



Job Satisfaction among Employees of Private Hospitals in Selected Districts of Nagaland

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ABSTRACT: Job satisfaction plays an important role in shaping employee performance, retention, and service quality in healthcare institutions. The present study examines the level of job satisfaction among employees working in private hospitals in Kohima and Mokokchung districts of Nagaland, India. The study is based on primary data. The data were collected from 300 employees selected from eight private hospitals through a structured questionnaire using non-probability judgement sampling. The collected data were analysed using descriptive and inferential statistical techniques with the help of SPSS and Microsoft Excel. The findings revealed that a majority of employees experienced a moderate level of job satisfaction, although variations existed across demographic and occupational groups. Significant differences were observed across job profiles in various organisational and work-related factors. Gender differences were limited and significant only in selected dimensions of job satisfaction. The study highlights the importance of adopting job-specific human resource practices to improve employee morale, recognition, and career development within private hospitals. The findings may assist hospital administrators and policymakers in designing strategies to strengthen employee satisfaction and improve the overall quality of healthcare services in Nagaland.

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INTRODUCTION

Job satisfaction is one of the most widely studied concepts in organizational behavior and human resource management because it reflects employees' attitudes towards their work, workplace environment, and organization. In healthcare institutions, job satisfaction is particularly important as it influences employee motivation, service quality, staff retention, and overall organizational performance. Satisfied employees are generally more committed to their work and are likely to provide better patient care, whereas dissatisfaction may result in absenteeism, low morale, reduced efficiency, and high employee turnover. Consequently, understanding the level of job satisfaction among healthcare employees has become an important concern for hospital administrators and policymakers.

A considerable number of studies have examined job satisfaction among healthcare professionals in India and other countries. Earlier research has identified several factors influencing employee satisfaction, including workload, supervision, organizational support, recognition, compensation, career advancement opportunities, and workplace relationships. However, most of these studies have been conducted in metropolitan regions or large public healthcare institutions, while limited attention has been given to smaller states and region-specific healthcare settings.

In Nagaland, private hospitals play an increasingly important role in healthcare delivery due to the limited availability of public healthcare infrastructure. Despite their growing importance, empirical studies examining the job satisfaction of employees working in private hospitals in the state remain limited. Employees in these institutions often work under varying organizational structures, management practices, and resource conditions that may shape their workplace experiences differently from those in larger urban

hospitals. Factors such as workload, limited promotion opportunities, role ambiguity, and insufficient recognition may affect employee satisfaction and ultimately influence the quality of healthcare services.

Against this background, the present study examines the level of job satisfaction among employees working in private hospitals in Kohima and Mokokchung districts of Nagaland, India. The study also analyses whether satisfaction levels vary across demographic and occupational groups of employees. By exploring the different dimensions of job satisfaction within the local healthcare context, the study seeks to contribute to the limited literature available on healthcare employees in Nagaland. The findings may further assist hospital administrators in developing suitable human resource practices aimed at improving employee morale, retention, and overall organizational effectiveness.

LITERATURE REVIEW

Job satisfaction is widely recognised as a key determinant of employee performance, motivation, and organisational commitment. Locke (1976) defined it as a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Over time, numerous studies have expanded this concept, linking job satisfaction to factors such as work environment, supervision, compensation, interpersonal relationships, and organisational culture. These foundational theories continue to inform contemporary research across sectors, including healthcare, where employee attitudes critically shape patient outcomes and service delivery.

Globally, healthcare organisations have been the focus of extensive job satisfaction research. Studies conducted in the United States, Europe, and Southeast Asia consistently highlight workload, management practices, recognition, and professional autonomy as core determinants of satisfaction among healthcare workers (Lu et al., 2019; Ming et al., 2023). Nurses, in particular, report fluctuating satisfaction levels due to demanding work environments, limited staffing, and emotional stress. Researchers also emphasise that satisfaction contributes to reduced turnover and improved patient care, making it a priority area for hospital administrators.

In Asian healthcare settings, job satisfaction has received increased attention due to rising demand for quality care and workforce shortages. Studies from China, Indonesia, the Philippines, and Malaysia show that healthcare workers' satisfaction is deeply influenced by job security, supervisor support, organisational communication, and advancement opportunities (Zhao et al., 2024; Azmi et al., 2022). Cultural norms also play a role, particularly in shaping employee expectations regarding leadership and reward systems. The diversity of findings across countries indicates that satisfaction is context specific and must be studied within local organisational and cultural frameworks.

