

A Study on Locus of Control and Job Satisfaction in Semi-Government Organizations in Sultanate of Oman

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Abstract—The study aims to identify the Locus of Control and level of Job Satisfaction among middle level management in semi-government organizations in Sultanate of Oman. Descriptive research design was adopted and proportionate stratified random sampling was chosen for study. Sampling fraction of 40% was taken to divide the population into a homogeneous subgroup comprising of eight sectors as Oil and Gas Sector, Banking and Investment Sector, Transport, Aviation and Ports Sectors, Industry Sector, Tourism Sector, Energy Sector, Services Sector and Exhibitions Sector. These sectors comprised of 25 organizations. The strata were mutually exclusive. Questionnaires on Locus of Control and Job Satisfaction were distributed among supervisors and managers in semi government organizations. Hundred questionnaires were received by the respondents. Data were refined, tabulated and analyzed. The study identified the phenomena related to Locus of Control and Job Satisfaction in semi-government organization's middle level employees in Sultanate of Oman. Demographic factors influence on Locus of Control and Job Satisfaction were also identified and reported by using descriptive statistics. Result indicated that the middle level management employees in semi-government organizations were primarily driven by internal locus of control and most of the employees in the sector scored low in job satisfaction scale.

Keywords—Descriptive Statistics, Job Satisfaction, Locus of Control, Middle Level Management, Semi-Government Organization

Abbreviations—Analysis of Variance (ANOVA), Certified Public Accountants (CPA), Locus of Control (LOC), Public Sector Units (PSU), Work Locus of Control (WLC)

I. INTRODUCTION

SEMI-GOVERNMENT organization is one of the important sectors for sustainable economic development in Oman. In such sectors middle level management plays a vital role in managing the organization more effectively. It is considered as a link pin between the top level management and the low level management. That's why middle level management was taken for study to identify the phenomena related to Locus of Control and Job satisfaction among the employees based upon their gender, age, years of experience and different sectors which help the management to instigate changes in the policies so to increase the level of job satisfaction among the employees. Since few studies have been cited related to these two variables in semi-government organizations, the study will give an insight on how these variables are related to each other among middle level management employees. The following questions were

asked to have in depth knowledge related to the variables pertaining to the sector.

1. Does Locus of control affect the Middle Level Management? What type of Locus of control affects the Middle level Management more (Internal/External)?
2. What is the level of job satisfaction in middle level management?
3. How Locus of Control and Job Satisfaction be affected by following factors?
 - a. Gender
 - b. Age
 - c. Year of Experience
 - d. Sector

II. THEORETICAL CONCEPTS

2.1. Locus of Control

The concept was developed by Rotter (1954). A person's locus is conceptualized as either internal (the person believes they can control their life) or external (meaning they believe that their decisions and life are controlled by environmental factors which they cannot influence). Rotter's concept emerged from the extent to which a person perceives uncertainties to affect results. People with a high level of internal locus of control are more likely to have a low perception of such uncertainties. There are the individual who believed that one's own actions are affected by uncertainty are controlled by external locus of control. On the contrary, he also suggested that apart from an individual's own actions; outcomes are also greatly affected by chance, fate or luck.

Myers (1996) suggested that internal locus of control is the concept of 'self as agent' which implies that our thoughts control our actions and when an individual realize this function of thinking it can positively affect their beliefs, motivation and job performance.

Adas (1999) discussed Locus of control is a measure of how individual's believe they can control their life and where that control comes from. It is the perceived source of control over the behavior. People with internal locus of control believed they control their own destiny. They tend to be convinced that their own skill, ability and efforts determine the bulk of their life experiences. In contrast, people with external locus of control believe that their lives are determined mainly by sources outside themselves like fate, chance luck or powerful others. Similar operational definition was adopted for the present study.

2.2. Job Satisfaction

Job Satisfaction is the amount of overall positive effects or feelings that individuals have towards their jobs. [Feldman & Arnold, 1983]. According to Andrew & Du Brins (1988) Job Satisfaction is the amount of pleasure or contentment associated with a job. It is an individual's emotional reaction to the job itself. It is one's attitude towards one job. It is the end feeling of a person after performing a task. To the extent that a person's job fulfills his dominant needs and in consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. Job satisfaction is an employee's general attitude towards his Job.

