# THE EFFECT OF INTERNAL COMMUNICATION SATISFACTION, ORGANIZATIONAL CULTURE AND BENEFITS ON ORGANIZATIONAL IDENTIFICATION IN SYIFA MEDIKA GENERAL HOSPITAL

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***Abstrak:*** *Turnover Rumah Sakit Umum Syifa Medika semakin meningkat setiap tahunnya sejak tahun 2019 hingga tahun 2021. Untuk mengatasi permasalahan tersebut peneliti ingin memberikan wawasan kepada perusahaan agar lebih memperhatikan rasa memiliki (organizational identification) pada karyawan karena ketika menjadi karyawan sudah memiliki tingkat identifikasi organisasi yang tinggi, mereka akan lebih berhati-hati dalam mengambil keputusan dan bekerja dengan sungguh-sungguh untuk perusahaan yang akan meningkatkan prestasi kerja guna mensukseskan perusahaan. Oleh karena itu, penelitian ini akan mengkaji faktor-faktor yang mempengaruhi identifikasi organisasi (biasa disebut sense of belonging). Populasi dalam penelitian ini adalah individu yang bekerja di Rumah Sakit Umum Daerah Syifa Medika, dan sampel penelitian ini adalah 187 responden. Untuk mengumpulkan data penelitian, peneliti akan menyebarkan 187 kuesioner dengan survei online menggunakan google form kepada seluruh pegawai departemen yang telah memenuhi persyaratan pengisian kuesioner.Penelitian ini dilakukan dengan menggunakan SmartPLS yang menghasilkan perhitungan bahwa Kepuasan Komunikasi Internal, Budaya Organisasi dan Manfaat berpengaruh terhadap Identifikasi Organisasi di RSU Syifa Medika.*

***Keywords:*** *kepuasan komunikasi internal, budaya organisasi, manfaat, identifikasi organisasi.*

***Abstract:*** *The turnover of Syifa Medika General Hospital is increasing every year since 2019 to 2021. To solve this problem, the researcher would like to give insight for the company to be more concerned of the sense of belonging (organizational identification) in employees because when an employee already have a high level of organizational identification, they will be much more careful in taking decisions and work genuinely for the company which will increase the work performance in order to make a success for the company. Therefore, this study will examine the factors that influence organizational identification (normally called as sense of belonging). The population of this research will consist of individuals who work in Syifa Medika General Hospital, and the sample of this research is 187 respondents. To collect the research data, the researcher will spread 187 questionnaires by online survey using google form. to all of the departments' employees that have met the requirements for filling the questionnaire. This research was conducted using SmartPLS which resulted in the calculation that Internal Communication Satisfaction, Organizational Culture and Benefits had an effect on Organizational Identification in Syifa Medika General Hospital.*

***Key words:*** *internal communication satisfaction, organizational culture, benefit, organizational identification.*

## INTRODUCTION

Syifa Medika General Hospital is now being a well-known and a superior hospital in Banjarbaru and the surrounding. On the other hand, as the capital city of South Kalimantan, the city of Banjarbaru continues to strive to improve health services and fulfillment of health facilities so that people can access to better and more affordable health services. Increasing public awareness of health in the city results a high demand for health services. Interestingly enough, the hospital is the fastest growth among private hospitals in South Kalimantan since its first operation in early 2017 which was started as a small hospital, employed below 100 employees in 2017 and significantly increased to more than 300 employees in the end of 2021. Syifa Medika General Hospital

currently is being the second biggest hospital in Banjarbaru so that the hospital employs more and more employees at all times who must be guided to perform well to compete with the competitors. Syifa Medika General Hospital is also known as a family business. According to Saraswati & Darma (2020) family businesses generally have a solid vision and commitment as they are expected to last in the long run. As for their uniqueness, the management of these businesses has a unique way too. According to an interview with Muhammad Naparin, the owner of Syifa Medika General Hospital which was conducted in December 2021 on the topic of family business's core values, there are four family business core values consisting of financial value, employees value, environmental value, and family value. Financial values imply how well the hospital earns a good income in order to be able to pay a good salary, creating welfare, health, safety, and education for its stakeholders including the shareholders, management team and employees. Employees' value implicates how well the hospital creates a high employee's engagement, organizational identification (sense of belonging), organizational citizenship behavior (OCB), and employee's satisfaction which are resulting highly organizational performance. Environmental Value implicates how well the hospital is concerned on green business (environmentally friendly business) as well as creating social benefits such as involving in religious ceremonial, donation to the poor and orphans. Family value implies how well the hospital is able to perpetuate its business from generation to generation, by giving energy to its members to be involved in running its business.

