



Analysis of the Effect of Workload, Work Environment, and Communication Management on Nurses' Job Satisfaction at RSUD dr. Zainal Umar Sidiki

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Abstract

Background: Globalization and technological advancement in the healthcare sector, including the digitalization of health information systems and telemedicine, have transformed healthcare service delivery and nurses' work dynamics, particularly in regional public hospitals, as reported by the World Health Organization. These changes are accompanied by increasing job demands, diverse working environment conditions, and the growing need for effective communication management within the complexity of modern healthcare services.

Objective: This study aims to analyze the effect of workload, work environment, and communication management on nurses' job satisfaction at RSUD Dr. Zainal Umar Sidiki.

Methods: This study employed a quantitative research design with a cross-sectional approach. The sample consisted of all nurses working at RSUD Dr. Zainal Umar Sidiki, totaling 127 respondents, selected using a total sampling technique based on inclusion and exclusion criteria. The independent variables were workload, work environment, and communication management, while job satisfaction served as the dependent variable. Data were collected using a structured questionnaire and analyzed using multiple linear regression analysis with SPSS software.

Results: The analysis showed a significance value of less than 0.05, with the calculated F-value exceeding the critical F-value, indicating that workload, work environment, and communication management simultaneously have a statistically significant effect on nurses' job satisfaction at RSUD Dr. Zainal Umar Sidiki.

Conclusion: Workload, work environment, and communication management have a significant effect on nurses' job satisfaction at RSUD Dr. Zainal Umar Sidiki.

Keywords: Workload; Work Environment; Communication Management; Job Satisfaction

Introduction

Globalization has brought significant changes to the healthcare sector through the integration of technologies such as artificial

intelligence, telemedicine, and big data, which aim to improve efficiency and quality of healthcare services. Health information technology enables real-time access to patient data and accelerates clinical decision-making processes [1]. The COVID-19 pandemic

further accelerated the adoption of digital health, with 70% of WHO member countries reporting increased utilization of health technologies [2]. In Indonesia, the implementation of electronic health records in hospitals has become part of the national response to the demands of globalized healthcare services [3]. However, this transformation has also created new challenges for nurses, particularly related to increased cognitive workload and stress due to the growing complexity of data management, highlighting the importance of effective communication management within healthcare organizations [4].

The quality of healthcare services is a primary indicator of health system performance, with nurses serving as central actors in delivering holistic patient care [5]. The quality of nursing services not only affects patient satisfaction but is also closely related to nurses' well-being and job satisfaction [6]. Numerous studies indicate that low nurse job satisfaction contributes to increased patient complaints, decreased work motivation, and high turnover rates among healthcare workers, particularly in public hospitals. These conditions are further complicated in the era of globalization, where patient expectations for fast, safe, and high-quality services continue to rise, necessitating serious attention to internal organizational factors [7].

Nurse job satisfaction has broad implications for the sustainability of healthcare service systems. Job dissatisfaction is associated with decreased quality of nurse-patient interactions, increased burnout, and higher absenteeism rates [8]. This issue is exacerbated by weak communication management among healthcare teams, which leads to misunderstandings and reduced service effectiveness. Therefore, a comprehensive understanding of the determinants of nurse job satisfaction is crucial for improving healthcare service quality.

Conceptually, job satisfaction is defined as an individual's positive emotional attitude toward their work, influenced by both intrinsic and extrinsic factors such as workload, work environment, and the quality of social relationships in the workplace [9]. In the nursing context, job satisfaction also includes a sense of professional achievement in providing patient care. Imbalanced workloads, non-ergonomic work environments, and ineffective communication management have been shown to reduce nurse job satisfaction [10]. Conversely, a safe work environment and open communication can enhance motivation and team cohesion.

