



INNOVATIVE: Journal Of Social Science Research

Volume 4 Nomor 3 Tahun 2024 Page 383-396

E-ISSN 2807-4238 and P-ISSN 2807-4246

Website: <https://j-innovative.org/index.php/Innovative>

The Effect of Positive Emotional Culture and Symmetrical Internal Communication on Organizational Identification in Manufacturing Company

Eka Is Maya^{1✉}, Rojuaniah²

Universitas Esa Unggul

Email: mayaesaunggul@gmail.com^{1✉}

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi hubungan antara bahasa motivasi pemimpin, komunikasi internal simetris, iklim etika dan budaya emosional positif pada perusahaan manufaktur. Penelitian ini dilakukan di wilayah Jakarta, Bogor, DEPOK, TANGERANG, dan BEKASI. Proses pengumpulan data dilakukan dengan menyebarkan kuesioner secara online dengan menggunakan metode purposive sampling untuk menentukan responden. Penelitian ini dilakukan terhadap 255 karyawan pada perusahaan manufaktur. Data yang diperoleh dianalisis dengan menggunakan metode model persamaan struktural (SEM). Hasil penelitian ini menunjukkan pengaruh komunikasi internal simetris pada identifikasi organisasi dan bahasa motivasi pemimpin terhadap budaya emosional positif. Sedangkan iklim etis dan budaya emosi positif tidak berpengaruh terhadap identifikasi organisasi.

Kata Kunci: Kata kunci berisi gagasan atau konsep dasar yang mewakili bidang yang diteliti

Abstract

This research aims to explore the relationship between leader motivating language, symmetrical internal communication, ethical climate and positive emotional culture in manufacturing companies. This research was conducted in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas. The data collection process was carried out by distributing questionnaires online using the purposive sampling method to determine respondents. This research was conducted on 255 employees at manufacturing companies. The data obtained were analyzed using the structural equation model (SEM) method. The results of this research show the impact of symmetrical internal communication on organizational identification and leader motivating language on positive emotional culture. Meanwhile, ethical climate and positive emotional culture have no impact on organizational identification.

Keyword: Keywords contain basic ideas or concepts that represent the field under study

INTRODUCTION

Many people view emotional culture also referred to as the affective side of corporate culture as a mysterious force that shapes a range of employee attitudes and actions. Employee behavior and thought patterns are governed by cognitive culture; employee emotions are governed by emotional culture (Men & Yue, 2019). Although they are in the minority, some organizations use applications to track employee satisfaction, and others engage engineers to assess workers' moods on a daily, weekly, or even monthly basis. Emotional culture is often mismanaged or not managed at all, even though some progressive firms are starting to investigate ways to use positive emotional culture to enhance organizational efficiency (Men & Yue, 2019). Many businesses are ignorant of how important emotions are in creating a healthy work environment. This study looks at the connection between symmetrical internal communication in organizational identification and a positive emotional culture, although earlier studies had a different goal. A symmetrical internal communication system, the leader motivating language, the ethical climate as an independent variable, the positive emotional culture as an intervening variable, and organizational identification as a dependent variable were the variables that were examined. As stated by (Ling, 2020) the growth of management motivation depends on the content of messages conveyed by leaders to followers, and this includes the use of motivating language, aim setting leadership is highly appreciated in the workplace, therefore in order to meet corporate standards, an individual must be dedicated to their aim. For an organization to maximize task efficiency, each individual must be motivated (Arifin & Anindita, 2022).

It can be said that symmetrical internal communication can be a starting point for communication professionals to influence organizational culture in order for internal communication to have a positive effect on positive emotional culture. This is because symmetrical internal communication fosters a participatory organizational culture in which managers show genuine concern for employees and value equality and consensus (Men & Yue, 2019). Transmitting ideas from a source to a recipient with the intention of changing their behavior is the aim of communication (Rizky et al., 2023). Ethical behavior and decision making are facilitated by an ethical climate. Hence, rather than focusing on punishments, ethical climate studies behavior norms that help people understand what is appropriate in the workplace, which benefits corporate identity (Teresi et al., 2019). Organizational identification is mostly based on the symbolic connections that members of the organization have with each other. These connections cannot be formed without effective leadership and organizational communication. By communicating their beliefs and objectives, organizations