**Table 1.Turnover Rate in Syifa Medika General Hospital**

| Description | 2019 | 2020 | 2021 |
|---|---|---|---|
| Total of Initial Employees (O) | 280 | 331 | 347 |
| Total of Employees Entered (NE) | 57 | 38 | 41 |
| Total of Outgoing Employees (T) | 6 | 22 | 45 |
| Total of Final Employees (E) | 331 | 347 | 343 |
| Turnover Rate | 1.96% | 6.48% | 13.04% |

As it can be seen above, the turnover of Syifa Medika General Hospital is increasing from 1.96% to 13.04% every year since 2019 to 2021. To solve this problem, the researcher would like to give insight for the company to be more concerned of the sense of belonging (organizational identification) in employees because when an employee already have a high level of organizational identification, they will be much more careful in taking decisions and work genuinely for the company which will increase the work performance in order to make a success for the company. This research focuses on creating employee value which is one of Syifa Medika's core values in creating maximum organizational performance and solving the phenomenon. Therefore, this study will examine the factors that influence organizational identification (normally called as sense of belonging). A check box on a preliminary survey to 33 employees of Syifa Medika General Hospital showed some factors affecting organizational identification, they are consisting of internal communication satisfaction, organizational culture, motivation level, benefits, organizational attractiveness, sense of achievement, employee engagement, confidence, and useful.

The question that has had asked in the questionnaire of preliminary survey was generated from Ahn and Davis (2020), Cinar (2019), Luo and Barnes (2020), Pathakand Srivastava (2020), Santiago (2020), Teng et al (2020), Tian et al (2021), Fernandez and Rajan (2015), Karanika-Murray et al (2015). The question was "Sense of belonging / Organizational identification is one of important feelings when you are working for a company, what do you think are the variables or factors that influence your sense of belonging to the company?" or can be recognized as the factors that affect organizational identification. The result shows most of the respondents chose internal communication satisfaction, organization culture and benefits to be the factor of organizational identification. Therefore, we can conclude that we should focus on internal communication satisfaction, organization culture and benefits that influence organizational identification. Based on the background, this study will take the title The Effect of Internal Communication Satisfaction, Organizational Culture and Benefits on Organizational Identification in Syifa Medika General Hospital

# LITERATURE REVIEW

## Theoretical Foundations

According to Welch & Jackson (2007) in Santiago (2020) internal communication is the communication

between the strategic managers of an organization and its internal stakeholders, designed to promote the employees' commitment to the organization, to awaken in them a sense of belonging, the awareness of the permanent changes in the environment, and understanding of the company's objectives. As the statement of Welch & Jackson in a book written by Santiago (2020) it can be said that internal communication is an important factor in order to awaken employees' belongingness to the company they work at. Meanwhile Satisfaction is where what people's effort and expectation meet as if employees met their satisfaction in internal communication in organization, they can focus on the goals with being genuine and effort together. Satisfaction defined as Santiago (2020) claimed that employee satisfaction with internal communication (ICS – Internal Communication Satisfaction) can promote awareness of the existing market opportunities and threats and develop employees' understanding of changes in the organization's priorities.

According to Luo & Barnes (2020) in their journal organization culture is the guidance to promote organizational action and guide employees to think, act, and feel. While a strong organization culture represents a potent force for guiding employee behavior by providing clear rules and creating a sense of belonging and pride that stimulate hard work by Deal and Kennedy (1982) in Plakhotnik & Volkova (2019). A succession is seen by the diagnosis of its culture in the organization, health and performance, and the ability of the organization to adapt to changes so in that case, culture is an important factor in organization success and team effectiveness. The excellence of organizational culture is depending on healthy climate of an organization.

According to Luo & Barnes (2020) defined salary can improve the basic security for the life of employees, so it is the most direct and realistic return, and can most effectively meet the basic requirements of employees as benefits. Benefit has a big role in business success since if the employees are motivated because they are earning fairly as what they do for the company, and from their earnings they can fulfill their needs in life which is benefits. According to Robbins & Judge (2015), benefits usually is written in the employment contract or known as Human Resources Employee Handbook which are health insurance plans, retirement plans, discounts, saving plans, and possibly there are options for employees at various types of employment like the ones who are single, the ones who have a wife and children, depending on how many people they are in the main family, single employees who do not have dependents might receive only essential benefits for themselves, this is called as flexible benefits. Flexible benefits individualize rewards, employees are free to choose their compensation package that can fulfill their current needs and situation that they have at the moment with showing their data proof to the company.