The prevalence of low nurse job satisfaction is a global issue. The WHO reported that approximately 40% of healthcare workers worldwide experience burnout [11]. A few of the National Basic Health Research recorded that nurses in public hospitals experience job dissatisfaction, with workload identified as the dominant factor. In regions with limited infrastructure, such as Kalimantan, these figures tend to be higher due to suboptimal working conditions and support systems [12]. In addition to excessive workload, insufficient workload can also have negative effects by reducing intrinsic motivation and limiting the optimal utilization of nurses' competencies [13].

The work environment, encompassing both physical and psychosocial aspects, plays a critical role in shaping nurse job satisfaction. A safe, ergonomic work environment supported by positive social relationships has been proven to increase job satisfaction and nurse retention [14]. Conversely, poor working conditions can increase stress, conflict, and turnover [15]. In the context of public hospitals, limited facilities and overcrowding often hinder nurses' workplace comfort.

Effective communication management is a key element in optimizing the integration of workload and work environment. Open and structured communication enhances coordination, reduces conflict, and strengthens teamwork [16]. In the digital era, the use of communication technology presents additional challenges, particularly in regions with limited access. Studies indicate that weaknesses in organizational communication significantly contribute to nurse job dissatisfaction in Indonesian hospitals [17].

Overall, workload, work environment, and communication management are interrelated factors influencing nurse job satisfaction. The Job Demands-Resources model explains that high job demands without adequate supporting resources lead to decreased satisfaction and performance [18]. Therefore, an integrative approach is required through balanced workload management, improvement of the work environment, and strengthening of communication management to enhance nurse job satisfaction and sustainably improve the quality of healthcare services.

Research Methods

Research design

This study employed a quantitative research design with a cross-sectional approach. This design was selected because the study aimed to analyze the simultaneous effects of workload, work environment, and communication management on nurses' job satisfaction at Dr. Zainal Umar Sidiki Regional General Hospital. The study was conducted at Dr. Zainal Umar Sidiki Regional General Hospital, North Gorontalo Regency, Indonesia, located at Jl. Cimelati, Bulalo, Kwandang District. Data collection was carried out from November to December 2025.

Population and sample

The population of this study consisted of all nurses working at Dr. Zainal Umar Sidiki Regional General Hospital, totaling 149 nurses. The sample included all nurses who met the predefined inclusion and exclusion criteria, resulting in 127 respondents. A total sampling technique was applied, whereby all members of the population who fulfilled the inclusion criteria were included in the study.

The inclusion criteria were nurses employed at Dr. Zainal Umar Sidiki Regional General Hospital who were willing to participate in the study and had provided informed consent. The exclusion criteria were nurses who were unwilling to participate in the study and did not provide informed consent.

Data collection techniques

Data were collected using both primary and secondary data sources. Primary data were obtained through a structured questionnaire distributed to respondents via Google Forms. Secondary data were collected from hospital records and documents, including hospital profiles, human resources data, and other relevant institutional information.

The research instrument was a questionnaire that had undergone validity and reliability testing. Validity testing was conducted on 35 respondents using the Pearson product-moment correlation, where all items showed correlation coefficients ($r_{\text{calculated}}$) greater than the r_{table} value, indicating that the instrument was valid. Reliability testing using Cronbach's alpha produced a value of 0.970 (> 0.70), demonstrating that the instrument was highly reliable and internally consistent.

Data analysis techniques

Data analysis was conducted through several stages of data processing and statistical testing. The data processing stages included editing, coding, data entry, tabulating, processing, and data cleaning to ensure accuracy and readiness for analysis.

Instrument testing consisted of validity and reliability tests, while classical assumption tests included tests for normality, multicollinearity, heteroscedasticity, and correlation to ensure that the regression model met the required analytical assumptions. Data analysis was performed using multiple linear regression analysis to examine the effects of the independent variables—workload, work environment, and communication management—on the dependent variable, nurses' job satisfaction.

The regression model was expressed as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Hypothesis testing was conducted using the F-test to examine the simultaneous effects of the independent variables and the t-test to assess partial effects. The coefficient of determination (R^2) was used to determine the proportion of variance in the dependent variable explained by the independent variables. All statistical analyses were performed using SPSS software.

