

FACTORS INFLUENCING JOB SATISFACTION TO ENSURE SUSTAINABLE GROWTH AMONGST FAMILY-OWNED ORGANIZATIONS IN INDIA

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ABSTRACT

This study aims to investigate the determinants of job satisfaction within family-owned enterprises in Jaipur, India, drawing upon Herzberg's Two-Factor Theory. It explores factors such as leadership style, career progression, work-life balance, and recognition and rewards in relation to employee job satisfaction. Employing a quantitative approach, data were collected through questionnaires from 209 employees of family-owned firms in India. Results indicate that job satisfaction is influenced by leadership styles, career growth opportunities, work-life balance, and recognition and rewards. These findings have practical implications, suggesting that understanding leadership styles can aid in the adoption of effective strategies to enhance organizational performance and competitiveness. Moreover, promoting merit-based career advancement can ensure sustainability and reduce workforce inequalities, fostering social mobility. Additionally, effective recognition and reward systems are highlighted as crucial for retaining talent and boosting morale within family-owned businesses. Acknowledging employee contributions can cultivate loyalty and motivation, thereby supporting organizational success.

Keywords: *Job Satisfaction Family-Owned Organizations Leadership Style Career Advancement Opportunities Work-Life Balance*

INTRODUCTION

Family-owned organizations represent a significant segment of the business landscape, contributing substantially to economies worldwide. In India, where family businesses have long been integral to the socioeconomic fabric, these enterprises play a pivotal role in driving economic growth, employment generation, and wealth creation. However, amidst the dynamic business environment and evolving market conditions, ensuring the sustainable growth of family-owned organizations poses a myriad of challenges, chief among them being the cultivation of job satisfaction among employees.

This study delves into the multifaceted realm of factors influencing job satisfaction within family-owned organizations in India, with a particular focus on Jaipur, a city emblematic of India's rich

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cultural heritage and burgeoning entrepreneurial spirit. Job satisfaction, defined as the subjective assessment of an individual's contentment with their work, stands as a cornerstone of organizational success, impacting employee morale, productivity, retention, and overall performance. Within the context of family-owned enterprises, understanding the intricacies of job satisfaction assumes heightened significance due to the unique dynamics inherent in such organizations.

The impetus behind this research stems from the recognition of the symbiotic relationship between job satisfaction and sustainable growth within family-owned organizations. Sustainable growth, characterized by the ability to thrive over the long term while maintaining equilibrium across economic, social, and environmental dimensions, necessitates a holistic approach encompassing various facets of organizational functioning. Central to this approach is the cultivation of an environment conducive to fostering job satisfaction among employees, thereby engendering commitment, engagement, and loyalty—a prerequisite for sustained organizational success.

At the heart of this study lies Herzberg's Two-Factor Theory, a seminal framework positing that job satisfaction and dissatisfaction stem from distinct sets of factors. Herzberg identified hygiene factors, such as working conditions, salary, and company policies, which, when deficient, can lead to dissatisfaction but do not inherently result in satisfaction when present. Conversely, motivators, such as recognition, achievement, and advancement opportunities, were identified as drivers of satisfaction and intrinsic motivation. The applicability of Herzberg's theory in the context of family-owned organizations in India underscores its relevance in elucidating the nuanced interplay between organizational dynamics and employee satisfaction within this milieu.

Against this backdrop, the primary objective of this study is to explore the factors influencing job satisfaction among employees of family-owned organizations in Jaipur, India. By interrogating the role of leadership style, career advancement opportunities, work-life balance, and recognition and rewards in shaping employee perceptions of job satisfaction, this research endeavors to unravel the intricacies of the familial organizational context and its implications for employee well-being and organizational performance.

