et al., 2023). Gaining a deep comprehension of these cultural subtleties is crucial for establishing efficient organisational strategies that are in line with employee principles and enhance work contentment. Employee motivation plays a crucial role in converting the impacts of internal communication and organisational behaviour into measurable results, such as work satisfaction (Nemteanu & Dabija, 2021). Employees that are motivated are more inclined to actively participate in their work, demonstrate elevated levels of job performance, and have increased job satisfaction.

Motivation may be affected by several elements, such as the quality of internal communication and the overall organisational atmosphere. Qin and Men (2023) discovered that internal communication has a substantial influence on employee motivation by promoting a feeling of trust and inclusion inside the organisation. Consequently, this improves job satisfaction by establishing a favourable work atmosphere in which workers feel appreciated and driven to contribute to the achievement of organisational goals. Multiple research have shown that motivation plays a mediating role in the connection between organisational practices and work satisfaction. For example, Ni et al. (2020) shown that job satisfaction among Chinese construction workers is significantly improved by work engagement and safety information sharing, both of which are impacted by employee motivation. Similarly, in their study, Chatzopoulou et al. (2022) discovered that individuals who are driven and enthusiastic are more inclined to have favourable views towards their work, resulting in increased levels of job satisfaction and organisational commitment. Job satisfaction pertains to the degree to which employees experience contentment and fulfilment in their employment. It includes several aspects like as job satisfaction, maintaining a balance between work and personal life, and possibilities for professional growth (Lin & Huang, 2021). Elevated levels of work satisfaction are linked to a multitude of favourable consequences, such as heightened productivity, reduced employee attrition, and strengthened organisational allegiance (Nemteanu & Dabija, 2021).

Job satisfaction is impacted by several elements, such as internal communication, organisational behaviour, and employee motivation. In their study, Sun et al. (2023) found that implementing symmetrical internal communication had a substantial positive impact on employee experiences and work satisfaction, especially in the context of organisational transition. Moreover, Verčič (2021) discovered that implementing supportive organisational strategies that foster employee engagement and growth are crucial for improving work satisfaction and overall organisational effectiveness. Cultural characteristics, such as reverence for authority and a predilection for secure, enduring work, often influence job satisfaction in the Chinese environment (Zhang et al., 2023). Organisations must strategically manage these cultural factors in order to successfully meet employee demands and improve work satisfaction. Ni et al. (2020) highlight the significance of establishing a conducive work environment that is in line with Chinese cultural values in order to enhance job satisfaction and foster organisational loyalty.

The correlation between internal communication and work satisfaction is well acknowledged in the research. Efficient internal communication promotes transparency and trust, which are essential for improving work satisfaction (Sun et al., 2023). Yue, Men, and Ferguson (2021) emphasise the crucial function of internal communication in influencing workers' organisational identity, which has a direct effect on job satisfaction. Furthermore, Verčič and Špoljarić (2020) discovered that the level of contentment with internal communication

channels significantly influences both work satisfaction and employee engagement. Organisational behaviour significantly impacts work satisfaction. Supportive leadership and a collaborative culture, which are components of positive organisational behaviour, improve job satisfaction by establishing a work environment that is favourable to meeting employee needs and expectations (Lin & Huang, 2021). Nemteanu and Dabija (2021) established a correlation between transformational leadership, a supportive organisational culture, increased job satisfaction, and decreased counterproductive work behaviours.

The interaction between internal communication and organisational behaviour has a substantial influence on employee motivation, which subsequently influences work satisfaction. In their study, Tkalac Verčič et al. (2023) discovered that employee motivation is influenced by both internal communication satisfaction and supportive organisational behaviour. This is achieved by cultivating a feeling of belonging and trust among employees. This condition of motivation results in increased job satisfaction, as workers perceive a sense of worth and active involvement in their tasks (Qin & Men, 2023). Employee motivation plays a crucial role in connecting internal communication, organisational behaviour, and work satisfaction. Employees that are motivated are more inclined to actively participate in their work and have elevated levels of job satisfaction (Ni et al., 2020). According to Chatzopoulou et al. (2022), workers that are motivated are more inclined to have favourable views towards their workplace, resulting in increased job satisfaction and organisational commitment. This highlights the need of promoting employee motivation via efficient internal communication and supportive organisational behaviour in order to attain greater work satisfaction.

