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Nurse Job Satisfaction in Terms of Communication and Organizational Culture at RSU Baros Cimahi City

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Abstract

High nurse job satisfaction at RSU Baros Kota Cimahi can be achieved through effective communication and a strong organizational culture. Several phenomena at RSU Baros Kota Cimahi indicate a decline in job satisfaction, caused by communication barriers at work and the implementation of an organizational culture that has not been running optimally, as evidenced by the high rates of nurse tardiness and absence, whether with permission or unexplained. This condition shows that nurse job satisfaction can be influenced by communication and organizational culture. This study aims to determine the level of nurse job satisfaction, as well as respondents' responses regarding communication and organizational culture. In addition, it aims to determine the effect of communication and organizational culture on the job satisfaction of nurses at RSU Baros Kota Cimahi, both partially and simultaneously. This study uses a quantitative approach with a descriptive and associative research design. The respondents in this study numbered 150 nurses at RSU Baros Kota Cimahi. Data collection techniques were carried out through literature review and field research in the form of interviews and questionnaires. Data analysis in this study used multiple linear regression analysis and the coefficient of determination with the SPSS Version 27 program. This study shows that nurse job satisfaction falls into the very satisfied category. Similarly, respondents' responses to communication fall into the very effective category, and organizational culture falls into the strong category. In addition, this study shows that job satisfaction is positively influenced by communication. Likewise, job satisfaction is positively influenced by organizational culture. The job satisfaction of nurses at RSU Baros Kota Cimahi is

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influenced by communication and organizational culture. This study finds that nurse job satisfaction can be improved through effective communication and good management of organizational culture. This study found that nurses' job satisfaction can be improved through effective communication and good organizational culture management.

Keywords: ***Communication, Organizational Culture, Job Satisfaction***

INTRODUCTION

Hospitals, as healthcare institutions, play a highly crucial role in ensuring public welfare, where the quality of services provided depends heavily on the performance of their human resources (HR). This is in line with the mandate of Law of the Republic of Indonesia Number 44 of 2009 concerning Hospitals, which affirms that a hospital is a healthcare institution that provides comprehensive individual health services. Hospital management can no longer rely solely on physical facilities, but must prioritize human resource management, particularly in ensuring optimal job satisfaction, since HR is an important source of competitive advantage for organizational success (Nasution, 2025).

RSU Baros Kota Cimahi is a private healthcare facility under PT Sehat Bersama Keluarga that is currently in a phase of rapid development. The hospital began as the Harapan Bunda Clinic, which later transformed into a Type D General Hospital and was officially inaugurated on 27 February 2021. The start of its partnership with BPJS Kesehatan (Indonesia's national health insurance) on 11 October 2023 significantly increased both service volume and the workload of nursing staff, making the maintenance of nurse job satisfaction a highly strategic matter.

Other prior studies have further enriched the understanding of the relationship between communication and organizational culture with job satisfaction in various organizational contexts. Natavia (2023) revealed that communication, organizational culture, and the work environment jointly have a positive and significant effect on the job satisfaction of employees at PT Pilar Niaga Makmur. Rezeki (2023) found that transformational leadership style, organizational culture, and organizational communication have a positive effect on employee job satisfaction in the hospitality sector. Sabrina & Linda (2024) added that job characteristics and organizational culture also determine the level of employee job satisfaction in a trading business unit. These studies were generally conducted in the private company, government, and hospitality sectors, while research specifically examining the effect of communication and organizational culture on nurse job satisfaction in a newly developing Type D private hospital such as RSU Baros Kota Cimahi remains

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limited. This gap is what underlies the importance of conducting this study, in order to enrich the empirical literature on healthcare institutions characterized by shift-based work and 24-hour service demands.

Job satisfaction is an emotional response or feeling a person has toward their work, reflecting the alignment between expectations and the rewards received, and is essentially a generalized attitude toward work based on various work aspects (Nauval & Yusuf, 2023). Indications of nurse job satisfaction issues at RSU Baros Kota Cimahi can be observed from the following employee attendance data throughout 2025.

Table 1. Nurse Tardiness Data, Baros General Hospital Cimahi, January–August 2025

No	Month	Leave (Permission)	Late (Times)	Unexplained Absence
1	January	10	12	4
2	February	5	9	7
3	March	7	7	6
4	April	8	10	5
5	May	12	8	7
6	June	7	9	8
7	July	8	12	9
8	August	11	6	8
	Total	68	73	54

Source: Administration Department, Baros General Hospital Cimahi, reprocessed (2025).