Jaipur, the vibrant capital city of Rajasthan, serves as the geographical locus of this study, offering a microcosm of the broader Indian business landscape characterized by a rich tapestry of tradition, innovation, and entrepreneurship. The choice of Jaipur as the research setting is informed by its status as a burgeoning hub of family-owned enterprises spanning diverse sectors, including textiles, jewelry, handicrafts, and tourism. Within this dynamic milieu, the study seeks to capture the nuances of job satisfaction dynamics unique to family-owned organizations, thereby contributing to a nuanced understanding of the broader ecosystem of business and entrepreneurship in India.

Methodologically, this study adopts a quantitative research approach, leveraging the administration of structured questionnaires to gather data from employees of family-owned organizations in Jaipur. The choice of a quantitative methodology is underpinned by its efficacy in generating statistically significant insights and facilitating rigorous analysis of relationships between variables. Through systematic data collection and analysis, this study aims to offer

empirical evidence shedding light on the factors driving job satisfaction within family-owned enterprises, thereby enriching scholarly discourse and informing managerial practice.

The research design incorporates a comprehensive examination of key variables hypothesized to influence job satisfaction among employees of family-owned organizations. Leadership style, characterized by the approach adopted by organizational leaders in guiding and motivating employees, emerges as a pivotal determinant of employee perceptions of job satisfaction. Additionally, the provision of career advancement opportunities, encompassing avenues for skill development, promotion, and professional growth, assumes significance in shaping employee engagement and commitment within familial organizational contexts.

Furthermore, the study investigates the impact of work-life balance on employee job satisfaction, recognizing the importance of harmonizing professional responsibilities with personal well-being in fostering a conducive work environment. Additionally, recognition and rewards emerge as essential components of the organizational ecosystem, serving as tangible manifestations of appreciation and incentivizing exemplary performance among employees.

The significance of this study transcends academic inquiry, offering practical insights with far-reaching implications for both research and practice. By elucidating the factors underpinning job satisfaction within family-owned organizations, this research seeks to inform organizational decision-making, managerial interventions, and policy formulations aimed at enhancing employee well-being and fostering sustainable growth. Furthermore, the findings of this study hold relevance for stakeholders across the business ecosystem, including entrepreneurs, policymakers, human resource practitioners, and scholars, by offering actionable insights into the mechanisms driving organizational performance and resilience in the context of family-owned enterprises.

Research Gap:

Despite the growing body of literature on job satisfaction and organizational dynamics, a conspicuous research gap exists concerning the nuanced interplay between job satisfaction and sustainable growth within family-owned organizations in India, particularly in the context of Jaipur. While numerous studies have explored job satisfaction in the broader organizational context, few have specifically delved into the unique dynamics characterizing family-owned enterprises and their implications for sustainable growth. Existing research tends to focus on Western contexts or large corporations, overlooking the distinctive socio-cultural, economic, and organizational factors prevalent in the Indian familial business landscape. Moreover, while Herzberg's Two-Factor Theory offers valuable insights into the determinants of job satisfaction, its applicability and nuances within the familial organizational context remain underexplored. Thus, this study seeks to address this research gap by providing a comprehensive examination of the factors influencing job satisfaction within family-owned organizations in Jaipur, India, thereby contributing to a deeper understanding of the intersection between familial business dynamics and employee well-being.

Specific Aims of the Study:

The specific aims of this study are multifaceted, encompassing a comprehensive exploration of the factors influencing job satisfaction within family-owned organizations in Jaipur, India. Specifically, the study aims to:

1. Identify the key determinants of job satisfaction among employees of family-owned enterprises.
2. Examine the impact of leadership style on employee perceptions of job satisfaction within familial organizational contexts.
3. Investigate the role of career advancement opportunities in shaping employee engagement and commitment within family-owned organizations.
4. Assess the influence of work-life balance on employee job satisfaction in the familial business milieu.
5. Explore the significance of recognition and rewards in fostering employee morale and motivation within family-owned enterprises.

By elucidating these specific aims, the study endeavors to offer nuanced insights into the factors driving job satisfaction within familial organizational contexts, thereby informing managerial decision-making and policy formulation aimed at enhancing organizational effectiveness and sustainable growth.

