

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

A Comparative Analysis of Life Satisfaction, Job Satisfaction, and Organisational Justice:
Non-Family Employees in Family Businesses vs. Employees in Non-Family Businesses

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Abstract

Family Businesses are a fundamental component of the global economy, playing a vital role in driving employment and economic development. Despite their economic significance, there remains a scarcity of research addressing the non-family employees. The following research explores the differences in Life Satisfaction, Job Satisfaction, and Organisational Justice between non-family employees in Family Businesses and employees in non-family businesses. Utilizing a quantitative approach, it employs survey questionnaires to gather data from 267 participants. The findings reveal notable variations in Job Satisfaction between the two groups, with non-family employees in Family Businesses reporting higher Job satisfaction. This study contributes to both theoretical understanding and practical insights into employee experiences in different organisational contexts. It emphasizes the unique impacts of Family Business dynamics on Job satisfaction and perceptions of Organisational Justice.

Keywords

Life Satisfaction, Job Satisfaction, Organisational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Informational Justice

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Chapter 1: Introduction

Family Businesses are a vital pillar of the global economy and are serving as key drivers of employment and economic advancement (Beckhard and Dyer 1983). Family Businesses are estimated to operate up to 90% of businesses globally and make up a sizable share of private enterprises (EFB 2023). The uniqueness of Family Businesses lies in the fusion of family relationships and business activities, which create a distinctive organisational culture that can profoundly affect business performance and family cohesion (Poza 2010). The close intertwining of family and business in family-owned enterprises often can lead to a tighter linkage between one's professional and personal life, potentially creating a stronger correlation between Job Satisfaction and overall Life Satisfaction (Dreyer and Busch 2021). While research on Family Businesses has thoroughly explored areas such as succession planning and inter-family dynamics, there's a significant research gap concerning the experiences of non-family employees in these settings. Thus, this research aims to bridge this gap by providing a deeper understanding of how working in a Family Business environment impacts non-family employees and whether the blend of family and business interests in such entities affects non-family employees' Life Satisfaction, Job Satisfaction, and their perceptions of Organisational Justice differently than in non-Family Businesses. The research objective is to examine and compare the levels of Life Satisfaction, Job Satisfaction, and Organisational Justice perceived by non-family employees in Family Businesses and employees in non-Family Businesses. The study aspires to reveal the potential differential effects that may be exerted on the employees' professional and personal well-being.

The dissertation progresses with a literature review, research methodology, data analysis, and results discussion and conclusion. It concludes by synthesizing insights, addressing limitations, and suggesting future research directions.

Chapter 2: Literature Review

2.1 Family Businesses

Family Businesses (FB) exert a significant influence on the global business landscape, controlling a substantial portion of enterprises (Beckhard and Dyer 1983). Estimates suggest that families are in control of between 70% and 90% of all firms worldwide, highlighting their pervasive presence in various industries. (EFB 2023). These businesses, which account for approximately two-thirds of the world's privately owned businesses (Davis et al. 1997), have increasingly attracted the attention of the academic community in recent decades due to their significant social and economic impact (Chua, Chrisman, and Sharma 1999; Carney et al. 2017). FBs are often associated with small and medium-sized enterprises (SMEs), but notably, 37% of Fortune 500 companies are identified as FB, contradicting these preconceptions (Allio 2004). The impact of FB extends beyond ownership to employment patterns. Globally, around 80% of the working population is employed by FB, underscoring their role as major contributors to job creation (Dana and Ramadani 2015; Poza 2010). A FB refers to a business entity where decision-making and ownership responsibilities are centralized within a family unit or extended across multiple generations (Poza 2010). These enterprises are distinguished by the direct involvement of family members in managing, governing, and owning the business (Mazzi 2011). One of the most widely used definitions for FB is by Donnelley, who outlines that *“a company is considered a Family Business when it has been closely identified with at least two generations of a family and when this link has had a mutual influence on company policy and on the interests and objectives of the family”* (Donnelley 1988 p.94). Within the complex business realm, family enterprises stand out as unique and robust entities, defined by a fusion of values, long-term foresight, adaptability, and a holistic approach to decision-making (Wall 1981). The overlap of management, family, and ownership in these businesses yields significant advantages when compared to their non-family counterparts (Davis and Tagiuri 1989). FB are renowned for their steadfast dedication to long-term sustainability and legacy. This perspective instills stability and

consistency, enabling strategic planning that extends beyond immediate financial gains (Chrisman, Chua, and Sharma 2003). The assurance of a business invested in its own continuity resonates with stakeholders who value the enduring nature of familial enterprises (Poza, 2010). FB are built upon a foundation of shared values and traditions transmitted across generations. This unique identity not only shapes a robust organisational culture but also resonates with customers, employees, and stakeholders seeking businesses with a clear sense of purpose and principles (Tàpies and Moya 2012). The integration of both business and family considerations into decision-making processes characterizes FB. While this holistic approach presents challenges, it leads to more balanced and sustainable choices. Aligning business decisions with familial well-being creates a distinctive decision-making framework (Davis and Tagiuri 1989).

