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DETERMINANTS OF JOB SATISFACTION: A STUDY ON HEALTHCARE EMPLOYEES IN PAPUM PARE DISTRICT OF ARUNACHAL PRADESH, INDIA

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ABSTRACT

Organisation's effectiveness and the quality of health care services hinges on employee' Job satisfactions. The study revealed that both the work environment ($\beta = 0.389$, $t = 3.685$, $p < 0.001$) and fringe benefits ($\beta = 0.248$, $t = 2.074$, $p = 0.038$) had a positive and statistically significant effect on employees' job satisfaction. The work environment was the most important factor among all the factors analysed in determining job satisfaction. In contrast, although autonomy showed a positive relationship with job satisfaction ($\beta = 0.140$), its effect was not statistically significant ($p = 0.059$). The model accounted for 36% of the variance in job satisfaction ($R^2 = 0.36$), which can be considered as moderate. The results indicate that raising job satisfaction is more effectively achieved by improving the work environment and offering an adequate fringe benefit package than by allowing greater autonomy in decision-making. Also, the study provides implications for hospital administration and policymakers as they seek to develop a work environment that supports employees and makes their work more satisfying, motivating, and committed. The model can be further extended in the future by including other organisational and individual factors that might account for differences in employees' job satisfaction.

KEYWORDS: Arunachal Pradesh, Autonomy, Fringe Benefit, Hospital Staff, Job Satisfaction, PLS-SEM and Work Environment

INTRODUCTION

The Papum Pare district is an administrative and socio-economic centre in the north-eastern state of Arunachal Pradesh. The district was formed in 1992 when it was separated from the Lower Subansiri district with a permanent administrative headquarters in Yupia. The district was so named due to the presence of the Papum and Pare rivers, and it is also strategically important for governance and the delivery of public services in the Itanagar capital region. It is home to the majority of the Nyishi

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people, but the district is also culturally diverse because of the state capital and various government institutions. Urbanisation and infrastructure development, particularly in education, healthcare, and public administration, have accelerated in Papum Pare over the years. The district is well-provided with health care facilities, such as district hospitals, community health centres, primary health centres, and sub-centres, which are vital in providing healthcare services to the population. The district of Papum Pare is suitable for the study as it is of administrative significance, has a diverse population, and has a growing healthcare infrastructure (District Administrative Papum Pare, 2026).

Job satisfaction is the extent to which an employee is satisfied and fulfilled with their job, taking into account various aspects including job duties, working conditions, salary, job opportunities, job relationships, and job supervisors. It is a crucial component of organisational behaviour because a happy worker is a motivated, productive and dedicated individual who helps achieve organisational objectives. Job satisfaction is also linked to low absenteeism, low employee turnover, and high overall performance; low job satisfaction can negatively impact morale and organisational performance. Hence, organisations try to establish supportive work environments and adopt effective human resource practices to improve employees' job satisfaction and well-being (Locke, 1976; Spector, 1997).

LITERATURE REVIEW

- **Work Environment and Job Satisfaction**

The work environment consists of the physical, social, and psychological conditions surrounding employees' work activities. This includes workplace safety, organisational culture, leadership support, and communication and relationships with colleagues. A positive work climate can impact employee motivation, productivity and satisfaction; a negative work climate will likely decrease employee satisfaction (Herzberg et al., 1959; Spector, 1997). Robbins and Judge (2022) highlighted the importance of supportive leadership and a positive organizational climate on job attitudes. A recent study has also revealed that a positive work environment improves employee health and satisfaction.

- **Fringe Benefits and Job Satisfaction**

Fringe benefits are benefits provided to employees in addition to their base salary, such as health insurance, paid leave, retirement plans, and flexible work arrangements (Milkovich et al., 2020). Herzberg et al. (1959) identified benefits as hygiene factors intended to reduce employee dissatisfaction. Artz (2010) concluded that the improvements in fringe benefits had a significant impact on employees' job satisfaction. Similarly, an extensive benefits package can boost employee satisfaction, commitment, and retention, as recent evidence has shown.