Indian research has similarly explored the multiple dimensions of job satisfaction across healthcare institutions. Studies on nurses and hospital staff highlight issues related to pay disparities, staff shortages, workload, and limited growth opportunities as key sources of dissatisfaction (Yadav et al., 2017; Balaji et al., 2024). Positive relationships with colleagues, supportive leadership, and meaningful work have been identified as significant contributors to satisfaction. However, most studies have been conducted in metropolitan or government hospitals, leaving smaller states like Nagaland underrepresented in the literature.

Job satisfaction among healthcare workers in India also varies across public and private sectors. Research shows that private hospital employees often receive better infrastructure and work environments but face challenges related to longer working hours and inconsistent wage structures (Peters et al., 2010). Meanwhile, public hospitals provide job security but suffer from overcrowding, resource shortages, and bureaucratic constraints. These differences suggest the need for region specific studies that capture the unique experiences of healthcare workers in diverse contexts.

Multiple studies have attempted to categorise factors influencing job satisfaction in healthcare. Spector's (1997) model remains widely used, emphasising facets such as pay, promotion, supervision, co-worker relationships, and operating procedures. More recent studies expand this model to include emotional exhaustion, workplace safety, work life balance, and organisational justice (Çolak et al., 2024; Bakotic, 2016). These multidimensional approaches help identify targeted interventions to address dissatisfaction.

Research focusing on the Northeastern region of India is limited, although emerging studies indicate that healthcare workers face challenges distinct from those in other parts of the country. Limited infrastructure, resource shortages, and constrained career development opportunities impact employees' perceptions of job satisfaction (Aggarwal et al., 2024). These findings underscore the need for localized research, particularly in states such as Nagaland, where the private sector plays a significant role in healthcare delivery.

METHODOLOGY

The present study is empirical in nature and is based on a descriptive research design. The study was conducted among employees working in eight selected private hospitals located in Kohima and Mokokchung districts of Nagaland. Both primary and secondary data were used for the study. Primary data were collected through a structured questionnaire administered to medical, paramedical, and non-medical employees, while secondary data were gathered from relevant published and unpublished sources related to the study area. A total of 300 respondents were selected using non-probability judgement sampling technique. The collected data were analyzed using Microsoft Excel and SPSS with the help of descriptive and inferential statistical tools. A 5-point Likert scale was used to measure the perceptions and attitudes of the respondents.

ANALYSIS, RESULTS AND DISCUSSION

This section presents the results of the analysis carried out to assess the level of job satisfaction among employees working in private hospitals in Kohima and Mokokchung districts of Nagaland. The findings are organised in accordance with the study objectives and include both descriptive and inferential analyses. Average Job Satisfaction Scores (AJSS) were computed to determine the overall and dimensional levels of job satisfaction. The AJSS values were then used to classify satisfaction levels as high, medium, or low. To further explore whether job satisfaction differed across selected demographic variables, inferential analyses were conducted using independent samples t-tests and one-way ANOVA. The results of these tests help to identify whether significant differences exist in job satisfaction based on gender, age, educational qualification, or job profile of the respondents.

The following section first presents the overall level of job satisfaction of employees based on AJSS, followed by the results of the t-test and ANOVA analyses.

Job satisfaction score across demographic variables

1. Age group and job satisfaction

Age (in years)	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
20-30	210 (70%)	118.75	65-164	70	140
30-40	77 (25.67%)	125.99	62-169	41	36
40-50	11 (3.67%)	121.36	86-171	4	7
Above 50	2 (0.67%)	143.50	125-162	1	1

Source: Field survey

2. Gender and job satisfaction

Gender	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
Male	84 (28%)	125.49	62-166	51	33
Female	216 (72%)	119.07	65-171	80	136

Source: Field survey

3. Marital status and job satisfaction

Marital status	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
Married	57 (19%)	130.28	78-171	38	19
Unmarried	243 (81%)	118.66	62-169	83	160

Source: Field survey

4. Educational qualification and job satisfaction

Educational qualification	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
Matriculate	28 (9.33%)	114.29	79-130	8	20
Higher secondary	112 (37.33%)	117.24	72-166	37	75
Graduate	117 (39%)	119.22	62-171	47	70
Post graduate	23 (7.67%)	128.65	91-156	14	9
Specialised degree	20 (6.67%)	151.10	72-166	3	17

