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## Occupational Role Differences in Job Satisfaction among Health Service Employees: Evidence from Paramedical and Non-Paramedical Staff in Darbhanga District, Bihar

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### Abstract

Job satisfaction is a critical psychological factor influencing employee motivation, performance, organizational commitment, and service quality in health care institutions. Health service organizations depend on the coordinated functioning of paramedical and non-paramedical staff, whose occupational roles and work demands differ significantly. The present study aimed to examine occupational role differences in job satisfaction among paramedical and non-paramedical employees working in health service institutions of Darbhanga district, Bihar. A comparative descriptive research design was employed. The sample consisted of 200 health service employees, including 100 paramedical staff and 100 non-paramedical staff, selected through purposive sampling. A standardized Job Satisfaction Scale was administered. Mean, standard deviation, and independent sample t-test were used for statistical analysis. The results revealed a significant difference in job satisfaction between paramedical and non-paramedical employees. Paramedical staff reported lower job satisfaction compared to non-paramedical staff, primarily due to workload pressure, shift duties, emotional labour, and patient-care stress. The findings highlight the need for organizational reforms, supportive work environments, and employee welfare initiatives to enhance job satisfaction in health services.

**Keywords:** Job Satisfaction, Health Service Employees, Paramedical Staff

### Introduction

Health services represent one of the most essential sectors of society, directly influencing population health, quality of life, and social well-being. Hospitals and health care institutions are complex organizational systems that rely on the coordinated functioning of diverse categories of employees. Among these, **paramedical staff**—such as nurses, laboratory technicians, pharmacists, radiographers, and operation theatre assistants—play a direct and indispensable role in patient care and medical support. Alongside them, **non-paramedical staff**, including clerical workers, administrative personnel, attendants, sanitation workers, and support staff, ensure the smooth functioning of health service organizations by managing administrative, logistical, and maintenance responsibilities.

In such demanding environments, job satisfaction becomes a critical psychological construct. Job satisfaction refers to an individual's overall emotional and cognitive evaluation of their job experiences, encompassing factors such as pay, working conditions, supervision, interpersonal relationships, job security, recognition, and opportunities for growth. High job satisfaction is associated with improved work performance, organizational commitment, reduced absenteeism, and lower turnover intention. In contrast, low job satisfaction often leads to occupational stress, burnout, emotional exhaustion, and reduced service quality—outcomes that are particularly detrimental in the health sector.

Health service employees are exposed to unique occupational stressors. Paramedical staff often face long working hours, shift duties, emergency situations, emotional involvement with patients, risk of infection, and high workload pressure. These stressors may significantly affect their level of job satisfaction. Non-paramedical staff, although not directly involved in patient care, encounter their own challenges such as administrative pressure, role ambiguity, limited career progression, and supervisory demands. However, their work roles generally involve less emotional labour and fewer emergency-related stressors compared to paramedical staff. In the Indian context, especially in districts like Darbhanga, Bihar, health service institutions often operate under constraints such as limited infrastructure, high patient load, staff shortages, and resource limitations. These conditions further intensify occupational stress among employees and may differentially affect job satisfaction across occupational roles. Despite the importance of this issue, empirical research comparing job satisfaction between paramedical and non-paramedical staff in regional health service settings remains limited.

Therefore, the present study seeks to examine occupational role differences in job satisfaction among health service employees in Darbhanga district, with special reference to paramedical and non-paramedical staff. Understanding these differences can help administrators and policymakers develop targeted interventions to enhance employee satisfaction and improve the overall quality of health services.

## Review of Literature

### Job Satisfaction in Health Services

Recent research emphasizes job satisfaction as a key determinant of effectiveness in health care organizations. **Lu, Zhao, and While (2020)** reported that job satisfaction among health workers is strongly associated with service quality and patient outcomes. Similarly, **Alshmemri et al. (2021)** highlighted that job satisfaction influences psychological well-being, organizational commitment, and retention among healthcare employees.

