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The Role of Locus of Control, Perceived Organisational Support, and Organisational Identification in Achieving Job Satisfaction in Emergency Service Workers

Roxana Maier

Faculty of Psychology, Ecological University
Bucharest, Romania.

roxanamaierpsiho@gmail.com

<https://orcid.org/0000-0002-8601-9102>

Sofia Bratu

Valahia University of Targoviste, Romania.

sofia.bratu@valahia.ro

<http://orcid.org/0000-0002-1596-4676>

Maria Zivari

Faculty of Psychology, Ecological University
Bucharest, Romania.

mirela.zivari@ueb.education

<http://orcid.org/0000-0002-9631-3305>

Ioana Simion

Faculty of Psychology, Ecological University
Bucharest, Romania.

ioana.simion@ueb.education

<https://orcid.org/0009-0009-0071-2132>

Abstract: *The present study provides evidence regarding the importance of locus of control, organisational support provided by bosses/colleagues in the workplace, and identification with the organisation in achieving optimal satisfaction and, most likely, adaptation of emergency department employees. The results highlight that, according to the characteristic profile of the two dimensions of locus of control, individuals who are more likely to feel more comfortable and to experience high levels of specific satisfaction (extrinsic/intrinsic satisfaction), are those who have a correspondence between the orientations of the characteristics of the two dimensions of locus of control, and the two dimensions of specific satisfaction. Also, employees who have a high level of identification with the organisation in which they work, as well as a high level of perceived organisational support from their bosses and/or colleagues, will more frequently have higher levels of specific and generic job satisfaction. The psychological characteristics studied may become specific predictors of psychological assessment conducted for selection purposes to predict employee comfort, optimal adaptation to the workplace, and longer stay in the organisation, so that employees would benefit of some programmes to develop psychological resilience, learning to develop through cognitive restructuring techniques, including those using applications of artificial intelligence, as proposed by the authors of the study.*

Keywords: *emergency services; locus of control; perceived affective support; identification with the organisation; specific satisfaction; generic job satisfaction; artificial intelligence.*

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1. Introduction

Responding to emergencies places maximum demands on each worker's cognitive and neurological resources. Understanding how the brain processes information, manages stress and makes quick decisions is crucial for optimising performance and maintaining the long-term mental health of these workers.

Repeated exposure to traumatic events and high levels of stress can adversely affect the hippocampus, the structure involved in memory formation, leading to difficulty concentrating, memory errors, or even blackouts. Developing effective stress management strategies can modulate the physiological stress response and protect vital cognitive functions. Intense brain activity specific to emergency response leads to cognitive fatigue. This is not just a state of mental exhaustion, but a reduction in cognitive performance, reaction time, and ability to process complex information. Adequate rest, quality sleep, and regular breaks are essential for replenishing neurochemical resources and optimising brain function. Ignoring the signs of cognitive fatigue can lead to errors, burnout, and ultimately an increased risk of secondary trauma.

Thus, integrating the principles of neuroscience and cognitive psychology into the training and support of emergency service workers is becoming a necessity. Investing in understanding and improving their functioning will significantly contribute to increasing operational performance, reducing the risk of errors, and, most importantly, safeguarding the long-term mental health and well-being of these professionals.

Research by Doleman, De Leo, & Bloxsome (2023) found that workload has a major impact on mental health and overall health in emergency service workers, particularly those in the health and sustainability of health systems.

Associated with the caring professions, in general, is the notion of compassion fatigue. This notion emerged in the 1990s and is related to a person's ability to provide care (Joinson, 1992). Since 1995, compassion fatigue is related to all that it means to care, to assist, to provide support for another (Turgoose & Maddox, 2017). In order to address compassion fatigue, it is necessary for each person working in the caring field to identify their condition and then seek solutions to what they find to be dysfunctional (manifestations can be different). A good way to do this is to evaluate the coping strategies they use to make them more functional and effective, but also to assess the possibility of seeking specialised help. Studies show that there is a relationship between grit (a notion related to the preoccupation with staying on one's chosen path for a long period of time, and is related to passion and perseverance), coping, and resilience (Adams, Boscarino, & Figley, 2006; Musso et al., 2019; Datu, 2021).

In this regard, in relation to the healthcare field, the lack of sustainable education about the necessary mindfulness for one's own mental health, which should be imparted during the training of mental health workers, is thought to further exacerbate these challenges (Bray et al., 2022).

In order to promote some sustainable and healthy practices within emergency service workflows, including medical workflows, it is essential to adopt various educational approaches on staying healthy themselves, prioritise favourable working conditions, develop better organisational practices, as well as optimised professional best practice guidelines, and implement sector-specific crisis measures to effectively address workplace stressors (Tran, 2021; Shaul, De Vroege, & Van Den Broek, 2024).

In-depth knowledge of individual psychological characteristics of staff working in emergency services, such as locus of control, job satisfaction, perceived organisational support from colleagues and supervisors, and identification with the organisation, might be a necessity and a priority. This is especially necessary given the conditions of a working environment of this type, the overload, danger, surprise, stress, burnout, risk, etc., that are at every step (Botha & Dahmann, 2024). Moreover, the differences in response to events, to stressors, to what happens to the person will differ from person to person, and will be moderated by each one's emotional processes, cognitive processes, and vulnerability to stress (Harnett et al., 2015; Anderson et al., 2018).