can aid in the process of employee identification, which will benefit organizational identification (Yue et al., 2021). While meaningful (spirit) conversation creates a unique culture and connects individual follower values to the organization's larger goals, empathic (heart) language offers psychological safety (a sense of comfort and acceptance in one's work surroundings) for members to experience cultural inclusion. Therefore, all three of a leader motivating language components influence and even enhance the relationship between understanding and cultural fit. Organizational identification is said to be developed through understanding and compatibility, suggesting that inspiring language used by leaders has a good impact on organizational identification (M. Mayfield et al., 2021). The attitudes of employees toward change are impacted by positive emotional culture. Change was seen as an exciting challenge by those with intrinsic emotional capacity, whereas those with limited emotional control were predicted to react adversely to suggested adjustments. The results of studies show that company culture can raise individual worth (Sancoko et al., 2019), suggesting that an organizational identification have a positive impact on positive emotional culture.

Additionally, manufacturing firms in the consumer goods, basic and chemical industries, and other industrial sectors will be the sites of this research's implementation in Indonesia, particularly of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas. Additionally, prior research on positive emotional cultural variables has been conducted by (Yue et al., 2021), However, this study goes one step further by incorporating an ethical climate into the suggested paradigm. The ethical climate is one element that may have an impact on organizational identification. It is hoped that this study will contribute to the growing body of knowledge about positive emotional culture in the workplace, provide information and references for future research, and reinforce the positive role that symmetrical internal communication plays in forming organizational culture and employee organizational identification.

RESEARCH METHOD

This research uses a quantitative methodology using a Google Form link, a cross-sectional survey methodology was used to distribute online survey questions for this investigation. A survey approach was used because this research requires primary data in the form of respondents' opinions on the subject under study.

Positive emotional culture, symmetrical internal communication, an ethical climate, leader motivating language, and organizational identification are the characteristics that were used in this study. An effective emotional culture was operationalized using thirteen

items in total. A culture of joy is measured by four items, a culture of affection by three items, a culture of pride by three items, and a culture of appreciation by three items. symmetrical internal communication assessment instrument with six items. Three components of leader motivational language with eight items, meaning making language with six items, empathy and direction giving language were measured by seven items. Six items to measure ethical climate. Finally, five items were used to measure organizational identification. This questionnaire uses a total of 51 indicators; The indicators are in appendices 2 and 3. The Likert scale consists of five points, where one represents strongly disagree and five represents strongly agree. Hair (2014) calculated that five times the number of statements is the minimum number of samples that should be used. So, 255 respondents were used ($51 \times 5 = 255$ respondents).

The population investigated consisted of employees of manufacturing companies. This investigation uses sampling to obtain data on respondents' answers. The sampling strategy used was purposive sampling methodology. Workers in manufacturing companies with at least one year of work experience, individuals residing in Jakarta, Bogor, Depok, Tangerang, and Bekasi, as well as those between the ages of eighteen and fifty-eight are also required to be eligible to participate in this program (Jabodetabek).

Original data obtained through respondent surveys must be subjected to quantitative analysis of the indicators used (pretest). Validity assessment uses Cronbach's Alpha reliability and Confirmatory Factor Analysis (CFA). The validity test uses the Kaiser Mayer Olkin Measure of Sampling (KMO) and Measures of Sampling Adequacy (MSA) values. KMO value ≥ 0.5 and MSA Anti image Correlation value ≥ 0.5 to be acceptable (Hair et al., 2019). while a Cronbach's Alpha (CA) value ≥ 0.6 was used to verify reliability (Hair et al., 2019). The research methodology in this study is model testing using SEM (Structural Equation Model) Lisrel which is used to evaluate the inner model using goodness of fit and hypothesis testing, and the outer model uses convergent validity, discriminant validity and reliability.

RESULTS AND DISCUSSION

This research selected employees who had worked in manufacturing companies, both permanent and contract employees, and had worked for at least 1 year in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas as research subjects. Based on the distribution of questionnaires carried out online, 255 respondents were collected who met the predetermined criteria.