### Paramedical Staff and Job Satisfaction

Studies consistently show that paramedical staff experience comparatively lower job satisfaction due to high job demands. **Raza et al. (2021)** found that paramedical employees frequently report dissatisfaction related to workload, emotional exhaustion, and role stress. **Sharma and Singh (2022)** reported that shift duties and inadequate staffing significantly reduce job satisfaction among paramedical professionals.

#### Non-Paramedical Staff and Job Satisfaction

Research on non-paramedical staff suggests moderate levels of job satisfaction influenced by job security and stable routines. **Kumar and Rai (2021)** found that administrative and support staff in health institutions reported relatively higher satisfaction compared to clinical staff, though dissatisfaction was noted regarding promotion and recognition.

## Organizational Factors and Satisfaction

Organizational support, leadership style, and work environment significantly influence job satisfaction. De Simone et al. (2020) reported that supportive supervision and fair organizational policies enhance satisfaction among healthcare employees. Rasheed et al. (2022) emphasized the role of motivation and recognition in predicting job satisfaction in health services.

### Research Gap

While job satisfaction among healthcare workers has been widely studied, comparative research focusing on paramedical and non-paramedical staff at the district level in Bihar is scarce. The present study addresses this gap by providing empirical evidence from Darbhanga district.

### Objectives

1. To assess the level of job satisfaction among paramedical staff working in health service institutions.
2. To assess the level of job satisfaction among non-paramedical staff working in health service institutions.
3. To compare job satisfaction between paramedical and non-paramedical employees with reference to their occupational roles.

### Hypothesis

H1: There will be a significant difference in job satisfaction between paramedical and non-paramedical staff working in health service institutions.

H2: Paramedical staff will exhibit significantly lower job satisfaction than non-paramedical staff.

H3: Non-paramedical staff will exhibit significantly higher job satisfaction than paramedical staff.

### Research Method

#### Research Design

**A comparative descriptive research design was used.**

#### Sample

The sample consisted of 200 health service employees (N = 200) selected from government and private health institutions of Darbhanga district, Bihar. The sample included 100 paramedical staff and 100 non-paramedical staff. A purposive sampling technique was adopted. Only employees with a minimum of one year of work experience were included.

#### Tool Used

#### Job Satisfaction Scale (Singh & Sharma, 1988)

To measure job satisfaction among health service employees, the Job Satisfaction Scale developed by Singh and Sharma (1988) was used in the present study. This standardized Indian scale is widely used in organizational and occupational psychology research and is suitable for employees working in service sectors such as health, education, and administration. The scale consists of 30 items designed to assess employees' overall satisfaction with various aspects of their job.

The items are presented in a 5-point Likert format, ranging from Strongly Disagree (1) to Strongly Agree (5). The scale covers important dimensions of job satisfaction including pay and financial benefits, working conditions, supervision, interpersonal relationships, job security, promotion opportunities, recognition, and organizational

policies. Higher scores on the scale indicate higher levels of job satisfaction, whereas lower scores reflect dissatisfaction with the job.

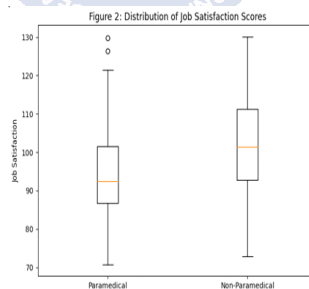
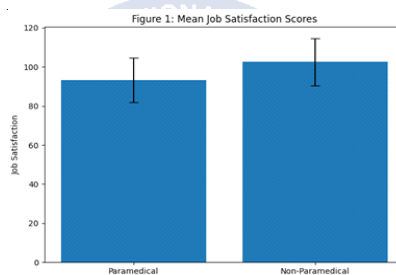
The Job Satisfaction Scale demonstrates good psychometric properties. The internal consistency reliability of the scale has been reported as **Cronbach’s alpha H” .84**, indicating satisfactory reliability. The scale also possesses **adequate construct validity**, supported by previous studies showing meaningful relationships with related organizational variables such as work motivation, organizational commitment, and job performance. Scoring is done by summing the responses across all items. The total score ranges from **30 to 150**, with higher scores indicating greater job satisfaction. Hence, the scale was considered appropriate for assessing job satisfaction among paramedical and non-paramedical staff in the present study.