Results

Respondent characteristics

Categories	AGE		
	Ages	Frequency	Percent
GEN Z	14-29 tahun	31	24%
GEN Y	30-44 tahun	83	65%
GEN X	45-60 tahun	13	10%
Total		127	100%

Table 1: Respondents' Characteristics by Age.

Table 1 shows that the majority of nurses at Dr. Zainal Umar Sidiki Regional General Hospital were aged 30–44 years, classified as Generation Y (Millennials), totaling 83 respondents (65%).

Gender		
Categories	Frequency	Percent
Man	39	31%
Woman	88	69%
Total	127	100%

Table 2: Respondents' Characteristics by Gender.

Table 2 indicates that most respondents were female, accounting for 88 nurses (69%).

Educational Level		
Categories	Frequency	Percent
Diploma Degree	60	47%
Bachelor Degree	5	4%
Professional Degree	62	49%
Total	127	100%

Table 3: Respondents' Characteristics by Educational Level.

Table 3 demonstrates that the majority of nurses held a professional bachelor's degree in nursing (62 respondents, 49%), followed closely by diploma graduates (60 respondents, 47%).

Length of Services		
Categories	Frequency	Percent
Less than 1 year	4	3%
1-3 years	48	38%
3-5 years	22	17%
More than 5 years	53	42%
Total	127	100%

Table 4: Respondents' Characteristics by Length of Service.

Table 4 shows that most nurses had a length of service of more than five years, totaling 53 respondents (42%).

Research Results

Classical assumption tests

Normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		127
Normal Parameters a,b	Mean	.0000000
	Std. Deviation	844.984.942
More than 5 years	Absolute	.047
	Positive	.041
	Negative	-.047
Test Statistic		.047
Asymp. Sig (2-tailed)c		.200d

Table 5: Normality Test Result.

Based on the results of the One-Sample Kolmogorov-Smirnov test presented in Table 5.5, the significance value was 0.200 ($p > 0.05$), indicating that the data were normally distributed.

Multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
Total X1	.338	2.958
Total X2	.439	2.276
Total X3	.551	1.815

Table 6: Multicollinearity Test Result.

As shown in Table 6, the Variance Inflation Factor (VIF) values were 2.958 for workload (X1), 2.276 for work environment (X2), and 1.815 for communication management (X3). Since all VIF values were below 10, it can be concluded that there was no multicollinearity among the independent variables.

Heteroscedasticity test

Table 7 indicates that the significance values for workload (0.673), work environment (0.859), and communication management (0.876) were all greater than 0.05. Thus, no heteroscedasticity symptoms were detected in the regression model.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	Constant	8.569	3.034		
Total X1	-.068	.161	-.065	-.423	.673
Total X2	-.019	.109	-.024	-.178	.859
Total X3	.007	.043	-.019	.157	.876

Table 7: Heteroscedastisity Test Result.

Correlation test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	Constant	58.448	9.212		
Jenis Kelamin	-.262	2.713	-.009	-.097	.923
Pendidikan	-.470	1.287	-.034	-.366	.715
Masa Kerja	-.534	1.312	-.038	-.407	.683

Table 8: Correlations Test Result.

Based on Table 8, the correlation test results for respondents' characteristics—gender, educational level, and length of service—showed significance values greater than 0.05. Therefore, H₀₁ was accepted and H₁ rejected, indicating no correlation between respondent characteristics and nurses' job satisfaction at Dr. Zainal Umar Sidiki Regional General Hospital.

Hypothesis testing

Multiple linear regression analysis

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig.
	B					
Constant	-14.316		4.946		-2.893	.004
Jenis Kelamin	.411		.263	.150	1.563	.121
Pendidikan	.874		.177	.416	4.930	<.001
Masa Kerja	.500		.070	.541	7.181	<.001

Table 9: Multiple Linear Regression Analysis Result.