III. METHODOLOGY

This study uses a quantitative research methodology to examine the connections between internal communication, organisational behaviour, and job satisfaction, specifically exploring how employee motivation mediates these interactions within Chinese organisations. The main research tool is a well-organized questionnaire specifically created to collect data on the variables of interest from workers in different industries. The participants in this research consist of workers from various organisational backgrounds in China. Stratified random sampling is used to guarantee that the sample accurately reflects the larger population. This approach facilitates the categorization of the population into several subcategories or strata, taking into account factors such as the size of the organisation, the industry it belongs to, and the function of its employees. This ensures a thorough comprehension of the phenomena in many situations. The sample size is selected based on the instructions provided by Mishra and Alok (2022) to ensure that there is enough statistical power to identify significant connections between the variables.

Data collection is expedited by using a questionnaire that is disseminated via both online and in-person channels, with a preference for online distribution to optimise the extent of coverage and ease. The questionnaire has been designed in accordance with the principles outlined by Pandey and Pandey (2021). It has many parts that cover demographic details, views of internal communication, organisational behaviour, employee motivation, and work satisfaction. Every concept is assessed using known scales from prior studies, modified as needed to guarantee cultural appropriateness and comprehensibility in the Chinese setting. SPSS software is used to calculate descriptive statistics, such as means, standard deviations, frequencies, and percentages. This study presents a summary of the sample's characteristics and the distribution of answers for each construct, as recommended by Ahmad Nizar et al. (2023). SPSS is used for conducting initial data analysis, including reliability testing and exploratory factor analysis, to verify the validity and reliability of measurement scales. This follows the methodologies described by Chen (2020) and Guo (2020).

Partial Least Squares Structural Equation Modelling (PLS-SEM) is used for hypothesis testing and analysing intricate interactions between variables. The principal analytical tool utilised for this purpose is SmartPLS. The selection of PLS-SEM is based on its capacity to manage intricate models including numerous components and indicators, as well as its appropriateness for exploratory research conducted in situations with minimal theoretical foundation, as stated by Memon et al. (2021) and Hair et al. (2021). This approach is especially suitable for examining connections in the field of social sciences, with an emphasis on forecasting and the advancement of theories rather than testing them. This reasoning is endorsed by Hair Jr et al. (2021) and Kim and Kim (2018).

The PLS-SEM analysis has many stages, beginning with the assessment of the measurement model to determine the reliability and validity of the constructs. This involves assessing the internal consistency reliability, convergent

validity, and discriminant validity indices, as specified by Hair Jr et al. (2021). Subsequently, the structural model is assessed to examine the postulated connections between internal communication, organisational behaviour, employee motivation, and job satisfaction. The significance of the correlations is determined by assessing the path coefficients, t-values, and p-values. The explanatory power of the model is evaluated using the coefficient of determination (R^2). These approaches align with the recommendations of Hair Jr et al. (2023). The mediation study aims to investigate the mediating effect of employee motivation on the link between internal communication and work satisfaction, as well as between organisational behaviour and job satisfaction. This entails conducting tests to examine the indirect effects and use bootstrapping methods to determine the relevance of the mediating routes, in accordance with the instructions outlined by Hair et al. (2023). The technique described by Kuo et al. (2019) and Luo et al. (2019) enables a thorough comprehension of the impact of internal communication and organisational behaviour on work satisfaction, mediated by employee motivation.

