

The Influence of Perception of Fairness, Perception of Organizational Support and Work Environment on Employee Job Satisfaction at Siti Hajar Sidoarjo Islamic Hospital

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Abstract

This study aims to analyze the influence of perceived fairness, perceived organizational support, and work environment on employee job satisfaction at Siti Hajar Islamic Hospital, Sidoarjo. The background of the study is based on the importance of job satisfaction as a determinant of performance and quality of health services, amidst the challenges of high workloads and fluctuations in employee discipline. The research method uses a quantitative approach with an explanatory research type, where primary data is obtained through distributing questionnaires to employees, while secondary data comes from company documents. Data analysis was carried out using the Partial Least Square - Structural Equation Modeling (PLS-SEM) technique using SmartPLS 4.0 software. The results of the study are expected to show the extent to which perceived fairness, organizational support, and work environment partially or simultaneously influence employee job satisfaction. These findings are expected to provide theoretical contributions in the development of human resource management science as well as practical benefits for hospital management in designing fairer, more supportive, and conducive policies to improve employee job satisfaction and the quality of health services.

Keywords: Perception of Fairness; Perception of Organizational Support; Employee Performance; Job Satisfaction

INTRODUCTION

Human resources (HR) are an important aspect in an organization that has a role as the driving force of the organization. The role and function of human resources cannot be replaced in the organization so that human resources are one of the important indicators for the organization to achieve goals effectively and efficiently (Martini et al., 2023). Human Resources are a very valuable investment that must be maintained. Every organization must have a program to improve the capabilities and professionalism of human resources in order to survive and develop in accordance with its environment (Rahmawati et al., 2024). One example is the organization of hospitals. Hospitals are one of the important institutions in the health service system in the community, as an institution that provides medical services and health care. In an era of increasingly fierce global competition, hospitals as health service institutions are required to continue to improve the quality of their services. One of the determining factors for the success of hospitals in providing optimal services is employee job satisfaction. Employees who feel satisfied with their jobs tend to have high motivation, loyalty to the organization, and better performance. Therefore, it is important for hospital management to understand and manage the factors that can affect employee job satisfaction.

The reason why the researcher chose the variables of perception of fairness, organizational support, and work environment is because these three are aspects that are often the main complaints or concerns in various service organizations, including hospitals. When employees feel unfair, lack of attention from the organization, or work in a less supportive environment, their morale and satisfaction can decrease. This condition can have a negative impact on services to patients. In addition, the researcher wants to make an empirical contribution that can be used as a reference by hospital management in designing strategies to improve the quality of employee work. The results of this research are expected not only to enrich scientific studies in the field of human resource management, but also to provide practical benefits for hospital management in a more effective and humane manner.

The perception of fairness is an employee's subjective assessment of the equivalence between contributions and rewards. Employees have a tendency to compare their inputs and outputs with other colleagues. If the comparison is considered fair, employee job satisfaction will increase, on the other hand, a sense of injustice can lower employees' job satisfaction levels, they tend to become less satisfied and lower their work motivation. Because employees expect compensation for their commitment, performance, and productivity within the company (Putri et al., 2025). Justice comes from the word "Adil" which means unbiased, impartial, adherent to the truth, and not arbitrary. Justice is the attitude to treat a person according to his rights (Rosmawati, 2021). Justice is at the heart of the compensation system. Compensation is a source of income, is an income earned due to their education and skills, shows their work contribution, and is one of the elements of job satisfaction (Purnami, n.d.-a). There are three types of compensation fairness: individual fairness, which requires managers to recognize that employees are the organization's most valuable asset and that each employee has the opportunity to use their skills and abilities for the benefit of the company and themselves. Internal fairness is a measure of how fairly employees are compensated for their work compared to the intrinsic value of each position. In addition, internal fairness recognizes that individuals with higher qualifications or more coveted roles within the organization should be paid more. External fairness, often called external competitiveness, is the position of compensation given by an organization to an employee compared to the compensation given by a competing company, of course, for an employee with a job of equal value (Rahayu, 2013).