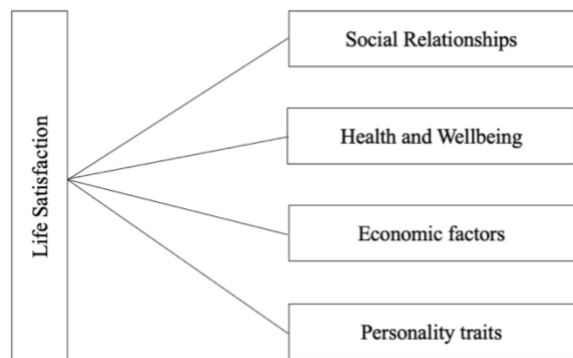
However, the blurring of boundaries among family roles—membership, management, and ownership—presents both opportunities and challenges. While this blurring can create the ultimate competitive advantage, it also introduces potential confusion, sluggish decision-making, and organisational paralysis, highlighting the delicate balance FB must navigate (Poza 2010; Dias da Cunha 2023). The intertwining of personal and professional life further complicates these dynamics, impacting factors positively and negatively. Ensuring equitable treatment among family members in terms of responsibilities, rewards, and opportunities emerges as a critical challenge. The risk of perceived favoritism or unequal treatment or advancing family members, who are not competent and are only in the position due to their family relation (not merit-based) not only strains interpersonal relationships but also jeopardizes the delicate harmony between family and business interests (Sroka and Vveinhardt 2020). This challenge is intricately linked to the concept of Organisational Justice, emphasizing the paramount importance of fairness in resource distribution and decision-making processes. This fairness is not only crucial for internal cohesion but also influences external stakeholder perceptions (Poza 2010; Dias da Cunha 2023). The challenge extends to talent management,

particularly in attracting and retaining non-family members. Perceptions of nepotism or limited advancement opportunities for non-family employees can pose significant hurdles (Waterwall and Alipour 2021). Striking a delicate balance between family and non-family talent is essential for a harmonious and high-performing workforce (Mantovani 2020). The intricate interplay between family relationships and business operations introduces multifaceted challenges, including conflicts, power struggles, and communication breakdowns (P. Davis and Stern 1988). In smaller FB, decisions may not always be confined to official working hours within the company setting. Instead, communication often takes place within the familial context, influencing the decision-making process (PwC 2020). This dynamic can potentially lead to non-family employees feeling excluded from crucial decision points, fostering a sense of being left out of significant developments within the company (Carney 2005). Successfully navigating this terrain requires a delicate balance between maintaining family harmony and meeting the demands of the business (Lien and Li 2013). Robust conflict resolution strategies, clear formalized processes, and clear communication channels are indispensable (Fitzgerald and Muske 2016).

2.2 Life Satisfaction

According to Veenhoven (1996) Life Satisfaction refers to an individual's favorable assessment of their overall life quality, as this can be highly subjective, several frameworks have been developed to assess it more objectively. Based on the PERMA framework advanced by the two leading positive psychologists Martin Seligman—comprising Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment (Seligman 2018) - as well as Diener's Satisfaction with Life Scale (SWLS), tailored to assess Life Satisfaction, four key determinants of Life Satisfaction emerge (Diener et al. 1985) can be observed (cf. Figure 1).

Figure 1: *The four key determinants of Life Satisfaction*



Firstly, the influence and quality of *social relationships* play a central role in Life Satisfaction, with positive social interactions and support significantly contributing to individuals' overall well-being (Diener and Seligman 2002). Another significant role in determining Life Satisfaction is the complex interplay between *physical and mental well-being*. Chronic health conditions and mental health disorders can adversely affect individuals' overall satisfaction, highlighting the interconnectedness of these factors (Morris and Roychowdhury 2020). Moreover, while income alone does not guarantee Life Satisfaction, *economic well-being, and financial stability* have been identified as significant factors (Diener and Biswas-Diener 2009). The connection between financial status and Life Satisfaction is not straightforward but exhibits a curvilinear trend, underscoring the intricate nature of this link (Jebb et al., 2018). Moreover, *personality traits* profoundly influence Life Satisfaction. Traits like optimism and resilience are often correlated with greater Life Satisfaction while characteristics such as neuroticism may detract from one's overall sense of well-being (Bojanowska & Urbańska, 2021).