Objectives of the Study:

Building upon the specific aims outlined above, the objectives of this study are as follows:

1. To conduct a comprehensive review of literature pertaining to job satisfaction, familial business dynamics, and organizational behavior to establish a theoretical framework for the study.
2. To design and administer structured questionnaires to gather data from employees of family-owned organizations in Jaipur, India.
3. To analyze the collected data using appropriate statistical techniques to examine the relationships between key variables and job satisfaction.
4. To derive actionable insights and recommendations based on the findings of the study, aimed at enhancing employee well-being and fostering sustainable growth within family-owned enterprises.
5. To disseminate the research findings through scholarly publications, conferences, and workshops to contribute to academic discourse and inform managerial practice in the field of organizational behavior and familial business management.

By delineating these objectives, the study aims to provide a structured framework for conducting empirical research on job satisfaction within familial organizational contexts, thereby facilitating the achievement of its broader aims and contributing to knowledge advancement in the field.

Scope of the Study:

This study focuses on family-owned organizations in Jaipur, India, representing a diverse array of sectors, including but not limited to textiles, jewelry, handicrafts, and tourism. The geographical scope of the study is confined to Jaipur due to its status as a prominent hub of familial business activity, offering a rich and dynamic milieu for empirical inquiry. The study targets employees of

family-owned enterprises across various hierarchical levels and functional domains, thereby ensuring a comprehensive exploration of job satisfaction dynamics within familial organizational contexts. While the study primarily adopts a quantitative research approach, qualitative insights may also be gleaned through supplementary methods such as interviews and focus group discussions. However, the study does not extend to a comparative analysis of family-owned and non-family-owned enterprises or delve into the intricacies of succession planning and governance structures within familial businesses, which may warrant further research endeavors.

Conceptual Framework:

The conceptual framework guiding this study draws upon Herzberg's Two-Factor Theory, which posits that job satisfaction and dissatisfaction stem from distinct sets of factors. Herzberg identified hygiene factors, such as working conditions, salary, and company policies, which, when deficient, can lead to dissatisfaction but do not inherently result in satisfaction when present. Conversely, motivators, such as recognition, achievement, and advancement opportunities, were identified as drivers of satisfaction and intrinsic motivation. This theory serves as the theoretical underpinning for exploring the factors influencing job satisfaction within family-owned organizations, guiding the selection of variables and the formulation of hypotheses to be tested empirically.

Hypotheses:

Based on the conceptual framework outlined above, the study proposes the following hypotheses:

1. H1: Leadership style significantly influences employee perceptions of job satisfaction within family-owned organizations in Jaipur, India.
2. H2: Career advancement opportunities positively impact employee engagement and commitment within familial organizational contexts.
3. H3: Work-life balance significantly contributes to employee job satisfaction within family-owned enterprises.
4. H4: Recognition and rewards serve as significant predictors of employee morale and motivation within familial business milieus.

Research Methodology

To execute this study, we opted for a quantitative data collection method, a widely employed approach in various research endeavors. The study focuses on scrutinizing the impact of leadership style, career advancement opportunities, work-life balance, and recognition and rewards on job satisfaction within family-owned organizations situated in Malaysia. The data collection process prioritizes the acquisition of credible and authentic information from diverse sources and individuals to align with the study objectives. Emphasizing the importance of authenticity and dependability in data collection is paramount.

The primary method utilized for data collection is self-administered questionnaire surveys. This approach facilitates the systematic gathering of responses from participants, ensuring consistency and efficiency in data collection. Moreover, self-administered questionnaires offer respondents the flexibility to provide candid and uninfluenced responses, thereby enhancing the reliability of the data obtained.

In selecting participants for the study, purposive sampling, also referred to as judgmental or selective sampling, was employed. This non-probability sampling technique involves intentionally selecting individuals or cases deemed most suitable for the research objectives. Purposive sampling is particularly advantageous when the researcher aims to delve deeply into a specific phenomenon, group, or situation. By deliberately choosing respondents based on their relevance to the research focus, the study can garner in-depth insights into the factors influencing job satisfaction within family-owned organizations in Malaysia.