This research tests the validity and reliability of constructs proposed by (Hair et al., 2014) which states that measuring construct validity in a study is declared valid and

acceptable if the indicators for each variable have a loading factor value of more than 0.50. Based on this, it can be stated that the measurement of construct validity in this research is acceptable and declared valid because all variable loading factor values have a value of more than 0.50. In this study, it can be said to be valid if the CR value is ≥ 0.60 and the VE value is ≥ 0.50 , but if one of the CR and VE values meets then it can be said to be valid. Based on these data, all variables in this study have a CR value of more than 0.60 and have two variance values above 0.50. Leader motivating language (CR= 0.873; VE= 0.303) Symmetrical internal communication (CR= 0.895; VE= 0.595), Ethical climate (CR= 0.776; VE= 0.368), Positive Emotional Culture (CR= 0.862; VE= 0.329), and Organizational Identification (CR= 0.920; VE= 0.696).

Structural test analysis is carried out to find out the R^2 value in each equation. The R^2 value functions to show how far the independent variable is able to explain the dependent variable. Based on the results of the SEM analysis, the analysis results obtained are first, the positive emotional culture variable is influenced by the leader motivating language and symmetrical internal communication variables with an R^2 value of 0.449. Thus, it can be interpreted that 44.9% of the positive emotional culture variable can be explained by the leader motivating language and symmetrical internal communication variables, while the remaining 55.1% is influenced by other variables not included in this research. The second analysis is, the perceived organizational identification variable is influenced by the variables positive emotional culture, leader motivating language, symmetrical internal communication and ethical climate with an R^2 value of 0.806. This can be interpreted as meaning that 80.6% of the perceived organizational identification variables can be explained by the variables positive emotional culture, leader motivating language, symmetrical internal communication and ethical climate, while the remaining 19.4% can be explained by other variables. Then, this research also carried out model suitability test analysis, most of which showed good fit, including Chi square, RMSEA, ECVI, AIC, CAIC, Fit Index, and Goodness of Fit. The results of the analysis show that there is goodness of fit of the model built in this research, although there are several items whose fit level is at the marginal fit level. The research findings shown in the T Value diagram are as follows:

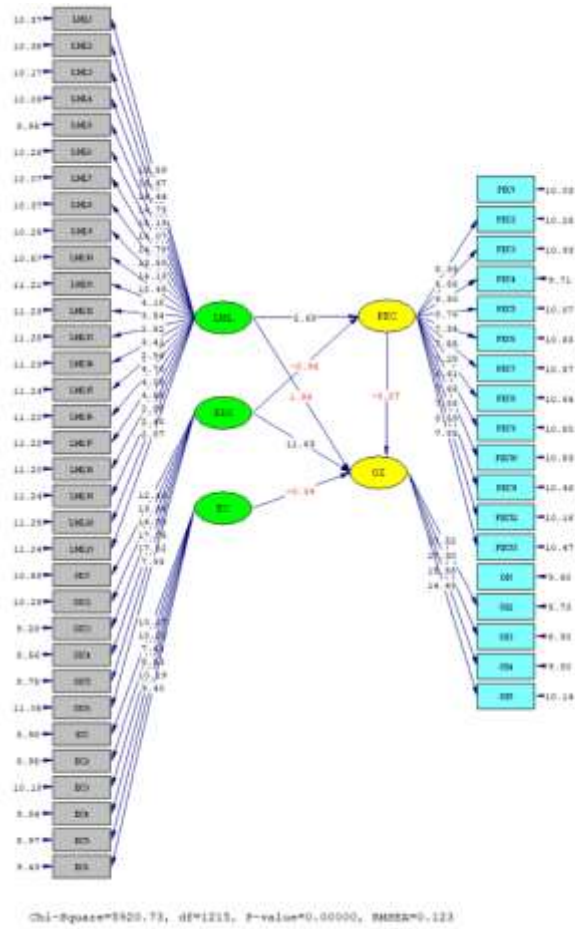


Figure 1. Path Diagram T Value

Research model hypothesis testing is shown as follows, based on the diagram above:

Table 1. Research Model Hypothesis Testing

Hypothesis	Hypothesis Statement	Standard Solutions Value	Decision
H1	Leader motivating language associated positively to positive emotional culture.	2.69	Data support the hypothesis.
H2	Symmetrical internal communication associated positively to positive emotional culture.	-0.96	Data not support the hypothesis.