The perception of organizational support is the extent to which the organization or company considers the contribution of employees important and cares about their well-being (*well-being*) them, as perceived by the employee (Nuzulia Rahmawati et al., 2022). Employees' perception of organizational support is influenced by the forms of organizational support provided to employees. Employees who positively assess the organization's form of support, will give rise to positive work behavior and contribute more to the organization (N, 2021). Organizational support perception is defined as the extent to which employees believe that the organization values their contributions and cares about their well-being (Sari, 2019). Employee engagement is high when employees have a strong sense of belonging to the company and are motivated to work hard to achieve organizational goals. In addition, workplace policies and practices that prioritize health, well-being, and work-life balance demonstrate organizational support, which increases employee engagement, as evidenced by increased productivity and the desire to stay employed in the company (Aghnia, n.d.).

The work environment also describes everything that is around a worker that can influence them in carrying out the tasks assigned to them and is one of the factors that affect the performance of an employee. The work environment has a direct influence on employees in completing work (Adha et al., 2019). Where the work environment can improve employee performance. On the contrary, an inadequate work environment can reduce performance. If the work environment is good, employees will feel at home working in the office (Nurhandayani, 2022). Factors that affect the work environment include: individual factors, leadership, team, system, and situational factors. Individual factors include knowledge, skills, abilities and commitment. The leadership factor is the quality of the leader in providing direction and encouragement to employees. Team factors include, among others, cooperation, enthusiasm, support and cohesiveness of team members. System factors include organizational facilities and infrastructure. Meanwhile, situational factors include environmental changes, both internal and external (John B Windo Thalibana, 2022). The work environment includes a clear job description, adequate authority, challenging work targets, communication patterns, harmonious working relationships, a dynamic work climate, career opportunities, and adequate work facilities (Wahyuni et al., n.d.).

Job satisfaction is important in human resource management, it affects the productivity of workers in their workplace. How employees change the nature of their work is a good indicator of their job satisfaction levels. A good organization will result in high job satisfaction with effective management (Saputra, 2021). Everyone who works expects to get satisfaction from their place of work. Because job satisfaction is also an individual thing and each individual will have a different level of satisfaction according to the values that apply in each individual. The more aspects of the job that are in accordance with the individual's desires, the higher the level of satisfaction felt (Rulianti & Nurpribadi, 2023).

Maintaining employee job satisfaction in the face of increasingly complex health service needs is the concern of Siti Hajar Islamic Hospital in Sidoarjo. The level of job satisfaction is strongly

influenced by the work environment, views of organizational support, and perceptions of fairness; However, its management is still inadequate. Organizational support is not felt equally by all employees, the perception of fairness does not accurately reflect the balance in the division of tasks and incentives, and the workplace continues to face a variety of obstacles, both psychological and physical. To offer relevant strategic recommendations in improving HR management in hospitals, this study attempts to examine the impact of these three variables on employee job satisfaction.

One of them is at the Siti Hajar Sidoarjo Islamic Hospital, based on information related to this hospital, employees have been very maximal in implementing discipline, it's just that for the value of employee delays in the last few months, there have still been many decreases. This can be a question for employees regarding the perception of fairness, the perception of organizational support and the work environment on employee job satisfaction at the Siti Hajar Sidoarjo Islamic Hospital. Because job satisfaction is one of the key factors in improving employee performance and productivity, especially in the health service sector such as hospitals. Employees who feel satisfied will be more motivated, loyal, and contribute optimally to the achievement of organizational goals. Three factors that are believed to affect job satisfaction are perception of fairness, perception of organizational support, and work environment. The perception of fairness reflects how employees view fairness in the division of duties, rewards, and treatment in the work environment. Meanwhile, the perception of organizational support describes the extent to which the organization shows concern for employee well-being and contribution. A comfortable, safe, and physically and psychologically supportive work environment is also an important aspect in creating job satisfaction in hospitals.

At Siti Hajar Sidoarjo Islamic Hospital as one of the health service institutions, a deeper understanding of these factors is needed to maintain the quality of human resources and services. Therefore, this study was conducted to determine the influence of the perception of fairness, the perception of organizational support, and the work environment on the job satisfaction of employees at the hospital. This research was conducted because the researchers realized that the healthcare sector has a major challenge in maintaining stable staff performance and job satisfaction, especially with the increasing workload and demands for professionalism. Siti Hajar Islamic Hospital in Sidoarjo, as a growing private hospital, relies heavily on the quality of its human resources to maintain the quality of its healthcare services

Table 1: employee compliance data for 2025.

