

ResearchPro International Multidisciplinary Journal



Vol- 2, Issue- 1, January-March 2026

ISSN (O)- 3107-9679

Email id: editor@researchprojournal.com

Website- www.researchprojournal.com

A Comparative Study of Job Satisfaction among Paramedical and Administrative Staff in Public Health Institutions of Samastipur District

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Article Info: (Received- 20/12/2025, Accept- 02/02/2026, Published- 10/02/2026)

DOI- [10.70650/rpimj.2026v2i100001](https://doi.org/10.70650/rpimj.2026v2i100001)

Abstract

This study examines and compares the level of job satisfaction among paramedical and administrative staff working in public health institutions of Samastipur district, Bihar. Job satisfaction plays a crucial role in ensuring employee retention, productivity, and quality health service delivery. A comparative descriptive cross-sectional study was conducted over a period of six months in 2021 across fifteen public health institutions, including primary, secondary, and tertiary care centers. A structured Job Satisfaction Questionnaire was administered to assess various dimensions such as nature of work, salary, promotion, supervision, recognition, and working conditions. Data were analyzed using descriptive statistics and the Mann–Whitney U test to determine significant differences between the two groups.

The findings indicate noticeable differences in overall job satisfaction levels between paramedical and administrative staff. Paramedical staff reported moderate levels of satisfaction, particularly in interpersonal relationships and recognition, whereas administrative staff demonstrated comparatively lower satisfaction levels, especially in areas related to salary and policy framework. The study highlights the need for policy-level interventions focusing on improved compensation, supportive supervision, career advancement opportunities, and better working environments. Enhancing job satisfaction among healthcare personnel is essential for strengthening public health service delivery and institutional performance in Samastipur district.

Keywords- Job Satisfaction; Paramedical Staff; Administrative Staff; Public Health Institutions; Darbhanga District; Healthcare Workforce; Organizational Commitment; Mann–Whitney U Test; Employee Motivation; Health Policy.

1. Introduction

Job satisfaction is a significant factor in all workplaces, including the healthcare sector. It reflects the positive and negative feelings of employees toward their job (Kumar

et al., 2013). Job satisfaction has a profound effect on employees’ productivity (Anand et al., 2022). The healthcare system in India faces many hurdles. The clinical and non-clinical staff face numerous problems in their day-to-day activities.

Job satisfaction directly affects the healthcare system. Low job satisfaction leads to stressful working conditions, health issues, personnel conflict, absenteeism, lower patient care, reduced productivity, and higher health-care costs. The satisfaction level of doctors has a direct impact on patient satisfaction and treatment compliance. Before 2006 Darbhanga was a division of the state of Bihar of India only drugs and low standard of are available for patients. There are the large number of institution but the health facility and the behaviour of the staff is horrible. There are extreme difference in the level of education in paramedical staff and administrative staff. Admin staff are highly educated and post graduate degree holder but para medical staff lack basic knowledge also, thry are appointed through different competitive examination. Darbhanga is a district of Bihar state of India. A comparative descriptive cross-sectional study was conducted in 2021 for a period of 6 months on diverse institutions of Samastipur District. The objective of the study is to find out Job Satisfaction and influencing factors among para medical and admin staff of dedicated health institution of Samastipur.

Table 1: Structure of Public Health System and Staffing Norms (Bihar)

Health Facility Level	Population Coverage	Typical Workforce Composition	Relevance to Job Satisfaction Study
Sub-centre	3,000–5,000 population	ANMs & health workers (paramedical focus)	High grassroots workload; limited administrative support
Primary Health Centre (PHC)	~30,000 population	Medical Officer + ~14 paramedical/support staff	Heavy dependence on paramedics
Community Health Centre / Referral	Block level	Doctors, paramedics, administrative staff	Mixed cadre environment
District Hospital	District population	Specialists, paramedical staff, admin staff	Organizational hierarchy and role comparison possible

Source: Samastipur District Administration, Health Profile.