H3	Ethical climate associated positively to organizational identification.	-0.34	Data not support the hypothesis.
H4	Symmetrical internal communication associated positively to organizational identification.	11.63	Data support the hypothesis.
H5	Leader motivating language associated positively to organizational identification.	1.86	Data not support the hypothesis.
H6	Positive emotional culture associated positively to organizational identification.	-0.27	Data not support the hypothesis.

DISCUSSION

This research was conducted to examine the relationship between leader motivational language, symmetrical internal communication, ethical climate, and organizational identification through positive emotional culture as a mediating variable. Specifically, the research focused on manufacturing companies in the Jakarta, Bogor, Depok, Tangerang and Bekasi (Jabodetabek) areas. The first hypothesis states that the leader motivating language and positive emotional culture have a positive impact. A similar argument was also put forward by (Ling, 2020) who emphasized that a leader's message to his subordinates, and especially the language he uses to inspire them, determines how much management motivation increases. Goal setting leadership is highly valued in the workplace, therefore achieving company goals requires dedication to those goals. An organization needs every employee to be motivated in order to increase work production (Arifin & Anindita, 2022).

The second hypothesis test shows that there is no impact between symmetrical internal communication and positive emotional culture. According to research, a person's positive emotional cultural relationship can impact the symmetrical internal communication among employees in the manufacturing company. The higher the internal communication, the higher the emotional intelligence, and conversely, the lower the internal communication, the

lower the emotional intelligence (Pertiwi, 2017). So, it can be said that symmetrical internal communication has no impact on positive emotional culture (Hutagalung, 2014).

The third hypothesis test shows that there is no impact between ethical climate and organizational identification. A study revealed the negative impact of perceived ethical climate in manufacturing companies. A company can be said to be positive if it has an ethical climate that is considered good and principled, but it can be said to be negative if the ethical climate is perceived as selfish in manufacturing companies. Empirical evidence from previous research shows that employees feel more emotionally attached to organizations that uphold positive values, such as caring, and adhere to ethical principles, but not to organizations that are considered selfish (Ismail, 2015). This is in line with previous research which shows that ethical climate has no impact on organizational identification (Se & Acc, 2008).

The findings of the fourth hypothesis test show that there is a positive impact between symmetrical internal communication and organizational identification. The foundation of organizational identification is the symbolic bond that unites its members, and can only be built through effective organizational leadership and communication. By communicating its values and goals, organizations can ensure that internal communications have a positive impact on organizational identification and encourage employee identification (Yue et al., 2021). Internal communication findings were especially positively related to organizational identification. Previous research only shows that information that signals organizational identity can increase organizational identification because it helps individuals see themselves as part of the organization where they work, while other research shows that a positive and open communication climate in which individuals feel valued and appreciated is important (Sulaiman & Abdullah, 2019).

The fifth hypothesis test shows that there is no impact between the leader motivating language on organizational identification. Leader motivating language is important in an organization that requires good work motivation. The consequence that may arise from the presence of poor leader motivating language is a decrease in employee performance in Manufacturing Companies which will have an impact on the decline of the Company (Nurjaya, 2020). This is in line with previous research which shows that leader motivating language has no impact on organizational identification (Renaldy, 2018).

The sixth hypothesis test shows that there is no impact between positive emotional culture and organizational identification. According to research, the higher the positive emotional culture, the higher the performance of manufacturing company, and conversely, the lower the positive emotional culture, the lower the company performance (Pramesthi,

2017). This is in accordance with the opinion (Taboli, 2013) that the progress of a company can be influenced by several factors, one of which is a positive emotional culture.