III. LITERATURE REVIEW

Review of literature was done to report the studies related to Locus of Control and Job Satisfaction. Following studies examined the underlying phenomena and relationship between Locus of Control and Job Satisfaction respectively in various professions, organizations and sectors. Review provided a foundation to identify the research gap for the present study.

Mahajan & Kaur (2012) examined the relationship between locus of control of college teachers and their job satisfaction. A sample of 150 teachers was selected from the different colleges of Amritsar city in Punjab, India. Locus of control and job satisfaction scale was used. Statistical techniques like Pearsons Product Moment Coefficient of Correlation, Mean, Standard error of difference between means and T- test were used for the study and the study reveals a significant relationship between locus of control and job satisfaction of college teachers. Among male and female teachers, male teachers with high job satisfaction possess a positive locus of control as compared to female college teachers with high job satisfaction. There is a study related to locus of control and its impacts on Job Satisfaction in public sector organization by Lakshman Vijayashree & Jagdishchandra Mali Vishalkumar (2011). The objective was to identify the type of Locus of control in Public Sector Unit (PSU) in Bangalore and to analyze the impact of different type of Locus of Control on job satisfaction of PSU employees. Hypotheses were made to identify the relationship between different demographic factors. The tool used was Loco Inventory and survey was conducted by administering questionnaire with thirty five statements. Statistical techniques like the Ratios, ANOVA, and Correlation were used for analysis and the result showed that there was a positive correlation between internal locus of control and job satisfaction as well as between external (other) locus of control and job satisfaction and in case of External (Chance) locus of control and job satisfaction there exists partial positive correlation. Job satisfactions of employees were found high. There was a significant variance between internality and age as well as between externality (chance) and age as per ANOVA table. There was no significant relationship between internality and demographic factors like gender and education. There was no significant relationship between externality (others) and demographic factors like gender, age and education. There was no significant relationship between externality (chance) and demographic factors like gender and education.

A similar study was conducted to identify the relationship between these two variables by Tillman et al., in (2010). Study focused on Work Locus of Control (WLC) and job satisfaction by examining the relationships between these variables using multiple dimensions of job satisfaction. Herzberg Two Factor theory was employed to hypothesize WLC as a predictor of satisfaction with work on present job, predictor of satisfaction with present pay, predictor of satisfaction for opportunities for promotion, predictor for satisfaction with supervision, predictor for satisfaction with people at work and predictor for the job in general was considered. A sample of 114 accountants was taken up for study from the southeastern part of the United States. Result provided strong support for the proposed associations. It was suggested that WLC had different impact on the WLC job satisfaction dimensions relationships. Baba et al., (2009) also made an attempt to test a mediation model consisting of job satisfaction as the dependent variable, locus of control as the

independent variable and work family conflict as the mediator. Data was collected through self administered questionnaire from 159 single mother employees aged 45 and below and having at least one child. The data were analyzed using correlation and multiple regression analysis and the result of correlation revealed that locus of control was related to work family conflict and job satisfaction and work family conflict was related to job satisfaction. Results of multiple regression analyses indicated that work-family conflict partially mediated the relationship between locus of control and job satisfaction. It was concluded that single mother employees who believed that they were in control of the events that happened in their lives seemed to be more satisfied with their jobs and seemed to experience less work-family conflict. Carrim et al., (2006) made another study to determine the relationship between call centre agents job satisfaction and their locus of control orientation. A sample of 187 call centre agents from a municipality in Gauteng participated. The results of a chi square test analysis suggested that call centre agents with an internal locus of control appeared to experience significantly higher general extrinsic and intrinsic job satisfaction compared to call centre agents with an external locus of control. The result further suggested that the male and female participants did not differ with regard to their general and intrinsic levels of job satisfaction and that participants with post school qualifications experienced lower levels of intrinsic job satisfaction.