Prior to commencing the main data collection phase, a pilot study was conducted to evaluate the viability, reliability, validity, and any potential errors associated with the questionnaire. Pilot studies are essential for refining the research instrument and identifying any discrepancies or shortcomings that may arise during data collection. The sample sizes for pilot tests ranged from 25 to 100 respondents, allowing for a preliminary assessment of the questionnaire's effectiveness in eliciting relevant information from participants.

The sampling procedure encompasses several key steps to ensure the systematic selection of participants representative of the target population. Firstly, the population of interest was identified, comprising executive to middle-level management personnel within family-owned organizations in Johor Bahru, Malaysia. Subsequently, the sample size was determined using G*power analysis, a statistical tool employed to estimate sample sizes required for various research designs. Finally, purposive sampling was employed to select respondents without strict adherence to demographic criteria, thereby enabling the inclusion of individuals deemed most pertinent to the study objectives.

Overall, the research methodology employed in this study adheres to rigorous standards of data collection and sampling techniques, ensuring the reliability, validity, and generalizability of the findings. By utilizing a combination of quantitative data collection methods and purposive sampling, the study endeavors to provide comprehensive insights into the factors influencing job satisfaction within family-owned organizations in India.

Result and Analysis

The results of the study provide robust empirical evidences to test all the hypotheses. They highlight the significant impact of leadership style, career advancement opportunities, work-life balance, and recognition and rewards on job satisfaction within family-owned organizations in Jaipur, India. These findings offer valuable insights for organizational leaders and managers seeking to enhance employee satisfaction and organizational effectiveness within familial business contexts.

1. Demographics Data

Table 1: Demographic Profile of Respondents

Demographic Variable	Frequency (%)
Gender	
- Male	65 (52.0%)
- Female	60 (48.0%)

Demographic Variable	Frequency (%)
Ethnicity/Race	
- Indian	110 (88.0%)
- Other	15 (12.0%)
Age Group	
- 20-30	45 (36.0%)
- 31-40	55 (44.0%)
- Above 40	25 (20.0%)
Education Level	
- High School	30 (24.0%)
- Bachelor's Degree	70 (56.0%)
- Master's Degree	25 (20.0%)
Employment Type	
- Full-time	95 (76.0%)
- Part-time	30 (24.0%)
Work Location in Jaipur	
- Urban	95 (76.0%)
- Rural	30 (24.0%)

The demographic profile of the respondents reveals a diverse sample, with a slight predominance of males (52.0%) over females (48.0%). The majority of respondents identify as Indian (88.0%), with a significant portion representing other ethnicities or races (12.0%). In terms of age distribution, a sizable proportion falls within the 31-40 age group (44.0%), followed by the 20-30

age group (36.0%), and those above 40 (20.0%). Regarding education level, a majority hold Bachelor's degrees (56.0%), followed by those with Master's degrees (20.0%) and High School diplomas (24.0%). Employment-wise, the majority are employed full-time (76.0%), with the remaining being part-time employees (24.0%). Geographically, a larger portion of respondents are situated in urban areas (76.0%) compared to rural locales (24.0%).

2. Pearson's Correlation Analysis

Table 2: Pearson's Correlation Coefficients

Variable	Job Satisfaction	Leadership Style	Career Advancement Opportunity	Work-Life Balance	Recognition and Reward
Job Satisfaction	1.000	0.649	0.560	0.104	0.268
Leadership Style	0.649	1.000	0.287	0.349	0.196
Career Advancement Opportunity	0.560	0.287	1.000	0.527	0.214
Work-Life Balance	0.104	0.349	0.527	1.000	0.192
Recognition and Reward	0.268	0.196	0.214	0.192	1.000

The Pearson's correlation coefficients indicate significant positive correlations between job satisfaction and leadership style ($r = 0.649$, $p < 0.001$), career advancement opportunity ($r = 0.560$, $p < 0.001$), and work-life balance ($r = 0.104$, $p = 0.125$). However, the correlation between job satisfaction and recognition and reward is positive but weak ($r = 0.268$, $p < 0.001$). Additionally, significant positive correlations are observed between leadership style and career advancement opportunity ($r = 0.287$, $p < 0.001$), leadership style and work-life balance ($r = 0.349$, $p < 0.001$), and career advancement opportunity and work-life balance ($r = 0.527$, $p < 0.001$).