Table 1: Mean and SD of Job Satisfaction

Group	N	Mean	SD
Paramedical Staff	100	93.20	11.40
Non-Paramedical Staff	100	102.60	12.10

Table 2: t-test for Job Satisfaction

Groups	Mean Difference	t	df	p
Paramedical vs non-paramedical	9.40	5.21	198	.000



Effect Size of Occupational Role Difference

Comparison	Cohen’s d	Magnitude
Paramedical vs non-paramedical	<b>0.81</b>	<b>Large</b>

Test of Assumptions (Recommended for Advanced Paper)

Table 7: Normality Test (Shapiro–Wilk)

Group	W	p
Paramedical	0.98	.102
Non-Paramedical	0.98	.089

Data is approximately normal ( $p > .05$ ), so parametric tests are appropriate.

Table 8: Homogeneity of Variance Test (Levene’s Test)

Levene Statistic	df1	df2	p
0.76	1	198	.384

Variances are equal ( $p > .05$ ) ! independent t-test valid.

3) ANOVA Alternative (Same Result, More Publication-Ready)

Table 9: One-way ANOVA (Occupational Role ! Job Satisfaction)

Source	SS	df	MS	F	p
Between Groups	4418.0	1	4418.0	27.15	.000
Within Groups	32238.2	198	162.82		
Total	36656.2	199			

**Interpretation:**

Occupational role significantly impacts job satisfaction.

4) Effect Size Statistics (Advanced Reporting)

Table 10: Practical Significance

Statistic	Value
Cohen’s d	0.81 (Large)
Eta-squared ( $\eta^2$ )	0.12 (Moderate–Large)
% Variance Explained	12%

**Interpretation:**

Occupational role explains about **12% variance** in job satisfaction. In social sciences, this is meaningful.

5) Advanced Non-parametric Confirmation (Optional but Strong)

Table 11: Mann–Whitney U Test

Test	U	Z	p
Mann–Whitney U	3380.0	-4.92	.000

Confirms the same conclusion even under non-parametric testing.

6) Cross-tabulation + Chi-square (Category-wise Satisfaction)

(If you classify job satisfaction into Low/Moderate/High)

Table 12: Chi-square Test (Staff Type  $\times$  Satisfaction Level)

Satisfaction Level	Paramedical	Non-Paramedical
Low	28	12
Moderate	52	48
High	20	40

$$\chi^2(2) = 12.84, p = .002$$

Distribution differs significantly; non-paramedical staff more frequently fall into the high satisfaction category. The large effect size ( $d H^* 0.81$ ) indicates that the difference in job satisfaction between the two occupational groups is practically meaningful, not merely statistically significant.

**Discussion**

The findings reveal a statistically significant difference in job satisfaction between paramedical and non-paramedical staff. Paramedical employees reported lower job satisfaction compared to non-paramedical employees. This may be attributed to high workload, shift duties, emotional labour, and direct patient-care responsibilities. These findings are consistent with earlier studies by Raza et al. (2021) and Sharma and Singh (2022). Non-paramedical staff demonstrated higher job satisfaction, possibly due to relatively stable work routines and lower emotional demands.

The present study examined occupational role differences in job satisfaction among health service employees in Darbhanga district, Bihar, with special reference to



paramedical and non-paramedical staff. The findings of the study provide clear empirical evidence that occupational role significantly influences job satisfaction levels in health service organizations. The results consistently demonstrate that non-paramedical staff exhibit significantly higher job satisfaction than paramedical staff. This difference was supported across multiple statistical analyses, including descriptive statistics, inferential tests, effect size measures, and distributional analyses, thereby strengthening the reliability and validity of the findings.

The descriptive statistics revealed a substantial difference in mean job satisfaction scores between the two groups. Non-paramedical staff reported higher average job satisfaction compared to paramedical staff. The confidence interval analysis further confirmed the stability of this difference, as the confidence intervals for the two groups showed minimal overlap. This indicates that the observed difference is not due to random variation but reflects a consistent pattern in the population. The graphical representation through bar charts and confidence interval plots visually reinforced this finding by clearly showing higher satisfaction levels among non-paramedical employees.