Given the distinct interplay of professional and personal context in FB and the potential impact this could have on non-family employees, the following question derives: ***Is Life Satisfaction different between employees in Family Businesses (non-family members) and employees in non-family related businesses?*** Despite the distinctive atmosphere of FBs, it is hypothesized that there may be no significant disparity in Life Satisfaction between the two groups, as the various factors identified in the literature that contribute to Life Satisfaction surpass the specific nature of the business environment, regardless of the type of business.

2.3 Job Satisfaction

The origin of the formal definition of Job Satisfaction is rooted in Fisher and Hanna's studies from 1931 (Zhu 2012). Based on extensive case studies, they characterized Job Satisfaction as a result of non-regulatory mood tendencies (Fisher and Hanna 1931). Job Satisfaction, a crucial organisational variable (Brayfield and Roethe 1951; Ilies et al. 2009), pertains to individuals' attitudes and emotions regarding their work (Judge and Bono 2001; Locke 1969). Favorable and positive sentiments toward one's job signify Job Satisfaction, while unfavorable and adverse attitudes imply job dissatisfaction (Armstrong 2006; Abdolshah, Khatibi, and Moghimi 2018, Aziri 2011). The significant collective of research on Job Satisfaction underscores its significant impact on individuals and organizations. Consequently, organizations are steadfast in ensuring employee satisfaction, recognizing its pivotal role in organisational effectiveness (Wall 1981; Sessa and Bowling 2020). Recognizing and managing these factors is crucial for effective human resource management and improving overall Job Satisfaction (Alfayad 2017). The following factors— (1) the nature of the work itself; (2) the individual's personality, demographics, and values (Judge and Larsen 2001); (3) social influence and (4) the individual's general Life Satisfaction (Witmer and Sweeney 1992) - essentially indicate that a person's attitudes and emotions towards their job are primarily shaped by their feelings, thoughts, and behaviors in life (Ghazzawi, Smith, and Cao 2016). As most people spend a significant amount of their weekly time in the context of their jobs, consistent research findings indicate a positive correlation between elevated Job Satisfaction levels and an individual's overall Life Satisfaction (Rice, Near, and Hunt 1980; Rain, Lane, and Steiner 1991). The Minnesota Satisfaction Questionnaire (MSQ), developed in the 1960s by Weiss, et al. is a widely recognized instrument for measuring Job Satisfaction. The MSQ, through its various iterations, captures employees' perceptions across facets such as the nature of the work, relationships with colleagues, supervision, opportunities for promotion, and overall working conditions (Weiss et al. 1967). It assesses Job Satisfaction across various facets, providing a comprehensive view of employees'

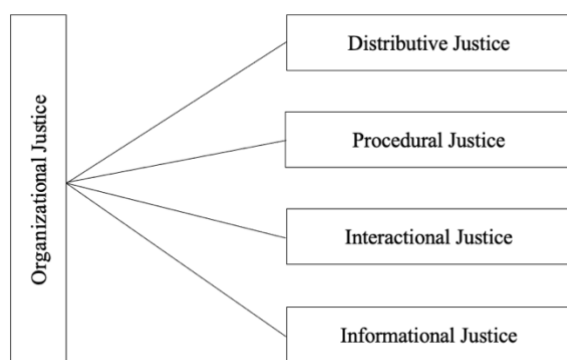
contentment with different aspects of their work (Weiss et al. 1967). In the context of FB and the potential connection with Life Satisfaction, the second research question is formulated: *Is Job Satisfaction different between employees in Family Businesses (non-family members) and employees in non-family related businesses?* It is hypothesized that non-family employees in FB have a significantly different level of Job Satisfaction than employees in non-FB. The assumption is based on the understanding that the unique characteristics of FB - such as their management style, cultural nuances, and relationship dynamics - can significantly influence the Job Satisfaction of non-family employees, which is consistent with the multifaceted nature of the construct measured by the MSQ.