Organizational identification refers to a person's sense of belonging in an organization. On the other hand, from the social identity perspective, organizational identification can be defined as the internalization of individual identity with a group/organization identity. Organizational identification allows satisfying psychological needs like self-esteem, self-development, and a sense of belonging and also gives a sense of security by Cinar (2019). Organizational identification refers to the degree to which employees define themselves by the characteristics they think define their organizations (Neill et al., 2019). Based on that opinion, Organizational Identification involved the psychologic statement where it involves a feeling to the employees to develop their act in harmony within the organization that relates the strength relation between employees and the company. Organizational Identification will lead to an employees' loyalty, satisfaction, and effectiveness to the company that they are working at. When a person feels that they belong to the company where they work, they have pride in belonging to the organization and in fact that they are being recognized by the organization which will positively impact on the image of the organization as well.

## Previous Research

Santiago (2020) found that internal communication has to do with organizational identification. This research was examined with cross-sectional survey which attended by 132 employees in many companies such as transportation and storage company in Portugal measured with Internal Communication Satisfaction Questionnaire (ICSQ). The researcher aimed to know more about employees' perspective in internal communication process. The research is to examine the effect of satisfaction in internal communication on organizational identification. Luo & Barnes (2020) did research about employees' belongingness which may be influenced by some aspects which are company culture, career development, compensation & benefits, and professional training. The researchers aimed to assess employees' belongingness and to propose an improvement plan to enhance employees' belongingness in G company in Bangkok. The number of the people who are participated in the questionnaire was 48 which answered 25 questions to examine the relationship

among company culture, career development, compensation & benefits, and professional training and employees' belongingness. Neill et al, (2019) made the research is to examine why and how an open and participative communication climate matters for employee organizational identification and their change-specific responses, specially to attitudinal and behavioral from the employees. The researcher conducted an online survey using a stratified and quota random sample of 1,034 US employees working in diverse industry sectors in June of 2018. The result is stated in this research is that an open and participative communication climate directly contributes to employee affective commitment to change and behavioral support. Communication climate featured by openness and participation boosts employee identification with the organization, which leads to positive employee reaction to change.

Wu et al, (2019) created the research to examine how the organizational culture and operations strategy impact organizational innovation. It explores the influence of various combinations of organizational cultures and operations strategies on a firm's ability to innovate both in process and product by sharing 233 valid questionnaires were collected from 17 small- and medium-sized enterprises (SMEs) in Taiwan. The correlation between this research to the current paper is the questionnaires that are written in the current paper are based on this research. Liu et al, (2019) created the research to theorize a moderated mediation model that links perceived high-performance work systems (employee-HPWS) to organizational identification (OID) by collecting data from 306 employees in four major state-owned commercial banks in South China. The researcher used hierarchical regression analyses and bootstrapping method. The correlation between this research to the current paper is the indicators that is written in the current paper is based on this research.


## Relationship Between Variables and Hypothesis

According to Welch & Jackson (2007) in Santiago (2020) internal communication is the communication between the strategic managers of an organization and its internal stakeholders, designed to promote the employees' commitment to the organization, to awaken in them a sense of belonging, the awareness of the permanent changes in the environment, and understanding of the company's objectives. Th e research created by Santiago (2020) states that Internal Communication Satisfaction has a positive impact on Organizational Identification. Based on the organizational behavior theory, the higher the communication level in the organization the stronger relationship among people within the organization. When they already feel comfortable and appreciated with each other because of the strong relationship, people in the organization will be more able to clearly express their thoughts and anxieties that will make a warmer relations and lead to the sense of belonging to the company (Öztürk & Soytürk, 2021).
H1 : Internal Communication Satisfaction has a significant impact on Organizational Identification.

According to Luo & Barnes (2020), organizational culture is the guidance to promote organizational action and guide employees to think, act, and feel. Culture in organization loads a guidance for the employees to create a suitable rule that can lead them to the sense of belonging where they feel they are members of the organization. Luo & Barnes (2020) states that Organizational Culture or Company Culture has a positive influence towards Organizational Identification. Organizational Culture is viewed as a history of the formation of Organizational Identification. Organizational Identification can be seen by cultural values and assumptions. When the culture in the organization is healthy and suitable for the employees, it will unconsciously increase the employees' sense of belonging or the organizational identity to them. Like how the employees do in order to complete their task and achieve their goal together. Organizational identity reflects the culture within the organization.
H2 : Organizational Culture has a significant impact on Organizational Identification.