- **Autonomy and Job Satisfaction**

Autonomy is the extent to which employees have the freedom to plan, organise, and perform their

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work. The more autonomy given to employees, the more they feel responsible (Hackman & Oldham, 1976), and they can make decisions independently. Deci and Ryan (2000) presented that autonomy leads to greater intrinsic motivation and psychological well-being. Taylor et al. (2003) have also found a positive correlation between job autonomy and job satisfaction. A recent study also suggests that greater autonomy is associated with higher levels of job satisfaction and work engagement among employees.

RESEARCH GAP

Previous studies have established that job satisfaction is influenced by each of the three factors, work environment, fringe benefits, and autonomy, individually. However, most previous research has focused on these factors in other organisational and cultural settings. Findings may not be generalised due to the varying characteristics of organisations in different sectors and geographical contexts. Thus, further studies are necessary to investigate the influence of the combination of work environment, fringe benefits, and autonomy on employees' job satisfaction in the context of this study.

THEORETICAL FOUNDATION

The Two-Factor Theory of Herzberg and the Job Characteristics Model are the primary theories that support this study. Herzberg's Two-Factor Theory suggests that the hygiene factors of the workplace—organisational policies, salary, supervision, benefits, and physical work environment—can decrease dissatisfaction, while the motivators—promotions, achievement, responsibility, and recognition—can increase satisfaction (Herzberg et al., 1959). Thus, hygiene and motivational issues need to be addressed to enhance employee satisfaction within organisations. According to the Job Characteristics Model (JCM) by Hackman and Oldham (1976), autonomy is one of five primary job characteristics, which affect five important psychological states that lead to higher levels of job satisfaction and work motivation. When employees have more control over their work tasks, they have a greater sense of responsibility and purpose, which contributes to job satisfaction. Today, many reviews continue to support autonomy as an important characteristic of effective job design.

RESEARCH OBJECTIVE

1. To provide an overview of Job Satisfaction.
2. To analyse determinants of Job Satisfaction among medical employees in Papum Pare district of Arunachal Pradesh.

DATA COLLECTION INSTRUMENT AND PROCEDURE

The main aim of this exploratory study is to determine and investigate the factors that affect employees' job satisfaction in the Papum Pare district of Arunachal Pradesh. Based on a thorough analysis of prior empirical research and theoretical frameworks of job satisfaction, a structured, self-

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administered questionnaire was developed to collect primary data. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) due to the study's exploratory nature and the presence of several latent constructs. Because it does not assume normality and is especially useful for analysing complex models that include both measurement and structural components, this analytical method was deemed adequate (Hair et al., 2021).

CONCEPTUAL FRAMEWORK

In this study, a conceptual model is proposed based on previously established theory and tested to analyse the predictive factors affecting the job satisfaction of employees working in hospitals in the Papum Pare district of Arunachal Pradesh (See fig.1). Four constructs were included in the study: Fringe Benefits (FB), Working Environments (WE), Autonomy(A), which are independent variables(exogenous) and Job Satisfaction (JS) as dependent variable (endogenous variables).

ANALYSIS AND INTERPRETATION OF RESULTS

A. Evaluation of the measurement model

A very significant stage in quantitative research is the evaluation of the measurement model, which involves evaluating the constructs' psychometric qualities to ascertain internal consistency, validity, and reliability. It investigates whether the measurement structure is statistically sound and whether the reported indicators accurately reflect their underlying latent variables. Before moving on to structural model analysis, the evaluation usually involves tests of convergent validity, discriminant validity, and composite reliability to ensure that the constructs are conceptually and empirically distinct.

B. Convergent Validity

The degree to which a measure correlates with other measures of the same construct, thereby accounting for measurement variability, is known as convergent validity. It implies that there should be strong correlations between measures with similar or the same concepts. Scholars frequently utilise the average variance extracted (AVE) and the indicators' outer loadings to ensure convergent validity (Hair et al., 2021). The outer loadings and AVE values should be at least 0.708 and 0.50, respectively, according to an earlier study (Hair et al., 2021). Table 1 shows that all constructs' AVEs were larger than 0.5, meaning that each construct explains more than half of the variance in its parts. Table 2 shows the outer loadings whose values exceed the threshold limits.

