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Understanding Job Satisfaction in Paramedical Staff: The Interplay of Organizational Commitment, Locus of Control, Experience, and Marital Status

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Abstract

The present study aims to investigate the impact of organizational commitment, locus of control, experience, and marital status on job satisfaction among paramedical staff. A set of tools containing job satisfaction, organizational commitment, locus of control, and biographical data sheets were used to gather data from a sample of paramedical staff. The collected data were then analyzed using t-tests to determine if there are any significant differences between the various groups that make up the paramedical staff population. The findings of the study revealed several significant relationships between the variables of interest. Firstly, it was found that the highly committed group of paramedical staff exhibited higher levels of job satisfaction compared to their counterparts. Secondly, a significant difference was observed between the level of job satisfaction experienced by internally controlled and externally controlled paramedical staff. The internally controlled group, characterized by a belief in their ability to influence events, reported significantly higher levels of job satisfaction than their externally controlled counterparts. Furthermore, the study revealed that highly experienced paramedical staff exhibited a significantly greater degree of job satisfaction compared to their less experienced counterparts. Lastly, it was found that married staff reported significantly higher levels of job satisfaction compared to unmarried counterparts. These findings highlight the importance of considering these factors when designing and implementing strategies to enhance job satisfaction among paramedical staff.

Keywords: Job Satisfaction, Organizational Commitment, Locus of Control, Biographical information blank, descriptive statistics

Introduction

Job satisfaction is a crucial aspect of work-life that influences the overall well-being and performance of employees (Allam, George, Yahia, & Malik, 2023). In the multifaceted dimension of life, the study of job satisfaction becomes more important for the development of an organization. The fast pace of change and development has caught the attention of psychologists and management scientists towards the employees' views, attitudes, practices, and styles of life (Allam, 2017). This heightened interest in employees' satisfaction stems from the realization that a satisfied workforce plays a significant role in the development of an organization (Agsaoay, Leochico, & Medina, 2022). However, Job satisfaction refers to the positive feelings or attitudes that employees have towards various aspects of their work

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(Thompson & Phua, 2012). It involves a combination of intrinsic and extrinsic factors, encompassing both job content and work environment. The level of job satisfaction has important implications for both individuals and organizations. For organizations, job satisfaction is crucial for several reasons. Firstly, it impacts employee performance and productivity. Satisfied employees are more likely to be engaged, motivated, and committed to their work, resulting in higher levels of productivity and quality. This leads to enhanced organizational success and a positive impact on overall performance. Secondly, job satisfaction influences employee turnover. When employees are satisfied in their roles, they are less likely to seek alternative job opportunities. This reduces the costs associated with turnover, including recruitment, training, and onboarding. By maintaining a stable and engaged workforce, organizations can optimize their operations and achieve sustainable growth (Moorman, 1993). Various researchers defined job satisfaction and the pioneer of job satisfaction (Hoppock, 1935) described job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say, ‘I am happy with my job.’”. According to (Robbins & Judge, 2017), job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction will have a positive attitude toward their job. Job satisfaction is a pleasant or unpleasant emotional state for employees in viewing their work.

In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. It is a complex construct that encompasses various dimensions and is closely tied to employee satisfaction, performance, and organizational success (Bodjrenou, Xu, & Bomboma, 2019). Over the years, organizational scientists have developed numerous definitions of organizational commitment, leading to the proliferation of different models and scales to measure it. One influential model in this field is (Meyer & Allen, 1997) model of commitment. Developed in the 1990s, this model aimed to integrate numerous definitions of commitment that had been proliferating in literature. By providing a synthesized framework, Meyer and Allen's model aimed to provide a comprehensive understanding of organizational commitment. Meyer and Allen's model consists of three distinct components: affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1991) and (Meyer & Allen, 1997). These components represent different psychological processes underlying an individual's commitment to the organization. Affective commitment refers to an employee's emotional attachment to the organization (Allen & Meyer, 1990). It involves feelings of identification, pride, and involvement in the success of the organization. Employees with high affective commitment are generally motivated to contribute to the success of the organization and view their work as meaningful and rewarding (Allen & Meyer, 1991). Continuance commitment refers to an employee's intention to stay with the organization despite opportunities for alternative employment. It involves a sense of obligation, loyalty, and the belief that the organization provides a better opportunity than alternative options (Allen & Meyer, 1991). Employees with high continuance commitment are typically committed to the organization's goals and values, and they are less likely to seek alternative employment. Normative commitment refers to an employee's identification with the organization's goals and values. It involves a sense of obligation to live up to the organization's expectations and maintain professional behavior. Employees with high normative commitment are motivated to contribute to the organization's success because they feel they are upholding ethical standards (Allen & Meyer, 1991) and (Valaei & Rezaei, 2016).