According to Luo & Barnes (2020) compensation pays more attention to attracting talents in the short term, whereas welfare reflects the long-term commitment between enterprises and employees. The researchers defined salary can improve the basic security for the life of employees, so it is the most direct and realistic return, and can most effectively meet the basic requirements of employees as benefits. Luo & Barnes (2020) states that there is a positively strong relationship between Benefits and Organizational Identification. Basically, employees' behavior to the company is influenced by compensation and benefits that indirectly financially or non-financially help them survive and fulfill their needs in daily life. The higher quality of the benefits the better

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performance employees do for the company, which can be recognized as the feeling of a sense of belonging or organizational identification in them toward the company.

H3 : Benefits has a significant impact on Organizational Identification

## Conceptual Framework

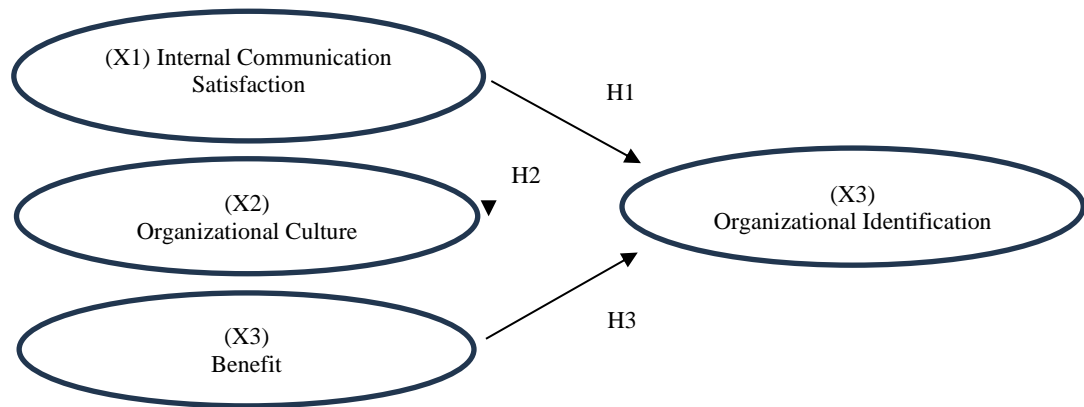Based on the problem identification and hypothesis, the analysis model in this research is illustrated as below:



Figure 1. Model of Analysis

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# RESEARCH METHODOLOGY

The population of this research will consist of individuals who work in Syifa Medika General Hospital. As the researcher is willing to analyze to acknowledge the relationship amongst the variables to help the hospital guide the employees in order to gain Organizational Identification. The sample of this research will be using purposive sampling. Based on an interview with the hospital's management, there is a criterion required to whom the questionnaire is to be shared to. The criterion for the respondents is must have been working in Syifa Medika General Hospital for at least a year because the characteristics and behavior of employees are started to be seen within the first year of the employment not less than a year. The survey will be spread evenly to all of the departments. According to Ratnasari et al. (2019) the formula to calculate the minimum sample size to estimate the proportion using Slovin Formula is 186,6 (187 sample). The questionnaire method is a written data collection method using an instrument in the form of a questionnaire with a series of questions (items) in a structured and standardized manner. Questionnaires were used to obtain respondents' responses for each variable, namely Internal Communication Satisfaction (ICS), Organizational Culture (OC), Benefits, and Organizational Identification. In this research, the researcher will use online questionnaires that provide the answers to be chosen by the respondents to collect the data needed for the research.

## Operational Definition and Variable Measurement
### Table 2. Variables and Indicators

| Variable | Conceptual Definition | Indicators | Operational Definition | Source |
|---|---|---|---|---|
| | | | | |

| Internal Communication Satisfaction (ICS) | Santiago (2020) it can be said that internal communication is an important factor in order to awaken employees' belongingness to the company they work at. Meanwhile Satisfaction is where what people's effort and expectation meet as if employees met their satisfaction in internal communication in organization, they could focus on the goals with being genuine and effort together. | 1. Satisfaction with Informal Communication 2. Satisfaction with Communication with Superiors 3. Satisfaction with Horizontal Communication 4. Satisfaction with Communication Climate 5. Satisfaction with the Feedback from their upper | 1. All communication is done in the workplace not by the formal ways and the number of how often organization's decisions are made during the communication. 2. How employees can express their feelings and deals, propose creative ideas while also being submissive in superiors' guidance at the same time. 3. All about the lightness when employees are talking to each other exchanging news and how they are accepting how they can easily accept criticism they make of one another. 4. The way the organization makes them pro-active in achieving goals and identify with the organization. 5. Situations where employees are being treated for their feelings and appreciated for their effort they have done for the company. | (Santiago, 2020) |
| :--- | :--- | :--- | :--- | :--- |
| **Organizational Culture (OC)** | Luo & Barnes (2020) organization culture is the guidance to promote organizational action and guide employees to think, act, and feel. | 1. Trust 2. Feel secured 3. Working with guidance 4. Systematic structure 5. Innovative 6. Growth | 1. Employees can trust each other. 2. Employees feel safe in the company. 3. Employees work based on what is stated in SOP. 4. Employees are comfortable with the systematic structure. 5. Employees are free to generate their new ideas. 6. Employees are challenged to grow together. | (Wu et al., 2019) |