2.4 Organisational Justice

According to Greenberg, Organisational Justice is the perception of the fairness of resource allocation in an organization (Greenberg 1987). Organisational Justice is a cornerstone within organisational dynamics, playing a fundamental role in ensuring effective functioning (Pimentel 2018). Its pervasive influence extends to the satisfaction and performance of individuals actively involved in organisational endeavors (Greenberg 1990). Moreover, it is complex to assess it objectively as Organisational Justice is a personal assessment of the ethical and moral standing of managerial behavior (Cropanzano, Bowen, and Gilliland 2007). Adams' Equity Theory, introduced in 1965, serves as a foundational precursor to the concept of Organisational Justice (Greenberg and Colquitt 2013). The theory posits that individuals assess the fairness of their interactions by comparing their input-output ratios to those of others (Li, Cropanzano, and Molina 2015). This fundamental principle of fairness in outcome distribution became instrumental in shaping the later construct of Distributive Justice within organisational contexts. In this realm of Organisational Justice, the initial framework was established through the concepts of Distributive and Procedural Justice (Roch and Shanock 2006). Distributive Justice centers around perceptions of fairness related to the distribution of organisational

resources, spanning critical aspects such as remuneration, bonuses, terminations, and other resources provided by the organization (Adams 1965). On the other hand, Procedural Justice involves perceptions of fairness concerning the procedures implemented within the organisational structure (Leventhal, Karuza, and Fry 1980). Building upon this foundation, Bies and Moag (1986) introduced a pivotal third dimension known as Interactional justice, and the construct in relation to the way individuals are treated within an organization, usually by their supervisor, when procedures are put into action (Roch and Shanock 2006). This expanded perspective was subsequently refined by Colquitt (2001), who proposed a nuanced categorization of Interactional Justice into two: Interpersonal and Informational justice.

Figure 2: *4-factor Organisational Justice Scale (Colquitt 2001)*



Informational Justice, as articulated by Colquitt, is concerned with the adequacy of information provided to employees regarding organisational procedures. Simultaneously, Interpersonal Justice pertains to the quality of interpersonal treatment within the organisational context (Colquitt 2001). This conceptual refinement, integrating Distributive, Procedural, and Interactional Justice with its Interpersonal and Informational components, currently stands as the widely accepted understanding of the overarching construct within the field of Organisational Justice (Roch and Shanock 2006). Colquitt et al. (2001) underscore the connection between Organisational Justice and Job Satisfaction, with past research indicating its consistent and robust predictive capacity for employees' Job Satisfaction (Singh and Singh

2019). According to Al-Zu'bi (2010) cultivating a sense of fairness, especially in procedural aspects, within organisational processes contributes significantly to higher Job Satisfaction among employees. Organisational Justice not only profoundly influences organisational performance but also plays a crucial role in employee wellbeing and Job Satisfaction (Yean and Yusof 2016). Given the crucial link between Organisational Justice and Job Satisfaction, the particular mix of family and work dynamics in FB provides a particularly interesting framework for investigation. These entities, characterised by their unique interconnectedness of personal and professional relationships, may create a different environment that could significantly influence non-family employees' perceptions of fairness and justice. This consideration leads to the formulation of the third research question: *Is there a difference in the perception of Organisational Justice between employees in Family Businesses (non-family members) and employees in non-family related businesses?* Given the potential for asynchronous decision-making, different communication styles, and varying opportunities for advancement in FB, it is hypothesised that there is a significant difference in the perception of Organisational Justice among employees based on the type of business environment they belong to.

2.5 Hypotheses

Based on the findings of the literature review the following research questions with the according hypotheses derived.

Figure 3: *Overview research questions and hypotheses*

RQ1	Is <i>Life Satisfaction</i> different between employees in Family Businesses (non-family members) and employees in non-family related businesses?
	Hypothesis: There is no significant difference in Life Satisfaction between employees in Family Businesses (non-family members) and employees in non-family related businesses.
RQ2	Is <i>Job Satisfaction</i> different between employees in Family Businesses (non-family members) and employees in non-family related businesses?
	Hypothesis: Employees in Family Businesses (non-family members) have significantly different Job Satisfaction compared to employees in non-family related businesses.
RQ3	Is there a difference in the perception of <i>Organisational Justice</i> between employees in Family Businesses (non-family members) and employees in non-family related businesses
	Hypothesis: Employees in Family Businesses (non-family members) have a significantly different level of Organisational Justice Perception compared to employees in non-family related businesses.

Chapter 3: Research Methodology

3.1 Research Design

This study is using a quantitative research design. In quantitative research, numerical data is collected and analyzed for observing and identifying trends, correlations, and patterns within a population (Watson 2015). The choice of a quantitative research design is driven by the need for systematic and replicable methods to examine the relationships and differences between variables in a structured manner. The research approach is deductive, starting with a theory-driven hypothesis that the levels of Life Satisfaction, Job Satisfaction, and Organisational Justice differ among various groups of employees (Pandey 2019). The quantitative method allows for the testing of these hypotheses using statistical methods (Kenaphoom 2021). This approach is well-suited for the study's objectives, of comparing and measuring the levels of Life Satisfaction, Job Satisfaction, and Organisational Justice among different groups of participants.