There are three dimensions of organizational commitment: affective commitment, continuance

commitment, and normative commitment. These dimensions were outlined by (Meyer & Allen, 1991), (Meyer & Allen, 1997) and (Meyer, Becker, & Van Dick, 2006). Affective Commitment refers to the employees' emotional attachment, identification with, and involvement in the organization. Continuance Commitment refers to the employees' assessment of whether the cost of leaving the organization is greater than the cost of staying. Normative Commitment refers to the employees' feeling of obligation to the organization.

Locus of control is the degree to which individuals believe that they, as opposed to external forces beyond their influence, have control over the outcome of events in their lives (Rotter, 1966). This psychological concept was developed by Julian B. Rotter in 1954 and has since become an integral part of personality psychology. The locus of an individual's control can be categorized as either internal, where they believe they have the power to shape their own destiny, or external, where they attribute life's outcomes to factors beyond their control. The locus of an individual's control is a subjective perception, rooted in their beliefs and attitudes about their ability to influence their surroundings (Rotter, 1975). It is influenced by various factors such as genetics, upbringing, life experiences (Nodoushan, 2012), and cultural influences (Rotter, 1990). People with an internal locus of control tend to attribute success to their own efforts and abilities, while individuals with an external locus of control are more likely to attribute their outcomes to luck, fate, or external circumstances (Rotter, 1954) and (Rotter, 1990).

Review of Literature

Various studies have been conducted on the globe on organizational commitment, locus of control, and biographical blank with job satisfaction. However, very few researchers have initiated studies specifically focusing on paramedical staff, particularly in the context of India. Paramedical staff play a crucial role in the healthcare system, providing essential support to medical professionals. Their dedication and commitment are crucial for ensuring the smooth functioning of healthcare facilities. However, not much research has been conducted on their organizational commitment, locus of control, and biographical blank in relation to job satisfaction in the context of India.

Organizational Commitment and Job Satisfaction

Organizational commitment and job satisfaction are vital factors that contribute to the success and productivity of employees within an organization (Allen & Meyer, 1996), (Azeem, 2010) and (Allam, 2013). Employees who have a strong sense of organizational commitment are more likely to stay with the company for a longer period of time (Azeem, 2010), leading to increased stability and decreased employee turnover (Allen & Meyer, 1991). Furthermore, individuals with a high level of job satisfaction are more likely to be motivated and engaged in their work, resulting in higher levels of productivity and overall job performance (Valaei & Rezaei, 2016) and (Allam, 2017). These factors, organizational commitment, and job satisfaction are interrelated and mutually reinforced, as employees who feel committed to their organization are more likely to derive satisfaction from their job (Meyer & Allen, 1997). Organizational commitment and job satisfaction are crucial factors in understanding the relationship between employees and their organizations (Ozgedik & Guney, 2023) and (Robbins & Judge, 2017). These factors have been extensively studied, with various theories and models being developed to explain their influence on employee behavior and performance (Robbins & Judge, 2017) and (Allen & Meyer, 1990). According to (Ozgedik & Guney, 2023) conducted an investigation in Istanbul, Turkey, and revealed that there is a positive and significant relationship between employee job satisfaction and organizational commitment. However,

(Guneh & Darici, 2023) mentioned that people spend the most important hours of their day working. In order to enjoy this time, they must be satisfied with their work. A high level of job satisfaction and organizational commitment makes an employee more attentive and enjoyable. The organization achieves its goals and objectives by utilizing all the resources at its disposal (Astuti, Safitri, Setrojoyo, & Wibowo, 2023).