Based on Table 1, the high rates of tardiness and absenteeism indicate a problem with nurses' job satisfaction. Nurses who are dissatisfied with their work tend to show a decline in time commitment, evidenced by habitual delays in starting work or unexplained absences; unaddressed job dissatisfaction can trigger counterproductive work behavior (Rangkuti, 2023). This condition cannot be separated from the three-shift work system (morning, afternoon, night) implemented by Baros General Hospital to meet 24-hour service demands, making adjustment to rotating work rhythms a particular challenge for nurses' time discipline.

Communication is essential to the functioning of an organization because it helps build coordination, togetherness, and comfort at work. Communication is a vital procedure for maintaining harmony and reducing task uncertainty within an organization (Ferdiansyah et al., 2021), while also giving employees the opportunity to express ideas, complaints, and opinions

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more freely so that they feel valued (Putri et al., 2024). Based on interviews with the management of Baros General Hospital, Cimahi City, several communication barriers were identified as follows.

Table 2. Communication Barriers at RSU Baros, Cimahi City

No	Barrier	Cause of the Problem
1	Positional hierarchy	Reluctance to raise problems or complaints to superiors
2	Anxiety in communicating	Lack of courage and openness in working together
3	Unclear information	Miscommunication between work units (miscommunication)

Source: Management of Baros General Hospital Cimahi, reprocessed (2025).

These barriers reflect disruptions in the communication process, from the encoding stage that makes messages unstructured, to noise caused by heavy work schedules, to distortion at the decoding stage by message recipients. Anxiety in communicating also creates a psychological distance that hinders the emergence of feedback, even though quality communication has been shown to improve job satisfaction because employees receive clear support and information (Nauval & Yusuf, 2023; Hidayat et al., 2024).

In addition to communication, organizational culture also plays a major role in improving job satisfaction, as a strong culture fosters a sense of kinship and mutual support among team members (Mukarramah & Saroyo, 2023; Sandi et al., 2025). Based on interviews with management, the implementation of organizational culture at Baros General Hospital, Cimahi City is presented in Table 3 below.

Table 3. Implementation of Organizational Culture at RSU Baros, Cimahi City

No	Activity	Time	Category
1	Morning assembly and service briefing	Daily	Routinely implemented
2	Joint prayer before service	Daily	Routinely implemented
3	Culture of discipline (punctuality & SOP compliance)	Daily	Routinely implemented
4	Performance and service quality evaluation meeting	Every 6 months	Routinely implemented
5	3S culture (smile, greet, and salute)	Daily	Not yet routine

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6	Family gathering activities	Once a year	Not yet routine

Source: Management of Baros General Hospital Cimahi, reprocessed (2025).

The administrative and work-discipline aspects are already running routinely; however, aspects that build family-like relationships, such as the 3S culture and family gatherings, are not yet fully optimal. Previous studies show varying findings regarding the strength of the influence of communication and organizational culture on job satisfaction across different types of organizations (Ardiansyah et al., 2023; Krisdianti et al., 2025; Hartanto et al., 2024; Irwanti et al., 2023), making it important to test this relationship in the context of nurses at a relatively newly developed hospital such as RSU Baros Kota Cimahi.

Several prior studies further support the urgency of this topic. Nasution (2025) found that communication and organizational culture had a positive and significant influence on job satisfaction at PT Mitra Agung Swastika. Hartanto et al. (2024) demonstrated that organizational culture, commitment, and leadership had a positive influence on the job satisfaction of PT Abadi Harmoni Mulia employees. Meanwhile, Mutholib (2021) showed that the work environment and communication had a positive and significant influence on job satisfaction. In the education sector, Rianto and Prabowo (2025) found that organizational culture and work motivation had a significant and positive influence on teacher performance at SMK Bakti Kencana Cimahi. Likewise, Salsabilla and Prabowo (2024) demonstrated that interpersonal communication and work motivation, both partially and simultaneously, had a positive effect on the job satisfaction of teachers at the Angkasa Lanud Husein Sastranegara High School Foundation, Bandung City. These findings provide empirical grounds that communication and organizational culture are important determinants of job satisfaction across various organizational contexts, including healthcare institutions.

