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## Job Satisfaction among Eye Health Care Provider at Lumbini Eye Institute and Research Center, Bhairahawa, Nepal

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### ABSTRACT

#### Background

Job satisfaction is a major factor affecting employee performance, loyalty, and the overall effectiveness of an organization. It is influenced by factors such as salary, promotion, recognition & reward, training & development. Satisfied employees tend to show greater dedication and deliver higher performance in their roles. Survey was conducted to assess the level of job satisfaction and the determinants of job satisfaction among the employees working at Lumbini Eye Institute and Research Centre.

#### Methods

This study utilized a cross-sectional survey design to evaluate job satisfaction among employees. Among 194 eligible participants 91.24% responded in the survey. Survey administered schedule and questionnaire as per convenience of the participants. Questionnaire included - Likert scale (Strongly agree, agree, Neutral, disagree and strongly disagree), rating scale and open-ended questions. Third-party surveyor was appointed to facilitate the data collection.

#### Results

Employees express high level of engagement, supervisor support and institutional pride but notable concern regarding recognition, promotion fairness, training and feedback mechanism. Among the respondents 65% felt satisfied, 27% remained average and 8% expressed dissatisfied with their work.

#### Conclusions

The overall employee satisfaction level shows some positive sentiment; however, the presence of dissatisfaction indicates the need for improvement areas such as salary, promotion, training opportunities, work environments, and support for future career goals. The future is recommended to understand the reasons behind dissatisfaction, despite employees expressing high level of pride to work at the institute.

**Keywords:** eye health care; job satisfaction; survey.

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## INTRODUCTION

Job satisfaction refers to an individual's positive emotional response to their work and is a vital determinant of organizational productivity, employee retention, and overall institutional success.<sup>1</sup> It encompasses various dimensions including compensation, work-life balance, supervisory relationships, job roles, and opportunities for growth. Satisfied employees tend to show greater motivation, reduced absenteeism, and lower turnover rates.<sup>2</sup> Organizations that foster supportive environments and equitable policies significantly enhance job satisfaction and long-term performance. In healthcare settings, job satisfaction is especially crucial due to its impact on quality of care and employee well-being. Studies highlight that factors such as fair promotion practices, training opportunities, autonomy, and interpersonal relations are essential for healthcare professionals' satisfaction.<sup>3</sup> In Nepal, hospital workers value supervision, recognition, compensation, and work atmosphere as core satisfaction drivers.<sup>4</sup> Among eye health professionals, relationships with patients and staff, as well as a sense of responsibility, further influence job fulfillment.<sup>5</sup> Recognizing the importance of human resources in healthcare delivery, this study seeks to assess the level and determinants of job satisfaction at Lumbini Eye Institute and Research Centre (LEIRC), a nonprofit tertiary eye hospital in Lumbini Province, Nepal, encompassing multiple satellite centers across the region.

## METHODS

A cross-sectional study was conducted to assess job satisfaction among employees during September to December 2024 at Lumbini Eye Institute and Research Center / Shree Rana Ambika Shah Eye Hospital, Bhairahawa, Nepal. Ethical approval was taken from Institutional review committee (IRC) (Ref No. 51/025/25) of LEIRC while administrative approval was taken from hospital. The target population included all eligible employees (working more than six months) within hospital with 194 participants. Among them 177 (91.24) employees responded which reflect a robust level of

participation. Survey utilized structured schedules and questionnaires tailored to the convenience of the participants. Questionnaire were administered with 22 questions which were focused on Interesting work, Clear job responsibility, Recognition and reward of contribution, trust and respect, Fair promotion policy, adequate communication, adequate level of training, feedback and intervention system, supportive supervisor, Job security, proud to work, Leadership style, well managed department, Authority to make decision, appropriate salary, overall to satisfaction, two rating scale questions on recommendation to friends and family for treatment and job along with four open-ended questions.<sup>6</sup> To encourage the honest feedback, we used mix method (Schedule and questionnaire) approach to allow employee to choose their preferred mode of response. To ensure the confidentiality and impartiality, we appointed a third-party surveyor to conduct the survey. The external surveyor facilitated the data collection process which ensure the employees felt comfortable sharing their genuine opinions and minimize the potential biases. Initially, employees were informed about the objectives and importance of the survey. Questionnaires were distributed and schedules were prearranged as per employee's availability. The surveyor-maintained anonymity for all participants to foster trust and encourage. Employees' participation in the survey was voluntary. Survey maintained the confidentiality and anonymity of responses strictly throughout the process. Information was collected and analyzed without attributing individual identities using SPSS IBM 16 version.