C. Discriminant validity

In empirical terms, discriminant validity refers to the distinctiveness of a construct from other constructs (Henseler et al., 2015). Ensuring a significant correlation between an indicator and a reflecting component is its primary objective. To assess discriminant validity, researchers usually employ three techniques: (i) evaluating indicator cross-loadings, (ii) using the Fornell-Larcker

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criterion (Fornell & Larcker,1981), and (iii) using the Heterotrait-Monotrait Ratio of Correlations (HTMT). There may be a problem with discriminant validity if an indicator's loadings on its related construct are less than the loadings of all other indicators on other constructs. Table 2 displays each indicator's cross-loadings that satisfied the predetermined threshold.

The Fornell-Larcker criterion is a more rigorous test for discriminant validity (Fornell & Larcker, 1981). This method primarily involves comparing the square roots of AVE values with the correlations between constructs. To prove discriminant validity, each construct's square root of AVE must be greater than the construct in the same model with which it has the strongest connection. The corresponding results, in line with the suggested method, are shown in Table 3. Finally, the discriminant validity between the two constructs is assessed using the HTMT value. The HTMT test is also recommended for discriminant validity assessment in the SmartPLS software documentation. Discriminant validity between the two reflective concepts is achieved when the HTMT score is less than 0.90. Each construct has the recommended HTMT value, as shown in Table 4. Consequently, the Heterotrait-Monotrait Ratio of Correlations (HTMT), the Fornell-Larcker criterion, and the cross-loading method were used to assess the measurement model's discriminant validity.

D. Internal consistency reliability

Internal consistency refers to the similarity among the indicators measured in a test or survey. Cronbach's alpha and composite reliability are often used to assess internal consistency. In general, a Cronbach's alpha>0.7 is considered good, and <0.7 is questionable. Every construct in Table 1 has a Cronbach's alpha of at least 0.7, indicating strong internal consistency of the measurement model. Because composite reliability ranks indicators by their individual dependability, it is a more suitable metric than Cronbach's alpha (Hair et al., 2021). Greater reliability is indicated by higher composite reliability scores, which range from 0 to 1. Consequently, in exploratory research, composite reliability >0.60 is deemed acceptable (Hair et al., 2021). According to Table 1, every construction exceeded the recommended threshold (>0.60). This guarantees the sample has the required reliability and internal consistency.

E. Evaluation of the structural model

Evaluating the structural model is the second step in the analysis of PLS-SEM results (Evaluating the structural model is the second step in the analysis of PLS-SEM results (Hair et al., 2021). Collinearity assessment, structural model path coefficients, effect size (f2), coefficient of determination (R2), and predictive relevance (Q2) are the five criteria suggested by Refs. (Hair et al., 2021) for evaluating the structural model.

F. Collinearity assessment

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It is vital to examine collinearity to ensure that OLS regressions do not bias the path coefficients of the structural model (Hair et al., 2021). Collinearity is evaluated using a construct's variance inflation factor (VIF) value. To prevent collinearity problems, a construct's tolerance (VIF) value should be between 0.20 and 5, as recommended by Hair et al. (2021). The constructs are considered significantly linked when the VIF falls between 1 and 5. The measured VIF values are shown in Table 5, and all fall within the recommended range of 1–5, indicating no collinearity. According to Hair et al. (2021), Collinearity assessment, path coefficients of the structural model, coefficient of determination (R2), effect size (f2), and predictive relevance (Q2) are the five factors to be assessed in order to analyse the structural model.

G. Structural model path coefficients

The directed nature of our hypotheses in this work justifies the use of a one-tailed test for assessing route coefficients in PLS-SEM. When previous studies and theoretical frameworks provide a solid foundation for anticipating the direction of the interaction between variables, one-tailed tests are appropriate.