Based on the above description, the research problems addressed in this study are: (1) how do respondents perceive communication among nurses at Baros General Hospital, Cimahi City; (2) how do respondents perceive organizational culture among nurses at Baros General Hospital, Cimahi City; (3) what is the level of job satisfaction among nurses at Baros General Hospital, Cimahi City; and (4) what is the influence of communication and organizational culture on nurses' job satisfaction, both partially and simultaneously. In line with these research problems, this study aims to determine the four matters above in order to provide theoretical contributions to the development of human resource management science, as well as practical contributions for the management of Baros General Hospital, Cimahi City in decision-making related to communication, organizational culture, and job satisfaction.

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Conceptual Framework and Hypotheses

The conceptual framework of this study was developed by referring to the definitions of each variable as used in prior research. Communication is defined as the process of exchanging or transferring information, meaning, and understanding from one person to another, either orally or in writing, which functions to create a sense of calm and togetherness among employees (Nauval & Yusuf, 2023). Organizational culture is a set of values, norms, attitudes, and beliefs shared by members of an organization, which shape organizational behavior and identity and serve as guidance for daily interaction and decision-making (Natavia, 2023). Job satisfaction is a condition in which positive or negative feelings arise as a result of an employee's evaluation of their work (Nasution, 2025).

Based on these definitions and referring to the synthesis of prior studies in Table 1.4 (Nasution, 2025; Nasution et al., 2023; Krisdianti et al., 2025; Natavia, 2023; Rezeki, 2023; Ardiansyah et al., 2023; Nauval & Yusuf, 2023; Dipayana & Heryanda, 2020; Putra & Adnyani, 2019), which consistently demonstrate that communication and organizational culture affect job satisfaction both partially and simultaneously, this study positions communication (X1) and organizational culture (X2) as independent variables that theoretically influence nurse job satisfaction (Y), both individually (partially) and jointly (simultaneously). The relationships among these variables are illustrated in the conceptual framework (research paradigm) in Figure 1 below.

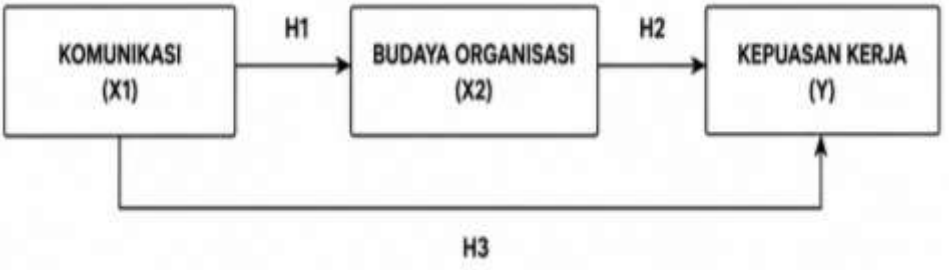


Figure 1. Research Paradigm

Based on this conceptual framework, the hypotheses proposed in this study are as follows:

1. H1: Communication has a positive effect on the job satisfaction of nurses at RSU Baros Kota Cimahi.
2. H2: Organizational culture has a positive effect on the job satisfaction of nurses at RSU Baros Kota Cimahi.
3. H3: Communication and organizational culture simultaneously have a positive effect on the job satisfaction of nurses at RSU Baros Kota Cimahi.

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RESEARCH METHOD

This study uses a quantitative approach with descriptive and associative methods, namely describing respondents' perceptions of each variable while empirically testing the relationships of influence between variables. Descriptive analysis was used to describe respondents' responses to the variables Communication (X1), Organizational Culture (X2), and Job Satisfaction (Y) based on mean values and percentages. Meanwhile, associative analysis was used to determine the relationship and influence of Communication (X1) and Organizational Culture (X2) on Job Satisfaction (Y), both partially and simultaneously. Specifically, it described respondents' responses to each variable while empirically testing the relationships and influences among the variables. There are three variables in this study: Communication (X1) and Organizational Culture (X2) as independent variables, and Job Satisfaction (Y) as the dependent variable, measured using an interval scale with the semantic differential technique (score 1–5). A summary of the variable operationalization is presented in Table 4.