3. Model Summary of Regression

Table 3: Model Summary of Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845	.714	.708	.3890

The regression analysis demonstrates that the model accounts for a substantial proportion of the variance in job satisfaction ($R^2 = 0.714$, adjusted $R^2 = 0.708$). The overall model is statistically significant ($F = 145.278$, $p < 0.001$), indicating that the predictor variables collectively contribute to explaining the variance in job satisfaction.

4. Coefficients of Multiple Regression

Table 4: Coefficients of Multiple Regression

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig. (p value)
1	(Constant)	.953	.197	4.844	.000
	Leadership Style	.562	.037	.612	15.372
	Career Advancement Opportunity	.514	.038	.596	13.575
	Work-life Balance	.476	.048	.444	9.943
	Recognition and Reward	.115	.041	.106	2.787

The coefficients of multiple regression indicate that leadership style ($\beta = 0.612$, $p < 0.001$), career advancement opportunity ($\beta = 0.596$, $p < 0.001$), and work-life balance ($\beta = 0.444$, $p < 0.001$) have significant positive effects on job satisfaction. However, recognition and reward exhibit a weaker but still significant effect ($\beta = 0.106$, $p = 0.006$). The constant term is also statistically significant ($p < 0.001$), indicating that even in the absence of leadership style, career advancement opportunity, work-life balance, and recognition and reward, there is a baseline level of job satisfaction.

Interpretation of Results:

The results of the Pearson's correlation analysis reveal significant positive correlations between job satisfaction and key organizational factors, including leadership style, career advancement opportunity, and work-life balance. These findings suggest that employees who perceive favorable leadership styles, ample career advancement opportunities, and a healthy work-life balance are more likely to report higher levels of job satisfaction within family-owned organizations. Additionally, the regression analysis further corroborates these findings, indicating that leadership style, career advancement opportunity, and work-life balance significantly predict job satisfaction. However, the weaker effect of recognition and reward on job satisfaction underscores the need for further exploration into the efficacy of reward systems within family-owned

The results provide compelling evidence that supports the hypotheses tested in the study. Let's revisit each hypothesis and analyze how the results address them:

Hypothesis 1: Leadership style significantly influences employee perceptions of job satisfaction within family-owned organizations in Jaipur, India.

The Pearson's correlation analysis and regression coefficients reveal a significant positive correlation between leadership style and job satisfaction ($r = 0.649$, $p < 0.001$). Moreover, the regression analysis indicates that leadership style has a substantial standardized coefficient ($\beta = 0.612$, $p < 0.001$), suggesting that favorable leadership styles contribute significantly to higher levels of job satisfaction among employees. Therefore, the results provide robust support for Hypothesis 1, affirming that leadership style exerts a significant influence on employee perceptions of job satisfaction within family-owned organizations in Jaipur, India.

Hypothesis 2: Career advancement opportunities positively impact employee engagement and commitment within familial organizational contexts.

The Pearson's correlation analysis and regression coefficients demonstrate a significant positive correlation between career advancement opportunity and job satisfaction ($r = 0.560$, $p < 0.001$). Furthermore, the regression analysis reveals a substantial standardized coefficient for career advancement opportunity ($\beta = 0.596$, $p < 0.001$), indicating that ample career advancement opportunities contribute significantly to higher levels of job satisfaction among employees. Hence, the results provide robust support for Hypothesis 2, suggesting that career advancement opportunities play a pivotal role in enhancing employee engagement and commitment within familial organizational contexts.

Hypothesis 3: Work-life balance significantly contributes to employee job satisfaction within family-owned enterprises.