3.2 Data Collection Instruments

An anonymous survey is collaboratively developed by a team of six students with the overarching objective of investigating Life Satisfaction and Job Satisfaction in various contexts. The survey encompasses four distinct components, namely: Demographics and working situation questions, Job Satisfaction, Life Satisfaction, and Organisational Justice (cf. App. 1 for an overview of the relevant questions of the survey).

3.3 Measurement Scales

The survey incorporated the following measurement scales:

- *Minnesota Satisfaction Questionnaire (MSQ)*: 20-scale Instrument utilized for measuring Job Satisfaction (Weiss et al., 1967). It employs a Likert-type scale ranging from 1 (very dissatisfied) to 5 (very satisfied). This scale is a well-known and reliable tool that has been utilized extensively in literature over time (Martins and Proença 2014).
- *Survey Satisfaction with Life Scale (SWLS)*: 5-scale Instrument employed for measuring Life Satisfaction (Diener et al. 1985). It utilizes a Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The SWLS has been used extensively and has shown to be a reliable and valid tool for determining Life Satisfaction across a range of demographic groups (López-Ortega, Torres-Castro, and Rosas-Carrasco 2016).
- *Colquitt's Organisational Justice Scale (COJS)*: 20-scale Instrument utilized to measure overall Organisational Justice, including the subcategories of Distributive Justice, Procedural Justice, interactional justice, and Informational Justice (Colquitt, 2001). The Likert-type scale ranging from 1 (never) to 5 (always). COJS is considered a widely used valid and reliable measure for determining Organisational Justice (Abril, Waldzus, and Collins 2020; Karriker and Williams 2007).

3.4 Reliability Assessment

As outlined by Sarstedt, Ringle, and Hair (2017) Cronbach's alpha serves as the conventional benchmark for evaluating internal consistency. Cronbach's alpha will be employed to assess the internal consistency and reliability of the survey instruments measuring Job Satisfaction, Life Satisfaction, Organisational Justice, and each level of Organisational Justice (King, Marquis, and Dyer 2007). A Cronbach's alpha coefficient above 0.70 is considered satisfactory, ensuring the reliability of the measurement tools (Sarstedt, Ringle, and Hair 2017). In case of lower coefficients, item analysis is conducted to address any issues and enhance the overall reliability.

Chapter 4: Method

4.1 Sampling method

In this research, convenience sampling was employed as six individual researchers with distinct target groups faced practical constraints. This approach facilitated data collection from readily available participants within the respective networks and ensured feasibility and timely data collection. An advantage of convenience sampling lies in its efficiency, allowing for a quick response from participants and accommodating diverse research timelines (Mishra 2017).

4.2 Data Administration Process

The online survey, encompassing a total of 83 questions on demographics, Job Satisfaction, Life Satisfaction, Organisational Justice, and other human-resource-related topics, took place via social media platforms—LinkedIn, Facebook, Instagram, and email—over two weeks. The user-friendly interface featured progress indicators, and participants were prompted with reminders. The research adheres to ethical guidelines, ensuring the voluntary and informed consent of participants, the confidentiality of responses, and responsible data use.

4.2.1 Measures to enhance response rates

To maximize participant engagement and overall response rates, the following strategies were implemented:

Clear Communication: Participants received concise and informative messages explaining the research purpose and emphasizing the importance of their contributions.

Strategic Timing: The survey remained open for a two-week period, allowing participants flexibility in choosing a convenient time for completion. Frequently reposting the survey on LinkedIn, Facebook, and Instagram facilitated broader reach and accessibility and reminded potential participants to fill in the survey.

4.3 Reliability Assessment

In assessing the reliability of the Life Satisfaction scale with 267 valid cases, a Cronbach's Alpha of 0.845 was determined, signifying a satisfactory level of reliability. These findings collectively affirm the robustness of the SWLS, with each item positively contributing to the overall internal consistency.

Figure 4: *Internal consistency (reliability) of measurement scales*

Scale Name	Cronbach's Alpha
Life Satisfaction	0.845
Job Satisfaction	0.917
Organisational Justice	0.893
Distributive Justice	0.887
Procedural Justice	0.864
Interactional Justice	0.870
Informational Justice	0.723

The evaluation of the MSQ, featuring 267 valid cases, showcased a Cronbach's Alpha of 0.917, indicative of an exemplary level of internal consistency (Sarstedt, Ringle, and Hair 2017).

In the assessment of COJS, the 20-item composite scale demonstrated a Cronbach's α of 0.893, indicating strong internal consistency (Harkness, Arthur, and McKelvie 2013). Delving into specific dimensions, Distributive Justice ($\alpha=0.887$), Procedural Justice ($\alpha=0.864$), Interactional Justice ($\alpha=0.870$), and Informational Justice ($\alpha=0.723$), all demonstrated robust internal consistency. These findings not only affirm the internal reliability of the COJS but also illuminate the consistent reliability across its diverse dimensions.