CONCLUSION

This research shows the impact of symmetrical internal communication on organizational identification and leader motivating language on positive emotional culture. Meanwhile, ethical climate and positive emotional culture have no impact on organizational identification. This happens because the higher the positive emotional culture, the higher the performance of the manufacturing company, and conversely, the lower the positive emotional culture, the lower the company performance. Then, the ethical climate has no impact on organizational identification because the ethical climate is considered selfish in manufacturing company. Empirical evidence from previous research shows that employees feel more emotionally connected to organizations that uphold positive values, such as caring, and adhere to ethical principles, but not to organizations that are considered selfish. The results of this research also show that the leader motivating language and symmetrical internal communication are improving employee performance in manufacturing companies which will have an impact on increasing company performance.

However, there are several problems in this research that can be resolved in further research. First, the participants in this research cannot accurately represent the entire population of Indonesia because they are only limited to employees who work in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas. Similar research could be conducted in the future, although it is recommended that respondents' areas of interest be broadened. Second, participants in this study were limited to those who had previous experience in manufacturing companies. It is recommended for future researchers to expand the scope to include other than manufacturing companies, such as companies in the trade and services sectors. We propose to include other variables in future research as indications of positive emotional culture, such as employee organizational behavior.

In addition, this research has a number of managerial implications that can be used in the human resources domain to improve symmetrical internal communication. Company must be able to understand the positive emotional culture and ethical climate regarding organizational identification in addition to concentrating on developing the leader motivating language. To develop a successful strategy for a company, symmetrical internal communication is an important factor that human research must consider. The business world needs to realize how balanced internal communication can improve its sustainability

BIBLIOGRAPHY

- Abadi, F. (2021). The Influence of Communication and Competence on the Commitment Which Has Impacts on the Organizational Citizenship Behavior. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 4(1), 35–42. <https://doi.org/10.36407/jmsab.v4i1.267>
- AKHTAR, A., AHSAN, S., & BAKHTIYAR, R. (2020). Organizational Culture Predicts Emotional Intelligence among Pharmaceutical Industrial Employees. *International Review of Management and Business Research*, 9(2), 95–108. [https://doi.org/10.30543/9-2\(2020\)-7](https://doi.org/10.30543/9-2(2020)-7)
- Arifin, P., & Anindita, R. (2022). The effect of goal setting leadership on motivation and work productivity moderated with remote working in the healthcare industry. *JPPi (Jurnal Penelitian Pendidikan Indonesia)*, 8(4), 986. <https://doi.org/10.29210/020221540>
- Cheema, S., Afsar, B., & Javed, F. (2020). Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. *Corporate Social Responsibility and Environmental Management*, 27(1), 9–21. <https://doi.org/10.1002/csr.1769>
- Cullen, J. B., Victor, B., & Bronson, J. W. (1993). The Ethical Climate Questionnaire: An Assessment of its Development and Validity. *Psychological Reports*, 73(2), 667–674. <https://doi.org/10.2466/pr0.1993.73.2.667>
- Dozier, D. M., & Broom, G. M. (1995). Evolution of the Manager Role in Public Relations Practice. *Journal of Public Relations Research*, 7(1), 3–26. https://doi.org/10.1207/s1532754xjpr0701_02
- Haldorai, K., Kim, W. G., Chang, H. (Sean), & Li, J. (Justin). (2020). Workplace spirituality as a mediator between ethical climate and workplace deviant behavior. *International Journal of Hospitality Management*, 86(September 2019), 102372. <https://doi.org/10.1016/j.ijhm.2019.102372>
- Hartmann, S., Weiss, M., Hoegl, M., & Carmeli, A. (2021). How does an emotional culture of joy cultivate team resilience? A sociocognitive perspective. *Journal of Organizational Behavior*, 42(3), 313–331. <https://doi.org/10.1002/job.2496>
- Hutagalung, I. (2014). Pengaruh Kecerdasan Emosional , Komunikasi Interpersonal , Komitmen Organisasi terhadap Manajemen Stres Kerja.
- Ismail, S. (2015). Effects of Ethical Climate on Organizational Commitment , Professional Commitment , and Job Satisfaction of Auditor in Malaysia. 17(2), 139–155.