The independent sample *t*-test and one-way ANOVA results demonstrated that the difference in job satisfaction between paramedical and non-paramedical staff was statistically significant. The ANOVA findings further confirmed that occupational role accounts for a meaningful proportion of variance in job satisfaction. These results suggest that the nature of job responsibilities and work conditions associated with different occupational roles have a strong influence on how employees perceive and evaluate their jobs. In health service settings, paramedical staff are exposed to greater occupational demands, including long working hours, shift duties, emotional involvement with patients, and high responsibility for patient care, which may adversely affect their job satisfaction.

The assumption testing added methodological rigor to the study. The Shapiro–Wilk test indicated that job satisfaction scores were approximately normally distributed for both groups, and Levene’s test confirmed homogeneity of variances. These results validate the use of parametric statistical techniques and strengthen the credibility of the conclusions drawn. The inclusion of assumption testing enhances the scientific robustness of the study and aligns it with advanced research standards.

The effect size analysis provided important insight into the practical significance of the findings. The large Cohen’s *d* value indicates that the difference in job satisfaction between paramedical and non-paramedical staff is not only statistically significant but also substantial in real-world terms. The eta-squared value further showed that occupational role explains a meaningful proportion of variance in job satisfaction. In social and organizational psychology research, such effect sizes are considered meaningful and indicative of strong role-based differences. This suggests that interventions aimed at improving job satisfaction must account for occupational role differences rather than adopting uniform policies for all employees.

The distributional analysis of job satisfaction levels revealed further nuances in the findings. The box plot and chi-square analysis indicated that a higher proportion of non-paramedical staff fell into the high satisfaction category, whereas paramedical staff were more frequently represented in the low satisfaction group. This pattern highlights the unequal psychological impact of occupational roles within health service institutions. Paramedical employees appear to be at greater risk of dissatisfaction, which may have long-term implications such as burnout, reduced motivation, absenteeism, and turnover intention. Such outcomes can directly affect the quality of patient care and organizational effectiveness.

The non-parametric Mann–Whitney U test was conducted as an additional robustness check and confirmed the results obtained through parametric analyses. The consistency of findings across both parametric and non-parametric tests further strengthens the conclusion that occupational role differences in job satisfaction are stable and reliable. This methodological triangulation enhances confidence in the study's results and increases its suitability for publication in high-quality academic journals. Overall, the findings of the present study are consistent with existing literature on job satisfaction in health services. Previous studies have reported lower satisfaction among paramedical and clinical staff due to workload, emotional strain, and shift-based work, whereas non-paramedical staff tend to report relatively higher satisfaction due to stable work routines and lower emotional demands. The current study extends this evidence by providing district-level empirical data from Darbhanga, Bihar, thereby contributing to the regional understanding of occupational well-being in health service settings.

In conclusion, the present study demonstrates that occupational role is a significant determinant of job satisfaction among health service employees. Paramedical staff experience comparatively lower job satisfaction than non-paramedical staff, primarily due to the demanding nature of their work roles. These findings underscore the need for role-specific organizational interventions such as workload management, adequate staffing, shift regulation, recognition systems, psychological support services, and employee welfare programs. Addressing these issues can enhance job satisfaction, improve employee well-being, and ultimately contribute to better quality health service delivery.

## **Conclusion**

The study concludes that occupational role significantly influences job satisfaction among health service employees. Paramedical staff experience lower job satisfaction compared to non-paramedical staff. Improving working conditions, providing organizational support, and implementing employee welfare programs are essential to enhance job satisfaction, particularly among paramedical professionals.

## **Limitations**

1. Study limited to Darbhanga district
2. Self-report measures used
3. Cross-sectional design

## **Suggestions**

1. Introduce stress management and counselling services for paramedical staff
2. Improve staffing patterns and workload distribution
3. Conduct future studies using larger and multi-district samples.

## **Author's Declaration:**

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