In order to preserve the psychological balance, we must also consider the need to provide programmes to develop psychological resilience for specialised personnel, or even provide psychological intervention through brief techniques, such as: pre-incident briefing and education; individual intervention through the prism of Psychological First Aid; group intervention; defusing; large group crisis intervention; crisis briefing management; demobilisation; family support and post-incident analysis (Prisăcaru, 2024).

Excessive workload, high stress levels, and working under pressure affect job satisfaction. With regard to job satisfaction, Meier & Spector (2015) opine that it represents how employees feel at work about different aspects of work, the employee's feelings about their occupation, job demands relative to previous experiences, and current expectations or alternatives available to them. Another approach, formulated by Glăveanu, Prisăcaru, & Ungureanu (2025), emphasises that job satisfaction is a combination of the positive or negative feelings that workers have about their work, the extent to which expectations are met and match actual rewards, and is closely related to the employee's behaviour at work. The relationship between locus of control and job satisfaction in emergency service workers is a crucial issue with significant implications for their psychological well-being and job performance. Rotter (1966) shows that locus of control is a generalised expectation about the possibility of achieving desired goals and objectives, the degree to which an individual attributes external causation (environmental factors) or internal causation (one's own decisions) to one's behaviour, and also a person's perception of the forces that determine the rewards or punishments associated with a behaviour. Locus of control is the extent to which a person believes they can control the outcomes and events that influence their life. Thus, people who believe they can control the source of rewards and punishments have an internal locus of control, where rewards are determined by their own behaviour, abilities, and attributes, and those who believe that rewards and punishments cannot be controlled by them, that rewards are controlled by others, by chance, luck or fate, have an external locus of control.

The concept also encompasses personality traits that give a certain direction to a person's behaviour, based on attributing the causes of it to factors that are located in the subjective sphere, internal to the individual or outside him, in the objective world. Over time, individuals' perceptions of the causes of various phenomena and activities structure certain attitudes, beliefs, and subjective convictions, which, reinforced by positive or negative rewards, become vectors for guiding and regulating the behaviour.

The relationship between locus of control and job satisfaction highlights the following:

- taking responsibility and self-efficacy - emergency service workers with a strong internal locus of control tend to take responsibility for their own actions and outcomes; they believe that their successful performance depends largely on their own efforts and initiatives; this belief gives them a strong sense of self-efficacy;
- motivation and proactivity - people with an internal locus of control are more motivated to work hard to achieve their goals and are more confident in the face of challenges; in a dynamic and unpredictable field such as emergency services, this proactivity is essential;
- perception of autonomy - the greater the degree of autonomy they perceive, the higher their job satisfaction will be; most often, people with internal LOC perceive that they have greater control over their work, greater autonomy;
- stress management is related to job satisfaction, and LOC is known to modulate our relationship with stress;
- adaptability and learning are also moderated by LOC and thus, also impact the relationship with job satisfaction (especially in a constantly changing environment where there is always a need to adapt and learn).

Tarafdar & Saha (2024) emphasise that locus of control is the extent to which a person believes that their actions are related to their outcomes; thus, those with an internal locus of control believe that they have determined events, whereas those with an external locus of control think that fate is responsible for various happenings. It has also been highlighted that people who feel that they

have control over their lives tend to have social support options, compared to those who believe that external factors govern life circumstances. Sagone & Indiana (2021) link the academic performance to LOC (i.e. high performers tend to have a high internal locus of control).

How people relate to work is reflected in organisational behaviour, with reference to work efficiency, performance, and job satisfaction (Greenberg & Baron, 1993; Zlate, 2004). The activities in which the individual or group is involved shape the working environments, conditions, goals, and constraints, and may or may not have beneficial effects for the individual or the organisation, and the degree of motivation and satisfaction supports the adaptive power to new situations that employees encounter. As highlighted by Moons et al. (2009), when workers see themselves as members of a team, they will apply team attributes, and to define themselves, they will even change their individual moods in accordance with the stereotypical team mood. Therefore in certain demanding situations, members of work teams tend to adjust their cognitions, affect, arousal levels, and behaviours to the perceived level and state of the team, especially when their team identity is strong (Baumeister et al., 2007; Leblanc et al., 2008; Urien et al., 2021).

In order to explain the way of functional reporting to such situations, we will guide the elaboration of the study with the stress-vulnerability model as a theoretical foundation. This widely used theoretical-applicative model of information processing posits that certain life situations, including those specific to professional demands, interact with some psychological or biological vulnerabilities of the person and generate dysfunctional cognitions and emotions, as well as maladaptive behavioural manifestations.

In the context of the present study, we consider that life situations are represented by the work tasks in which emergency service workers find themselves, and the psychological vulnerabilities taken into account may be seen as a dimension of locus of control, lack of identification with the job, and poor relationships between members of the emergency services.