- Kazmi, S. W., & Javaid, S. T. (2022). Antecedents of organizational identification: implications for employee performance. *RAUSP Management Journal*, 57(2), 111–130. <https://doi.org/10.1108/RAUSP-02-2020-0017>
- Ko, S. H., & Choi, Y. (2021). Positive leadership and organizational identification: Mediating roles of positive emotion and compassion. *Problems and Perspectives in Management*, 19(1), 13–23. [https://doi.org/10.21511/ppm.19\(1\).2021.02](https://doi.org/10.21511/ppm.19(1).2021.02)
- Lee, Y., & Kim, J. (2021). Cultivating employee creativity through strategic internal communication: The role of leadership, symmetry, and feedback seeking behaviors. *Public Relations Review*, 47(1). <https://doi.org/10.1016/j.pubrev.2020.101998>
- Ling, B. (2020). Affective and Cognitive Trust as Mediators in the Influence of Leader Motivating Language on Personal Initiative. <https://doi.org/10.1177/2329488420915503>
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103–123. <https://doi.org/10.1002/job.4030130202>
- Mayfield, J., & Mayfield, M. (2018). Motivating Language Theory. In *Motivating Language Theory*. <https://doi.org/10.1007/978-3-319-66930-4>
- Mayfield, M., & Mayfield, J. (2021). Sound and Safe: The Role of Leader Motivating Language and Follower Self-Leadership in Feelings of Psychological Safety. *Administrative Sciences*, 11(2), 51. <https://doi.org/10.3390/admsci11020051>
- Mayfield, M., Mayfield, J., & Walker, R. (2021). Leader Communication and Follower Identity: How Leader Motivating Language Shapes Organizational Identification through Cultural Knowledge and Fit. *International Journal of Business Communication*, 58(2), 221–253. <https://doi.org/10.1177/2329488420979285>
- Men, L. R., Qin, Y. S., & Jin, J. (2022). Fostering Employee Trust via Effective Supervisory Communication during the COVID-19 Pandemic: Through the Lens of Motivating Language Theory. *International Journal of Business Communication*, 59(2), 193–218. <https://doi.org/10.1177/23294884211020491>
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, 45(3). <https://doi.org/10.1016/j.pubrev.2019.03.001>
- Noermijati, S., & Ratri, I. K. (2018). on Employee Performance Mediated By Cooperative Conflict Management Style. *Journal of Applied Management (JAM) Volume 17 Number 1*, 30, 37–47.

- Nurbaety, & Rojuaniah. (2022). Servant Leadership , Organizational Culture and Organizational Citizenship. *Management Analysis Journal*, 9.
- Nurjaya, et al. (2020). Gaya Kepemimpinan Dan Motivasi, Pengaruhnya Terhadap Kinerja Pegawai.
- Otaye-Ebede, L., Shaffakat, S., & Foster, S. (2020). A Multilevel Model Examining the Relationships Between Workplace Spirituality, Ethical Climate and Outcomes: A Social Cognitive Theory Perspective. *Journal of Business Ethics*, 166(3), 611–626. <https://doi.org/10.1007/s10551-019-04133-8>
- Pertiwi, S. (2017). Pengaruh kecerdasan emosi terhadap komunikasi antar pribadi pada siswa kelas x b jurusan perhotelan di smk pelita salatiga artikel tugas akhir.
- Pramesthi, A. P. (2017). HUBUNGAN ANTARA KECERDASAN EMOSI DENGAN KOMITMEN ORGANISASI PADA KARYAWAN.
- Rabiul, M. K., & Yean, T. F. (2021). Leadership styles, motivating language, and work engagement: An empirical investigation of the hotel industry. *International Journal of Hospitality Management*, 92(September 2020). <https://doi.org/10.1016/j.ijhm.2020.102712>
- Renaldy, S. (2018). PENGARUH GAYA KEPEMIMPINAN TERHADAP REWARD DAN BUDAYA ORGANISASI SERTA IMPLIKASINYA TERHADAP KINERJA KARYAWAN. 1–20.
- Rizky, A. O., Ramli, A. H., & Mariam, S. (2023). Leader-Member Exchange, Communication Satisfaction, Job Satisfaction, Employee Engagement Dan Employee Performance. *Jurnal Lentera Bisnis*, 12(3), 667. <https://doi.org/10.34127/jrlab.v12i3.891>
- Rjbm, M.-, Acar, P., Yener, M. I., & Tayan, A. (2018). THE EFFECT OF AN ETHICAL WORK CLIMATE ON ORGANIZATIONAL IDENTIFICATION AN EXAMPLE OF A LOGISTICS COMPANY. 5, 13–21. <https://doi.org/10.17261/Pressacademia.2018.813>
- Sancoko, R., Setiawan, M., & Troena, E. A. (2019). The influence of organizational culture and spiritual intelligence on employee performance through emotional intelligence. *Management and Economics Journal (MEC-J)*, 3(1), 67. <https://doi.org/10.18860/mec-j.v0i2.5510>
- Santiago, J. K. (2020). The influence of internal communication satisfaction on employees ' organisational identification : Effect of perceived organisational support. 42(4), 70–98.
- Se, H. L., & Acc, M. A. (2008). PENGARUH ETHICAL CLIMATE PADA KOMITMEN ORGANISASI DENGAN ORGANIZATIONAL-PROFESSIONAL CONFLICT SEBAGAI VARIABEL INTERVENING. 1–25.