Based on Table 9, the results of the multiple linear regression analysis can be summarized as follows:

- The Workload variable (X1) has a significance value of 0.121 (sig > 0.05). Therefore, workload (X1) does not have a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.

- The Work Environment variable (X2) has a significance value of < 0.001 (sig < 0.05). Therefore, the work environment (X2) has a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.
- The Communication Management variable (X3) has a significance value of < 0.001 (sig < 0.05). Therefore, communication management (X3) has a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.

T-Test

The regression equation obtained was:

Thus, the result obtained is:

The positive regression coefficients indicate that improvements in workload management, work environment, and communication management tend to increase job satisfaction, although only work environment and communication management had statistically significant effects.

- The regression coefficient for X1 (Workload) is positive at 0.411 with a significance value of 0.121 (sig > 0.05), indicating that an increase in workload does not have a significant effect on changes in job satisfaction.
- The regression coefficient for X2 (Work Environment) is positive at 0.874 with a significance value of < 0.001 (sig < 0.05), indicating that the work environment has a significant effect on job satisfaction. Furthermore, X2 is the most dominant variable influencing Y based on its t-value and regression coefficient.
- The regression coefficient for X3 (Communication Management) is positive at 0.500 with a significance value of < 0.001 (sig < 0.05), indicating that communication management has a significant effect on job satisfaction.

F-Test

Based on Table 10, the significance value is 0.001 (sig < 0.05). This indicates that Workload (X1), Work Environment (X2), and Communication Management (X3) simultaneously have a significant effect on nurses' job satisfaction (Y) at RSUD dr. Zainal Umar Sidiki.

F Test					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.430.220	3	4.810.073	65.764	<.001b
Residual	8.996.394	123	73.141		
Total	23.426.614	126			

Table 10: F Test Result.

In addition, the calculated F-value is 65.764 at a 5% significance level with degrees of freedom $df_1 = 3$ and $df_2 = 123$. The F-table value is 2.680, and since $F_{\text{calculated}} (65.764) > F_{\text{table}} (2.680)$, H_0 is rejected. This means that workload, work environment, and communication management jointly have a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.

Coefficient of determination

Determination Coefficients Test				
Model	R	R Square	Adjusted R Square	Std Error of The Estimate
1	.780a	.608	.602	8.602

Predictors: (Constant), TOTAL X3, TOTAL X2

Table 11: Coefficients of Determination Result.

The coefficient of determination (R^2) was 0.608, with an R value of 0.780. This indicates a strong relationship between the independent variables and job satisfaction, where 60.8% of the variance in nurses' job satisfaction was explained by workload, work environment, and communication management, while the remaining 39.2% was influenced by other factors outside the model. Thus, the regression model used is considered sufficiently good in explaining the relationship between the independent variables and the dependent variable.

Discussion

The effect of respondent characteristics on nurses' job satisfaction

The correlation test results presented in Table 5.8 indicate that gender does not have a significant relationship with nurses' job satisfaction, as reflected by a significance value of 0.923 ($sig > 0.05$). This finding suggests that job satisfaction is not influenced by biological differences between male and female nurses. Instead, job satisfaction is more strongly determined by individual perceptions of working conditions and organizational treatment. This result is

consistent with the perspective of Stephen P. Robbins and Timothy A. Judge (2017), who state that job satisfaction represents an emotional response to work and is more influenced by the work environment, reward systems, and interpersonal relationships than by demographic characteristics. Similarly, emphasizes that job satisfaction is shaped by intrinsic and extrinsic job factors rather than gender differences [19].