Table 1: ***Validity and Reliability of the measurement model.***

Constructs	Indicators	Convergent Validity					Internal Consistency Reliability		
		Std. Dev	Mean	Loading	AVE	P value	Cronbach's Alpha	Composite reliability(rho_a)	Composite reliability(rho_c)
Work Environment	WE1	0.041	0.822	0.822	0.606	0.000	0.790	0.819	0.860
	WE2	0.035	0.842	0.842		0.000			
	WE3	0.087	0.713	0.713		0.000			
	WE4	0.084	0.729	0.729		0.000			
Fringe Benefits	FB1	0.099	0.730	0.730	0.542	0.000	0.583	0.584	0.780
	FB2	0.077	0.766	0.766		0.000			

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	FB3	0.107	0.710	0.710		0.000			
Autonomy	A1	0.128	0.806	0.806	0.698	0.000	0.788	0.820	0.874
	A2	0.114	0.886	0.886		0.000			
	A3	0.145	0.813	0.813		0.000			
Job Satisfaction	JS1	0.018	0.932	0.932	0.847	0.000	0.820	0.833	0.917
	JS2	0.035	0.908	0.908		0.000			

Source: Compiled by the author from the PLS SEM result

For instance, previous studies have consistently indicated positive effects of Work environment, Fringe benefits, and autonomy on job satisfaction among employees, justifying the expectation of similar directional impacts in our study. Additionally, PLS-SEM's default setting for one-tailed tests aligns with its typical application in exploratory and predictive modelling contexts, where directional hypotheses are often tested (Hair et al., 2021). This approach enhances the statistical power to detect effects in the expected direction, providing a more precise assessment of the hypothesised relationships. Table 6 presents the effects and statistical significance of factors influencing teachers' job satisfaction, organised by their respective rankings. Table 6 demonstrate that all constructs positively influence employees' job satisfaction. Among them, two constructs are statistically significant. Respectively, work environment emerged as the strongest predictor of job satisfaction ($\beta = 0.389$, $t = 3.685$, $p < 0.000$), suggesting that it is the most important factor affecting employees' job satisfaction in a hospital setting. Fringe Benefits ($\beta = 0.248$, $t = 2.074$, $p < 0.038$), Autonomy ($\beta = 0.140$, $t = 1.888$, $p < 0.059$).

Table 2: ***Cross-loadings of indicators of the measurement model.***

	Autonomy	Fringe Benefits	Job Satisfaction	Work Environment
A1	**0.806**	-0.206	-0.209	-0.161
A2	**0.886**	-0.018	-0.239	-0.177
A3	**0.813**	-0.016	-0.141	-0.173
FB1	-0.02	**0.730**	0.379	0.713
FB2	-0.157	**0.766**	0.373	0.287

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FB3	-0.035	**0.710**	0.272	0.109
JS1	-0.192	0.474	**0.932**	0.553
JS2	-0.262	0.389	**0.908**	0.455
WE1	-0.177	0.296	0.488	**0.822**
WE2	-0.278	0.321	0.517	**0.842**
WE3	-0.02	0.73	0.379	**0.713**
WE4	-0.091	0.43	0.236	**0.729**

Source: Compiled by the author from SMARTPLS output

Table 3: ***The Fornell-Lacker criterion of the construct of the measurement model.***

	Autonomy	Fringe Benefits	Job Satisfaction	Work Environment
Autonomy	0.836			
Fringe Benefits	-0.100	0.736		
Job Satisfaction	-0.244	0.472	0.920	
Work Environment	-0.203	0.539	0.552	0.778

Source: Compiled by the author from SMARTPLS output

Table 4: ***The Heterotrait-monotrait ratio of correlation (HTMT) value of the construct of the measurement model.***

	Autonomy	Fringe Benefits	Job Satisfaction	Work Environment
Autonomy				
Fringe Benefits	0.204			
Job Satisfaction	0.295	0.664		
Work Environment	0.244	0.778	0.638	

Source: Compiled by the author from SMARTPLS output

H. Effect Size (F2)

Researchers frequently utilise effect size (f2) to assess the relative impact of exogenous constructs on endogenous constructs. Greater influence is indicated by higher f2 values, which range from 0 to 1. A minor, medium, and high effect of an exogenous construct on an endogenous construct is indicated by f2 values of 0.02, 0.15, and 0.35, respectively, according to (Hair et al.,2021). Table 7 shows that Autonomy has a minor effect size on job satisfaction, Fringe benefits have a medium effect size, and Work environment has a major effect size on job satisfaction, respectively.