## RESULTS

Among the responded employees there were 52% female and rest were male with  $39 \pm 8.47$  mean age with standard deviation. Among 177 participants 57% were technical roles and rest 43% in administrative roles. Regarding the education level of participants 30% were PCL, followed by under PCL 29 %, master level were 22% and 19 % bachelor level. According to the level of participants

50% were assistant level and followed by 29%, 11%, 9%, and 1 % Helper, officer, ophthalmologist and other respectively. There were 63% are Permanent

<b>Table 1. Sociodemographic characteristic of the respondents. (n=177)</b>	
<b>Variables</b>	<b>Frequency (%)</b>
<b>Sex</b>	
Male	85 (48%)
Female	92 (52%)
<b>Marital status</b>	
Married	159 (90%)
Unmarried	18 (10%)
<b>Work nature</b>	
Technical	101 (57%)
Administrative	76 (43%)
<b>Education level</b>	
Under PCL	51 (29%)
PCL	53 (30%)
Bachelor	34 (19%)
Master/MD/PHD	39(22%)
<b>Employment type</b>	
Ophthalmologist	16(9%)
Officer	19(11%)
Assistant	89 (50%)
Helper	51 (29%)
Others	2 (1%)
<b>Service type</b>	
Permanent	112 (63%)
Contract	65 (37%)

employees and remaining 37% were in contract. Ninety percent participants were married (Table 1). The survey results provide insights into employee perceptions across various aspects of their work environment. A substantial majority find their work interesting, with 91% (34% strongly agree and 57% agree) expressing positive feelings about job engagement. Similarly, 82% feel their job responsibilities are clearly defined, indicating role clarity is generally strong. When it comes to recognition and reward, only 59% agree their contributions are adequately acknowledged, while 27% disagree, showing room for improvement in this area. Regarding workplace respect and trust, 70% feel positively, though 11% express dissatisfaction. Promotion policies are perceived less favorably; only 43% agree there is a fair and timely promotion policy, whereas 36% disagree, signaling significant concern about career advancement fairness. Communication from management is viewed positively by 60%, but 20% feel information flow is insufficient. Training adequacy is another challenge, with only 44% satisfied and 42% feeling training is inadequate. Feedback and early intervention systems also show mixed responses, as less than half (45%) agree these mechanisms are frequent, while nearly 30%

<b>Table 2. Satisfaction of respondents on each statement.</b>					
<b>Statement</b>	<b>SA n(%)</b>	<b>A n(%)</b>	<b>N n(%)</b>	<b>D n(%)</b>	<b>SD n(%)</b>
I find my work interesting	59(34)	101(57)	12(6)	4(2)	1(1)
My job responsibility is clearly defined	42(24)	102(58)	19(10)	10(6)	4(2)
I feel my contributions are adequately recognized and rewarded.	28(16)	76(43)	25(14)	31(18)	17(9)
I am treated with trust and respect	30(17)	93(53)	35(19)	15(9)	4(2)
I feel there is fair and timely promotion policy	13(8)	61(35)	37(21)	47(26)	18(10)
Management communicates all the information I need to perform my job effectively.	15(9)	90(51)	37(20)	28(16)	6(4)
I receive an adequate level of training as per need.	14(8)	64(36)	24(14)	57(32)	17(10)
There is frequent feedback and early intervention system.	11(6)	68(39)	43(24)	42(24)	12(7)
My supervisor is supportive to me	35(20)	104(59)	26(14)	10(6)	1(1)
I believe my job is secure	39(22)	80(46)	37(21)	13(7)	7(4)
I am Proud to work for this hospital	80(46)	83(47)	13(7)	0	0
I feel there is good Leadership style in the hospital.	28(16)	70(40)	49(28)	23(13)	6(3)
The office/department where I work is well managed	23(13)	83(47)	39(23)	27(15)	4(2)
I am given enough authority to make decisions; I need to make	14(8)	71(40)	47(27)	40(23)	4(2)
My salary is appropriate based on my responsibilities and experience.	28(16)	88(50)	31(18)	20(11)	9(5)

SA: Strongly agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly disagree.

disagree. Supervisory support is a strong point, with 79% feeling supported by their supervisors. Job security is perceived by 68% of respondents, though a notable 11% feel insecure. A very high percentage (93%) are proud to work for the hospital, reflecting strong organizational loyalty. Leadership style and departmental management receive moderate support, with about 56% and 60% respectively agreeing these are good or well-managed, while a significant portion remains neutral or dissatisfied. Regarding authority in decision-making, less than half (48%) feel empowered, and 25% disagree, indicating limited autonomy. Salary satisfaction is moderate, with 66% finding their pay appropriate, but 16% are dissatisfied (Table 2).