Abedi & Khorshidifar (2011) conducted an empirical study to examine the impact of job stress on the relationship between the locus of control and accountants job satisfaction. A sample of 65 senior and regular accountants who work for thirteen different regional municipalities of city of Mashad in east part of Iran was taken up for the study and used different well-known questionnaire methods such as stress diagnostic survey, locus of control, job satisfaction and employees' performance to perform the study. The results indicated that the stress was on an average level for the dominant locus of control factors and job satisfaction and employee performance were in relatively high level. The study also revealed that four important factors of role of ambiguity, quantitative overload, career development and handling other workers' responsibilities played an important role on job satisfaction. Managing career development factor also impacted on the performance of accountants. Similarly, Chen & Silverthorne (2008) also examined the relationship between locus of control and the work related behavioral measures of job stress, job satisfaction and job performance in Taiwan. Subjects were drawn from a pool of accounting professionals and findings indicated that one aspect of an accountant's personality as measured by locus of control played an important role in predicting in the level of job satisfaction, stress and performance in CPA firms in Taiwan. Individuals with a higher internal locus of control were more likely to have lower levels of job stress and higher levels of job performance and satisfaction. The results also indicated that locus of control played an important role in the overall

effectiveness of accountants, even in a non western culture like Taiwan.

Literature related to Locus of Control and Job Satisfaction was primarily based on the study either on public sector or private sector organizations. Some of the study even focused on some specific profession to examine the phenomena and relationships related to the variables as predictor and criterion. Some study focused on identifying organization wide locus of control and job satisfaction relationship. This study made an attempt to identify and study the underlying phenomena of locus of control and level of job satisfaction among middle level employee in semi government organization in Oman.

IV. SIGNIFICANCE OF THE STUDY

The study focused on identifying the phenomena related to locus of control and job satisfaction to analyze the results and its relationship in semi government organization in Sultanate of Oman. This may helps the semi government organizations to initiate some change in management strategy to increase the level of job satisfaction among the employees.

V. OBJECTIVES OF THE STUDY

- To identify Locus of Control in the Middle Level Management at semi government organization.
- To study the level of Job satisfaction in Middle Level Management at semi government organization.
- To find out the locus of control of male and female employees and their relation to their job satisfaction in semi government organization..
- To find out the locus of control in the years of experience of the employees and their job satisfaction.
- To examine the locus of control and level of job satisfaction among different age groups of the employees in semi government organization.

VI. SCOPE OF THE STUDY

The study investigates the phenomena related to Locus of Control and Job Satisfaction in middle level management at semi government organization in Sultanate of Oman from an academic point of view. It identifies the type of locus of control and levels of job satisfaction based on gender, age, year of experience and sector. The study provided a foundation in exploring the impact of locus of control on job satisfaction of employees which will further help the organization to create best ideas and draw suitable plans to increase the level of job satisfaction of their employees.

VII. RESEARCH METHODOLOGY

7.1. Research Design

Descriptive research design was used for this research based on adoption of survey method.

7.2. Sampling Design

Proportionate Stratified Random sampling method was adopted for this study. Pilot study has been done among fifteen members and then 100 questionnaires were distributed among middle level management in semi government organizations. Supervisors and managers were essentially considered as middle level management employees in semi-government organization in Oman.

Table 1 – List of the Corporation / Company in the Semi Government in each Sector and the Sample Size

Sl. No.	Sector	No. of Companies	Proportionate stratified sampling 40%	No. of Respondent
1	Transport, Aviation and Ports	14	6	14
2	Industry	9	4	12
3	Energy	9	4	13
4	Tourism	8	3	19
5	Services	7	3	15
6	Oil and Gas	6	2	10
7	Banking and Investment	6	2	10
8	Exhibition	2	1	7
	Total	61	25	100

Source: Capital Market Authority of Oman (2010) & Primary data

Probability sampling method was adopted to choose the sample in the study. Proportionate stratified random sampling was selected. Twenty five (25) companies were selected from sixty one (61) identified companies divided into homogeneous subgroup comprising of eight sectors. The strata were mutually exclusive according to sectors. Proportion used a sampling fraction which is 40% of the population. Middle level management employees were targeted for the study.

7.3. Sample Size

The total sample size in the present study was 100 middle level management employees from 25 companies constituting eight sectors in semi government organization.

7.4. Sample Unit

Sample unit consist of middle level employees of semi government organization from eight sectors as Oil and gas Sector, Banking and Investment Sector, Transport, Aviation and Ports Sectors, Industry Sector, Tourism Sector, Energy Sector, Services Sector and Exhibitions sector from Sultanate of Oman.

7.5. Data Collection Method(s)

Both primary and secondary data were used.