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Table 5: ***Collinearity assessment***

Construct	VIF	Higher than 0.10 and lower than 5
Autonomy1	1.426	Yes
Autonomy2	1.931	Yes
Autonomy3	1.892	Yes
Fringe Benefits1	1.119	Yes
Fringe Benefits2	1.230	Yes
Fringe Benefits3	1.264	Yes
Job Satisfaction1	1.932	Yes
Job Satisfaction2	1.932	Yes
Work Environment1	1.656	Yes
Work Environment2	1.714	Yes
Work Environment3	1.510	Yes
Work Environment4	1.711	Yes

Source: Compiled by the author from SMARTPLS output

Table 6: ***Path coefficient***

Path Coefficient	Coefficient (Original)	Coefficient (Mean)	Standard deviation	T statistics	P values	Rank
Autonomy-> JS	-0.140	-0.153	0.074	1.888	0.059	3
Fringe Benefits -> JS	0.248	0.266	0.120	2.074	0.038	2
Work Environment -> JS	0.389	0.387	0.106	3.685	0.000	1

Source: Compiled by the author from SMARTPLS output

I. PLSpredict (PLS path model estimations)

Based on the algorithm suggested by Shmueli et al. (2019), which evaluates predictive ability using Q predict, RMSE (Root Mean Square Error), and MAE (Mean Absolute Error) metrics, Table 8 presents the PLSpredict route model estimates. Job Satisfaction is one of the constructs assessed. Robust predictive performance was demonstrated by the Q2 predict value of 0.031, which indicates predictive accuracy. The model achieves good accuracy, with a reduced RMSE of 0.989, capturing the variability in prediction errors. The Job Satisfaction design has the smallest mistake at 0.815, according to the MAE values, which show the average amount of prediction errors.

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Table 7: ***Effect Size.***

Construct	f-square	Effect Size
Autonomy	0.030	Minor
Fringe Benefits	0.069	Medium
Work Environment	0.164	High

Source: Compiled by the author from SMARTPLS output

Table 8: PLS Predict LV Summary.

	Q2 predict	RMSE	MAE
JS	0.031	0.989	0.815

Source: Compiled by the author from SMARTPLS output

Table 9: The coefficient of determination (R2)

	R-square	**R-square adjusted**
JS	0.366	0.349

Source: Compiled by the author from SMARTPLS output

The coefficient of determination (R2) is the percentage of variance in the endogenous construct explained by the exogenous constructs in the structural model. The R^2 (coefficient of determination) for Job Satisfaction was 0.36, indicating that 36% of the variance in employees' job satisfaction is explained by the variables in the proposed model: work environment, fringe benefits, and autonomy. While the other variables are not part of the proposed model, they account for the remaining 64% of the variance in job satisfaction. The R^2 values of 0.75, 0.50, and 0.25 are considered large, medium, and small, respectively, for the specific field of study.

Thus, the R2 value indicates moderate explanatory power, meaning the model offers a valuable explanation of job satisfaction among hospital employees. Work satisfaction is multidimensional; therefore, it is predicted that other organisational, psychological, and individual factors also influence employees' work satisfaction.