Table 4. Operationalization of Research Variables

Variable	Sub Variable	Indicator
Communication (X1)	Written communication	Clarity of writing in work orders. Ease of reading and understanding writing in work orders
	Oral communication	Clarity of verbal message delivery during meetings. Ease of understanding messages delivered during meetings. Opportunity for nurses to express opinions
Organizational Culture (X2)	Innovation and risk-taking	Nurses' innovation in improving quality and patient safety. Nurses' courage in proposing new ideas in accordance with standards and ethics
	Attention to detail	Nurses' precision in carrying out every nursing service task according to established standards and procedures. Carrying out every work detail, including nursing actions and patient care documentation
	Outcome orientation	Nurses' focus on prioritizing a service process that follows procedures as the basis for achieving optimal work results. Nurses' ability to achieve targets set by Baros Hospital Cimahi

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	People orientation	Nurses' openness in carrying out tasks and coordinating in nursing services. Nurses' tendency to respect opinions and input from colleagues and other health workers
	Team orientation	Cooperation among staff in carrying out tasks and responsibilities to support operational smoothness and service quality. Nurses' willingness to accept and implement decisions made jointly within the Baros Hospital Cimahi work environment
	Aggressiveness	Nurses' level of enthusiasm in providing optimal work contributions to support the achievement of service goals and organizational performance. Nurses' level of initiative in completing nursing tasks and responsibilities quickly, accurately, and according to service standards
	Stability	Nurses' consistency in following and carrying out every work activity in accordance with the provisions and policies of Baros Hospital Cimahi.Nurses' ability to adapt to various work conditions and dynamics occurring within the Baros Hospital Cimahi environment
Job Satisfaction (Y)	Turnover	Nurses' tendency to request work transfers
	Absenteeism level	Nurses' tendency not to attend work
	Job level	Suitability of compensation received by nurses relative to their workload. Suitability between nursing tasks and nurses' abilities. Nurses' comfort in carrying out tasks at the hospital
	Company organization size	Smoothness of coordination among nurses across various units or service areas. Opportunity for nurses to be involved in hospital activities and health service programs

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The study population consisted of all 150 nurses at RSU Baros Kota Cimahi. Given the relatively manageable population size, all population members were used as respondents through a saturated sampling (census) technique. Data were collected through three techniques: interviews with management, questionnaires distributed to all nurses using a semantic differential scale ranging from 1 to 5, and documentation in the form of attendance data, tardiness records, and the organizational structure. All statement items on the questionnaire were tested for validity and reliability using SPSS version 27 and were found to be valid and reliable.

A summary of the validity and reliability test results for the three research variables — communication (X1), organizational culture (X2), and job satisfaction (Y) — is presented in Tables 5, 6, and 7 below.

Table 5. Validity and Reliability Test Results for the Communication Variable (X1)

Statement Item	Calculated r	r-table	Description
X1.1	0.785	0.160	Valid
X1.2	0.767	0.160	Valid
X1.3	0.735	0.160	Valid
X1.4	0.771	0.160	Valid
X1.5	0.749	0.160	Valid
X1.6	0.735	0.160	Valid
Cronbach's Alpha	0.851	0.160	Reliable

Source: SPSS 27 data processing results (2026).

All statement items for the communication variable have a calculated r value greater than the table r value (0.160), so they are declared valid. The Cronbach's Alpha value of 0.851 is greater than the table r value (0.160), so the instrument is declared reliable.

Table 6. Validity and Reliability Test Results for the Organizational Culture Variable (X2)

Statement Item	Calculated r	r-table	Description
X2.1	0.734	0.160	Valid
X2.2	0.690	0.160	Valid
X2.3	0.747	0.160	Valid
X2.4	0.713	0.160	Valid
X2.5	0.763	0.160	Valid
X2.6	0.729	0.160	Valid

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X2.7	0.760	0.160	Valid
X2.8	0.776	0.160	Valid
X2.9	0.797	0.160	Valid
X2.10	0.724	0.160	Valid
X2.11	0.703	0.160	Valid
X2.12	0.717	0.160	Valid
X2.13	0.636	0.160	Valid
X2.14	0.788	0.160	Valid
Cronbach's Alpha	0.934	0.160	Reliable

Source: SPSS 27 data processing results (2026).

All 14 statement items for the organizational culture variable have calculated r values ranging from 0.636 to 0.797, which are greater than the table r value (0.160), so all items are declared valid. The Cronbach's Alpha value of 0.934 is greater than the table r value (0.160), so the instrument is declared reliable.