IV. RESULT

Table 1 presents a detailed breakdown of the demographic characteristics of the 378 respondents who participated in this study. Gender distribution reveals a slight male predominance, with males constituting 56.6% ($n=214$) of the sample, while females account for 42.9% ($n=162$). A negligible proportion of respondents, 0.3% ($n=1$), preferred not to disclose their gender. This distribution aligns with a typical gender ratio in workplace demographics, reflecting a balanced representation that can contribute to the reliability and generalizability of the findings across gender lines. Age distribution indicates that a significant majority of respondents are within the younger demographic brackets, with 58.2% ($n=220$) aged between 18-24 years. This is followed by the 25-34 age group, which constitutes 16.9% ($n=64$) of the sample. The representation of respondents aged 35-44 years stands at 12.4% ($n=47$), while those aged 45-54 years account for 8.2% ($n=31$). Respondents aged 55 and above make up the smallest age group at 4% ($n=15$). The dominance of younger respondents may reflect the current workforce composition and suggests that the study's findings are particularly relevant to younger, early-career individuals.

In terms of educational attainment, the majority of participants hold a Bachelor's degree, representing 64.6% ($n=244$) of the sample. Master's degree holders constitute 31.5% ($n=119$), while those with a Ph.D. or Doctorate represent a smaller segment, accounting for 3.4% ($n=13$). This educational profile suggests a well-educated respondent base, indicative of a workforce engaged in skilled and professional roles, which may influence perceptions of internal communication, organizational behavior, and job satisfaction. Regarding years of experience, a considerable proportion of respondents, 60.8% ($n=230$), reported having between 0-2 years of professional experience. This is followed by 14.6% ($n=55$) with 6-10 years of experience, and 9.5% ($n=36$) with over 16 years of experience. Other categories include 3-5 years (6.3%, $n=24$), 11-15 years (6.1%, $n=23$), and exactly 16 years (2.6%, $n=10$). The predominance of individuals with limited professional experience suggests that the study's insights will be particularly pertinent to early-career professionals, offering valuable implications for their engagement and satisfaction within their respective organizations.

Table 1. Demographic Characteristics

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	162	42.9	42.9	43.1
	Male	214	56.6	56.6	99.7
	Prefer not to say	1	0.3	0.3	100
	Total	378	100	100	
Age	18-24 years	220	58.2	58.2	58.5
	25-34 years	64	16.9	16.9	75.4
	35-44 years	47	12.4	12.4	87.8
	45-54 years	31	8.2	8.2	96
	55 and above	15	4	4	100
	Total	378	100	100	
Educational Level:	Bachelor's Degree	244	64.6	64.6	65.1
	Master's Degree	119	31.5	31.5	96.6
	Ph.D. or Doctorate	13	3.4	3.4	100

	Total	378	100	100	
Years of Experience:	0-2 years	230	60.8	60.8	60.8
	11-15 years	23	6.1	6.1	66.9
	16 years	10	2.6	2.6	69.6
	3-5 years	24	6.3	6.3	75.9
	6-10 years	55	14.6	14.6	90.5
	16 and above	36	9.5	9.5	100
	Total	378	100	100	

Table 2 presents a comprehensive examination of the descriptive statistics and normality tests for four important variables: Internal Communication, Organisational Behaviour, Employee Motivation, and Job Satisfaction. The table is derived from a sample size of 378 respondents, which guarantees a strong and reliable dataset for statistical analysis. The average score for Internal Communication is 3.33 (SD = 0.78), indicating that respondents generally see internal communication within their organisations as reasonably successful. The skewness score of -0.512 suggests a small leftward skew, indicating that a larger proportion of respondents assessed internal communication more favourably than negatively. The kurtosis score of 0.588 indicates a distribution that is somewhat more peaked than a normal distribution, suggesting a lower number of extreme values. The data indicates that respondents usually had a good opinion of organisational behaviour, as seen by the higher mean score of 3.78 (SD = 0.75) in the study. The skewness value of -1.246 shows a pronounced leftward skew, indicating that the majority of respondents provided very favourable evaluations for organisational behaviour, with fewer instances of bad ratings. The kurtosis score of 2.576 indicates a distribution with heavy tails and a strong peak, suggesting that ratings are tightly grouped around the mean with a few extreme values.