The relationships between specific psychological processes refer to stressors, vulnerabilities, and consequences (Ungureanu, Prisăcaru, & Glăveanu, 2021). Stressors include physical (long working hours), environmental (intense work demands), biological (alternating day/night schedule), and emotional (sitting with people in distress) factors. Vulnerabilities are given by: dysfunctional cognitive schemas, irrational cognitive style, poor organisational identification, externality/control, and poor interpersonal skills. Consequences might take place at a cognitive level - automatic negative thoughts, concentration difficulties, etc.; at an emotional level - anger, guilt, anxiety, emotional exhaustion, job dissatisfaction, etc.; at an action level - withdrawal, substance abuse, leaving work, etc.

By better understanding individual psychological characteristics of employees and the demands of the workstations, we can design some appropriate programmes of psychological assessment of staff, psychoeducation/psychoprophylaxis, and the development of psychological resilience. These programmes aim to prevent the onset of manifestations related to stress and traumatic events, to achieve optimal adaptation and satisfaction with the work environment (Prisăcaru, 2025). Every successful experience in managing a stressful situation builds confidence in one's abilities and strengthens the neural circuits associated with resilience. The ability to see obstacles as surmountable challenges, not insurmountable barriers, is essential to becoming stronger, to coping better with stressful situations in emergency work.

2. Research

2.1. The Purpose of the Study

The purpose of the study is to highlight the role and importance of certain psychological characteristics in relation to job satisfaction among emergency workers. The psychological characteristics referred to are: locus of control, peer support, organisational identification, and certain demographic characteristics.

2.2. Hypotheses

1. We assume that there are interdependent relationships between generic job satisfaction, specific satisfaction, and organisational identification.
2. We assume that there are interdependent relationships between generic job satisfaction, specific satisfaction, and locus of control.
3. We assume that there are interdependent relationships between generic job satisfaction, specific satisfaction, and perceived organisational support provided by colleagues and/or supervisors.
4. We assume that there are differences in generic job satisfaction and specific satisfaction, depending on gender and age.
5. We assume that locus of control, perceived organisational support and identification play a significant role in predicting generic job satisfaction and specific satisfaction.

2.3. Participants

2.3.1. The Research Subjects

The sample consists of 214 persons with the following features:

- balanced in terms of gender, with 104 women and 110 men;
- heterogeneous in terms of age, ranging from 22 to 50 years old, with an average age of 26.7 years;
- heterogeneous in terms of educational background, with 100 having secondary education, 34 having post-secondary education, and 80 having a bachelor's degree;
- homogeneous in terms of professional field, with all participants belonging to an organisation/institution in the emergency system located in Bucharest.

The research sample was constituted according to non-probabilistic (non-random) techniques, namely convenience sampling, which does not take into account the requirement to indicate the probability of case selection. As a result, there is no guarantee that the sample is composed of cases that accurately describe the reference population.

The research was conducted online in February-March 2024. Respondents were asked for their consent to the collection and processing of data for the purpose of scientific research, in compliance with all ethical standards.

2.3.2. Instruments

To collect the data needed to test the hypotheses, five standardised psychological assessment tools were used, as follows: the locus of control scale, the specific satisfaction scale, the generic satisfaction scale at work, the perceived organisational support scale, and the organisational identification questionnaire.

2.3.3. Locus of Control Scale (L. C. S.-A.)

The scale was developed by Rotter (1966), based on the concept of "locus of control" in personality description, highlighting the psychological characteristics that give a certain direction to a person's behaviour, aiming to attribute the causes of it to factors that lie within the subjective sphere, internal to the individual or external to it, in the objective world. The scale was translated and adapted for the Romanian population (Cracsner et al., 2007), comprising 29 items with two response options each. The scoring instructions aim to calculate the score for each of the two dimensions, namely externality and internality, taking into account the score of each item in the subscales.

2.3.4. Specific Satisfaction Scale (S. S. S.)

The scale was developed by Warr, Cook, & Wall (1979) and was used to collect data on some important aspects of work engagement, such as those related to tasks, goals, requirements, involvement, expectations, and rewards.

The scale consists of 15 items, and responses are recorded on a 7-point Likert scale, where 1 means extremely dissatisfied and 7 means extremely satisfied. The scoring instructions are as follows:

- scoring and calculating the score for each of the two subscales that make up the instrument, namely intrinsic specific satisfaction, which highlights that satisfaction is generated by internalising aspects related to professional activity, and extrinsic specific satisfaction, which highlights that satisfaction is generated by how aspects related to work are viewed, which mainly come from outside the individuals;
- scoring and calculating the overall/total score for specific satisfaction at work, taking into account the scores of the two subscales that make up the instrument.

2.3.5. General Job Satisfaction Scale (G. J. S. S.)

The scale was developed by Macdonald & MacIntyre (1997) and was used to collect data on beliefs and feelings generated by the appreciation of people at work, the quality of interpersonal relationships, professional relationships with superiors, the degree of psychological comfort or well-being, generated by the aforementioned characteristics, which ultimately lead to overall satisfaction with the workplace, colleagues, and the working environment as a whole.

The generic job satisfaction scale consists of 10 items, and responses are recorded on a 5-point Likert scale, where 1 represents strong disagreement and 5 represents strong agreement with the statement. The scoring instructions are for calculating the overall score (N. B.), taking into account the score for each item in the scale.