Table 7. Validity and Reliability Test Results for the Job Satisfaction Variable (Y)

Statement Item	Calculated r	r-table	Description
Y1	0.720	0.160	Valid
Y2	0.766	0.160	Valid
Y3	0.753	0.160	Valid
Y4	0.688	0.160	Valid
Y5	0.725	0.160	Valid
Cronbach's Alpha	0.781	0.160	Reliable

Source: SPSS 27 data processing results (2026).

All statement items for the job satisfaction variable have a calculated r value greater than the table r value (0.160), so they are declared valid. The Cronbach's Alpha value of 0.781 is greater than the table r value (0.160), so the instrument is declared reliable. Thus, all research instruments for the three variables (communication, organizational culture, and job satisfaction) are valid and reliable for use in this study's data collection.

The data analysis used consists of quantitative descriptive analysis to answer the first through third problem identifications, by calculating the mean score of respondents' answers, which is then converted into respondent attitude criteria (on a scale of 1.00–5.00), as well as quantitative associative analysis in the form of multiple linear regression and the coefficient of

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determination.

Before regression testing was carried out, the data were first tested using classical assumption tests, including the normality test, multicollinearity test, and heteroscedasticity test, so that the regression model would satisfy the Best Linear Unbiased Estimator (BLUE) criteria.

Hypothesis testing was carried out through partial tests (t-test) and a simultaneous test (F-test). The t-test is used to test the effect of each independent variable on the dependent variable partially. The calculated t value is then compared with the table t value at a 5% significance level. Meanwhile, the F-test is used to test the effect of the independent variables on the dependent variable simultaneously.

Testing criteria: if the calculated value (t or F) is greater than the table value and the significance value is less than 0.05, then H0 is rejected and Ha is accepted, meaning the independent variable has a significant effect on the dependent variable.

The strength of the relationship between variables is measured through the coefficient of determination (R^2), which is interpreted based on the guidelines of Fitrianingsih and Budiansyah (2019) as presented in Table 8.

Table 8. Guidelines for Interpreting the Coefficient of Determination

Coefficient Interval	Level of Influence
≤ 4.99%	Very low influence
5%–16.99%	Low but definite influence
17%–49.99%	Moderate but meaningful influence
50%–80.99%	High/strong influence
≥ 81%	Very high influence

Source: Fitrianingsih and Budiansyah (2019).

RESULTS AND DISCUSSION

Respondents' Responses to Communication, Organizational Culture, and Job Satisfaction

The questionnaire was distributed to 150 nurse respondents at RSU Baros Kota Cimahi. The data processing results show that the communication variable obtained a mean score of 4.21, categorized as very effective, supported by the written communication sub-variable (4.20; effective) and oral communication (4.22; very effective). The organizational culture variable obtained a mean score of 4.19, categorized as strong, as summarized in Table 9.

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Table 9. Summary of Respondents' Responses to Organizational Culture

Organizational Culture Sub-Variable	Average	Criteria
Innovation and risk-taking	4.23	Very High
Attention to detail	4.18	High
Outcome orientation	4.17	High
People orientation	4.19	Willing
Team orientation	4.22	Very Willing
Aggressiveness	4.18	High
Stability	4.13	Stable
Total Average – Organizational Culture	4.19	Strong

Source: Questionnaire, data reprocessed (2026).

The job satisfaction variable obtained an average score of 4.26, categorized as very satisfied, as summarized in Table 10.

Table 10. Summary of Respondents' Responses to Job Satisfaction

Job Satisfaction Sub-Variable	Average	Criteria
Turnover	4.25	Very Low
Absenteeism level	4.27	Very Low
Job level	4.27	Very Suitable
Organization size	4.24	Very Smooth
Total Average – Job Satisfaction	4.26	Very Satisfied

Sumber: Questionnaire, data reprocessed (2026).