The average score for Employee Motivation is 3.68, with a standard deviation of 0.75. This suggests that workers usually have a good degree of motivation. The skewness value of -0.986 suggests a leftward skew, suggesting that respondents have a tendency to rank their motivation levels higher rather than lower. The kurtosis number of 1.867 indicates a leptokurtic distribution, which means that there is a concentration of values around the mean with occasional extreme scores. The average score for Job Satisfaction is 3.50 (SD = 0.70), indicating that respondents are generally content with their employment, although to a modest degree. The skewness score of -0.644 shows a considerable leftward skew, suggesting that a greater number of respondents evaluated their work satisfaction favourably. The kurtosis score of 1.285 suggests that the distribution is more peaked than a normal distribution, indicating a smaller number of outliers and a closer grouping of satisfaction ratings.

Table 2. Descriptive Statistics and Normality test

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Internal Communication	378	1	5	3.3251	0.77779	-0.512	0.125	0.588	0.25
Organizational Behavior	378	1	5	3.7822	0.75464	-1.246	0.125	2.576	0.25
Employee Motivation	378	1	5	3.6841	0.75399	-0.986	0.125	1.867	0.25
Job Satisfaction	378	1	5	3.5015	0.70488	-0.644	0.125	1.285	0.25

Table 3 presents a thorough assessment of the outer loadings, reliability, and multicollinearity tests conducted on the constructs of Employee Motivation, Internal Communication, Job Satisfaction, and Organisational Behaviour. The table displays crucial metrics, including outer loadings, Cronbach's alpha, average variance extracted (AVE),

and variance inflation factor (VIF). These metrics are necessary for evaluating the reliability and validity of the measurement model. The outer loadings for all five items (EM1 to EM5) in Employee Motivation vary from 0.759 to 0.822, demonstrating robust relationships between each item and the underlying construct. The Cronbach's alpha coefficient of 0.850 indicates a high degree of internal consistency among the items. The Average variation Extracted (AVE) for Employee Motivation is 0.626, above the suggested threshold of 0.5. This indicates that the construct explains more than half of the variation of its indicators. The VIF values, which range from 1.717 to 2.149, are much below the widely recognised threshold of 5. This suggests that there is no notable problem with multicollinearity among the items. The outside loadings for Internal Communication vary from 0.658 to 0.798, indicating satisfactory item-to-construct correlations. The Cronbach's alpha coefficient is 0.839, indicating a high level of dependability. The average (AVE) of 0.540 exceeds the criterion of 0.5, indicating that the construct successfully captures a significant portion of the variation in the indicators. The VIF scores for the Internal Communication items range from 1.336 to 2.424, which suggests that there are no problems with multicollinearity.

Job Satisfaction is assessed using seven questions (JS1 to JS7), with outer loadings ranging from 0.697 to 0.772, indicating strong correlations between the constructs and the items. The Cronbach's alpha value of 0.859 indicates a strong level of internal consistency. The AVE value of 0.542 suggests that the concept successfully captures a significant amount of variation from its indicators. The VIF values vary from 1.551 to 2.509, indicating the absence of any substantial multicollinearity problems. Organisational Behaviour is evaluated using a set of seven elements, specifically labelled as OB1 to OB7. The external loadings for these items vary from 0.743 to 0.843, demonstrating robust connections with the construct. The Cronbach's alpha of 0.908 is the best among the constructions, indicating exceptional internal consistency. The average (AVE) of 0.646 significantly above the required threshold, indicating a strong and reliable measure of the construct. The Variance Inflation Factor (VIF) values for the items related to Organisational Behaviour vary from 1.860 to 2.803, indicating that there are no issues about multicollinearity.