No.	Checklock Compliance Numbers
1. January	83,2 %
2. February	83,8 %
3. March	100 %
4. April	79 %
5. May	83 %
6. June	80,9 %

Source : RSI Siti beats data processed

From table 1, it can be seen that the attendance rate for several months in a year generally rarely reaches 100% due to various factors that affect attendance, such as busy work schedules, health conditions, the need for leave, and unpredictable urgent situations. Hospital work environments that have a high risk of physical and emotional fatigue also contribute to occasional absences. Nevertheless, the attendance rate remains an important indicator in performance and discipline evaluation, so management continues to strive to create a supportive work system so that employee attendance can remain optimal throughout the year.

Based on the results of observations that have been made, this study leads to an evidence gap that explains that research on the perception of justice has a positive influence on job satisfaction (Paparang et al., 2021). Based on other studies, the results show that the perception of fairness does not have a significant influence on job satisfaction (Farla et al., 2019). Therefore, it can be concluded that the two studies show that there is an inconsistency between the perception of justice and job satisfaction. As a result of the observations that have been made, research on the perception of organizational support has a positive and significant influence on job satisfaction (Purnami, n.d.-b). Based on other studies, the results show that the perception of organizational support does not have a significant influence on job

satisfaction (Fikran et al., 2023). Therefore, it can be concluded that the two studies show that there is an inconsistency between the perception of organizational support for job satisfaction. As a result of the observations that have been made, research on job satisfaction is positively and significantly influenced by job satisfaction (Lestary, 2017). Meanwhile, according to other studies, the results show that the work environment does not have a significant influence on job satisfaction (Warongan et al., 2022). The inconsistency of the results of various previous studies on the influence of perception of fairness, perception of organizational support, and work environment on employee job satisfaction shows that there is an inconsistency of the findings. This indicates that there is an evidence gap that needs to be further examined. The researcher considers it important to conduct further research to gain a clearer and deeper understanding of the relationship between these three variables and job satisfaction, especially within the Siti Hajar Sidoarjo Islamic Hospital.

METHODS

This study uses a quantitative approach with an explanatory or explanatory research type to test the influence of *the perception of fairness, perception of organizational support and employee performance on job satisfaction*. This study uses two types of data, namely primary data and secondary data. Primary data was obtained through the distribution of questionnaires containing a number of questions and given directly to employees at RSI SITI HAJAR SIDOARJO. Meanwhile, secondary data comes from information that has been processed by the company and is objective, such as company regulatory documents and reports related to employee data.

The population in this study is 677 employees of the Siti Hajar Sidoarjo Islamic Hospital, because the population is less than 1,000, the determination of the number of samples uses the slovin formula as follows:
$$n = \frac{N}{1+N(e)^2} = \frac{677}{1+677(0,10)^2} = 87.1.$$

Using this formula, a sample of 87 respondents was obtained. This number is considered sufficient to represent the population statistically within a predetermined margin of error. The research instrument was in the form of a closed questionnaire using a **5-point Likert scale** (1 = strongly disagree to 5 = strongly agree).

The analysis method used in this study is Partial Least Square–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4.0 software. This method was chosen because it is able to process data with complex models, can be used on small to medium sample sizes, and does not require normal data distribution. SEM-PLS was used to test the influence of perception of fairness, perception of organizational support, and work environment on employee job satisfaction. In addition, this method also aims to analyze how these variables, including employee performance, are interconnected and affect the level of job satisfaction. The analysis stage begins with an outer model test to ensure that the indicators are able to represent the measured constructs, including convergent validity (outer loading ≥ 0.7 and AVE ≥ 0.5), discriminant validity (AVE root greater than the correlation between variables and the highest cross loading value in the construct), and construct reliability (Composite Reliability ≥ 0.7 and Cronbach's Alpha ≥ 0.7).