Moreover, (Faisal-E-Alam & Nahar, 2022) have pointed out that employee satisfaction and commitment are major concerns for Nationalized Commercial Banks (NCBs) in Bangladesh due to the nature of their organizations. This study aimed to evaluate the impact of employee job satisfaction on three levels of firms' commitment, including affective, continuance, and normative commitment, within NCBs in Bangladesh. The researchers used a cross-sectional research design and conducted a quantitative survey research. A sample of 100 employees from four NCBs in Khulna City filled up the questionnaire. The results indicated that employees' job satisfaction is positively related to affective commitment (AC). Additionally, employee job satisfaction significantly predicts continuance commitment (CC). Finally, the findings also show that employee job satisfaction positively impacts normative commitment (NC).

In recent years, scholars (Elrayah & Mabkhot, 2023) have highlighted the critical role of organizational commitment in the success and growth of an organization. This commitment leads to increased job satisfaction, lower turnover rates, improved performance, a more positive organizational culture, and increased customer satisfaction. This research aims to emphasize the relationship between organizational commitment and turnover intention, while taking into account the mediating role of job satisfaction and work environment. The findings of this study indicate that organizational commitment has a substantial and statistically significant influence on job satisfaction and turnover intention. Additionally, the work environment and job satisfaction play a mediating role in the relationship between organizational commitment and turnover intention, and it is aligned with the findings of (Harini, Luddin, & Hamidah, 2019) and (Astuti, Safitri, Setrojoyo, & Wibowo, 2023)

Locus of Control and Job Satisfaction

Locus of control, defined as the degree to which individuals believe they can control events that affect them, has been a widely studied concept in the field of organizational psychology (Rotter, 1990). It has been found to have a significant impact on job satisfaction, which is a critical aspect of employees' well-being and organizational performance (Gangai, Mahakud, & Sharma, 2016). Several research studies have investigated the relationship between locus of control and job satisfaction and have identified various factors that influence this association. (Marco, Cobb-Clark, & Uhlendorff, 2015) found that individuals with an internal locus of control tend to search more for jobs and have lower reservation wages. This finding suggests that individuals who believe they have control over their circumstances are more proactive in seeking employment opportunities. Building on this, (Jadidian & Duffy, 2012) reported a positive correlation between internal locus of control and job satisfaction. This indicates that individuals who perceive themselves as having control over their work environment are more likely to experience job satisfaction. (Wang, Bowling, & Eschleman, 2010) conducted a meta-analytic examination and found that work locus of control generally yields stronger relationships with work-related criteria, including job satisfaction. This suggests that individuals' perceptions of control within the work environment are closely linked to their overall job satisfaction. However, the specific aspects of work locus of control that contribute most significantly to job satisfaction warrant further investigation.

(Chao, Jou, Liao, & Kuo, 2016) reported that internal job seekers set higher reservation wages than external job seekers and may search more intensively. This finding suggests that the interaction between locus of control and job search behaviors may have implications for job satisfaction. Future research could delve deeper into the nuanced ways in which locus of control influences job search strategies and subsequent job satisfaction outcomes. Additionally, (McGee, 2015) highlighted a moderate correlation between work locus of control and academic satisfaction, as well as a strong correlation with career decision self-efficacy. This opens up avenues for further exploration of the broader implications of locus of control beyond job satisfaction. For example, future research could investigate how locus of control influences other career-related outcomes, such as job performance and career advancement.