Table.3 Outer Loadings, Reliability and Multicollinearity Tests

	Outer loadings	Cronbach's alpha	Average variance extracted	VIF
EM1 <- Employee Motivation	0.759	0.850	0.626	1.717
EM2 <- Employee Motivation	0.759			1.748
EM3 <- Employee Motivation	0.822			2.054
EM4 <- Employee Motivation	0.813			2.149
EM5 <- Employee Motivation	0.801			1.907
IC1 <- Internal Communication	0.686	0.839	0.540	1.336
IC2 <- Internal Communication	0.770			2.294
IC3 <- Internal Communication	0.689			2.424
IC4 <- Internal Communication	0.794			1.749
IC5 <- Internal Communication	0.798			1.882
IC6 <- Internal Communication	0.658			2.027
JS1 <- Job Satisfaction	0.701	0.859	0.542	1.560
JS2 <- Job Satisfaction	0.732			1.711
JS3 <- Job Satisfaction	0.697			1.551
JS4 <- Job Satisfaction	0.741			1.935
JS5 <- Job Satisfaction	0.772			2.152
JS6 <- Job Satisfaction	0.767			2.509
JS7 <- Job Satisfaction	0.739			2.048
OB1 <- Organizational Behavior	0.757	0.908	0.646	2.056
OB2 <- Organizational Behavior	0.832			2.803
OB3 <- Organizational Behavior	0.815			2.522
OB4 <- Organizational Behavior	0.843			2.644

OB5 <- Organizational Behavior	0.807	2.299
OB6 <- Organizational Behavior	0.825	2.543
OB7 <- Organizational Behavior	0.743	1.860

Table 4 provides a detailed examination of discriminant validity using two prominent methods: the Heterotrait-Monotrait ratio (HTMT) and the Fornell-Larcker criterion. Discriminant validity is critical for ensuring that each construct in a study is distinct and measures unique concepts, which is essential for establishing the reliability and validity of a model. The HTMT analysis is presented in the upper section of the table. The HTMT values for each pair of constructs are below the threshold of 0.85, which is often used as a benchmark for establishing discriminant validity. For instance, the HTMT value between Employee Motivation and Internal Communication is 0.462, indicating a moderate relationship and confirming that these constructs are sufficiently distinct. Similarly, the HTMT value between Employee Motivation and Job Satisfaction is 0.851, which is close to the threshold but still acceptable, indicating a high but distinct relationship. The HTMT values for the remaining construct pairs—such as Organizational Behavior with Employee Motivation (0.818) and Internal Communication (0.653)—are all within acceptable limits, supporting the claim that each construct uniquely represents different aspects of the study's theoretical framework.

In the Fornell-Larcker criteria section, the diagonal values correspond to the square roots of the Average Variance Extracted (AVE) for each construct. These values are then compared to the correlations among the constructs. In order to prove discriminant validity, it is necessary for the values on the diagonal to be larger than the values off the diagonal in their respective rows and columns. As an example, the square root of the average variance extracted (AVE) for Employee Motivation is 0.791, which surpasses its correlations with Internal Communication (0.431), Job Satisfaction (0.739), and Organisational Behaviour (0.718). This suggests that Employee Motivation has a stronger correlation with its own indicators than with any other factors. Similar trends are seen for the other elements, such as Internal Communication (0.735), Job Satisfaction (0.736), and Organisational Behaviour (0.804). Each of these elements exhibits greater values on the diagonal compared to the correlations between different elements in their corresponding rows and columns.

Table 4. Discriminant validity

Heterotrait-monotrait ratio (HTMT) Matrix	Employee Motivation	Internal Communication	Job Satisfaction	Organizational Behavior
Employee Motivation				
Internal Communication	0.462			
Job Satisfaction	0.851	0.454		
Organizational Behavior	0.818	0.653	0.710	
Fornell-Larcker criterion	Employee Motivation	Internal Communication	Job Satisfaction	Organizational Behavior
Employee Motivation	0.791			
Internal Communication	0.431	0.735		
Job Satisfaction	0.739	0.434	0.736	
Organizational Behavior	0.718	0.605	0.639	0.804

Table 5 provides an in-depth look at the structural equation model results, specifically focusing on the relationships among Internal Communication, Organizational Behavior, Employee Motivation, and Job Satisfaction. The table outlines the path coefficients, standard deviations, T-statistics, F^2 , R^2 p-values, and the overall result of each hypothesized relationship. Employee Motivation and Job Satisfaction: The path from Employee Motivation to Job Satisfaction has a significant coefficient of 0.578 ($p < 0.001$), indicating a strong and positive relationship. The T-statistic of 12.026 and an F^2 value of 0.380 further underscore the robustness of this link, suggesting that increased employee motivation significantly enhances job satisfaction. This aligns with prior empirical research, such as that by Nemteanu and Dabija (2021), which established a positive correlation between employee motivation and job satisfaction during the COVID-19 pandemic. Their findings highlighted that motivated employees are more likely to exhibit higher levels of job satisfaction, a conclusion echoed in this study.