- Primary Data: The data was collected through two structured Questionnaires. Vohar (1992) Levenson’s scale for Locus of Control and Hardeo Ojha (2009) Organizational Job satisfaction scales were used.
- Secondary Data: The data were collected through the following sources:
 - Internal sources.
 - Books and Journal research articles,
 - Internet,
 - Other official sources and records.

VIII. DATA ANALYSIS METHOD

The data collected from the sample was analyzed by using descriptive statistics from the statistical tools. The demographic factors such as Age, Gender, Years of experience and sectors were taken to analyze the effect on Locus of Control and Job Satisfaction respectively.

IX. RESULTS AND DISCUSSION

9.1. Locus of Control and Job Satisfaction among Middle Level Management at Semi Government Organization

Table 2 – Locus of Control

Individual Control	Chance Control	Powerful Others
3.74	2.47	2.48

It was found that among the three dimension for Locus of Control i) Powerful other ii) Chance control and iii) Individual control the middle level management at semi government organization was more driven by Internal Locus of control as the majority of the employees were under Individual Control which represented an average of 3.74. The average of chance control and powerful others were 2.47 and 2.48 it indicated that the managers at semi government organization were driven by their individual control as the employees have the ability to control event and can influence other people as they have high score in Individual control and low score in powerful others and chance control.

Table 3 – Job Satisfaction

Score Range	Category	Response (%) from Number of Middle Level Management
25-32	Very highly satisfied	0
21-24	Highly satisfied	0
16-20	Moderately satisfied	40
12-15	Moderately dissatisfied	47
8-12	Highly dissatisfied	13
0-7	Very highly dissatisfied	0
	Total	100

It was found from above table 3 that 60% of the middle level management was not satisfied in their jobs in semi government organization.

9.2. Locus of Control and Job Satisfaction according to the Gender of the Middle Level Management in Semi Government Organization

Table 4 – Locus of Control according to Gender

Gender	Individual Control	Chance Control	Powerful Other
Male	3.77	2.45	2.49
Female	3.68	2.51	2.46

Table 5 – Job Satisfaction according to Gender

Score Range	Category	Response from Females	% Response from Females	Response from Males	% Response from Male
25-32	Very highly satisfied	0	0	0	0
21-24	Highly satisfied	0	0	0	0
16-20	Moderately satisfied	21	50	19	33
12-15	Moderately dissatisfied	17	40	30	52
8-12	Highly dissatisfied	4	10	9	15
0-7	Very highly dissatisfied	0	0	0	0
	Total	42	100	58	100

It was observed from table 5 that the Female employees were neither satisfied nor dissatisfied as their response were 50% satisfied and 50% dissatisfied. Whereas the response from male employees represented that they were highly dissatisfied (67%) with their job.

9.3. Locus of Control and Job Satisfaction according to the Age of the Middle Level Management

Table 6 – Locus of Control according to Age

Age Group	Individual Control	Chance Control	Powerful Other
26-35	3.68	2.50	2.36
36-45	3.74	2.46	2.58
46-55	3.97	2.44	2.50

According to table 4, middle level management was driven by Internal Locus of Control as the Individual control showed an average of 3.77 for males and 3.68 for females. It was inferred that male employees had more individual control than female employees.

Table 6 revealed that middle level management had high score in Individual control. Scores were found increasing with the increase in their age. It can be inferred that the employees were highly in control of their outcome with the increase in their age.

In case of chance control the score decreased as the age increased. It indicated that as employees became older it was less likely that the chance or random events would control their outcome.

In powerful others, scores were found between undecided and disagree. It was inferred that young employees between 26 to 35 years of age group were less likely to control by powerful other than the employees between 36 to 45 and 46 to 55 years of age group respectively.

Table 7 – Job Satisfaction according to Age

Score Range	Category	26-35 Years of age	% of 26-35 Years of age	% of 36-45 Years of age	% of 36-45 Years of age	% of 46-55 Years of age	% of 46-55 Years of age
25-32	Very highly satisfied	0	0	0	0	0	0
21-24	Highly satisfied	0	0	0	0	0	0
16-20	Moderately satisfied	18	42	19	39	3	37.50
12-15	Moderately dissatisfied	17	40	27	55	3	37.50
8-12	Highly dissatisfied	8	18	3	6	2	25.00
0-7	Very highly dissatisfied	0	0	0	0	0	0
	Total	43	100	49	100	8	100

A trend of high dissatisfaction was observed from table 7 as the percentage of dissatisfaction was found more than satisfaction. It was further observed that with the increase of age among middle level employees dissatisfaction also increased. The data showed that dissatisfaction level among

employees were between 26 to 35 years of age was 58% and 61% between the ages of 36 to 45 years. It was concluded that job satisfaction among the employees were declining with the increase in their age.