After the measurement model is declared to meet the criteria, the next stage is an internal test of the model to analyze the relationship between latent variables. This test includes the R-Square value (R^2) to see the large contribution of independent variables in explaining the dependent variable, the path coefficient to show the direction and strength of influence between variables, the F^2 value (effect size) to measure the magnitude of the effect of each independent variable on the dependents, and the t-statistic and p-value to test the significance of the influence (hypothesis test). The sampling technique used is simple random sampling, which is a method of selecting random samples where each member of the population has an equal chance of becoming a respondent. This technique was chosen so that the sample obtained is able to represent the population as a whole and minimize potential bias in the data collection process.

RESULTS and DISCUSSION

Results of Research Data Analysis

Testing Measurement Model (*Outer Model*)

The Outer Model is used to assess the validity and reliability of construct measurements or indicators. This testing process involves assessing internal consistency, indicator reliability, convergent validity (*average variance extracted*), and discriminant validity. Internal consistency is considered valid if the correlation between the indicators > 0.7 .

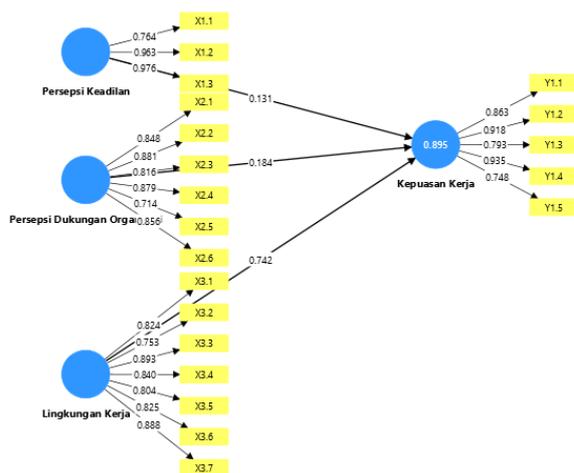


Figure 2. SmartPLS Outer Loading Results

Based on Figure 2 above, it can be seen that each indicator on the variable has a loading factor value greater than 0.7. This is declared valid because it meets the established correlation criteria.

Convergent Validity

Convergent validity aims to determine the validity of the relationship between the indicator and its latent variables. The higher the convergent value, the higher the indicator's ability to explain the latent variable. The coherent validity of the measurement model with the reflection indicator can be detected from the correlation between the item/indicator score and the construct score. Individual indicators are said to be reliable if they have a correlation value above 0.70, but loading 0.50-0.60 is still acceptable.

Table 2. Outer Loading Value

	Perception of Justice	Perception of Organizational Support	Work Environment	Job Satisfaction
X1.1	0.764			
X1.2	0.963			
X1.3	0.976			
X2.1		0.848		
X2.2		0.881		
X2.3		0.816		
X2.4		0.879		
X2.5		0.714		
X2.6		0.856		
X3.1			0.824	
X3.2			0.753	
X3.3			0.893	
X3.4			0.840	
X3.5			0.804	
X3.6			0.825	
X3.7			0.888	
Y1.1				0.863
Y1.2				0.918
Y1.3				0.793
Y1.4				0.935
Y1.5				0.748

Source : Smart-PLS output processed data (2026)

In the tests that have been carried out, it was found that all indicators have a value of > 0.70. The test results presented in the table above show that the outer loading value has met the convergent validity test.

Average Variance Extracted (AVE)

Table 3. Average Variance Extracted (AVE) Value

Average variance extracted (AVE)	
Job Satisfaction	0.730
Work Environment	0.695
Perception of Organizational Support	0.696
Perception of Justice	0.821

Source : Smart-PLS output processed data (2026)

Average Variance Extracted (AVE) is one method to measure *convergent validity*. The model criteria can be said to be good if each construct has an AVE value of > 0.5 . From the results above, it can be seen that the AVE value of all variables is above 0.5, meaning that it is valid and the test can be continued to the next stage.

Discriminant Validity

In this study, *discriminant validity* was carried out using cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the variable is the greatest compared to the other variable. Based on the results of the analysis, the cross loading values on all indicators are in accordance with the provisions of the Discriminant Validity value.