4.4 Data Analysis

For the non-FB group ($N>200$) the Kolmogorov-Smirnov test showed significant deviations from a normal distribution for the values of Life satisfaction ($p<.001$), Job satisfaction ($p<.001$), and Organisational Justice ($p=.007$). Conversely, for the FB group, the Shapiro-Wilk test ($N<50$) suggested that the Job Satisfaction scores showed a significant deviation from normality ($p= .017$), whereas the values for Life Satisfaction ($p= .109$) and Organisational Justice ($p=.463$) showed no significant deviation from normality (cf. App. 2 for an overview of the

normality testing). However, given the robustness of the central limit theorem, parametric tests, specifically independent sample t-tests, a statistical method for comparing means between two independent groups, were carried out to determine whether there are statistically significant differences in Job Satisfaction, Life Satisfaction, overall Organisational Justice, and each level of Organisational Justice between non-FB employees and FB employees. Subsequently, to further validate the significance, a non-parametric test, the Mann-Whitney U test, was performed. The independent sample t-tests and the Mann-Whitney U test showed the same statistical significances. (cf. App 2/3 for the distribution data and the testing results of the Mann-Whitney U test). SPSS was used to structure and analyse the data.

4.5 Participants

The survey was distributed to a sample of 267 participants, predominantly representing the German workforce. The gender distribution was balanced, with 149 females (55.8%) and 114 males (42.7%). The demographic profile of the participants included individuals with diverse educational backgrounds. Out of the 267 respondents, 109 (40.8%) hold a Master's degree, and 105 (39.3%) have obtained a Bachelor's degree. Most participants, 159 (59.6%), were engaged in full-time employment, representing varied organisational contexts based on company size: 94 (35.2%) in small-sized companies (1-50 employees) and 85 (31.8%) in medium-sized companies (51-200 employees). The study also included 45 participants (16.9%) employed in FB, of whom 19 (7.1%) also hold a familial role within FB.

Chapter 5: Results and Discussion

This chapter interprets the results obtained from the independent samples t-tests conducted on Life Satisfaction, Job Satisfaction, and the four dimensions of Organisational Justice among non-family employees in FB and non-FB.

Figure 5: *Hypotheses testing*

	Mean	t-test	p-value	Effect Size (Cohen's d)	Conclusion
RQ 1: Life Satisfaction	FB= 3.7556, nFB= 3.6216	1.124	0.262	Moderate (0.72863)	Not statistically significant with a moderate effect size indicating a practical difference
RQ 2: Job Satisfaction	FB= 3.9267, nFB= 3.7155	2.026	0.044	Moderate (0.63732)	Statistically significant with a moderate effect size indicating a practical difference
RQ 3: Organisational Justice	FB= 3.7967, nFB= 3.6939	1.154	0.249	Small (0.54451)	Not statistically significant with a small effect size
RQ 4: Distributive Justice	FB= 3.6833, nFB= 3.3851	2.216	0.028	Large (0.82301)	Statistically significant with a large effect size indicating a practical difference
RQ 5: Procedural Justice	FB= 3.8381, nFB= 3.5122	2.848	0.005	Large (0.69980)	Statistically significant with a large effect size indicating a practical difference
RQ 6: Interactional Justice	FB= 3.9944, nFB= 4.3108	-2.381	0.018	Large (0.81290)	Statistically significant with a large effect size indicating a practical difference
RQ 7: Informational Justice	FB= 3.6711, nFB= 3.7018	-0.297	0.767	Small (0.63195)	Not statistically significant with a small effect size indicating no practical difference

5.1 Research Question 1: Is Life Satisfaction different between employees in Family Businesses (non-family members) and employees in non-family related businesses?

Results: It is apparent that employees in FB demonstrate a higher mean Life Satisfaction ($M=3.7556$) in comparison to non-FB employees, who exhibit a slightly lower mean ($M=3.6216$). However, the t-test results indicate no statistically significant difference in Life Satisfaction scores between FB and non-FB employees ($t_{(265)} = 1.124, p = 0.262$). Despite the p -value exceeding 0.05, the presence of a moderate effect size (Cohen's $d=0.72863$) implies a practically meaningful difference. This suggests that, while not reaching statistical significance, employees in FB tend to have moderately higher Life Satisfaction scores.

Discussion: These findings align with the hypothesis and perspective of Veenhoven (1996) and Seligman (2018), who suggest that Life Satisfaction is a broad construct influenced by various factors beyond the immediate work environment. Despite the absence of statistical significance, the meaningful difference in means implies that elements such as the distinctive familial atmosphere within FB or the overarching sense of job security may contribute to heightened Life Satisfaction, aligning with inferences drawn from Diener et al.'s research (2010).