9.4. Locus of Control and Job Satisfaction according to the Sector of the Middle Level Management

Table 8 – Locus of Control according to Sector

Sl. No.	Sector	Individual Control	Chance Control	Powerful Other
1	Transport, Aviation and Ports Sector	3.71	2.40	2.24
2	Industry Sector	3.74	2.49	2.51
3	Energy Sector	3.69	2.46	2.39
4	Tourism Sector	3.74	2.53	2.70
5	Services Sector	3.76	2.49	2.45
6	Oil and gas Sector	3.70	2.50	2.59
7	Banking and investment Sector	3.73	2.53	2.45
8	Exhibition Sector	3.84	2.30	2.39

Table 8 revealed that middle level employee’s in all sectors scored high in individual control. This means that the employees have an internal locus of control. It was inferred that middle level management employees take full responsibility towards the outcome of task they perform daily.

The following were the sequence of Individual control according to the sector from High to Low. 1 was assigned highest, where as 8 were treated as the lowest.

1. Exhibition Sector
2. Service sector
3. Industry sector
4. Tourism sector
5. Banking and investment sector
6. Transport, Aviation and port sectors
7. Oil and Gas sector
8. Energy sector

In chance control the highest value of the sector was 2.53 and lowest was 2.3 it indicated that the employees disagree that chance was controlling their outcome.

The following were the sequence of Chance control according to the sector from High to Low. 1 was assigned highest, where as 8 were treated as the lowest.

1. Tourism sector
2. Banking and investment sector
3. Oil and Gas sector
4. Service sector
5. Industry sector
6. Energy sector
7. Transport, Aviation and port sectors
8. Exhibition

In Powerful other the score was between undecided and disagree that powerful other controlled manager’s outcome. The highest score was 2.7 and lowest was 2.24 so the score was near to disagree.

The following were the sequence of Powerful Other according to the sector from High to Low. 1 was assigned highest, where as 8 were treated as the lowest.

1. Tourism sector
2. Oil and Gas sector
3. Industry sector
4. Banking and investment sector
5. Service sector
6. Exhibition Sector
7. Energy sector
8. Transport, Aviation and port sectors

Table 9 – Job satisfaction according to Sector

Table 9.1 – Sector Code to Classify Job Satisfaction according to Sector

Sl.No.	Sector	Code
1	Transport, Aviation and Ports Sector	T,A &P
2	Industry Sector	I
3	Energy Sector	E
4	Tourism Sector	T
5	Services Sector	S
6	Oil and gas Sector	O & G
7	Banking and investment Sector	B
8	Exhibition Sector	EX

Table 9.2 – Job Satisfaction according to Sector

Score Range	Category	T,A &P	% of T,A &P	I	% of I	E	% of E	T	% of T	S	% of S	O &G	% of O &G	B	% of B	EX	% of EX
25-32	Very Highly Satisfied	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21-24	Highly satisfied	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16-20	Moderately satisfied	4	29	4	33	5	38.5	7	37	8	53	5	50	2	20	5	71
12-15	Moderately dissatisfied	9	64	6	50	5	38.5	11	58	4	27	4	40	6	60	2	29
8-11	Highly dissatisfied	1	7	2	17	3	23	1	5	3	20	1	10	2	20	0	0
0-7	Very highly dissatisfied	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	14	100	12	100	13	100	19	100	15	100	10	100	10	100	7	100

Table 9.2 disclosed that most of the employees at middle level management in 6 sectors were dissatisfied with their Jobs Banking and Investment Sector 80%, Energy sector 61.5%, Industry sector 67%, Tourism sector 63%, and Transport, Aviation and Port sector 71%. Whereas Exhibition 71% and Service sector 53% of the employees were satisfied with their jobs. In Oil and gas sector 50% of the employees were satisfied and 50% of the employees were dissatisfied with their job.