| Benefits | Luo & Barnes (2020) defined salary can improve the basic security for the life of employees, so it is the most direct and realistic return, and can most effectively meet the basic requirements of employees as benefits. | 1. Steady income 2. Guarantees 3. Fair income 4. Rewards | 1. Company gives the minimum wage of the region. 2. Company provides guarantees for family. 3. There is no different amount of income received by the other members in the team. 4. Company gives rewards balanced by their performance. | (Moro et al., 2021) |
|---|---|---|---|---|
| **Organizational Identification (OI)** | Ismail & Baki (2017) define organizational identification as the perception of belongingness to an organization and a sense of oneness with the organization. | 1. Critics 2. Success 3. Belongingness 4. Curiosity 5. Compliments 6. Reputation | 1. Employees will be feeling deeply for what other people say about the company. 2. Company's achievement is also recognized achievement by the employees. 3. Employees' individuality doesn't exist, there is all about "us". 4. Employees are curious about what others think about the company. 5. Compliments for company means compliments for employees. 6. Employees feel they need to protect the company's reputation. | (Liu et al., 2019) |

### Data Analysis Method

The data analysis technique in this study begins with testing the research instrument by conducting Confirmatory Factor Analysis (CFA) which consists of validity and reliability tests. Confirmatory Factor Analysis (CFA) is also used to assess the extracts' validity and the reliability of the constructs of the indicators (items) producing latent structures. Research data in this study is analyzed using Structural Equation Modeling (SEM) SmartPLS with outer models through CFA 1st order. Validity is often defined as the extent to which an instrument measures what it asserts to measure by Mohajan (2017). Convergent validity, where the reflective indicator is declared valid if it has an outer-loading value above 0.5. Reliability measures consistency, precision, repeatability, and trustworthiness of research. If the research instrument is reliable, then it is good enough and able to reveal reliable data. The reliability test shows the level of reliability or internal consistency of the indicators in a construct. The reliability test was measured AVE and composite reliability. If the value of AVE > 0.5, then the construct being measured has internal consistency with the "good" category. For composite reliability, if the value is > 0.7, the construct has internal consistency with the "good" category (Hair et al., 2021). The general measurement on evaluating the inner model is the coefficient of determination ($R^2$ value). The $R^2$ value is the coefficient of determination used to describe the contribution of exogenous latent variables

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to the variability of endogenous latent variables. R-squared can be any value between 0 to 1. R-Square explains how much influence the independent variables have on a dependent variable. For example, R-Square Organizational Identification (OI) = 0.72, meaning that the variables X1, X2 and X3 affect OI by 72%, while the remaining 28% is influenced by other factors not examined. F-Square is the change in R-Square when an exogenous variable is removed from the model. f-square is effect size (>=0.02 is small; >= 0.15 is medium;>= 0.35 is large). Q square: Testing of the structural model (inner model test) is not only carried out by measuring the Goodness of Fit Index (GoF), but the test can also be measured using the Q-square Predictive Relevance obtained from the R2 formulation of each endogenous variable. p-Value expresses a statistical significance. The p-value to be in between 0 and 1. The smaller the p-value, the stronger the evidence to reject the null hypothesis. A p-value less than 0.05 (typically ≤ 0.05) is statistically significant. It indicates strong evidence against the null hypothesis.

## DATA ANALYSYS AND DISCUSSION

Table 2. Respondents Classification by The Field of Work

| Field of Work | Number | Percentage |
|---|---|---|
| Medical | 116 | 61.7% |
| Non-medical | 71 | 38.3% |

Based on the data above, there are two fields of work which are medical and non-medical employees, and this research is dedicated to all of the employees in Syifa Medika General Hospital to increase the organizational identification. The field of work does not make any influence in order to know the level of their organizational identification. It can be seen that there are 187 respondents in total who filled the questionnaire. 116 respondents which is 61.70% are the medical staff from doctors, nurses, and pharmacists in Syifa Medika General Hospital and 71 respondents which is 38.3% from of the sample are the non-medical staff in the hospital namely management staff, securities, Hospital Facilities & Infrastructure Maintenance Installation, receptionist, and cleaning service. There was an evaluation back in the year 2020, because they had a problem regarding the capableness of the employees. and we performed a recruiting, so they have more than 50% of people who have been working for 1 to 2 years.