5.2 Research Question 2: Is Job Satisfaction different between employees in Family Businesses (non-family members) and employees in non-family related businesses?

Results: The t-test results for Job Satisfaction show a statistically significant difference between the means of FB employees (M= 3.9267) and non-FB employees (M= 3.7155) when equal variances are assumed ($t_{(265)}= 2.026$, $p= 0.044$). The moderate effect size (Cohen's $d= 0.63732$) further emphasizes the practical significance of this difference. In practical terms, employees in FB who are not part of the family report higher Job Satisfaction on average compared to their counterparts in non-FB. These findings suggest that employment in FB is associated with a substantively higher level of Job Satisfaction. Upon delving deeper into the analysis of each question in the MSQ, it becomes evident that MSQ8;11;12;13;14;17;20 exhibit statistical significance.

Figure 6: *Findings Minnesota Satisfaction Questionnaire* (Weiss et al., 1967).

MSQ	Question	Mean FB	Mean non-FB	t-test	P-value	Significance
Q1	Being able to keep busy all the time	3.7778	3.8198	-.259	$p > 0.05$	No
Q2	The chance to work alone on the job	4.0444	3.9054	.915	$p > 0.05$	No
Q3	The chance to do different things from time to time	4.0667	3.9459	.696	$p > 0.05$	No
Q4	The chance to be "somebody" in the community	3.9111	3.7793	.808	$p > 0.05$	No
Q5	The way my boss handles his/her workers	3.7333	3.6622	.389	$p > 0.05$	No
Q6	The competence of my supervisor in making decisions	3.6222	3.5766	.269	$p > 0.05$	No
Q7	Being able to do things that don't go against my conscience	4.1111	3.9730	.987	$p > 0.05$	No
Q8	The way my job provides for steady employment	4.0222	3.8108	1.161	$p < 0.05$	Yes
Q9	The chance to do things for other people	4.0222	3.7072	1.878	$p > 0.05$	No
Q10	The chance to tell people what to do	3.5556	3.2072	1.856	$p > 0.05$	No
Q11	The chance to do something that makes use of my abilities	3.9778	3.9324	.278	$p > 0.05$	No
Q12	The way company policies are put into practice	3.8000	3.3739	2.495	$p < 0.05$	Yes
Q13	My pay and the amount of work I do	3.7556	3.1802	3.482	$p < 0.05$	Yes
Q14	The chances for advancement on this job	3.8667	3.5225	1.997	$p < 0.05$	Yes
Q15	The freedom to use my own judgement	4.1333	3.9414	1.240	$p > 0.05$	No
Q16	The chance to try my own methods of doing the job	4.1556	3.9910	.973	$p > 0.05$	No
Q17	The working conditions	4.1333	3.8198	1.974	$p < 0.05$	Yes
Q18	The way my co-workers get along with each other	4.1333	4.0225	.648	$p > 0.05$	No
Q19	The praise I get for doing a good job	3.6889	3.5360	.875	$p > 0.05$	No
Q20	The feeling of accomplishment I get from the job	4.0222	3.6036	3.184	$p < 0.05$	Yes

Discussion: Overall, the anticipated difference in Job Satisfaction among non-family employees within FB and employees from non-FB seems to be a valid expectation, as indicated

by the statistical significance observed in the data. An in-depth analysis of the responses from the MSQ reveals that specific elements play a crucial role in the variation observed in Job Satisfaction levels.

Firstly, FB are known for their ***Emphasis on Long-Term Planning***, and steadfast dedication to long-term sustainability and legacy (Chrisman, Chua, and Sharma 2003). The literature underscores that FB lean towards long-term planning, emphasizing the transfer of the business to the next generation (EFB 2023; Davis et al. 1997). This long-term perspective aligns with the significant survey findings, particularly in MSQ8 (*The way my job provides for steady employment*), where the commitment to sustainability extends beyond short-term financial goals, creating a stable working environment.

Secondly, the importance of ***Family Values and reflection within the Policy values***. FB often draw on cultural heritage and tradition to shape their values. These values are not only a reflection of the family's background but also contribute to the development of a strong organisational culture. This cultural continuity provides a sense of identity and pride among family members and employees (Davis and Tagiuri 1982). Significantly, this commitment to cultural heritage and tradition is reflected in the survey findings, particularly in relation to *MSQ12 The way company policies are put into practice*. The results suggest that FB not only emphasize these values in their cultural framework but also integrate them into their policies and practices. This integration reinforces the practical application of cultural heritage and tradition in shaping company policies, creating a harmonious alignment between organisational values and operational implementation.