The research by (Mulki & Lassk, 2019) demonstrated a positive correlation between internal locus of control and job satisfaction. Employees who believe that they have control over their work-related outcomes tend to experience higher levels of job satisfaction. This finding is consistent with the study by (Vijayashreea & Jagdishchandrab, 2011) which also reported a positive association between internal locus of control and job satisfaction among PSU employees. These findings highlight the importance of internal locus of control in fostering positive attitudes towards work and job-related experiences.

According to (Gangai, Mahakud, & Sharma, 2016), employees in different organizational sectors have a positive relationship between locus of control and job satisfaction. In their study, (Sari & Krishna, 2021) aimed to determine the factors that contribute to employee performance. The study examined the impact of locus of control, motivation, job satisfaction, and compensation. The authors used qualitative methods and library research to write their scientific article. The findings suggest that locus of control, motivation, job satisfaction, and compensation all have a positive and significant effect on employee performance and this finding is consistent with the study by (Yuwono, et al., 2020). Moreover, (Gagne, et al., 2022) explored the future of work through the lens of self-determination theory. The study emphasized the importance of autonomy and perceived control in enhancing job satisfaction and motivation. Locus of control, as a related construct, aligns with the principles of self-determination theory by highlighting the impact of internal versus external control beliefs on employees' satisfaction and well-being.

Biographical Characteristics and Job Satisfaction

Biographical characteristics, such as age, gender, and education level, have a significant impact on job satisfaction. Studies have shown that factors such as age, gender, marital status, and educational level can influence an individual's level of job satisfaction (Allam & Reddy, 2007). For example, younger employees may prioritize career growth and development opportunities, while older workers may value job stability and work-life balance (Allam & Shaik, 2020). Similarly, research has indicated that gender and marital status can also play a role in job satisfaction, with married individuals often reporting higher levels of job satisfaction compared to their unmarried counterparts.

The influence of gender and age on job satisfaction has been studied extensively. Female teachers were found to have higher levels of job satisfaction compared to male teachers, and elderly professionals showed higher satisfaction compared to younger professionals (Toropova, Myrberg, & Johansson, 2021) and (Zeffane & Melhem, 2017). However, Wahyudi (2018) conducted a study to determine the effect of work experience and job satisfaction on the performance of lecturers at Pamulang University. The research design used was quantitative with a descriptive approach. The results of the study showed that an individual's work

experience significantly affects their performance. Furthermore, the analysis revealed a positive correlation between work experience and job satisfaction. Also, (Soni, Chawla, & Sengar, 2017) investigated the relationship between job satisfaction and employee experience and its impact on job satisfaction. The data were collected using a questionnaire with a sample size of 40. The study examined the correlation between job satisfaction and employee experience in various companies with respondents aged between 25-40 years. A correlation and regression test were conducted to test the hypothesis, which revealed that there is a positive relationship between job satisfaction and employee experience. These findings are aligned with the research conducted by (Gesinde & Adejumo, 2014) and another researcher (Bhandari & Soni, 2015), in terms of work experience and job satisfaction.

The researchers (Bauer & Sousa-Poza, 2015) highlight the impacts of informal caregiving on caregiver employment, health, and family. This study emphasizes the challenges faced by married individuals who are responsible for caregiving, which can potentially impact their job satisfaction. This insight suggests that the caregiving roles within a marriage can have implications for the job satisfaction of the individuals involved. This finding is aligned with the result of (Wood & Menezes, 2011).

(Green & Elliott, 2010) conducted a study that revealed the significant impact of marital status on job satisfaction. The study found that single, married, and divorced individuals exhibited different levels of commitment, job stress, job satisfaction, and turnover intention. This suggests that marital status plays a crucial role in shaping an individual's perception of job satisfaction.

Furthermore, the study by (Tang, Siu, & Cheung, 2014) highlighted the mediating role of work-family enrichment in the relationship between work support and job satisfaction among Chinese employees. This emphasizes the intricate connection between marital status, family responsibilities, and job satisfaction, indicating that individuals' family dynamics can significantly influence their job satisfaction levels.