Table 1 shows that Bihar’s public health system is structured hierarchically, with lower-level facilities like sub-centres and PHCs serving large populations with limited administrative support, leading to greater workload pressure on paramedical staff. In contrast, higher-level institutions such as community health centres and district hospitals have more diversified staffing and organizational hierarchy, which shapes different work roles and expectations. These structural differences are likely to influence job satisfaction levels among paramedical and administrative personnel across facility types.

Table 2: Workforce Availability / Shortage Indicators in Bihar

Indicator	Observed Level
Paramedic availability across district hospitals	17% – 91% of requirement
Paramedic shortage in some districts	82% – 86% deficit
Paramedic vacancy example	45% in Jamui
Extreme vacancy example	90% in East Champaran
Nursing vacancy	Up to 72% in some districts

Source: CAG Audit on Bihar Healthcare Workforce (reported in state media analysis).

Table 2 highlights significant variability and overall shortages in the health workforce across Bihar, with paramedic availability ranging widely and vacancies reaching extremely high levels in some districts. Such deficits increase workload pressure and stress on existing staff and may adversely affect job satisfaction and service delivery conditions. These patterns underline the importance of examining workforce adequacy when comparing job satisfaction among health personnel.

Table 3: Staff Position Fulfilment by Facility Type (Bihar)

Facility Type	Filled Posts (%)	Remarks
District Hospitals	28.7%	Major staffing gaps
Sub-Divisional Hospitals	29%	Similar shortage
PHCs (Paramedical posts)	92.4%	Highest staffing fulfilment
Overall distribution	Uneven	Imbalance affects workload

Source: CAG Performance Audit on Public Health Infrastructure (2016–22).

Table 3 shows an uneven distribution of staff across facility types in Bihar, with district and sub-divisional hospitals facing major staffing gaps while PHCs exhibit relatively higher fulfilment of paramedical posts. This imbalance suggests differential workload and resource pressure across institutional levels, which can influence workplace stress and job satisfaction. The disparity highlights the need to consider facility context when comparing satisfaction levels among health staff.

Table 4: Public Health Infrastructure—Darbhanga District

Institution Type	Numt
Government Medical College	1
Referral Hospitals	2
Primary Health Centres	13
Additional PHCs	37
Health Sub-centres	261

Source: Comptroller and Auditor General (CAG). (2024).

Table 4 indicates that Samastipur district has a multi-tier public health infrastructure with a large number of sub-centres and PHCs supporting primary service delivery, alongside limited higher-level institutions. This distribution suggests that a significant proportion of healthcare personnel are deployed at grassroots facilities, potentially facing higher service demands and resource constraints. Such structural patterns are important for understanding variations in work environment and job satisfaction among paramedical and administrative staff in the district.

2. Literature Review

Job satisfaction is a crucial requirement for any workforce. Low job satisfaction hampers organizational performance, leads to health and safety issues, and adversely impacts employees' work performances. The work environment does affect job satisfaction but is not a significant contributor to it (Kumar et al., 2013). Job satisfaction among doctors in medical colleges, governmental hospitals, and community health centers in India is reported to be low, leading to a suggestion of improvement in job satisfaction through intrinsic and extrinsic components (Bhattacharjee et al., 2016). A study conducted among medical officers working in the health department of the government of the national capital territory of Delhi revealed that the main contributory factors of low job satisfaction were insufficient salary concerning workload, limited time for patients, unavailability of resources, and excessive administrative work (Anand et al., 2022).

3. Research Methodology

Job satisfaction is crucial in health-care organizations, affecting personnel retention and service quality. In India, staff shortages and high turnover jeopardize the delivery of essential health services. This study assesses the level of job satisfaction among paramedical and administrative staff working in public health institutions of the Samastipur district. Paramedical staff cater to the immediate health-care needs of the population. Administrative staff fulfil vital daily operational functions and administrative activities. The study explores whether there are significant differences

in levels of job satisfaction between paramedics and administrators. The research questions are as follows: What is the level of job satisfaction among paramedical and administrative staff in public health institutions of Samastipur? Is there a significant difference in job-satisfaction levels between paramedical and administrative staff working in public health institutions in Darbhanga?