**Outer Model**

This test is also known as the construct validity test, where the research indicators are declared valid if they can reveal the variable data correctly, consisting of convergent validity and discriminant validity. Convergent validity examines the closeness of an indicator to the variable it measures, while discriminant validity proves that the indicators of a variable do not belong to another variable. The determination of validity requirements that can be met by having a loading factor more than 0.7 and an extracted average variance (AVE)

greater than 0.5 and the minimum composite reliability value in the PLS-SEM analysis should exceed 0.7. Based on statistical calculations using Partial Least Squares (PLS). There are 5 indicators that have an outer loading value < 0.7, those indicators which have the outer loading below 0.7 need to be deleted. The researcher found some indicators do not have to be deleted after the researcher deleted one by one from the least to the greatest.

Discriminant validity is done to show the indicators in a variable are more correlated than their correlation to other variables. In other words, if the correlation of an indicator of a targeted variable is higher than its correlation to other variables, then the indicator has high discriminant validity on the variable. This value is indicated by the highest cross-loading value of each indicator grouped in the latent variable. The result shows that all of the correlation values between the indicators and the variable that the indicators measure are greater than the correlation between the indicators and the other variables that the indicators did not measure. Therefore, the three variables are said to have high discriminant validity.

The reliability test shows the level of reliability or internal consistency of the indicators in a construct. The reliability test was measured using composite reliability. If the value is > 0.7, the construct has internal consistency with the category "good" (Hair et al., 2021). Composite Reliability value of each variable is more than 0.7. Therefore, the indicators for each latent variable are categorized as reliable or have a good level of

internal consistency.

R-square on the variable Organizational Identification (Y) is 0.673. Organizational Identification may be described by (67.3%) satisfaction with internal communication, organizational culture, and benefits. The remaining 32.7% is explained by variables outside of this study. The other variables are the variables that mentioned in the preliminary survey which had conducted by the researcher earlier taken from Ahn and Davis (2020), Cinar (2019), Pathakand Srivastava (2020), Teng et al (2020), Tian et al (2021), Fernandez and Rajan (2015), Karanika-Murray et al (2015) which are motivation level, organizational attractiveness, employee engagement, sense of achievement, and confidence.

The f-square effect size of the first and second independent factors (Internal Communication Satisfaction and Organizational Culture) with the dependent variable (Organizational Identification) is small because the value surpasses 0.02 but less than 0.15. This indicates that the relation between these variables is considerable, but its practical consequences are restricted. Meanwhile, the F-square effect size of the third independent variable (Benefits) with the dependent variable (Organizational Identification) is medium because the value is more than 0.15 but less than 0.35. This indicates the relationship between these variables is significant.

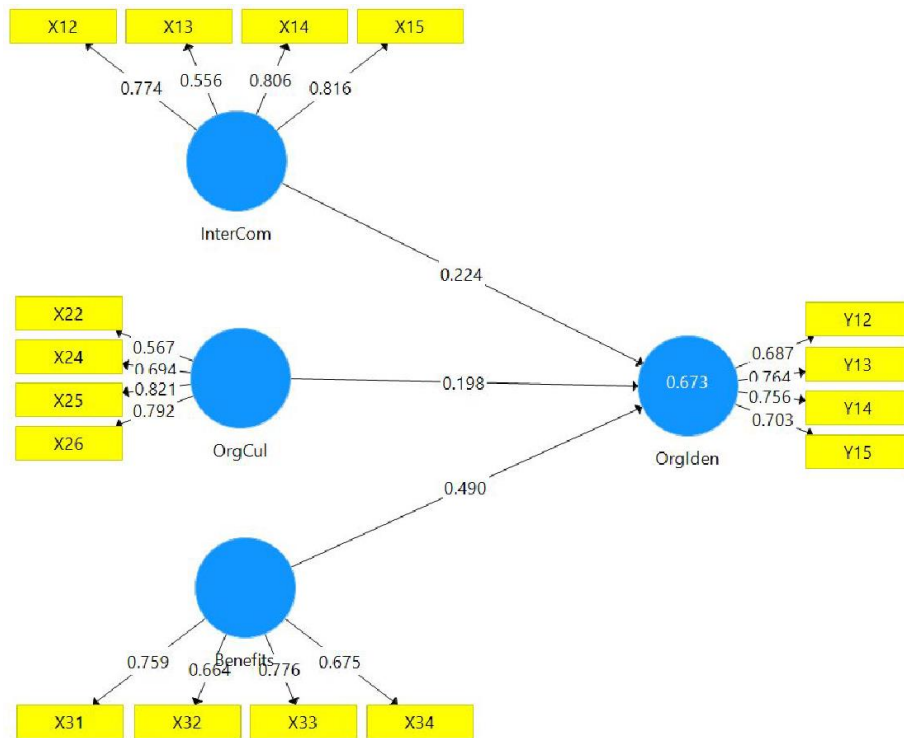The PLS Algorithm Calculation Analysis Model result summary is presented in Figure below.