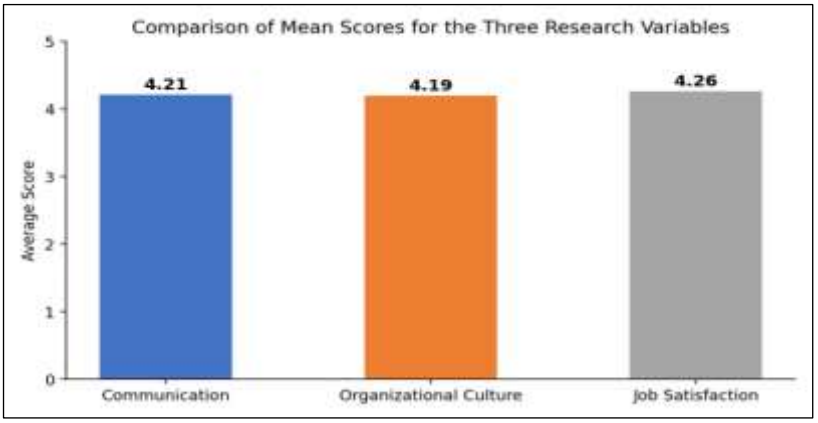


Figure 2. Comparison of Mean Scores for the Three Research Variables

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Overall, communication at Baros General Hospital, Cimahi City has run very effectively, organizational culture is classified as strong even though the stability and initiative aspects still have relatively lower scores compared to other sub-variables, and nurses' job satisfaction falls into the very satisfied category. This finding is in line with the studies of Krisdianti et al. (2025) and Hartanto et al. (2024), which show that well-functioning communication and organizational culture tend to be followed by high levels of employee job satisfaction.

Classical Assumption Tests

The normality test results show a significance value of 0.200 (> 0.05), meaning the research data are normally distributed. The multicollinearity test results show a tolerance value of 0.876 (> 0.10) and a VIF value of 1.141 (< 10), meaning there is no multicollinearity among the independent variables. The heteroscedasticity test results show a significance value of 0.431 for the communication variable and 0.060 for the organizational culture variable, both greater than 0.05, meaning there is no heteroscedasticity. Thus, the regression model in this study meets the requirements of Best Linear Unbiased Estimator (BLUE).

Table 11. Multiple Linear Regression Analysis Results

Variable	B	Std. Error	Beta	t value	Sig.
Constant	55.773	22.879	–	2.438	.016
Communication (X1)	0.389	0.046	0.444	8.397	0.000
Organizational Culture (X2)	0.493	0.050	0.526	9.933	0.000

Source: SPSS 27 data processing results (2026).

The constant value of 55.773 indicates that if the communication (X1) and organizational culture (X2) variables are zero, nurse job satisfaction would be at a value of 55.773. The regression coefficient for the communication variable (X1) of 0.389 is positive, meaning that every one-unit increase in the communication variable is followed by an increase in nurse job satisfaction of 0.389, assuming the other variable (organizational culture) remains constant.

The regression coefficient for the organizational culture variable (X2) of 0.493 is also positive, meaning that every one-unit increase in organizational culture is followed by an increase in nurse job satisfaction of 0.493, assuming the communication variable remains constant. This coefficient value is larger than that of communication, indicating that organizational culture has a relatively more dominant effect on nurse job satisfaction than communication, as also seen in the

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standardized Beta coefficient for organizational culture of 0.526, which is higher than the Beta for communication of 0.444.

The t-test results show that both independent variables have a significant effect on nurse job satisfaction, each with a significance value of 0.000 (< 0.05), for both the communication variable (t = 8.397) and organizational culture (t = 9.933). The constant value is also significant at the 0.016 level.

The simultaneous test (F-test) is used to test the joint effect of communication (X1) and organizational culture (X2) on nurse job satisfaction (Y). The data processing results using SPSS version 27 produced the calculated F value and significance level as presented in Table 12 below:

Table 12. Simultaneous Test Results (F-Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	427.345	2	213.672	159.525	0.000
Residual	196.895	147	1.339		
Total	624.240	149			

Source: SPSS 27 data processing results (2026).

The ANOVA test results show a calculated F value of 159.525 with a significance value of 0.000. This calculated F value is greater than the table F value of 3.91 (df1 = 2; df2 = 147), and the significance value is less than 0.05, so H0 is rejected and Ha is accepted. This means that communication and organizational culture simultaneously (jointly) have a positive and significant effect on the job satisfaction of nurses at RSU Baros Kota Cimahi.

Table 13. Coefficient of Determination (R^2) Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.685	0.680	1.15734

Source: SPSS 27 data processing results (2026).

The R Square value (coefficient of determination) of 0.685 indicates that communication and organizational culture, simultaneously, are able to explain 68.5% of the variation in nurse job satisfaction at RSU Baros Kota Cimahi, which falls into the high/strong influence category based on the interpretation guidelines for the coefficient of determination in Table 5. The remaining 31.5% is influenced by other variables outside this research model, such as leadership, compensation, or workload.