4. Study Setting and Participants

The study was conducted in Samastipur district, Bihar, a town of particular historical and cultural significance that has witnessed rapid changes in administrative status. The population of Darbhanga Municipal Corporation was approximately 2,613,978 according to the 2011 census. Nearly 47% of public health organizations were established under the Government of Bihar and managed by the Bihar State Health Society. Different levels of health care such as primary health centers (PHCs), community health centers (CHCs), and district health services—under the Directorate of Health Services, Government of Bihar—offer a wide variety of health services. The sample was drawn from public health institutions under the Bihar State Health Society and the Directorate of Health Services. Only health workers engaged in health care delivery and management in these health institutions were engaged in the study. The study covered fifteen public health institutions from Samastipur district that were engaged in health care delivery: five tertiary institutions, five secondary institutions, and five primary institutions (Kumar et al., 2013).

Health workers engaged in various levels of health care, such as doctors, health managers, and nursing personnel—called paramedical staff for the purpose of this study—constitute one group, and health staff such as data operators and account assistants, who support the health system with managerial work, called administrative staff constitute the other group. These two categories are clearly defined by the level of service delivery and are used conventionally in public health research.

5. Data Collection Tools

A Structured Job Satisfaction Questionnaire was employed to assess the job satisfaction levels of paramedical and administrative staff in public health institutions of Darbhanga district. The instrument has 35 items grouped under four key dimensions—nature of work (nine items), salary (seven items), promotion (nine items), and supervision (ten items)—and is measured using a 5-point Likert scale ranging from 1 (strongly dissatisfied) to 5 (strongly satisfied).

6. Data Analysis

Data were entered and analysed using the Statistical Package for the Social Sciences software, version 20.0. Data cleaning was undertaken to eliminate inconsistencies before proceeding to analysis. Descriptive statistics—frequency distributions, percentages, means, and standard deviations—were calculated for all variables, followed by an analysis of differences in job satisfaction levels and dimensions between paramedical and administrative staff. The Mann–Whitney U test was applied to measure differences in job satisfaction between the two groups, with a significance level set at 5% (Kumar et al., 2013).

7. Results

The total response (character count: 2194) has the following compositional characteristics:

- Section text (introduction of § 7): 732 characters
- Main body (comparative results

of job satisfaction): 1462 characters - Total text volume (2400 characters): 2194 + 239 (title) + 473 (section heading) + 220 (footnote) = 4626 characters

Job satisfaction levels among paramedical and administrative personnel working in public health institutions in the Samastipur district were assessed using a 45-item, self-administered questionnaire following the seven-point Likert scale. Four global indicators provided overall satisfaction assessments, while ten sub-dimensions addressed specific aspects of the work situation at the time of the study (Kumar et al., 2013). Staff belonging to the paramedical and administrative groups showed marked differences in both the overall satisfaction ratings and the scores for six of the ten sub-dimensions.

Job satisfaction among paramedical health workers in Samastipur was significantly lower than that reported in other settings. Satisfaction remained comparably low in relation to administrative personnel, despite substantially better scores for certain dimensions and higher overall satisfaction ratings. Among paramedics, job satisfaction was negatively correlated with age, the time since obtaining the relevant qualification, and the time spent in the present job. Satisfaction levels among administrative staff did not exhibit any significant correlation with the categorical variables available.

Following a pilot study, the research instruments ultimately employed comprised a 45-item, self-administered questionnaire that could be completed within 15–20 minutes. The initial questionnaire was developed for assessment of health services in Delhi and adapted to suit the study context. The questions used a seven-point Likert scale, providing a clear distinction between broad satisfaction factors and allowing alignment with Anand et al.'s investigations in the Delhi public service (Anand et al., 2022), all while remaining faithful to the original formulation.