Figure 2. Model of Analysis

**Table 3. Path Coefficient Analysis**

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|---|---|
| Benefits_ -> OrgIden | 0.490 | 0.487 | 0.100 | 4.899 | 0.000 |
| InterCom -> OrgIden | 0.224 | 0.226 | 0.106 | 2.111 | 0.035 |
| OrgCul_ -> OrgIden | 0.198 | 0.201 | 0.068 | 2.897 | 0.004 |

Multiple regression analysis is used to calculate the effect of two or more independent variables on the dependent variable. Based on the collected data in table 3, the multiple linear regression equation is as follows:

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$$Y = 0.224X1 + 0.198X2 + 0.490X3$$

From the multiple linear regression equation, it can be seen that all of the variables (Internal Communication Satisfaction, Organizational Culture, and Benefits) have a positive relationship with Organizational Identification. Benefit has the highest relationship with Organizational Identification. Looking at the t-test value in SmartPLS' hypothesis testing section's path coefficients (bootstrapping), the t-test value must be more than 1.96, indicating that it has a substantial effect on other variables. The outcomes of using SmartPLS software to process data for hypothesis testing are shown below. Variable X1 internal communication satisfaction has a positive impact with variable Y organizational identification, and the T-statistic value is >1.96 which is 2.111, indicating that the link is significant. Variable X2 organizational culture has a positive impact because it can be seen that the T-statistic value is 2.897. The same case also happened to the variable X3 benefits which has the greatest T-statistic value among the other variables which is 4.899.

**Discussion**

For this study's first hypothesis, Internal Communication Satisfaction is considered to have a significant relationship with Organizational Identification in Syifa Medika General Hospital. The calculated t-statistic value is 2.111, indicating that t-statistic is greater than t-value (1.95) also the p value is 0.035 which is smaller than 0.05. Internal Communication Satisfaction is found to have a significant relationship with Organizational Identification. It can be observed in what happened at Syifa Medika Hospital was that superiors viewed employees as family who had to embrace each other. The firm organizes a weekly meeting on Saturdays during which the manager encourages employees to share what they have been complaining about during the week and invites them to brainstorm together so that the employees get to know each other and get along with the superior. In this way, employees can feel appreciated by superiors at the end of the meeting for what was proposed in the weekly brainstorm in this manner. In Syifa Medika General Hospital the Internal Communication Satisfaction can be increased by implementing activities outside the office on weekends once in a while to refresh employees' fatigue and to trigger employees to talk to each other with good interpersonal communication skill in order to get closer to each other which can increase internal communication satisfaction when they return to work in the office. This result is also supported by Santiago (2020) internal communication is the communication between the strategic managers of an organization to awaken in them a sense of belonging (Organizational Identification). The research created by Santiago (2020) states that Internal Communication Satisfaction has a positive impact on Organizational Identification. According to Öztürk & Soytürk, 2021 when employees already feel comfortable and appreciated with each other because of the strong relationship, people in the organization will be more able to clearly express their thoughts and anxieties that will make a warmer relations and lead to the sense of belonging to the company.

The relationship between Organizational Culture towards Organizational Identification is significant. The value of the T-statistic is 2.897 which is >1.96 and p-value 0.004. Organizational Culture is found to have a significant relationship with Organizational Identification. So, it can be concluded that this study's second hypothesis is correct. It can be observed in the office decoration can give employees a sense of comfort and pride, since it is one of the areas where they experience a sense of belonging. A clean and tidy workplace environment may also provide a good work atmosphere for employees, increasing their sense of belonging. Organizational Culture in Syifa Medika General Hospital is shaped by the employees' behavior and how they are treated by the company in the workplace and the organizational systems. It can be improved by creating a healthy competitive atmosphere for example conducting "best employee of the year" with several awards or categories so they will feel motivated for example trying their best to be on time in meetings, coming to office, and getting their task done on time or even before the deadline and many other aspects. After creating a good Organizational Culture among the employees, it will increase their empathy to be there for each other in any situation. When it is implemented in Syifa Medika General Hospital, Organizational Culture will be able to increase Organizational Identification. This finding is also supported by Luo & Barnes (2020) organization culture is the guidance to promote organizational action and guide employees to think, act, and feel. Culture in an organization loads a guidance for the employees to create suitable rules that can lead them to the sense of belonging where they feel they are members of the organization. Luo & Barnes (2020) states that Organizational

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Culture or Company Culture has a positive influence towards Organizational Identification.