These findings are also in line with the principle of equality stated in Undang-Undang Nomor 36 Tahun 2014 tentang Tenaga Kesehatan, which guarantees equal rights and obligations for health personnel without gender discrimination. The results further support previous studies, which concluded that gender does not significantly affect job satisfaction among health workers due to standardized work systems and task distribution [20]. Differences from the findings of Andrew E. Clark may be explained by contextual variations, as that study was conducted in non-health sectors where disparities in roles and income were still evident [21]. Therefore, gender is more appropriately positioned as a control variable in this study.

Furthermore, Table 5.8 shows that education level does not have a significant relationship with nurses' job satisfaction, with a significance value of 0.715 ($sig > 0.05$). This indicates that formal educational attainment is not a determining factor in job satisfaction. Job satisfaction is more strongly influenced by the alignment between individual expectations and actual job conditions [22]. Stephen P. Robbins and Timothy A. Judge further explain that individuals with higher levels of education tend to have greater expectations of their organizations, which, if unmet, may actually reduce job satisfaction [23].

This finding is consistent with research conducted by Nasution, which reported that formal education does not significantly influence job satisfaction among health workers because organizations tend to apply relatively uniform work standards and competency requirements [24]. Differences from the findings of Nasir can be explained by the fact that education in that study functioned as a moderating variable rather than a direct independent variable. Thus, in the present study, education is viewed as a supporting factor rather than a primary determinant of job satisfaction [25].

Moreover, the correlation test results in Table 5.8 indicate that length of service does not have a significant relationship with nurses' job satisfaction, with a significance value of 0.685 (sig > 0.05). This suggests that tenure does not directly determine the level of job satisfaction. This result aligns with studies that found that job satisfaction is more strongly influenced by workload, leadership support, and working conditions than by duration of service [26].

Differences from the findings that may be attributed to the role of tenure in that study as a moderating variable associated with coping mechanisms for work-related stress [27]. In the context of RSUD dr. Zainal Umar Sidiki, longer tenure does not necessarily lead to higher job satisfaction due to potential risks such as burnout, routine work patterns, and limited career development opportunities. Conversely, nurses with shorter tenure may demonstrate higher levels of motivation and enthusiasm in their work.

Overall, the findings of this study indicate that demographic characteristics, including gender, education level, and length of service, do not have a significant effect on nurses' job satisfaction. Job satisfaction is more strongly determined by organizational factors. Therefore, efforts to improve job satisfaction should focus on enhancing work systems, improving the work environment, and implementing fair and professional human resource management practices.

The effect of workload on nurses' job satisfaction

The partial test results indicate that the workload variable (X1) does not have a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki, with a significance value of 0.121 (sig > 0.05). This finding suggests that the level of workload perceived by nurses does not directly determine their level of job satisfaction. It reflects nurses' capacity to adapt to job demands as well as the possible dominance of other factors, such as the work environment and communication management, in shaping job satisfaction.

From a theoretical perspective, job satisfaction is influenced by the balance between job demands and the resources available to individuals. A high workload does not necessarily reduce job satisfaction when individuals have adequate job control, organizational support, and role clarity [28]. Workload is subjective

in nature, and its impact on job satisfaction largely depends on individual perceptions and the organizational context in which employees work [29].

From a juridical perspective, this finding is consistent with Undang-Undang Nomor 38 Tahun 2014 About Nursing, which stipulates that nurses must work in accordance with their competencies, authority, and a workload that is reasonable and humane. The implementation of health workforce planning policies based on the World Health Organization's Workload Indicators of Staffing Need (WISN) serves as a mechanism for controlling workload to ensure it remains within acceptable limits. In inpatient care practice, relatively maintained nurse-to-patient ratios allow workload to be managed adaptively, so it does not necessarily have a direct impact on nurses' job satisfaction, as reflected in the findings of this study.

The findings of this study are in line with research by Putri et al., which state that workload does not have a significant effect on nurses' job satisfaction as long as work systems and managerial support function effectively [30].

However, these findings differ from those of Nursalam et al. (2020), who found that workload significantly affects job satisfaction, particularly in hospitals with limited staffing and facilities. These differing results indicate that organizational context, adequacy of resources, and respondent characteristics play important roles in determining the relationship between workload and job satisfaction [31].