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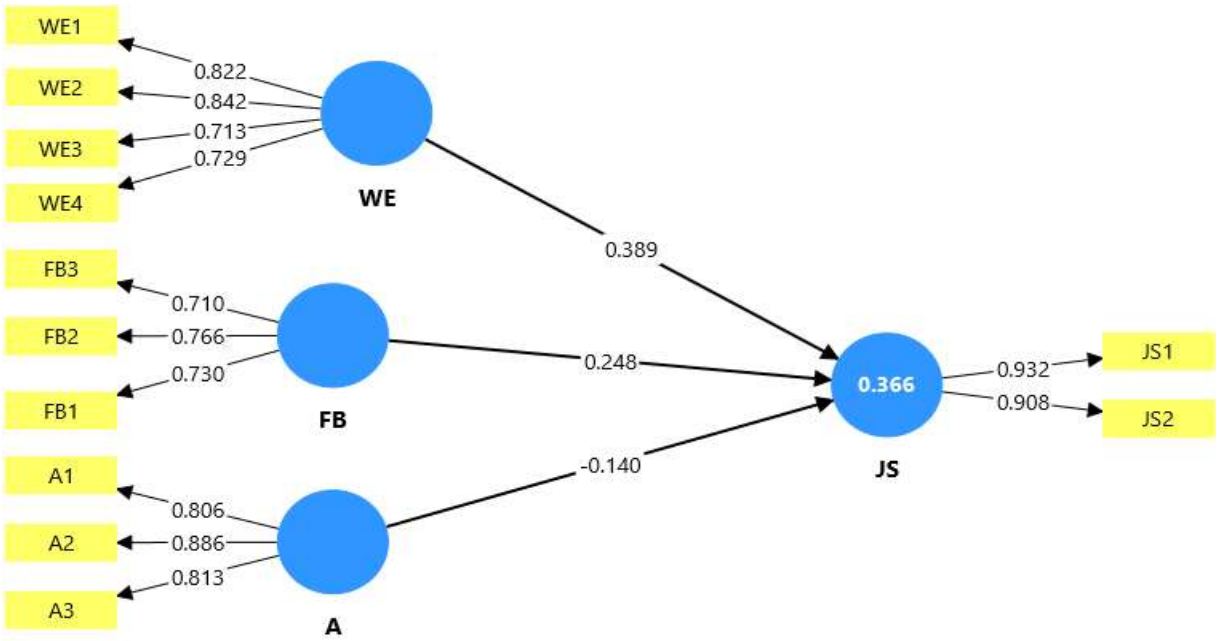

Fig. 1: Final Model

CONCLUSION

The current study investigated the key variables influencing job satisfaction among employees working at various government hospitals in the Papum Pare district of Arunachal Pradesh. A self-administered questionnaire was used in the exploratory study to gather primary data from participants. To investigate the connections between the selected constructs, data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM).

This study highlights the importance of organisational factors in shaping employees' job satisfaction in hospital settings. Specifically, the results showed that Work Environment and Fringe Benefits had a positive and statistically significant impact on Job Satisfaction, suggesting that offering a supportive work environment and appealing employee benefits is a crucial strategy to boost employee satisfaction. Of the three independent variables, Work Environment was found to be most strongly associated with Job Satisfaction, with a coefficient of 0.389, $t = 3.685$, $p < 0.001$, indicating that improvements in the physical working environment, interpersonal relationships, communication and organisational support can make a significant contribution to the overall level of job satisfaction.

Likewise, Fringe Benefits was found to have a very significant positive effect on job satisfaction ($\beta = 0.248$, $t = 2.074$, $p = 0.038$), indicating that employee welfare measures and additional benefits beyond salary positively influence employees' perceptions of their jobs. Autonomy, however, showed a positive correlation with job satisfaction ($\beta = 0.140$), but this relationship was not statistically

significant (p = 0.059). This indicates that, in the present study, employees' level of decision-making freedom is not statistically significant in explaining variation in job satisfaction compared with the influence of the work environment and fringe benefits.

The R^2 (coefficient of determination) for Job Satisfaction was 0.36, indicating that 36% of the variance in employees' job satisfaction is explained by the variables in the proposed model: work environment, fringe benefits, and autonomy. The R^2 values of 0.75, 0.50, and 0.25 are considered large, medium, and small, respectively, for the particular study field. Thus, the R2 value indicates moderate explanatory power, meaning the model offers a valuable explanation of job satisfaction among hospital employees. Work satisfaction is multidimensional; therefore, it is expected that other organisational, psychological, and individual factors also influence employees' satisfaction with their work. Therefore, further studies could provide a clearer explanation and prediction of the model by incorporating leadership style, organisational culture, perceived organisational support, work–life balance, employee engagement, job stress, career development opportunities, and compensation practices. In addition, future research could consider the roles of other organisational and demographic factors as mediators or moderators to gain a more comprehensive understanding of the determinants of job satisfaction in the healthcare industry.

More generally, the results suggest that establishing a positive work atmosphere or offering satisfactory fringe benefits is more effective at improving hospital staff satisfaction than granting them greater autonomy. The findings offer important insights for hospital leadership and policymakers, highlighting the need to invest in workplace safety and employee wellness programs to create a more satisfied, motivated, and committed health care workforce.

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