The third hypothesis is declared that Benefit has a significant impact on Organizational Identification. As it can be seen in the table, the T-statistic value is 4.899 which is higher than 1.96 and the p-value is 0.0 that can be considered as significant because its p-value is smaller than 0.05. Benefit is found to have a significant relationship with Organizational Identification which can be said that the third hypothesis is correct. Syifa Medika General Hospital gives insurance to employees so that employees are feeling secured. with a fair salary which can cover their primary, tertiary and secondary needs for themselves. The higher quality of the benefits the better performance employees do for the company which can lead to the feeling of a sense of belonging or organizational identification in them toward the company. This finding is supported by Luo & Barnes (2020) states that there is a positively strong relationship between Benefits and Organizational Identification. The researchers of this journal defined salary can improve the basic security for the life of employees, so it is the most direct and realistic return, and can most effectively meet the basic requirements of employees as benefits.

## Research Implications

**Table 4. Research Implication Table**

| Variable | Research Finding | Implications |
|---|---|---|
| Internal Communication Satisfaction | Internal Communication Satisfaction shows a positive relationship towards Organizational Identification. | The variable of Internal Communication Satisfaction in this study has a significant impact on Organizational Identification. Syifa Medika General Hospital employees should be able to foster social and work skills such as task engagement and workers' willingness to actively interfere in the everyday lives of their organizations. The first thing that the hospital should pay attention is the openness of superiors to employees, for example telling them stories about the establishment of the hospital once in a while and asking employees for their opinions, ideas and suggestions then consider it to be applied for the hospital so the employees would feel appreciated. Supported by other examples, the hospital need to organize to implement activities outside the office and outside the office hour once in a while to break the deadlock of communication between superiors and subordinates by playing rally games because physical activity will reduce the feeling of awkwardness that exists in superiors and employees and iftar together to trigger employees to talk to each other with good interpersonal communication skill in order to get closer to each other which can increase the level of their satisfaction on internal communication when they return to work in the office. |
| Organizational Culture | Organizational Culture shows a positive relationship towards Organizational Identification. | The variable of Organizational Culture in this study has a significant impact on Organizational Identification. It would be outstanding when Syifa Medika General Hospital can implement some rewards that is divided into several group of categories, such as awarding numerous prizes based on self-promotion, such as encouraging employees to develop their abilities and efficiency at work, harmonious award encouraging employees to collaborate to create extraordinary innovation, experience award which is encouraging employees to serve the company for a long time. These incentives are made public at the conclusion of each year's summary meeting in order to guide the behaviour of other workers. |

| Benefits | Benefits shows a positive relationship towards Organizational Identification. | The variable of Benefits in this study has a significant impact on Organizational Identification. Providing workers' who are from other cities accommodations may secure the company's living quality and their sense of security. Annual medical exams and fitness cards for office workers/ who spend a lot of time in front of a computer and also giving any kind of rewards to the ones who are getting certain achievements can be one of the ways how to increase benefits to the employees that can lead to their |

# CONCLUSION AND SUGGESTION

**Conclusion**
According to the result above, Internal Communication Satisfaction, Organizational Culture and Benefits have significant effect toward Organizational Identification. This research focuses on how to create an excellent interpersonal communication skill to break the gap among the employees, the openness from superiors to subordinates in order to make them feel to be an important part of the hospital for the Internal Communication Satisfaction. With the intention of increasing the Organizational Culture is implementing several awards to create a healthy competitive atmosphere and eventful collaborations. Building a good benefit can be conducted by constructing security in any kind of aspects of primary, secondary and tertiary needs for employees is essential so that they will feel safe and protected by the hospital.

1. **Suggestion**
   Syifa Medika General Hospital can use this research as a reference for future business development, especially in maintaining the organizational Identification (sense of belonging) in the employees.
2. Continue to maintain the internal communication satisfaction, organizational culture, and benefits for employees so that employees are more motivated, comfortable, be able to work genuinely and have the sense of belonging when working.
3. This study may be used to determine the influence of internal communication satisfaction, organizational culture, and benefits on organizational identification. In the future, researchers may choose to explore characteristics other than internal communication satisfaction, organizational culture, and benefits to measure organizational identification.

The limitation of this research is that the researcher needed to explain how to fill the questionnaires to the ones who already met the criteria but do not really know how to use cell phone. The research method in this study only uses an online survey with Google Forms.

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