The non-significant effect of workload on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki indicates the presence of balancing factors within the organization, such as clear task distribution, supportive work systems, and the internalization of professional responsibility among nurses. Therefore, workload is not the primary determinant of job satisfaction but should be understood alongside other factors, particularly the work environment and communication management, which have more dominant roles.

The effect of work environment on nurses' job satisfaction

The results of the study indicate that the work environment variable (X2) has a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki, with a significance value of < 0.001 (sig < 0.05). This finding suggests that both the physical and non-

physical aspects of the work environment play an important role in shaping nurses' perceptions of job satisfaction. A work environment that is safe, comfortable, and supported by harmonious working relationships can enhance nurses' motivation and comfort in carrying out their professional duties.

From a theoretical perspective, this finding is consistent with Frederick Herzberg's two-factor theory, which identifies the work environment as a hygiene factor that influences the level of job satisfaction. Stephen P. Robbins and Timothy A. Judge state that a supportive work environment can enhance employees' sense of security and psychological comfort, thereby directly affecting job satisfaction [32]. In the nursing context, also emphasizes that a conducive work environment contributes to improved job satisfaction and the quality of nursing services [33].

From a juridical perspective, this finding is consistent with Undang-Undang Nomor 17 Tahun 2023 About Health, which guarantees the right of health workers to obtain a safe, healthy, and decent work environment. This provision is reinforced by Peraturan Pemerintah Nomor 28 Tahun 2024, which obligates healthcare facilities to ensure the physical and psychosocial safety of health personnel. Thus, the work environment is not only an organizational necessity but also a legal obligation that must be fulfilled by hospitals.

Based on these findings, the researcher argues that the strong influence of the work environment on nurses' job satisfaction reflects the importance of facility support and the quality of working relationships in nursing services. A favorable work environment provides a sense of security, psychological comfort, and support for nurses' work effectiveness. Therefore, improving the quality of the work environment should become a strategic priority in hospital management in order to enhance job satisfaction and the overall quality of healthcare services.

The effect of communication management on nurses' job satisfaction

The partial test results indicate that the communication management variable (X3) has a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki, with a significance value of < 0.001 ($\text{sig} < 0.05$). This finding suggests that well-planned, clear, and two-way communication plays an important role in shaping nurses' job satisfaction. Effective communication management can

minimize misunderstandings, enhance task clarity, and strengthen work coordination among healthcare personnel.

From a theoretical perspective, this finding is consistent with organizational communication theory, which posits that effective communication enhances role clarity and the quality of working relationships. Stephen P. Robbins and Timothy A. Judge (2022) state that good communication increases job satisfaction by fostering trust, involvement, and a sense of belonging within the organization. Similarly, that effective communication management directly contributes to employee job satisfaction and organizational commitment [34].

From a juridical and operational perspective, the importance of communication management in healthcare services is in line with Undang-Undang Nomor 17 Tahun 2023 About Health and Peraturan Pemerintah Nomor 28 Tahun 2024. These provisions are further reinforced by Peraturan Menteri Kesehatan Nomor 34 Tahun 2022 about Hospital Accreditation, which requires hospitals to maintain effective, structured, and well documented internal communication systems to ensure patient safety, continuity of care, and the well-being of healthcare personnel [35].

The findings of this study are consistent with research by Ricy et al, which concluded that organizational communication significantly affects nurses' job satisfaction [36]. An international study also confirms that managerial communication is an important factor in improving nurses' job satisfaction [37]. Differences from the findings of Wijayanti and Susanto who reported no significant effect, may be explained by differences in the quality of communication management implementation and the dominance of compensation factors in that research context [38].

Based on these findings, the researcher argues that communication management is a key factor in improving nurses' job satisfaction because it is directly related to information clarity, working relationships, and leadership support. Effective communication fosters a sense of appreciation and involvement within the organization. Therefore, strengthening communication management systems should become a strategic priority in efforts to enhance nurses' job satisfaction and the overall quality of hospital services.