Internal Communication and Employee Motivation: The path from Internal Communication to Employee Motivation shows an insignificant coefficient of -0.006 ($p = 0.894$) with a T-statistic of 0.134, indicating a lack of support for this relationship. This contradicts the findings of Yue, Men, and Ferguson (2021), who observed that effective internal communication positively influences employee motivation by fostering a supportive organizational culture. The insignificant result in this study may be attributed to contextual differences or the unique dynamics of the sample population. It suggests that internal communication alone may not be a sufficient driver of employee motivation, possibly requiring the integration of other motivational strategies. The path from Internal Communication to Job Satisfaction has a coefficient of 0.079 ($p = 0.043$), which is statistically significant, albeit modest, with a T-statistic of 1.875. This indicates that internal communication has a positive but weak effect on job satisfaction. These findings support those of Sun et al. (2023), who found that transparent and effective communication within organizations can enhance job satisfaction by creating a sense of inclusion and belonging among employees. The lower effect size suggests that while internal communication is beneficial, it may need to be complemented by other factors, such as organizational support and recognition, to significantly impact job satisfaction.

The relationship between Organizational Behavior and Employee Motivation is highly significant, with a coefficient of 0.722 ($p < 0.001$) and a T-statistic of 15.160. The F^2 value of 0.684 indicates a substantial effect, suggesting that positive organizational behavior greatly enhances employee motivation. This finding is consistent with previous research by Li et al. (2021), which demonstrated that constructive organizational practices and behaviors are critical in fostering an environment that motivates employees. The high significance of this path underscores the importance of a supportive organizational culture in driving employee motivation. The path from Organizational Behavior to Job Satisfaction also shows a significant positive relationship, with a coefficient of 0.176 ($p = 0.003$) and a T-statistic of 3.020. This indicates that while the effect is smaller compared to its impact on employee motivation, positive organizational behavior still plays a role in enhancing job satisfaction. This aligns with findings by Kim and Chung (2019), who noted that employees' perceptions of fair and supportive organizational behavior lead to higher job satisfaction, thus reducing the likelihood of negative outcomes like job dissatisfaction or turnover intentions.

Table 5 Structural Equation Model Results

Paths	Coefficients	Standard deviation	T statistics	F^2	R^2	P values	Results
Employee Motivation -> Job Satisfaction	0.578	0.048	12.026	0.380	0.574	0.000	Accept
Internal Communication -> Employee Motivation	-0.006	0.046	0.134	0.000	0.516	0.894	Reject
Internal Communication -> Job Satisfaction	0.079	0.044	1.875	0.030	0.516	0.043	Accept
Organizational Behavior -> Employee Motivation	0.722	0.048	15.160	0.684	0.574	0.000	Accept
Organizational Behavior -> Job Satisfaction	0.176	0.058	3.020	0.028	0.574	0.003	Accept