9.5. Locus of Control and Job Satisfaction according to the Years of Experience of the Middle Level Management

Table 10 – Locus of Control according to number of Years of Experience

Sl. No.	Years of Experience	Individual Control	Chance Control	Powerful Other
1	0-12	3.68	2.46	2.44
2	13-24	3.77	2.51	2.52
3	25-36	3.91	2.42	2.55

Table 10 showed that as the years of experience increased among employees the individual control also increased in the semi government organization which represents 4 in the score which means that employees had internal locus of control. The score of chance control was 2 which means that employees of middle level management disagreed that their outcome or event was controlled by chance and not controlled by powerful others as the score was nearing 3.

Table 11 – Job Satisfaction according to number of Years of Experience

Score Range	Category	0-12	% of 0-12	13-24	% of 13-24	25-36	% of 25-36
25-32	Very Highly Satisfied	0	0	0	0	0	0
21-24	Highly satisfied	0	0	0	0	0	0
16-20	Moderately satisfied	22	39	13	39	5	45
12-15	Moderately dissatisfied	25	45	18	55	4	36
8-11	Highly dissatisfied	9	16	2	6	2	18
0-7	Very highly dissatisfied	0	0	0	0	0	0
	Total	56	100	33	100	11	100

It was concluded from table 11 that experienced employees in the middle level management were dissatisfied since the percentage of dissatisfaction was more than satisfaction level.

X. CONCLUSIONS

The study focused on semi government organizations to report the phenomena of Locus of Control and Job Satisfaction among middle level management employees in Sultanate of Oman. Study was extended to report the effect of following demographic variable on Locus of Control and Job Satisfaction in Semi government organization based on descriptive statistics. Following were the demographic variables.

- a. Gender
- b. Age
- c. Sector
- d. Years of Experience of Experience

Gender

It was found that female and male employees of middle level management were controlled by internal locus of control since they have high score in Individual control. Low score in chance control and powerful other conferred that they disagreed that the outcome of their work was controlled by chance or powerful other. Male employees were found to have slightly more Internal locus of control compared to female as the score for male was 3.77 and female was 3.68.

The females responded moderately in job satisfaction as 50% were satisfied and 50% were dissatisfied. Males employees were found dissatisfied as the percentage of dissatisfaction were more than satisfied.

Age

It was observed that with the increase in age, locus of control increased. The score for individual control were found as 3.68, 3.74 and 3.97 respectively for all three age groups. All the three age group ranges approximately reached agree which indicated that they tend to take responsibility over the outcome of their work. In chance control the score was just reversed compared to individual control. The score was between undecided and disagree in powerful other. This confirmed the findings that the managerial level employees take responsibility of their work outcomes.

Middle level employees at all the age group were found dissatisfied since the percentage of dissatisfaction was more than satisfaction.

Sector

The study indicated that all the sectors of middle level management had an internal locus of control since they scored high in individual control and scored low in chance control and powerful other.

Middle level employees in Five (5) sectors were found dissatisfied with their jobs including Industry sector, Tourism sector, Banking and Investment sector, Transport, Aviation and Port sectors, and Energy sector. But, employees in two

(2) sectors such as Exhibitions and Service sector were found satisfied. The same employees were found neither satisfied nor dissatisfied in Oil and Gas sectors.

Years of Experience

It was found that as years of experience increased the score on individual control also increased among the employees. It indicated that the employees take more responsibility of their work outcomes (favorable or unfavorable) as they become more experienced in their work domain. It was again conferred by the low score obtained in chance control and powerful others by experienced employees in these sectors. All experienced employees at the middle level management were found dissatisfied with their jobs as the percentage of dissatisfaction was more than satisfaction level.

Study concluded that the middle level management employees were driven by internal locus of control, since they had high score in the individual control and low score in chance control and powerful others. Employees in semi-government organizations in Oman were found dissatisfied with their jobs as they scored less in level of satisfaction.

XI. DIRECTIONS FOR FUTURE STUDY

- Further study can be done on a large sample size for better understanding of job satisfaction and locus of control in semi government organizations.
- The study of locus of control and job satisfaction may also be carried out at different levels – Top level and Primary Level in semi government organization.
- The research can be conducted on various ministries of sultanate of Oman.
- Further study can be done to see the effects of locus of control and job satisfaction on middle level management at semi government organizations.

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