The simultaneous effect of workload, work environment, and communication management

Based on the results of the simultaneous test (F-test) presented in Table 10, the significance value obtained was 0.001 (sig < 0.05). In addition, the calculated F-value of 65.764 is greater than the F-table value of 2.680 at a 5% significance level with degrees of freedom $df_1 = 3$ and $df_2 = 123$. Therefore, H_0 is rejected and H_a is accepted, indicating that Workload (X1), Work Environment (X2), and Communication Management (X3) simultaneously have a significant effect on nurses' job satisfaction (Y) at RSUD dr. Zainal Umar Sidiki.

These results demonstrate that nurses' job satisfaction is not influenced by a single factor but rather represents the outcome of interactions among various interrelated job aspects. Workload, work environment, and communication management function as an integrated system that collectively shapes nurses' perceptions of their work. Balanced and coordinated management of these three factors is likely to promote higher levels of job satisfaction among nurses.

From a theoretical perspective, this finding is consistent with the view of Stephen P. Robbins and Timothy A. Judge (2022), who state that job satisfaction is an emotional response to a combination of job demands, environmental conditions, and the quality of communication within an organization [39]. Luthans further explains that job satisfaction arises when there is alignment between employees' expectations and working conditions, including reasonable workloads, supportive work environments, and effective organizational communication. The organizational systems theory perspective also emphasizes that various organizational elements operate simultaneously and interactively in shaping employees' attitudes and behaviors [40,41].

From a juridical standpoint, these findings are in line with Undang-Undang Nomor 17 Tahun 2023 About Health and Peraturan Pemerintah Nomor 28 Tahun 2024, which affirm the obligation of healthcare facilities to ensure appropriate workload management, safe and healthy work environments, and management systems that support the physical and psychosocial well-being of health personnel. These regulations underscore that healthcare workers' job satisfaction is an institutional responsibility that must be managed comprehensively [42].

The findings of this study are consistent, who found that workload, work environment, and organizational communication simultaneously have a significant effect on nurses' job satisfaction in public hospitals [43]. Other research also demonstrated that the combination of work environment and managerial communication strongly contributes to healthcare workers' job satisfaction [44]. An international study further supports these findings, indicating that nurses' job satisfaction is simultaneously influenced by workload, working conditions, and the effectiveness of organizational communication [45].

However, these findings differ from those of Rahman et al. (2020), who reported that workload, work environment, and communication did not simultaneously have a significant effect on job satisfaction, as compensation and reward systems were more dominant factors. These differences may be attributed to variations in organizational context, hospital type, and respondent characteristics, particularly in private hospitals with strong performance-based incentive systems [46].

Based on these results, the researcher argues that the simultaneous significance of workload, work environment, and communication management highlights the importance of a holistic managerial approach. Nurses' job satisfaction cannot be improved by addressing only one aspect in isolation but requires integrated improvements in work systems, environmental conditions, and organizational communication patterns. If one factor is neglected, the effectiveness of the others may be reduced. Therefore, the management of RSUD dr. Zainal Umar Sidiki should integrate workload management policies, improvements in the quality of the work environment, and the strengthening of communication management as primary strategies to enhance nurses' job satisfaction.

Conclusion

Based on the results of the study and the discussion regarding the effects of Workload, Work Environment, and Communication Management on Nurses' Job Satisfaction at RSUD dr. Zainal Umar Sidiki involving 127 respondents, the following conclusions can be drawn:

- Respondent characteristics do not have a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.

- Workload (X1) does not have a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.
- Work Environment (X2) has a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.
- Communication Management (X3) has a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.
- Workload, Work Environment, and Communication Management simultaneously have a significant effect on nurses' job satisfaction at RSUD dr. Zainal Umar Sidiki.

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