In addition, the research by (Steenbergen, Kluwer, & Karney, 2011) delved into the trajectory of marital satisfaction in newlyweds, with a focus on job satisfaction, gender, and parental status as moderators. The findings indicated that workload and job satisfaction have a direct impact on marital satisfaction, thus highlighting the interplay between marital status, job satisfaction, and overall life satisfaction.

Objectives of the Study

The impact of socio-economic and cultural issues, organizational commitment, locus of control, and job satisfaction among Indian workers has been the subject of limited research. However, upon reviewing the existing literature, certain sectors have been identified that require further investigation. The current study aimed to determine the relationships between age, work experience, organizational commitment, locus of control, and job satisfaction among paramedical staff. Additionally, this research aimed to explore the effects of age, experience, organizational commitment, and locus of control on job satisfaction.

Hypothesis

To attain the objectives of the study, several null hypotheses were formulated and verified to draw conclusions based on the results obtained.

H01: *There would not be a significant relationship between age, work experience, organizational commitment, locus of control and job satisfaction.*

H02: *There would not be significant effect of affective commitment on job satisfaction.*

H03: *There would not be significant impact of normative commitment on job satisfaction.*

H04: *There would not be significant influence of continuance commitment on job satisfaction.*

H05: *There would not be a significant effect of overall organizational commitment on job satisfaction.*

H06: *There would not be significant impact of internal and external locus of control on job satisfaction.*

H07: *There would not be significant effect of age on job satisfaction of paramedical staff.*

H08: *There would not be significant influence of work experience on job satisfaction.*

H09: *There would not be a significant effect of social status on job satisfaction.*

Methodology

Sample: The respondents of the present study consisted of 200 paramedical professionals, with a range of work experience between 1 and 30 years. The ages of the respondents varied between 19 and 56 years, and they were selected randomly from Aligarh, India.

Instruments Used: As part of the investigation, the following instruments were utilized:

- ✚ **Organizational Commitment Scale:** To measure organizational commitment, the (Shawkat & Anasari, 2001) scale was used. The scale contains fifteen items, categorized into three dimensions, ranging from strongly agree to strongly disagree. The three types of commitment are affective commitment, continuance commitment, and normative commitment. The total range of scores is 15 to 105 points. Two items are negatively phrased, and the scores of those items were reversed. Higher scores indicate higher levels of commitment. The scale has a split-half reliability coefficient of 0.80 and a congruent validity coefficient of 0.76.
- ✚ **Rotter's Locus of Control scale:** To identify groups that are internally and externally controlled, Rotter's Locus of Control scale (Rotter, 1966), adopted by the American Psychological Association (1971), was used. The scale consists of ten pairs of statements, categorized as "A" and "B". It has been confirmed that the results related to the study's scale are consistent and accurate, as reliability and validity have been established.
- ✚ **Job Satisfaction Scale:** To measure job satisfaction, a questionnaire was developed and standardized by (Singh, 1987). The rating scale ranges from highly satisfied to highly dissatisfied, with a score of 1 to 5. The test was found to be reliable at .96 using the split-half method.
- ✚ **Biographical Information Sheet:** Subjects' age, social status, and work experience were collected through a self-made biographical information sheet.

Data Analysis: Considering the study's objectives, the t-test was selected over other statistical methods for analyzing the data.

Procedure: set of questionnaires was given to paramedical staff. Over 400 questionnaires were randomly distributed to respondents, but the researchers only received 226 completed questionnaires. Respondents were given enough time to answer the questions at their own pace. The collected data was scored and analyzed using t-tests to determine significant differences between various groups based on the variables studied.

Ethics: The present study was conducted with utmost regard for ethical considerations. Firstly, the researchers received a supporting letter from the administrative office to conduct the study.

Secondly, the investigators provided participants with information about the study's objectives and informed them that participation was voluntary. Finally, participants were assured that their responses would remain confidential and that the research was solely for academic purposes. The findings would not be disclosed to higher authorities.

Results and Discussions

Table 1: Descriptive Statistics Showing Mean, Sd. And Inter Correlations Between Variables Studied Among Paramedical Staff (N=200).