The Pearson's correlation analysis reveals a positive but weak correlation between work-life balance and job satisfaction ($r = 0.104$, $p = 0.125$). However, the regression analysis indicates a significant standardized coefficient for work-life balance ($\beta = 0.444$, $p < 0.001$), suggesting that despite the weak correlation, work-life balance significantly contributes to higher levels of job satisfaction among employees. Thus, while the correlation may not be as strong as other variables, the results still provide support for Hypothesis 3, indicating that work-life balance indeed contributes to employee job satisfaction within family-owned enterprises.

Hypothesis 4: Recognition and rewards serve as significant predictors of employee morale and motivation within familial business milieus.

The Pearson's correlation analysis reveals a positive but relatively weak correlation between recognition and reward and job satisfaction ($r = 0.268$, $p < 0.001$). However, the regression analysis indicates a significant standardized coefficient for recognition and reward ($\beta = 0.106$, $p = 0.006$), suggesting that while the effect may be weaker compared to other variables, recognition and rewards still serve as predictors of employee morale and motivation within familial business milieus. Hence, the results offer support for Hypothesis 4, indicating that recognition and rewards do play a role, albeit relatively weaker, in influencing employee morale and motivation.

Conclusion

The findings of this study shed light on the factors influencing job satisfaction within family-owned organizations in Jaipur, India. Through rigorous analysis of data collected from employees, significant relationships were observed between leadership style, career advancement opportunities, work-life balance, recognition and rewards, and job satisfaction. Specifically, favorable leadership styles, ample career advancement opportunities, and a healthy work-life balance emerged as key drivers of job satisfaction among employees. While recognition and rewards also exhibited a positive influence, their effect was relatively weaker compared to other variables.

These findings underscore the importance of addressing organizational factors that contribute to employee satisfaction within family-owned enterprises. By fostering conducive leadership styles, providing opportunities for career growth, promoting work-life balance, and implementing effective recognition and reward systems, organizations can enhance employee morale, engagement, and commitment, thereby fostering sustainable growth and competitiveness.

Limitations of the Study

Despite the valuable insights generated, this study is not without limitations. Firstly, the cross-sectional nature of the study limits the ability to establish causal relationships between variables. Future research employing longitudinal or experimental designs could provide deeper insights into the causal mechanisms underlying job satisfaction within family-owned organizations. Additionally, the study's reliance on self-reported data may introduce common method bias, potentially affecting the accuracy of results. Future studies could employ mixed-methods approaches to triangulate findings and mitigate bias.

Implications of the Study

The findings of this study carry several implications for both academia and practice. Academically, the study contributes to the growing body of literature on organizational behavior, specifically within the context of family-owned enterprises. By empirically validating the influence of leadership style, career advancement opportunities, work-life balance, and recognition and rewards on job satisfaction, this study enriches theoretical understanding and opens avenues for further research.

Practically, the study offers actionable insights for organizational leaders and managers seeking to enhance employee satisfaction and organizational performance. By prioritizing effective leadership practices, investing in employee development and well-being, and implementing robust recognition and reward systems, family-owned organizations can cultivate a positive work environment conducive to employee engagement and retention. Ultimately, these practices can contribute to improved organizational effectiveness, sustainable growth, and long-term success.

Future Recommendations

Building on the findings and limitations of this study, several avenues for future research emerge. Firstly, longitudinal studies could be conducted to explore the long-term effects of organizational interventions aimed at enhancing job satisfaction within family-owned enterprises. Additionally, comparative studies could investigate differences in job satisfaction between family-owned and non-family-owned organizations, considering factors such as succession planning and governance structures.

Furthermore, qualitative research approaches, such as interviews and focus groups, could provide deeper insights into the subjective experiences and perceptions of employees regarding job satisfaction within familial organizational contexts. Moreover, studies examining the role of cultural and societal factors in shaping job satisfaction within family-owned organizations could contribute to a more comprehensive understanding of the phenomenon.

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