Table 4. Cross Loading Value

	Job Satisfaction	Work Environment	Perception of Organizational Support	Perception of Justice
X1.1	0.129	0.048	0.118	0.764
X1.2	0.372	0.237	0.362	0.963
X1.3	0.386	0.247	0.369	0.976
X2.1	0.723	0.687	0.848	0.261
X2.2	0.739	0.722	0.881	0.322
X2.3	0.703	0.681	0.816	0.453
X2.4	0.747	0.754	0.879	0.259
X2.5	0.661	0.696	0.714	0.061
X2.6	0.728	0.707	0.856	0.385
X3.1	0.739	0.824	0.690	0.159
X3.2	0.649	0.753	0.598	0.014
X3.3	0.864	0.893	0.768	0.270
X3.4	0.787	0.840	0.690	0.177
X3.5	0.731	0.804	0.707	0.152
X3.6	0.783	0.825	0.757	0.305
X3.7	0.841	0.888	0.732	0.213
Y1.1	0.863	0.808	0.795	0.327
Y1.2	0.918	0.899	0.813	0.332
Y1.3	0.793	0.696	0.620	0.214
Y1.4	0.935	0.879	0.815	0.329
Y1.5	0.748	0.653	0.599	0.357

Source : Smart-PLS output processed data (2026)

Based on table 10 above, the results of cross loading analysis show that each indicator in the construct has a higher loading value than the other construct. Thus, it can be concluded that this model meets the requirements of discriminant validity, so that each indicator is able to measure the same construct precisely and accurately.

Composite Reliability and Cronbach's Alpha

Table 5. Cronbach's Alpha and Composite Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)
Job Satisfaction	0.906	0.920
Work Environment	0.926	0.931
Perception of Organizational Support	0.911	0.913
Perception of Justice	0.899	1.023

Source : Smart-PLS output processed data (2026)

Reliability tests are used to prove the accuracy, consistency, and precision of the instrument in measuring constructs. If the *composite reliability value of rho_a* and *Cronbach's alpha* > 0.7, then it can be said to be reliable. The SmartPLS output above shows that all Cronbach's Alpha, *rho_a* and *Composite Reliability* values for each variable are above 0.70 so that it is ensured that the variables used meet the Reliability requirements.

Testing Measurement Model (Inner Model)

An *inner model* is a framework used to predict the cause-and-effect relationship between latent variables. Using the *bootstrapping method*, the statistical value of the T parameter test is generated to estimate the existence of such relationships. Inner models describe the estimation strength between latent variables or constructs.

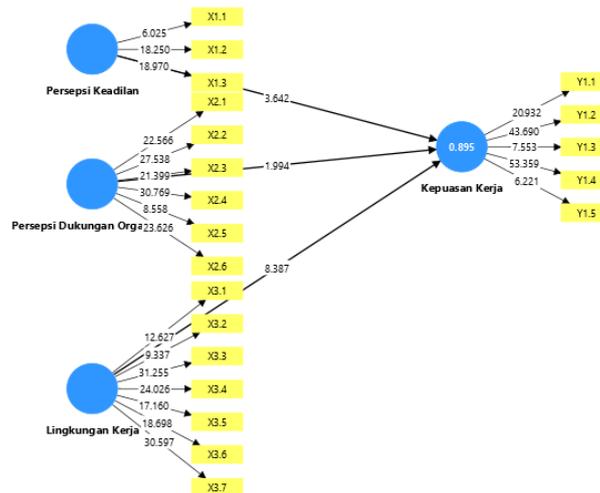


Figure 3. SmartPLS Bootstrapping Results (2026)

R-Square Test

The coefficient of determination (R Square) is a method for evaluating the extent to which an endogenous construct can be explained by an exogenous construct. The value range of the coefficient of determination (R Square) is usually between 0 to 1. The structural model testing process begins by analyzing the R Square value for each endogenous latent variable, which indicates the predictive strength of the model.

Table 6. R-Square Test Results

	R-square	R-square adjusted
Job Satisfaction	0.895	0.892

Source : Smart-PLS output processed data (2026)

The results of the Determination Coefficient or r-square in the SmartPLS output above show that the R Square value on employee performance is 0.794 which means that 79.4% of the variables of the work environment, employee innovation, and intrinsic motivation can explain the variation of the variables of successful purchasing decisions, the remaining 20.4% is explained by other variables outside the study.