2.3.6. Perceived Organisational Support Scale (P. O. S. S.)

The scale was developed by Rhoades, Eisenberger, & Armeli (2001), translated by Vasile et al., and used to assess the possible feelings a person may experience at work, particularly those generated by the support perceived and felt to be provided by management and immediate colleagues during the performance of work tasks, as well as temporary life situations that the person may be going through.

The scale consists of 17 items, and responses are recorded on a 7-point Likert scale, where 1 indicates strong disagreement and 7 indicates strong agreement with the statement. The scoring instructions are for calculating the overall score (N. B.), taking into account the score for each item on the scale.

2.3.7. Organisational Identification Questionnaire (O. I. Q.)

The questionnaire was developed by Cheney (1983), translated by Ursu et al., assesses characteristics specific to the identification of the individual with the work environment, task, profession, attributes of the team, and characteristics that can function as motivational stimuli. These factors can even generate a change in individual mood in line with the expectations of the work team.

The questionnaire consists of 25 items, with responses recorded on a 7-point Likert scale, where 1 indicates strong disagreement and 7 indicates strong agreement with the statement. Scoring involves calculating the overall score for the questionnaire, taking into account the score for each item in the questionnaire.

2.3.8. The results of the Study

For the analysis and processing of the data in this research, IBM SPSS Statistics v. 23 was used.

Results of Hypothesis 1

To demonstrate hypothesis no. 1, which concerned the interdependence between generic job satisfaction, specific satisfaction, and organisational identification, the Pearson correlation coefficient was used, and the results obtained are presented in Table 1.

Table 1. Descriptive statistics and correlations (N=214)

<i>Variable</i>	<i>M</i>	<i>SD</i>	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>
(1) Generic job satisfaction	34.4159	8.66161	-			
(2) Specific intrinsic satisfaction	33.5935	15.82380	-.586**	-		
(3) Specific extrinsic satisfaction	26.2009	13.72403	.616**	-.903**	-	
(4) Overall/total specific satisfaction	59.9579	7.05000	-.145*	.505**	-.093	-
(5) Organisational identification	72.4112	20.41883	.577**	-.730**	.759**	-.186**

**Correlation is significant at the 0.01 level (bidirectional); *Correlation is significant at the 0.05 level (2-tailed).

The data presented in Table 1 shows that organisational identification can have a significant influence on the two dimensions with different characteristics of satisfaction, namely specific satisfaction and generic satisfaction at work, regardless of the direction of the interdependence relationship. At the same time, it should also be taken into account that people described with profile elements specific to intrinsic satisfaction will have a lower identification with the organisation, while those with psychological profile elements specific to extrinsic satisfaction will have a higher identification.

Conclusion: Following the analysis of data on the relationship between generic job satisfaction, specific satisfaction, and organisational identification, it was demonstrated that this relationship is statistically supported or that there are interdependent relationships between them. The data and the interpretation of their psychological significance constitute evidence for the demonstration of the first hypothesis.

Following this conclusion, we can already highlight some directions for the development of educational programmes for emergency service workers:

- people are motivated by their mission, not necessarily by the structure of the environment, which underlines once again their axiological side, thus a first direction can be to identify the value side of people centred on the desire to provide support and starting from this to highlight appropriate ways to avoid burnout, compassion fatigue, etc.;

- when you feel part of a whole (strong identification), you have a better social support system, which increases resilience; dis-identification can lead to alienation and feelings of isolation, amplifying stress.

The second direction of intervention is to carry out activities that increase the level of belonging to the group. It is known that if the person relies exclusively on intrinsic satisfaction (purpose, meaning), ignoring extrinsic needs (salary, rest, recognition), they risk burnout.

A third line of intervention will focus on teaching participants to recognise both sets of needs and address them in a balanced way to prevent chronic stress and build resilience.

The next directions of intervention we propose are aimed at sharing perspectives, understanding the diversity of motivations within the team, and learning that having control over the intrinsic-extrinsic balance contributes to resilience (the decision to give yourself breaks, to ask for help, to prioritise your well-being, even in a job with strong intrinsic satisfaction, is a manifestation of control, for example), applying stress management techniques in the context of these dynamics of satisfaction and identification.

Lines of intervention need to take into account an understanding of how the brain processes uncertainty, reward, punishment, and predictability, all of which are central to the formation of beliefs about control.

Results of Hypothesis 2

To demonstrate hypothesis 2, which concerns the interdependence between generic job satisfaction, specific satisfaction, and locus of control, the statistical technique known as Pearson correlations was used, and the results obtained are presented in Table 2.

Table 2. Descriptive statistics and correlations (N=214)

Variable	M	SD	(1)	(2)	(3)	(4)
(1) Generic job satisfaction	34.4159	8.66161	-			
(2) Specific intrinsic satisfaction	33.5935	15.82380	-.586**	-		
(3) Specific extrinsic satisfaction	26.2009	13.72403	.616**	-.903**	-	
(4) Overall/total specific satisfaction	59.9579	7.05000	-.145*	.505**	-.093	-
(5) Internality	10.8458	6.01481	.678**	.938**	-.961**	.252**
(6) Externality	12.1355	6.02774	-.677**	-.938**	.961**	-.252*

**Correlation is significant at the 0.01 level (bidirectional); *Correlation is significant at the 0.05 level (2-tailed).