Variables Studied	Mean	Sd	F1	F2	F3	F4	F5	F6	F7	F8
1. Age (F1)	45.39	7.570	-							
2. Experience (F2)	20.82	8.280	.821**	-						
3. Affective Commitment (F3)	17.95	4.712	-.042	-.020	-					
4. Normative Commitment (F4)	18.28	4.199	.057	.079	.151*	-				
5. Continuance Commitment (F5)	19.08	4.276	-.111	-.075	.479**	.327**	-			
6. Overall Commitment (F6)	55.30	9.755	-.044	-.008	.758**	.647**	.811**	-		
7. Locus of Control (F7)	6.14	2,127	.052	-.046	-.136	-.070	-.093	-.137	-	
8. Job Satisfaction (F8)	73.32	8.420	.079	.162*	-.228**	-.132	-.131	-.225**	.223**	-

** . Correlation is significant at the 0.01 level.

* . Correlation is significant at the 0.05 level.

According to Table 1, descriptive statistics showing mean, standard deviation and inter correlation between age, experience, organizational commitment, locus of control and job satisfaction of paramedical staff. Age and experience revealed highest significant positive correlation ($r = .821$, $P < .01$) although age and job satisfaction showed insignificant positive correlation ($r = .079$). Work experience and job satisfaction has significant positive correlation ($r = .162$, $P < .05$). In contrast to age and work experience, affective commitment has a significant negative relationship with job satisfaction ($r = -.228$, $P < .01$) whereas normative commitment and continuance commitment showed insignificant inverse correlation with job satisfaction among paramedical staff. Overall organizational commitment and job satisfaction revealed inverse significant correlation ($r = -.225$, $P < .01$). There is a significant positive correlation observed between Locus of control construct and job satisfaction ($r = .223$, $P < .01$) among paramedical staff.

Table2: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of High Affective Commitment and Low Affective Commitment Paramedical Staff (N=200).

Affective Commitment	N	Mean	Std. Deviation	Std. Error Mean	t
High Affective Commitment	122	72.03	8.930	.809	2.737**
Low Affective Commitment	78	75.32	7.158	.810	

** . Significant at the 0.01 level

* . Significant at the 0.05 level

Table 2 shows that employees who had high and low affective commitment had a mean score of 72.03 and 75.32, respectively, with standard deviations of 8.930 and 7.158. The t-value of 2.737 at a 0.01 level indicated that there was a statistically significant difference between the two groups. Therefore, the hypothesis was rejected, and it was concluded that the two groups of employees differed significantly. These findings are consistent with previous research conducted by Meyer and Allen (Meyer & Allen, 1997), (Allam, 2013) and (Hashish, 2017).

Table 3: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of High Normative Commitment and Low Normative Commitment Paramedical Staff (N=200).

Normative Commitment	N	Mean	Std. Deviation	Std. Error Mean	t
High Normative Commitment	127	72.60	8.991	.798	1.59 ^{NS}
Low Normative Commitment	73	74.56	7.211	.844	

NS- Not Significant.

In Table 3, we can observe that the average normative commitment for the high and low groups was 72.60 and 74.56, respectively, with standard deviations of 8.991 and 7.211. The t-value was 1.59, which was not statistically significant. The findings indicated that there were no significant differences between the two categories of workers. Therefore, we did not reject the hypothesis.

Table 4: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of High Continuance Commitment and Low Continuance Commitment Paramedical Staff (N=200).

Continuance Commitment	N	Mean	Std. Deviation	Std. Error Mean	t
High Continuance Commitment	140	72.59	8.592	.726	1.88 ^{NS}
Low Continuance Commitment	60	75.02	7.810	1.008	

NS- Not Significant.

It can be seen in Table 4 that the mean job satisfaction of continuance commitment for high and low groups were found 72.59 and 75.02 with SDs of 8.592 and 7.810 respectively. The t-value was 1.88, which is not statistically significant. The results showed no significant differences between the two groups of employees. As a result, the proposed hypothesis was accepted.