Source: Field survey

5. Occupation and job satisfaction

Occupation	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
Doctor	22 (7.33%)	151.32	72-166	3	19
Nurse	131 (43.67%)	114.68	62-171	38	93
Office staff	53 (17.67%)	126.21	90-171	38	15
Lab technician	21 (7%)	127.10	80-162	15	6
Pharmacist	19 (6.33%)	113.63	82-134	6	13
Others	54 (18%)	118.37	72-166	21	33

Source: Field survey

6. Length of service and job satisfaction

Length of service (in yrs)	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
1-5	225 (75%)	118.90	62-171	75	150
6-10	58 (19.33%)	128.90	72-169	36	22
11-15	13 (4.33%)	126.69	86-166	7	6
More than 15	4 (1.33%)	96.50	86-124	3	1

Source: Field survey

7. Place of residence and job satisfaction

Place of residence	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
Village	38 (12.67%)	114.95	72-156	10	28
Town	262 (87.33%)	121.13	62-171	122	140

Source: Field survey

8. District wise and job satisfaction

District	No. of respondents (%)	AJSS	Range	Below AJSS	Above AJSS
Kohima	232 (77.33%)	121	62-169	96	120
Mokokchung	68 (22.67%)	120.43	79-171	25	43

Source: Field survey

9. Overall response and job satisfaction

Response	No. of respondents	AJSS	Range	No. of respondents	
				Below AJSS	Above AJSS
Low satisfied	53	85.34	40-92	20	33
Medium satisfied	208	122.95	93-147	103	105
Highly satisfied	39	158.13	148-200	24	15
Overall	300	120.88	40-200	121	179

Source: Field survey

The findings indicate variations in job satisfaction across different demographic and occupational groups of employees. Differences were observed with respect to age, gender, marital status, educational qualification, occupation, length of service, place of residence, and district. Younger employees in the 20-30 age group constituted the majority of respondents, while comparatively higher satisfaction scores were observed among employees above 30 years of age, particularly among those above 50 years, despite their limited representation in the sample. Male and married employees generally reflected comparatively higher satisfaction levels in relation to their group averages, while employees residing in towns also reported relatively favourable satisfaction levels. Doctors and employees with specialised qualifications recorded higher satisfaction scores, whereas office staff and long-serving employees reflected comparatively lower satisfaction in certain dimensions. Although slight variations existed between employees from Kohima and Mokokchung districts, the overall findings suggest that the majority of respondents experienced a moderate level of job satisfaction in the selected private hospitals.

HYPOTHESES TESTING

To examine the assumptions formulated in this study, the hypotheses related to job satisfaction have been subjected to systematic statistical testing. Hypothesis testing provides a structured approach to determine whether the observed differences in the data are statistically significant. In this study, two statistical techniques have been employed: the independent sample t-test and the one-way Analysis of Variance (ANOVA). These methods enable an objective evaluation of group variations in job satisfaction and provide empirical evidence regarding the validity of the stated hypotheses. The results of these tests, along with their interpretation, are presented in the following text.

Hypothesis 1:

H₀: There is no significant association between male and female employees of private hospitals regarding their job satisfaction.

H₁: There is significant association between male and female employees of private hospitals regarding their job satisfaction.

Independent samples t- test on satisfaction level

Independent Samples T- Test			
	T	Sig. (2-tailed)	Mean Difference
employee support and rewards	2.748	.007	.25463
job security and growth opportunities	1.083	.280	.11839
work meaning and appreciation issues	.169	.866	.01521
organisational clarity and supervisory concern	.770	.442	.07606
workload and conflict	-1.424	.155	-.15278
pay and career concerns	-2.502	.014	-.28175
lack of participation	-.886	.376	-.11971
administrative systems and operational processes	1.718	.087	.16601
advancement and work pressure	.220	.826	.02116

Source: Field survey

The results indicated that for seven of the nine factors, no statistically significant difference was found between male and female employees. However, notable differences emerged in employee support and rewards ($p = .007$) and in pay and career concerns ($p = .014$). The null hypothesis, which stated that “there is no significant association between male and female employees of private hospitals regarding their job satisfaction”, is therefore rejected. This finding suggests that gender does play a role in shaping certain dimensions of job satisfaction, even though employees generally shared similar views on most factors.

Hypothesis 2:

H₀: There is no significant mean difference in the satisfaction level of employees on the basis of their job profile.