F-Square Test

The F-Square test is used to assess the magnitude of the influence between variables with effect size. The value of F-Square is small when > 0.02, is said to be moderate when > 0.15 and is said to be large when > 0.35.

Table 7. F-Square Test Results

	Job Satisfaction
Work Environment	1.443
Perception of Organizational Support	0.082
Perception of Justice	0.142

Source : Smart-PLS output processed data (2026)

The results of the F-Square test on the SmartPLS output above show that this study has a large effect size of 1.443 having an influence between the variable Work Environment (X3) and Job Satisfaction (Y) and having a small effect size of 0.142 and 0.082 having an influence between the variables Perception of Fairness (X1) and Perception of Organizational Support (X2) with Job Satisfaction (Y) because the F-Square value > 0.02.

Hypothesis Test Path Coefficient

A measuring tool used to see how much influence one variable has on another. This test is performed to determine whether the hypothesis about the relationship between variables can be supported or rejected, taking into account the *path coefficient* value and its significance.

Table 8. Path Coefficient Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis
Perception of Justice - > Job Satisfaction	0.131	0.130	0.036	3.642	0.000	Accepted
Organizational Support Perceptions > Job Satisfaction	0.184	0.181	0.092	1.994	0.046	Accepted
Work Environment - > Job Satisfaction	0.742	0.747	0.088	8.387	0.000	Accepted

Source : Smart-PLS output processed data (2026)

The purpose of the hypothesis test is to determine whether the hypothesis is acceptable by considering the significance value between the construct, the t-statistical value, and the p-value. In this study, the statistical rule $t > 1.96$ was used, with a significance level of $p < 0.05$ (5%), and a positive beta coefficient.

Results:

1. Perception of Justice > Job Satisfaction

Based on the results of the path coefficient test in the table above, the original sample value is positive, which is 0.131 which means that there is a positive influence of the perception of fairness on job satisfaction. The statistical t-value was $3.642 > 1.96$ and the p value was $0.000 < 0.05$. So that it can be known that the perception of justice has a positive and significant effect on job satisfaction, H1 was accepted.

2. Perception of Organizational Support > Job Satisfaction

Based on the results of the path coefficient test in the table above, the original sample value is positive, which is 0.184, which means that there is a positive influence of the perception of organizational support on job satisfaction. The statistical t-value was $1.994 > 1.96$ and the p value was $0.046 < 0.05$. So that it can be known that the perception of organizational support has a positive and significant effect on job satisfaction, H2 is accepted.

3. Work Environment > Job Satisfaction

Based on the results of the path coefficient test in the table above, the original sample value is positive, which is 0.742 which means that there is a positive influence of the work environment on job satisfaction. The statistical t-value was $8.387 > 1.96$ and the p value was $0.000 < 0.05$. So that it can be known that the work environment has a positive and significant effect on job satisfaction, H3 is accepted.

Based on the results of the path coefficient test above, it can be concluded that the relationship of each exogenous variable to the endogenous variable has a positive and significant effect.

Discussion

Perception of Justice Affects Employee Job Satisfaction at Siti Hajar Sidoarjo Islamic Hospital

The results of the study show that the perception of fairness has been proven to have a significant effect on employee job satisfaction. The respondents' answers also show that the perception of justice at

the Siti Hajar Sidoarjo Islamic Hospital is relatively strong, especially the rewards received to meet the expectations of the employees according to the energy they expend. Justice that is done well to employees has an impact on employee satisfaction itself, because employees feel and think that the agency has appreciated the energy they expend or the output they provide to the agency by providing feedback or input that meets their expectations, so that it makes employees feel satisfied at work and motivated to work more optimally.

This is in line with *Equity Theory* developed by J. Stacey Adams (1963) states that a person's motivation is driven by the desire to be treated fairly. Employees always compare input ratios such as effort and expect recognition of the results they do in an effort to remedy perceived injustices to strike a balance (Giroux, 1960). The results that employees receive are not in accordance with the results they have spent can result in a decrease in employee performance because they feel less satisfied with what they have spent. Siti Hajar Sidoarjo Islamic Hospital has provided such as salary, promotions, or recognition that are comparable to the effort that the employee has spent, so that it has a positive impact on employee job satisfaction. In accordance with previous research that proves that the perception of fairness affects employee job satisfaction (Paparang et al., 2021). Meanwhile, it is inversely proportional to previous research (Farla et al., 2019) which states that the perception of fairness does not have a significant effect on employee job satisfaction.