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Hypothesis Test Results

The partial test (t-test) shows that the calculated t value for the communication variable of 9.553 is greater than the table t value of 1.976, with a significance value of 0.000 (< 0.05), so H0 is rejected and Ha is accepted, meaning communication has a positive and significant effect on nurse job satisfaction. The calculated t value for the organizational culture variable of 10.765 is also greater than the table t value of 1.976, with a significance value of 0.000 (< 0.05), so organizational culture is proven to have a positive and significant effect on nurse job satisfaction. The simultaneous test (F-test) produced a calculated F value of 159.525, which is greater than the table F value of 3.91, with a significance value of 0.000, so communication and organizational culture are proven to have a simultaneous, significant effect on nurse job satisfaction. A summary of the hypothesis testing results is presented in Table 14.

Table 14. Summary of Hypothesis Testing Results

Calculated Value	Table Value	Sig.	Description	Conclusion
t = 9.553	1.976	0.000	H0 rejected, Ha accepted	Significantly positive effect
t = 10.765	1.976	0.000	H0 rejected, Ha accepted	Significantly positive effect
F = 159.525	3.91	0.000	H0 rejected, Ha accepted	Significantly influential

Source: SPSS 27 data processing results (2026).

DISCUSSION

The finding that communication has a positive and significant influence on job satisfaction reinforces the results of Ferdiansyah et al. (2021) and Nauval & Yusuf (2023), which state that quality communication provides clear informational support, thereby increasing employee job satisfaction. This result is also consistent with Napitupulu & Toruan (2023) and Hidayat et al. (2024), who emphasize the importance of effective communication strategies in public service and healthcare organizations, as well as Agustin & Prabowo (2024), who found that communication had a positive and significant effect on the job satisfaction of honorary nurses at a regional hospital.

The positive influence of organizational culture on job satisfaction in this study is consistent with the findings of Mukarramah & Saroyo (2023) and Sandi et al. (2025), which show

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that a conducive organizational culture provides psychological comfort and increases employees' sense of being valued. This result is also in line with Irwanti et al. (2023) and Natavia (2023), who demonstrate the role of organizational culture in shaping job satisfaction across various types of institutions, as well as Abdurahman & Manggiasih (2024), who found that organizational culture had a positive and significant effect on employees' organizational citizenship behavior at a healthcare clinic.

The simultaneous influence of communication and organizational culture on job satisfaction of 68.5% in this study also supports the findings of Ardiansyah et al. (2023), Krisdianti et al. (2025), and Hartanto et al. (2024), which affirm that both variables together are important determinants of employee job satisfaction. This is further reinforced by Tonia & Romi (2025), who showed that supportive working conditions, such as a safe and well-managed work environment, are similarly significant determinants of employee job satisfaction. Practically, Baros General Hospital, Cimahi City needs to pay attention to the clarity of written instructions and consistently socialize the values of its organizational culture, particularly regarding the aspects of stability and work initiative, so that nurses' job satisfaction can continue to be maintained and improved.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that: (1) respondents' responses to communication among nurses at RSU Baros Kota Cimahi fall into the very effective category with a mean score of 4.21; (2) respondents' responses to organizational culture fall into the strong category with a mean score of 4.19, although the stability and work-initiative aspects remain relatively lower than the other sub-variables; (3) nurse job satisfaction falls into the very satisfied category with a mean score of 4.26; and (4) communication and organizational culture have a positive and significant effect on the job satisfaction of nurses at RSU Baros Kota Cimahi, both partially (communication: regression coefficient 0.389; organizational culture: regression coefficient 0.493) and simultaneously, with a combined contribution of 68.5%, while the remaining 31.5% is influenced by other variables outside this study. Organizational culture is shown to have a relatively more dominant effect than communication on nurse job satisfaction, as indicated by its higher beta coefficient.

Based on these conclusions, it is recommended that the management of RSU Baros Kota Cimahi pay closer attention to the clarity of written instructions to support smooth nursing services, and continue to promote the values of organizational culture, particularly in the aspects of stability and work initiative, given that these two aspects received relatively lower scores and

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organizational culture is the variable with the most dominant effect on nurse job satisfaction. For future research, it is recommended to add other relevant variables, such as leadership, compensation, or workload, given that the communication and organizational culture variables in this study explain only 68.5% of the variation in job satisfaction, and to expand the research object to other healthcare institutions to strengthen the generalizability of the findings.

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