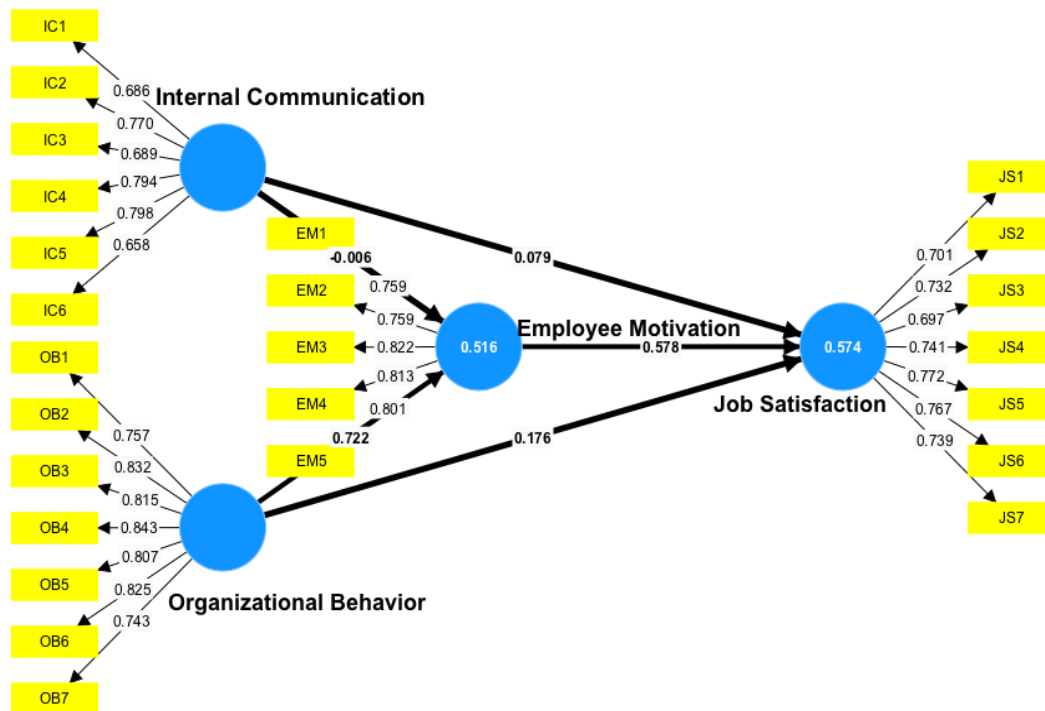


Figure 1. Construction of Structural Equation Model on SmartPLS

V. CONCLUSION

The results of this study underscore the intricate relationships between Internal Communication, Organizational Behavior, Employee Motivation, and Job Satisfaction within an organizational context. The significant positive path coefficients from Employee Motivation to Job Satisfaction (0.578) and from Organizational Behavior to both Employee Motivation (0.722) and Job Satisfaction (0.176) highlight the critical roles these variables play in fostering a productive and satisfied workforce. These findings corroborate existing literature, including Nemteanu and Dabija (2021) and Li et al. (2021), which suggest that motivated employees and constructive organizational behavior significantly enhance job satisfaction and overall workplace morale. Conversely, the non-significant path from Internal Communication to Employee Motivation (-0.006) suggests that while communication is crucial, it alone may not suffice to boost employee motivation. This finding invites further investigation into the additional factors that may mediate or moderate the relationship between internal communication and motivation, as suggested by Yue, Men, and Ferguson (2021).

The study's findings present several policy implications for organizational leaders and human resource managers aiming to enhance employee satisfaction and performance. Firstly, the strong positive relationship between Employee Motivation and Job Satisfaction suggests that organizations should prioritize motivational strategies, including providing opportunities for professional growth, recognizing employee achievements, and ensuring fair and competitive compensation. Programs that promote employee engagement and intrinsic motivation can significantly boost job satisfaction and, consequently, organizational performance.

Secondly, the significant impact of Organizational Behavior on both Employee Motivation and Job Satisfaction emphasizes the importance of fostering a supportive and inclusive organizational culture. Policies aimed at promoting fair treatment, employee involvement in decision-making, and transparent communication can enhance employee perceptions of organizational support, thereby boosting motivation and satisfaction. Additionally, regular training and development programs that encourage positive organizational behaviors and leadership skills can contribute to a more motivated and satisfied workforce, as suggested by Li et al. (2021) and Kim and Chung (2019). Finally, the modest yet significant relationship between Internal Communication and Job Satisfaction underscores the need for organizations to invest in effective communication strategies. Transparent and open communication channels can enhance employees' sense of belonging and inclusion, thereby improving their job satisfaction, as noted by Sun et al. (2023). However, given the non-significant impact on Employee Motivation,

it is essential to integrate communication strategies with other motivational initiatives to maximize their effectiveness.

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