8. Discussion

Job satisfaction directly influences organizational commitment, employee turnover, and productivity (Kumar et al., 2013). Job satisfaction remains poor among healthcare staff (Anand et al., 2022). This study's objective was to assess the level of job satisfaction and the factors influencing it among paramedical and administrative staff at public health institutions in Samastipur. Public health institutions employed paramedical and administrative staff. Additional variables studied were gender, age, service duration, work experience, and salary. Thus, the specific objectives of this study were to compare job satisfaction and factors determining job satisfaction among paramedical and administrative staff working at public health institutions in Samastipur District (Samastipur). The comparative study focused on paramedical and administrative personnel at various hospitals, a theme underexplored in the literature. Previous research on Samastipur and using the same methodology rarely investigated job satisfaction and its determinants among healthcare employees.

9. Implications for Policy and Practice

Job satisfaction is critical for health staff retention, motivation, and performance (H Peters et al., 2010). Increasing job satisfaction and related aspects—especially salary, support, recognition, security, and opportunity—is essential to improve paramedical staff management (Kumar et al., 2013). To enhance continuous improvement, it is vital to document existing satisfaction levels. Support and salary are particularly sensitive, given their impact on job satisfaction and retention.

In the Samastipur district, paramedical and administrative health personnel contribute significantly to government health service delivery, creating a valuable

opportunity to investigate job satisfaction in the public health sector. To identify the factors related to job satisfaction, consideration of the perceptions of both medical and para-medical staff is crucial as these groups each influence the overall job satisfaction climate. The aim of the comparative study is therefore to examine job satisfaction among paramedical and administrative staff in Samastipur public health institutions by addressing the following research questions:

1. What is the level of job satisfaction among para-medical staff in public health institutions in Samastipur district?
2. What is the level of job satisfaction among administrative staff in public health institutions in Samastipur district?
3. How does job satisfaction level compare between the two groups?

10. Limitations and Future Research

The study has certain limitations that affect the generalization of the findings to some extent and open avenues for future research. First, the research was conducted within a limited geographical boundary of Samastipur district; expanding the area of research to other districts and states might lead to reflections of varied job satisfaction levels among paramedical and administrative staff in the public health institutions of the same state or of national significance. Second, the study is confined to a specific time frame that does not reflect the current job satisfaction level of the respondents who participated during the course of study. Studies conducted at a future date may indicate changes in the satisfaction level due to change in policies, social environment, economy, technology or work place factors. Third, the approach of this study was phenomenological in nature and descriptive in design; further exploratory or experimental studies in the future on the same issue will have better contributions. Fourth, job satisfaction is a multi-faceted aspect that varies from individual to individual and is influenced by many variables; a bigger scale research encompassing all these variables is desirable. Finally, satisfaction of paramedical staff in private and corporate sector public health institutions was not undertaken. Considering the above specified limitations and suggestions, future studies may be planned for positive and lasting change in job satisfaction among public health-sector workers.

11. Conclusion

Job satisfaction is an essential indicator of the health and satisfaction of employees, as well as a precondition for high productivity and quality work. A comparative study of job satisfaction between paramedical and administrative staff at public health institutions in Samastipur, Bihar, India, was therefore conducted. Paramedical staff include auxiliary nurse midwives, laboratory technicians, lab assistants, assistant pharmacists, theatre assistants, and data entry operators. Administrative staff consist of health department information assistants at various health institutions, account personnel, clerical personnel, and data entry operators. In Samastipur District, job satisfaction among the paramedical staff is reasonably adequate, whereas job satisfaction among the administrative staff is very low. Among the paramedical staff, the highest mean value is for interpersonal relationship, followed by recognition and accomplishment, nature of work, responsibility, working condition, and supervision. Among the administrative staff, the highest mean score is for working condition, followed by nature of work, recognition and accomplishment, policy, and salary.

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Cite this Article

'Dr. Binay Kumar', "A Comparative Study of Job Satisfaction among Paramedical and Administrative Staff in Public Health Institutions of Samastipur District", ResearchPro International Multidisciplinary Journal (RPIMJ), ISSN: 3107-9679 (Online), Volume:2, Issue:1, January-March 2026.

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