Table 5: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of High Overall Commitment and Low Overall Commitment Paramedical Staff (N=200).

Overall Organizational Commitment	N	Mean	Std. Deviation	Std. Error Mean	t
High Overall Organizational Commitment	102	71.44	9.077	.899	3.289**
Low Overall Organizational Commitment	98	75.27	7.220	.729	

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It is evident from the above Table 5 that the mean of overall organizational commitment for high and low groups was 71.44 and 75.27, respectively, with SDs of 9.077 and 7.220. The t-value was 3.289, which is statistically significant at 0.01 level. The results showed significant differences between the two groups of employees. As a result, the hypothesis was rejected. The results is aligned with earlier researchers (Allen & Meyer, 1990) (Allam, 2013) (Hashish, 2017) (Qing, Asif, Hussain, & Jameel, 2020) and (Ozgedik & Guney, 2023) .

Table 6: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of Internal Locus of Control and External Locus of Control Paramedical Staff (N=200).

Locus of Control	N	Mean	Std. Deviation	Std. Error Mean	t
Internal Locus of Control	107	77.07	5.997	.580	7.67**
External Locus of Control	93	69.00	8.760	.908	

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

Based on Table 6, it can be observed that the mean of the internal locus of control and external locus of control for two groups was 77.07 and 69.00, respectively, with standard deviations of 5.997 and 8.760. The t-value was 7.67, indicating statistical significance at the 0.01 level. The results showed significant differences between the two groups of employees. Therefore, the hypothesis was rejected. These findings are consistent with earlier research conducted by (Allam & Reddy, 2007) (Al Kahtani & Allam, 2013) (Gangai, Mahakud, & Sharma, 2016) (Chen, Li, & Leung, 2016) and (Irshad, Muhammad, Zafeer, & Maqbool, 2020)

Table7: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of High Age and Low Age Paramedical Staff (N=200).

Age	N	Mean	Std. Deviation	Std. Error Mean	t
High Age	143	73.29	9.200	.769	.057 ^{NS} .
Low Age	57	73.37	6.111	.809	

NS- Not Significant.

Table 7 shows mean job satisfaction 73.29 for high age and 73.39 for low age paramedical staff with standard deviation 9.20 and 6.111 respectively. The two groups of paramedical staff compared job satisfaction and calculated t- value found .057 which is not significant. The result showed that the age of employees did not affect the levels of job satisfaction. Although in several researches are evident that elderly professionals showed higher satisfaction compared to younger professionals (Toropova, Myrberg, & Johansson, 2021) and (Zeffane & Melhem, 2017) contrary to present research. The proposed null hypothesis was accepted that there is no significant effect of age on job satisfaction of paramedical staff.

Table 8: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of High Experience and Low Experience Paramedical Staff (N=200).

Experience	N	Mean	Std. Deviation	Std. Error Mean	t
High Experience	105	75.12	8.156	.796	3.27**
Low Experience	95	71.32	8.295	.851	

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

According to Table 8, the mean of high experience and low experience employees was 75.12 and 71.32, respectively, with standard deviations of 8.156 and 8.295. A t-value of 3.27 indicates

statistical significance at the level of 0.01. It was shown that there was a significant difference between the two groups. Therefore, the hypothesis was rejected. Research conducted (Allam & Reddy, 2007) (Steenbergen, Kluwer, & Karney, 2011) (Robbins & Judge, 2017) (Davidescu, Apostu, Paul, & Casuneanu, 2020) and (Lee & Kim, 2023) supports these findings of (Gesinde & Adejumo, 2014) and another researcher (Bhandari & Soni, 2015).

Table 9: Group Statistics Showing Mean, Sd. And T- Value on Job Satisfaction of Married and Unmarried Paramedical Staff (N=200).