Perception of Organizational Support Affects Employee Job Satisfaction at Siti Hajar Sidoarjo Islamic Hospital

The results of the researcher show that the perception of organizational support has been shown to have a significant effect on employee job satisfaction. The respondents' answers also showed that the perception of organizational support at Siti Hajar Sidoarjo Islamic Hospital was relatively strong, especially in treating all employees fairly regardless of background or work position. Providing good treatment to employees by meeting their needs when working such as prioritizing the health of employees, welfare of employees and also the organization is always involved in providing support for everything needed by employees so that this is a positive impact on employee job satisfaction at Siti Hajar Sidoarjo Islamic Hospital.

This is in line with *Organizational Support Theory/OST* which proposes that employees form a general belief about how much their organization values their contributions and cares about their well-being (Kurtessis et al., 2017). Because the role of the organization is very crucial in employee performance satisfaction, Siti Hajar Sidoarjo Islamic Hospital has fully supported its employees by giving appreciation for their contribution and showing concern for their welfare. This has a positive impact because they feel support or encouragement from the agency to meet employee satisfaction at work. In accordance with previous research that proves that the perception of organizational support has an effect on employee job satisfaction Work (Farla et al., 2019). Meanwhile, it is inversely proportional to previous research Work (Fikran et al., 2023) which states that the perception of employee organizational support has no significant effect on employee job satisfaction.

Work Environment Affects Employee Job Satisfaction at Siti Hajar Sidoarjo Islamic Hospital

The results of the researchers show that the work environment has been proven to have a significant effect on employee job satisfaction. The respondents' answers also showed that the work environment at Siti Hajar Sidoarjo Islamic Hospital was relatively strong, especially the facilities in the workplace were sufficient and supported comfort and smoothness at work. Employees feel comfortable when given facilities that suit their work needs such as good fertility, supportive rooms, and proper equipment, besides that psychologically employees are satisfied with the presence of healthy colleagues so that this affects the performance satisfaction experienced by employees.

This is in line with Herzberg's two-factor theory (Motivator-Hygiene), namely Work environment conditions such as fertility, hygiene and relationships between colleagues are categorized as factors *Hygiene*. If these factors are not met, employees will not feel satisfied when working. Employees at Siti Hajar Sidoarjo Islamic Hospital have felt high job satisfaction because the agency has provided comfort and security to its employees (Ratnasari & Tarimin, 2021). In accordance with previous research that proves that the work environment has an effect on employee job satisfaction (Lestary, 2017). Meanwhile, it is inversely proportional to previous research (Ardiansyah et al., n.d.) which states that the work environment has no significant effect on employee job satisfaction.

CONCLUSION

Based on the results of the research and discussions that have been carried out and described by the researcher, it can be concluded that the perception of justice has an effect on employee job satisfaction at the Siti Hajar Sidoarjo Islamic Hospital. This shows that giving a commensurate reward for the effort they spend while working can allow employees to continue to work optimally and feel the satisfaction of the job itself. The perception of organizational support affects employee job satisfaction at Siti Hajar Sidoarjo Islamic Hospital. This shows that full support to its employees by rewarding their contributions can foster employee job satisfaction. The work environment affects the job satisfaction of employees at the Siti Hajar Sidoarjo Islamic Hospital. This shows that by creating a conducive work environment and providing facilities to support employee performance, employees can feel their own satisfaction.

It is hoped that Siti Hajar Sidoarjo Islamic Hospital will be consistent in implementing the perception of fairness, the perception of organizational support and a conducive work environment so that employee performance continues to feel its own job satisfaction. It's a good thing that Siti Hajar Sidoarjo Islamic Hospital also always holds programs such as screening to find out employee needs and employee characteristics so that employee job satisfaction is maintained. For other researchers who will research similar objects, to learn more about these variables in developing them.

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