The data presented in Table 2 show that locus of control, as a dimension of psychological structure, can have a significant influence on specific satisfaction, especially if there is a correspondence between the two dimensions of locus of control and the two forms of specific satisfaction. In other words, people with a psychological profile specific to internalists, who attribute the causality of all events to subjective, internal determinations related to their own person, ignoring the role of life situations, the combination of factors, and chance, could obtain intrinsic specific satisfaction through the prism of internal conditioning specific to work. At the same time, people with a psychological profile specific to externalists, who mainly attribute causality to mental and physical phenomena, to factors related to chance, destiny, and supernatural forces, could obtain specific extrinsic satisfaction through the prism of external conditioning specific to work.

Conclusion: After analysing the data on the relationship between locus of control, specific job satisfaction, and generic job satisfaction, it has been shown that it is statistically supported and that there are interdependent relationships between them. The data presented constitute evidence to prove hypothesis 2.

The intervention programme proposed on the basis of the data obtained concerns:

- to address the intervention to distinct profiles (those with internal LOC or those with external LOC) so as to help them operate more effectively and manage their stress according to their dominant profile. The programme would facilitate a deep understanding of the relationship between individual locus of control and sources of job satisfaction/dissatisfaction, providing personalised strategies for stress management and resilience cultivation, tailored to the dominant LOC profile;
- simulations to explore differences in reactions during and after intervention cases;
- the introduction of wearable devices (smart watches, smart rings) can collect biometric data (heart rate, heart rate variability, sleep quality) which, analysed by AI, can provide subtle indicators of stress levels or exhaustion; this passive monitoring can identify early signs of deterioration in well-being, allowing proactive interventions, if there are difficulties in accepting these devices one can work on creating adherence to their use (for people who accept this change with difficulty);
- alternative learning routes - based on the identified profile (type of LOC), specific pathway modules can be recommended;
- with the help of AI, personalised training scenarios can be generated, supporting its use in our proposed interventions.

Results of Hypothesis 3

In order to prove hypothesis 3, which assumes that there are interdependent relationships between general job satisfaction, specific job satisfaction, and perceived organisational support provided by colleagues and/or bosses, the statistical technique called Pearson correlations was used, and the results are presented in Table 3.

Table 3. Descriptive statistics and correlations (N=214)

Variable	M	SD	(1)	(2)	(3)	(4)
(1) Generic job satisfaction	34.4159	8.66161	-			
(2) Specific intrinsic satisfaction	33.5935	15.82380	-.586**	-		
(3) Specific extrinsic satisfaction	26.2009	13.72403	.616**	-.903**	-	
(4) Overall/total specific satisfaction	59.9579	7.05000	-.145*	.505**	-.093	-
(5) Perceived organisational support	63.7243	29.53241	.686**	-.893**	.919**	-.239**

**Correlation is significant at the 0.01 level (bidirectional); *Correlation is significant at the 0.05 level (2-tailed).

The following conclusions can be drawn from the data presented in Table 3:

I. Highly Statistically Significant Relationships:

- between perceived organisational support from bosses/colleagues and specific intrinsic satisfaction, ($r = -.893^{**}$, $p < .01$);
- between perceived organisational support from bosses/colleagues and extrinsic specific satisfaction ($r = .919^{**}$, $p < .01$);
- between extrinsic specific satisfaction and intrinsic specific satisfaction ($r = -.903^{**}$, $p < .01$), but this relationship, as well as the value of the Pearson linear correlation coefficient, emphasises that the two dimensions of specific satisfaction are complementary and refer to the fact that they are on a continuum, at opposite poles, and assure us that the data obtained have high scientific value.

II. Moderate to Good Relationships:

- between perceived organisational support from bosses/colleagues and generic job satisfaction ($r = .686^{**}$, $p < .01$);
- between generic job satisfaction and specific intrinsic job satisfaction ($r = -.586^{**}$, $p < .01$);
- between generic job satisfaction and specific extrinsic job satisfaction ($r = .616^{**}$, $p < .01$);

Conclusion: The analysis of the data on the relationship between perceived organisational support from bosses/colleagues, specific satisfaction, and generic job satisfaction showed that it is statistically supported or that there is an interdependent relationship between them. The data presented constitute relevant evidence to prove hypothesis 3.

The intervention programme proposed by us on the basis of the data obtained concerns:

- optimising the well-being of emergency service workers by recognising and balancing organisational support needs and sources of job satisfaction, contributing to more effective stress management and increased resilience; the programme will begin with a psychoeducation and self-assessment component, followed by targeted workshops with a specific focus on the role of organisational support;
- exploration of possible causes of intrinsic demotivation despite support and strategies to regain meaning and purpose;
- activities to support workers to rediscover their intrinsic motivation and turn organisational support into a catalyst for personal and professional growth.
- activities focusing on ways to sustain their passion while learning how to secure the support and rewards needed to prevent burnout and build resilience.

Results of Hypothesis 4

The statistical technique called the Independent Samples Test was used to prove hypothesis 4, in which we assume that there are differences in generic job satisfaction and specific job satisfaction by age and gender, and the results are presented in Tables 4, 5, 6, and 7.