- Shiota, M. N., Keltner, D., & John, O. P. (2006). Positive emotion dispositions differentially associated with Big Five personality and attachment style. *Journal of Positive Psychology*, 1(2), 61–71. <https://doi.org/10.1080/17439760500510833>
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, 72(June 2018), 437–450. <https://doi.org/10.1016/j.tourman.2019.01.009>
- Sulaiman, N. S., & Abdullah, Z. (2019). Conceptual Exploration on Internal Communication and Organizational Identification As Determinants of Employee Performance. *International Journal of Modern Trends in Social Sciences*, 2(9), 99–115. <https://doi.org/10.35631/ijmtss.29009>
- Sun, R., Li, J. Y. Q., Lee, Y., & Tao, W. (2023). The Role of Symmetrical Internal Communication in Improving Employee Experiences and Organizational Identification During COVID-19 Pandemic-Induced Organizational Change. *International Journal of Business Communication*, 60(4), 1398–1426. <https://doi.org/10.1177/23294884211050628>
- Syah, T. Y. R., Anindita, R., & Kishen. (2020). The Transformational Leadership Effect on Job Satisfaction and Job Performance. *Journal of Multidisciplinary Academic*, 4(1), 47–51.
- Taboli, H. (2013). Job Satisfaction as a Mediator in Relationship between Emotional Intelligence, Organizational Commitment in Employees' Kerman Universities. 10(1).
- Teresi, M., Pietroni, D. D., Barattucci, M., Giannella, V. A., & Pagliaro, S. (2019). Ethical Climate (s), Organizational Identification , and Employees ' Behavior. 10(June). <https://doi.org/10.3389/fpsyg.2019.01356>
- Thelen, P. D., & Formanchuk, A. (2022). Culture and internal communication in Chile: Linking ethical organizational culture, transparent communication, and employee advocacy. *Public Relations Review*, 48(1), 102137. <https://doi.org/10.1016/j.pubrev.2021.102137>
- Tipurić, D., Radić, M., & Cindrić, L. (2019). Organizational Identification: A Bibliometric Analysis and Mapping the Field. 7th International OFEL Conference on Governance, Management and Entrepreneurship Embracing Diversity in Organisations, 442–452. <http://hdl.handle.net/10419/196102>
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the Effects of Internal Communication and Emotional Culture on Employees' Organizational Identification. *International Journal of Business Communication*, 58(2), 169–195. <https://doi.org/10.1177/2329488420914066>
- Zagenczyk, T. J., Purvis, R. L., Cruz, K. S., Christian, N., Sawyer, K. B., Zagenczyk, T. J., Purvis, R. L., Cruz, K. S., & Christian, N. (2020). Context and social exchange : perceived ethical

climate strengthens the relationships between perceived organizational support and organizational identification and commitment. *The International Journal of Human Resource Management*, 0(0), 1–20. <https://doi.org/10.1080/09585192.2019.1706618>