The overall satisfaction 65% satisfied (19% very satisfied, 46% satisfied) with their job, whereas 27% felt average and 8 % (5% dissatisfied, 3% very dissatisfied) felt dissatisfied with their job. (Figure 1).



Figure 1. Overall Job satisfaction level. (n=176)

## DISCUSSION

The employee satisfaction survey conducted at LEIRC Hospital provides valuable insights into the overall job satisfaction and specific aspects of the work environment. The findings highlight both strengths and areas for improvement in employee engagement, recognition, and organizational policies. A significant 91% of employees agreed that they find their work interesting (34% strongly agree, 57% agree), suggesting high engagement levels. Similarly, 82% felt that their job responsibilities were clearly defined, an essential factor in ensuring productivity and reducing role ambiguity.<sup>6</sup> A critical concern emerging from the

survey is the perception of recognition and reward, where only 59% felt adequately recognized, while 27% disagreed or strongly disagreed. Employee recognition is a key driver of motivation and retention, and research suggests that organizations with strong reward systems tend to have higher employee engagement.<sup>7</sup> Addressing this gap through structured recognition programs could enhance job satisfaction. While 70% of employees felt treated with trust and respect, 11% disagreed. Similarly, leadership perception showed mixed results, with 56% agreeing that there is good leadership but 16% disagreeing. Effective leadership is crucial for fostering a positive work environment and should be addressed through leadership training programs.<sup>8</sup> The survey highlighted dissatisfaction with promotion policies, with only 43% agreeing that promotions were fair and timely, whereas 36% disagreed. Career development opportunities significantly impact retention, and organizations that offer clear career advancement paths experience lower turnover.<sup>9</sup>

While 60% agreed that management communicates essential information, 20% disagreed. Additionally, the feedback system received a lower satisfaction rate, with only 45% agreeing that there was frequent feedback and early intervention. Improving internal communication and feedback mechanisms can enhance transparency and employee engagement.<sup>10</sup> Only 44% felt they received adequate training as per their needs, whereas 42% disagreed. Effective training programs contribute to professional growth and workplace efficiency.<sup>11</sup> Implementing structured training initiatives can bridge this gap. A positive outcome of the survey is that 79% of employees felt supported by their supervisors. Moreover, 68% perceived their job as secure, a critical factor in employee retention and mental well-being.<sup>12</sup> An encouraging 93% of employees expressed pride in working for the hospital, indicating a strong sense of belonging and loyalty. However, when evaluating departmental management, only 60% agreed that their department was well-managed, with 17% disagreeing. Addressing management

concerns through leadership development could further enhance workplace efficiency.

Only 48% of employees agreed that they had enough authority to make decisions, and 25% disagreed. Empowering employees with decision-making capabilities fosters a culture of trust and innovation.<sup>13</sup> Furthermore, salary satisfaction remains an area of concern, with only 66% agreeing that their salary was appropriate, while 16% disagreed. Competitive compensation structures aligned with industry standards could help address this issue. Salary and allowance, Training, opportunity for promotion, reward, decision making role are the influencing factors of job satisfaction.<sup>14</sup> Organization's progress is determined by the quality of its employees. Employees performance can increase through extra attention from management, training and compensation, high engagement, it can be done by regular surveys of employees.<sup>15</sup> The survey results indicate that the majority of employees are satisfied with their jobs, with 46% responding as "Satisfied" and 19% as "Very Satisfied." However, a notable 27% rated their satisfaction as "Average," and 8% (Dissatisfied/Very Dissatisfied) expressed concerns regarding their work experience. While these figures suggest a generally positive sentiment, the presence of dissatisfaction warrants further investigation into the factors affecting employee morale. Despite highly engagement level, clear job responsibility and pride to work at the institute,

lack of proper recognition and reward system, fair promotion policy, dissatisfaction with salary and compensation suggests more investigation in the satisfaction survey of the employee.

## CONCLUSIONS

The survey results provide a comprehensive overview of employee satisfaction at LEIRC/SRASE Hospital. While employees express high levels of engagement, supervisor support, and institutional pride, there are notable concerns regarding recognition, promotion fairness, training, and feedback mechanisms. Addressing these aspects through structured policies, enhanced communication strategies, training and development programs can contribute to a more positive work environment and improved job satisfaction. Further qualitative analysis, such as focus group discussions, may provide deeper insights into specific employee concerns.

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**Conflict of interest:** None

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