Social Status	N	Mean	Std. Deviation	Std. Error Mean	t
Married	133	74.36	8.548	.741	2.51**
Unmarried	67	71.24	7.814	.955	

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was observed based on Table 7 that the mean of married and unmarried individuals in two groups was 74.36 and 71.24 respectively, with standard deviations of 8.548 and 7.814. The t-value was 2.51, indicating statistical significance at the 0.01 level. The results revealed significant differences between the two groups of employees. Hence, the proposed hypothesis was rejected. These findings are consistent with previous research conducted by (Allam & Reddy, 2007) (Bhandari & Soni, 2015) (Steenbergen, Kluwer, & Karney, 2011) (Al Kahtani & Allam, 2013) and (Davidescu, Apostu, Paul, & Casuneanu, 2020).

Conclusion

In today's global competitive professional environment, job satisfaction plays a crucial role in the development of employees' moral and physical skills, performance, and organizational success. Organizational commitment also plays a significant role in the success of the organization. However, individuals have the ability to shape their behavior based on their skills and beliefs, known as locus of control. In this research, an attempt has been made to explore the relationships between social status, work experience, overall organizational commitment, and their facets, as well as the impact of locus of control on job satisfaction. To investigate the relationships between job satisfaction, social status, work experience, overall organizational commitment, and their facets, a mixed-methods approach was employed. Data collection involved administering a survey questionnaire to a sample of employees. The survey included measures assessing job satisfaction, social status, work experience, overall organizational commitment, and their facets. Data were analyzed using both descriptive and inferential statistics with the assistance of the SPSS package. The findings revealed a positive correlation between various variables, including organizational commitment and two facets, with job satisfaction. Additionally, a significant relationship was observed between locus of control and job satisfaction. Moreover, it was found that married and unmarried individuals, individuals with high and low experience, individuals exhibiting internal and external locus of control, individuals with high and low overall organizational commitment, and those with high and low affective commitment exhibited significant differences in relation to their job satisfaction. However, high and low groups of normative and continuance organizational commitment did not significantly differ with job satisfaction. It is important to note that the outcomes obtained may vary due to socio-cultural effects, which can vary from country to country and even within different regions of the same country (Dewi & Abadi, 2023). Therefore, it is crucial to consider these factors when interpreting the results.

Suggestions and limitation of the study

In today's competitive business landscape, organizations recognize the importance of maintaining high job satisfaction and organizational commitment among their employees (Faisal-E-Alam & Nahar, 2022). These two factors play a crucial role in determining the success and growth of an organization. In order to improve job satisfaction and organizational commitment, several suggestions have been put forth. These suggestions aim to motivate employees, foster trust among colleagues, and create a sense of fairness and recognition (Allam, George, Yahia, & Malik, 2023). By implementing these strategies, organizations can enhance employee satisfaction, improve employee retention, and ultimately contribute to the overall success of the organization. The fair HR strategies should be considered for the growth of the organization (Chao, Jou, Liao, & Kuo, 2016). Organizations can motivate employees by providing clear goals, meaningful work, and opportunities for growth and development. Additionally, offering incentives and rewards for achieving performance targets can further enhance motivation and job satisfaction (Al Kahtani, Khan, & Allam, 2016). Developing the internal locus of control among employees is another key strategy to improve job satisfaction and organizational commitment (Nodoushan, 2012). Internal locus of control is the belief that individuals have the power to control their own outcomes and influence their environment. Organizations can help employees develop this internal locus of control by providing them with opportunities for learning and development (Jacob, 2023). This could include providing training programs, mentorship opportunities, and constructive feedback. By empowering employees to take control of their own careers and personal development, organizations can increase their job satisfaction and commitment to the organization (Rotter, Some problems and misconceptions related to the construct of internal versus external control of reinforcement, 1975). By implementing these strategies, organizations can attract and retain top talent, drive innovation, and achieve long-term success. This study has certain limitations that need to be addressed. However, there are also avenues for future research that can enhance the credibility of the results. By employing different samples, tools, and statistics, researchers can strengthen the validity and reliability of the findings and researchers can contribute to a more comprehensive understanding of the research topic (Dewi & Abadi, 2023).

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