With regard to the age of the individuals in the study group, they were divided into two groups, namely 98 people aged up to 35 years in the first group, denoted by the number 1, and 116 people aged over 35 years in the second group, denoted by the number 2.

Table 4. Group Statistics (N=214)

<i>Variable</i>	<i>Age</i>	<i>N</i>	<i>M</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Generic job satisfaction	1	98	35.6327	8.60279	.86901
	2	116	33.3879	8.61422	.79981
Specific intrinsic satisfaction	1	98	32.3061	14.98068	1.51328
	2	116	34.6810	16.48852	1.53092
Specific extrinsic satisfaction	1	98	26.9490	14.23613	1.43807
	2	116	25.5690	13.30526	1.23536
Overall/total specific satisfaction	1	98	59.3980	6.86052	.69302
	2	116	60.4310	7.20172	.66866

From the data presented in Table 4, we can see that the statistical means obtained by younger people on some dimensions are slightly higher than those of older people, and slightly lower on others, which emphasises that younger people have higher generic job satisfaction than older people. This may be explained by the fact that younger people have more flexible job expectations, are more adaptable, more willing to learn, have more energy and higher resilience values in general, which makes them more likely to find the work environment more offering than otherwise. This makes them easier to take on work tasks, more eager to develop, grow, and automatically leads to greater job satisfaction.

Table 5. Independent Samples Test (N=214)

<i>Variable</i>	<i>t calculated</i>	<i>df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>	<i>95% Confidence Interval of the Difference</i>	
						<i>Lower</i>	<i>Upper</i>
(1) Generic job satisfaction	1.900	212	.059	2.24472	1.18118	-.08365	4.57309
(2) Specific intrinsic satisfaction	-1.094	212	.275	-2.37491	2.17007	-.65260	1.90277
(3) Specific extrinsic satisfaction	.732	212	.465	1.38001	1.88504	-.33581	5.09583
(4) Overall/total specific satisfaction	-1.068	212	.287	-1.03308	.96696	-.93917	.87302

From the data presented in Table 5 we can draw the following conclusions regarding generic job satisfaction and specific job satisfaction: regarding the variable generic job satisfaction (the difference between means is 2.24472, $t = 1.900$, $p = 0.059$); concerning the variable intrinsic specific satisfaction (difference between means is -2.37491, $t = -1.094$, $p = 0.275$); concerning the variable extrinsic specific satisfaction (difference between means is 1.38001, $t = 0.732$, $p = 0.465$); concerning the variable general specific satisfaction, (difference between means is -1.03308, corresponding to a $t = -1.068$, $p = 0.287$).

Although the values of the calculated difference between the statistical means are not large, it can be concluded that younger people may have higher generic job satisfaction and extrinsic specific satisfaction compared to older people and vice versa, and that older people have higher intrinsic specific satisfaction and overall specific satisfaction compared to younger people. One explanation for this is that younger age is often associated with higher levels of physical, mental energy and greater resilience to stress, which can make it easier for young people to cope with work pressures and maintain a positive attitude. Younger age groups also value learning opportunities, and these feed back into their own enthusiasm and the satisfaction that learning, and therefore the work it offers, brings.

Table 6. Group Statistics (N=214)

Variable	Gen	N	M	Std. Deviation	Std. Error Mean
Generic job satisfaction	Female	104	36.2404	8.24444	.80843
	Male	110	32.6909	8.72910	.83229
Specific intrinsic satisfaction	Female	104	28.2019	14.79660	1.45093
	Male	110	38.6909	15.11470	1.44113
Specific extrinsic satisfaction	Female	104	30.5769	13.03892	1.27857
	Male	110	22.0636	13.10947	1.24994
Overall/total specific satisfaction	Female	104	58.7788	7.10388	.69659
	Male	110	61.0727	6.84522	.65267

From the data presented in Table 6, we can see that the statistical averages obtained by females on some dimensions are slightly higher than those of males, and slightly lower on others. This aspect of gender differences in generic job satisfaction is often found in specialised studies. The explanation for this is primarily related to expectations - women have lower expectations from the workplace (in terms of pay, promotions, working conditions), which impacts job satisfaction, women value the work/leisure balance differently, and so the job may provide opportunities for their desires in these areas to be fulfilled.

Table 7. Independent Samples Test (N=214)

Variable	<i>t</i> calculated	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Generic job satisfaction	3.054	212	.003	3.54948	1.16215	1.25862	5.84033
Specific intrinsic satisfaction	-5.126	212	.000	-10.48899	2.04623	-14.52255	-6.45542
Specific extrinsic satisfaction	4.761	212	.000	8.51329	1.78831	4.98813	12.03844
Overall/total specific satisfaction	-2.406	212	.017	-2.29388	.95358	-4.17359	-.41417

The following conclusions can be drawn from the data presented in Table 7:

- regarding the variable generic job satisfaction (difference between means is 3.54948, $t = 3.054$, $p = 0.003$); regarding the variable intrinsic specific satisfaction (difference between means is -10.48899, $t = -5.126$, $p = 0.000$); regarding the variable extrinsic specific satisfaction (difference between means is 8.51329, $t = 4.761$, $p = 0.000$); regarding the variable specific job satisfaction (difference between means is -2.29388, $t = -2.406$, $p = 0.017$).