H₁: There is significant mean difference in the satisfaction level of employees on the basis of their job profile.

One-way ANOVA on Satisfaction Level

Table 1. One-way ANOVA

ANOVA					
Variable	Job Profile	Mean	Std. Dev.	F	Sig.
	Doctor	4.77	0.75	15.963	0.000
	Nurse	3.51	0.69		
	Office Staff	3.85	0.53		
	Lab Technician	4.09	0.44		

Employee support and rewards	Pharmacist	3.53	0.61		
	Others	3.67	0.73		
Job security and growth opportunities	Doctor	4.31	0.99	23.348	0.000
	Nurse	2.65	0.71		
	Office Staff	2.94	0.69		
	Lab Technician	3.52	0.6		
	Pharmacist	2.68	0.67		
	Others	2.87	0.73		
Work meaning and appreciation issues	Doctor	3.05	0.49	4.029	0.001
	Nurse	3.66	0.72		
	Office Staff	3.58	0.66		
	Lab Technician	3.9	0.54		
	Pharmacist	3.63	0.83		
	Others	3.67	0.67		
Organisational clarity and supervisory concern	Doctor	3.0	0.62	6.41	0.000
	Nurse	3.93	0.69		
	Office Staff	3.89	0.8		
	Lab Technician	3.86	0.65		
	Pharmacist	3.95	0.85		
	Others	3.93	0.8		
Workload and conflict	Doctor	3.05	0.58	2.346	0.041
	Nurse	3.59	0.86		
	Office Staff	3.42	0.8		
	Lab Technician	3.43	0.98		
	Pharmacist	3.63	0.68		
	Others	3.69	0.84		
Pay and career concerns	Doctor	2.77	0.69	2.586	0.026
	Nurse	3.07	0.82		
	Office Staff	2.85	0.74		
	Lab Technician	3.43	1.03		
	Pharmacist	2.84	0.9		
	Others	2.83	0.8		
Lack of participation	Doctor	2.82	1.05	5.349	0.000
	Nurse	3.61	0.99		
	Office Staff	3.02	1.25		
	Lab Technician	3.9	0.44		
	Pharmacist	3.32	1.0		
	Others	3.57	0.96		
Administrative systems and operational processes	Doctor	3.14	0.94	7.558	0.000
	Nurse	3.44	0.71		
	Office Staff	3.15	0.79		
	Lab Technician	4.19	0.51		
	Pharmacist	3.37	0.68		
	Others	3.57	0.6		
Advancement and work pressure	Doctor	2.41	0.67	5.483	0.000
	Nurse	3.1	0.73		
	Office Staff	3.11	0.61		
	Lab Technician	3.52	0.87		
	Pharmacist	3.11	0.74		
	Others	3.09	0.73		

Source: Field survey

The ANOVA results show that all nine factors exhibited statistically significant differences across job profiles. These findings indicate that job satisfaction is not uniform among different employee categories; rather, perceptions vary considerably depending on one's role within the hospital. Therefore, the null hypothesis that "there is no significant mean difference in the satisfaction level of employees on the basis of their job profile" is rejected. This suggests that job profile is an important determinant of employee satisfaction in private hospitals, influencing how support, rewards, workload, recognition, and growth opportunities are perceived.

CONCLUSION

The study examined the level of job satisfaction among employees working in private hospitals in Kohima and Mokokchung districts of Nagaland. The findings revealed that a majority of employees experienced a moderate level of job satisfaction, although variations were observed across demographic and occupational groups. Significant differences were identified across job profiles in several dimensions of job satisfaction, indicating that workplace experiences differ according to the nature of employees' roles and responsibilities. The study further identified employee support and rewards, job security and growth opportunities, workload and conflict, organisational clarity, participation in decision-making, administrative systems, and advancement opportunities as important factors influencing job satisfaction among employees. While gender differences were limited and significant only in selected dimensions, occupational differences emerged more prominently across almost all factors of job satisfaction. The findings highlight the need for private hospitals to strengthen organisational support, recognition practices, career advancement opportunities, and employee participation in workplace decisions. Improving employee satisfaction is essential not only for enhancing staff morale and retention but also for improving the overall quality and effectiveness of healthcare services. The study contributes to the limited literature on healthcare employees in Nagaland and provides useful insights for hospital administrators and policymakers. Future studies may undertake comparative analysis between public and private hospitals or incorporate qualitative approaches for deeper understanding of employee experiences in healthcare institutions.

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