Although the values of the calculated difference between the statistical means are not large, it can be concluded that females may have higher generic job satisfaction and extrinsic specific satisfaction, compared to males, and males may have higher general specific satisfaction and intrinsic specific satisfaction, compared to females. In this type of work, women are more oriented towards the results of their work, which is also related to the way in which they consider caring, gentleness, offering support as something that is related to their personal characteristics (related to motherhood, to a generic desire to be there for others, to a greater self-perceived empathy and emotionality).

Conclusion: After analysing the results of the significance test between the statistical means obtained by the two subgroups of people, it can be concluded that hypothesis 4 is statistically supported.

The results of hypothesis 4 highlight the following directions of intervention:

- address the specific needs of each profile and by involving management in creating a work environment that values both intrinsic and extrinsic satisfaction; this intervention direction can significantly reduce stress and build sustainable resilience among emergency service workers;

- youth outcomes support capitalising on the strengths of young workers to support job satisfaction and resilience across the whole organisation, while facilitating the transfer of knowledge and experience between generations (e.g., the possibility of reverse mentoring);
- interactive sessions focusing on the concept of growth mindset - the idea that skills can be developed through dedication and hard work;
- a direction of intervention to directly target the ‘flexible expectations’, ‘increased adaptability’, and ‘desire for growth’ observed in young people, seeking to amplify these across the whole team to increase overall satisfaction and resilience;
- building intergenerational problem-solving forums;
- addressing differences in expectations identified as an explanation for variation in generic satisfaction, promoting deeper understanding and open communication;
- meetings focused on managing realistic expectations and setting realistic goals, but also on establishing (re-establishing) the appropriate work/leisure ratio.

Results of Hypothesis 5

The statistical technique called Simple Linear Regression was used to prove hypothesis 5, which assumes that locus of control, perceived organisational support, and identification play a significant role in predicting generic and specific job satisfaction. The results are presented in Table 8.

Table 8. Coefficients (N=214)

	B	Std. Error	Beta	t	Sig.
a) Generic job satisfaction					
<i>Constant</i>	92.758	73.525		1.262	.209
<i>Place of control - Internality</i>	-3.142	3.199	-.2182	-.982	.327
<i>Place of control - Externality</i>	-2.779	3.199	-.1934	-.868	.386
<i>Perceived organisational support</i>	.118	.046	.403	2.546	.012
<i>Organisational identification</i>	.027	.035	.063	.758	.450
b) Specific intrinsic satisfaction					
<i>Constant</i>	49.316	64.395		.766	.445
<i>Place of control - Internality</i>	.610	2.802	.232	.218	.828
<i>Place of control - Externality</i>	-1.725	2.802	-.657	-.616	.539
<i>Perceived organisational support</i>	-.034	.041	-.063	-.837	.404
<i>Organisational identification</i>	.010	.031	.013	.339	.735
c) Specific extrinsic satisfaction					
<i>Constant</i>	33.353	44.230		.754	.452
<i>Place of control - Internality</i>	-1.495	1.925	-.655	-.777	.438
<i>Place of control - Externality</i>	.464	1.925	.204	.241	.810
<i>Perceived organisational support</i>	.047	.028	.101	1.685	.093
<i>Organisational identification</i>	.006	.021	.009	.280	.780
d) Overall/total specific satisfaction					
<i>Constant</i>	77.804	80.482		.967	.335
<i>Place of control - Internality</i>	-.638	3.502	-.544	-.182	.856
<i>Place of control - Externality</i>	-.928	3.502	-.793	-.265	.791
<i>Perceived organisational support</i>	-.007	.051	-.027	-.128	.898
<i>Organisational identification</i>	.010	.038	.030	.268	.789

Dependent Variable: a) Generic job satisfaction; b) Specific intrinsic satisfaction; c) Specific extrinsic satisfaction; d) Specific overall satisfaction.

Taking into account the values of the regression coefficients mentioned in Table 8, we can conclude that each personality characteristic, namely locus of control, perceived organisational support, and identification, can explain and predict in different proportions the level of generic and specific job satisfaction with the three dimensions, namely intrinsic, extrinsic, and general, as follows:

a) The variation in overall job satisfaction can be explained by:

- 11.8% by the variable perceived organisational support;
- 31.42% by the variable internality;
- 27.79% by the externality variable;
- 2.7% by the organisational identification variable.

b) The variation in overall specific satisfaction can be explained by:

- 6.38% by the variable perceived organisational support;
- 9.28% by the variable internality;
- 0.7% by the externality variable;
- 1% by the variable organisational identification;

Partial conclusion: the data mentioned in Table 8, as well as the interpretation presented above, allow us to state that hypothesis 5 is statistically supported.

For the results obtained in this hypothesis, the intervention directions will target:

- focusing on the locus of control (internality/externality), as it explains almost 60% of the variance in generic satisfaction; organisational support is also important, while the identification has less impact at the generic level; this part would directly and as a priority address the variable with the highest explanatory power (internality and externality), making participants aware of the decisive influence of their own perceptions;

- activities that concern the management side (training for leaders, ways to ensure clear support from leaders to employees, implementation of recognition policies, etc.); this component directly addresses perceived organisational support (11.8%) through concrete actions at the managerial level and indirectly contributes to increasing internality, by creating an environment that encourages autonomy and perceived control; even if the identification (2.7%) has a small share, a supportive and empowering environment could also improve it in the long run;

- another direction would be aimed at increasing the overall specific satisfaction of emergency service workers by strengthening the perception of personal control and improving the quality of organisational support.

3. Conclusions

The study provides some scientific evidence showing that the research hypotheses are statistically supported, which proves that some personality characteristics, with reference to locus of control, organisational identification, and perceived support are in an interrelationship with different forms of satisfaction related to profession, workplace, and type of work activity performed, which allows to conclude that the onset of job satisfaction is influenced by these characteristics, but not only.

The correlational values between the variables of locus of control and those of specific satisfaction emphasise that they are in a close conditioning, and if the correlation is negative between some variables, which signals that the respective dimensions are in inverse relationships, i.e. when one decreases, the other increases and vice versa, the influence of locus of control remains evident.

According to the characteristic profile of the two dimensions of locus of control (internal/external), people who are likely to feel more comfortable and experience higher levels of specific satisfaction, either extrinsic or intrinsic satisfaction, are those who have a correspondence between the characteristics of the two dimensions of locus of control and the two dimensions of specific satisfaction.

In other words, depending on how one relates to work, intrinsic specific satisfaction is supported by internality as a locus of control dimension, and extrinsic specific satisfaction is supported by externality as a locus of control dimension - the higher the correspondence, the higher the satisfaction will be, and vice versa.

Also of note are the data on the significance of the relationship between internality as a dimension of locus of control and generic job satisfaction, where the Pearson linear correlation

coefficient has a high value with a positive sign, which indicates that both variables increase or decrease in the same direction or that there is a direct intercorrelation relationship, and when internality is evident, satisfaction increases.

On the other hand, the relationship between externality as a dimension of locus of control and generic job satisfaction is also high, but with a negative sign, which indicates that when the externality orientation is more evident, satisfaction decreases.

Thus, it can be concluded that locus of control, as a dimension of psychological structure, can have a significant influence on specific satisfaction, so that there is correspondence in orientation between the two dimensions and the two forms of specific satisfaction. At the same time, its role on the generic job satisfaction is more evident for the internal locus of control profile.

Regarding the relationships between the perceived organisational support provided by bosses/colleagues and specific satisfaction through its two dimensions (extrinsic vs. intrinsic), it is highlighted that the support provided by bosses and colleagues has increased relevance in obtaining specific extrinsic satisfaction, and this becomes a supporting factor for involvement in specific daily professional activities by people working in emergency services.

Perceived organisational support from bosses/colleagues and generic job satisfaction have also been shown to be significantly intercorrelated with each other, allowing us to conclude that perceived support also influences or plays a significant role in the relationship with generic job satisfaction.

This explains why people who perceive that they have organisational support from colleagues and bosses feel more able to cope with the challenges of various situations in the workplace, have more self-confidence, can deal with situations more detached, and have higher levels of specific and general job satisfaction.

Also worth considering are the relationships between organisational identification and specific satisfaction across the two dimensions (intrinsic and extrinsic), which are supported by high Pearson linear correlation coefficient values. Those relating to intrinsic specific satisfaction have a negative sign (one variable increases and the other decreases), but more important are those relating to extrinsic specific satisfaction, which have a positive sign (both variables increase or decrease in the same direction), which means that it is in a direct intercorrelation with extrinsic specific satisfaction.

In another vein, we also note that research has shown that females have higher levels of generic job satisfaction and specific extrinsic satisfaction than males, and that younger people are more likely to experience satisfaction than older people.

From the analyses presented, a complex and nuanced picture of job satisfaction and resilience in emergency service workers emerges. A strong dependence of satisfaction on locus of control (whether internal or external, with different influences on intrinsic and extrinsic satisfaction) and perceived organisational support emerges. Generational and gender differences, although present, are often explained by variations in expectations and priorities. Effective interventions therefore, need to be tailored and integrated, addressing the specific needs of each individual profile, cultivating inner control, optimising both formal and informal support, and promoting a work environment that recognises and values the diversity of the workforce. Investment in these key areas is essential to build a more resilient, satisfied and effective workforce.

The study also starts from the fact that neurocognitive models emphasise that LOC is not fixed; it is learned and can be modified by experience. This capacity for change is supported by neural plasticity, the brain's ability to reorganise its structure and functions in response to new experiences. Psychological interventions aimed at changing LOC work by remodelling these neural pathways. The intervention also takes into account how the brain processes information about control, threat and rewards, and understanding these neural mechanisms allows us to design more targeted interventions to 'recalibrate' the perception of control, reducing the stress response and increasing the activation of reward systems to cultivate deeper job satisfaction and enduring resilience.

In conclusion, the present research provides evidence for scientific validation that the psychological characteristics studied, namely locus of control, organisational identification, and perceived organisational support provided by bosses and colleagues, become relevant for emergency service employees to obtain specific and generic job satisfaction, characteristics that allow us to assess that they will benefit from optimal adaptation at work. The research also provides intervention guidelines for each of the outcomes obtained in the study.

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