Thirdly, the significant result in MSQ20 (*The feeling of accomplishment I get from the job*) underscores the positive impact of FB on employees' ***personal fulfillment and Job Satisfaction***. This aligns with the literature, which emphasizes the integration of personal and professional considerations in FB, contributing to a more meaningful and satisfying work experience (Tàpies and Moya 2012).

Lastly, contrary to common stereotypes and prevailing literature that often depicts FB as breeding grounds for nepotism and limited career growth (Waterwall and Alipour 2021), the survey's significant findings, particularly in *MSQ14 The chances for advancement on this job*, challenge these assumptions. This contradicts the prevailing notion of favoritism and sheds light on new perspectives *regarding career advancement opportunities* within FB. Furthermore, the non-significant result in *MSQ6 The competence of my supervisor in making decisions* adds intricacy by questioning literature that links FB to nepotism and potential leadership incompetence. This nuanced insight brings complexity to our understanding of leadership dynamics within FB contexts.

For questions where no significance was observed (MSQ1;2;3;4;5;6;9;10;11;15;16;18;19), it suggests that being employed in a FB might not significantly influence these particular aspects of Job Satisfaction. This could imply that factors such as keeping busy, working alone, doing different things, interpersonal relations, competence of supervisors, and freedom to use one's judgment may be influenced more by individual preferences or organisational factors rather than the FB context (Poza 2010; Dias da Cunha 2023).

5.3 Research Question 3: Is there a difference in the perception of Organisational Justice between employees in Family Businesses (non-family members) and employees in non-family related businesses?

Results: When analyzing the results of COJS, the overall Organisational Justice analysis reveals no statistically significant difference between FB and non-FB employees when equal variances are assumed ($t_{(265)} = 1.154, p = 0.249$). Despite the lack of statistical significance, the generally high mean score of FB employees ($M = 3.7967$) and non-FB employees ($M = 3.6939$) indicates a prevailing perception of fairness across both groups. Additionally, the effect size is small (Cohen's $d = 0.54451$), suggesting a small practical difference in Organisational Justice between these two groups.

5.3.1 Organisational Justice Dimensions:

- *Distributive Justice*: The t-test results indicate a statistically significant difference ($t_{(265)} = 2.216$, $p = 0.028$) with a moderate effect size (Cohen's $d = 0.82301$). This suggests that employees in FB perceive a more equitable distribution of rewards compared to their counterparts in non-FB ($M_{FB} = 3.6833$, $M_{non-FB} = 3.3851$).
- *Procedural Justice*: A statistically significant difference ($t_{(265)} = 2.848$, $p = 0.005$) with a moderate effect size (Cohen's $d = 0.69980$) emphasizes that employees in FB perceive the decision-making processes to be more transparent and fair ($M_{FB} = 3.8381$, $M_{non-FB} = 3.5122$).
- *Interactional Justice*: FB employees ($M = 3.9944$) perceived a slightly lower level of interpersonal fairness compared to their non-FB counterparts ($M = 4.3108$). This significant difference ($t_{(265)} = -2.381$, $p = 0.018$) with a moderate effect size (Cohen's $d = 0.81290$) suggests that FB dynamics influence perceptions of how individuals are treated in the workplace.
- *Informational Justice*: No statistically significant difference ($t_{(265)} = -0.297$, $p = 0.767$) suggests comparable perceptions of fairness in communication processes ($M_{FB} = 3.6711$, $M_{non-FB} = 3.7018$).

Discussion: Overall, the anticipated threat of a lower perception of Organisational Justice among non-family employees within FB appears to be less prominent than expected, as evidenced by the lack of statistical significance. The overall analysis of Organisational Justice did not reveal a statistically significant difference; however, a closer examination of its dimensions provides nuanced insights. FB excel in both Distributive and Procedural Justice, indicating a perceived equitable distribution of rewards and transparent decision-making processes. The significant difference in Distributive Justice, where FB are viewed as more equitable, aligns with literature emphasizing the robust commitment of these businesses to shared values and traditions, fostering a distinct organisational culture that resonates with

employees (Tápies and Moya 2012). Interestingly, higher scores in Distributive Justice contradict the literature review's suggestion of a potential risk of perceived favoritism or unequal treatment, particularly in advancing family members (Sroka and Vveinhardt 2020). Similarly, the substantial difference in Procedural Justice, where FB are perceived as more transparent and fairer, aligns with existing literature emphasizing the holistic decision-making approach characteristic of FB. The integration of both business and family considerations in decision-making contributes to a more balanced and sustainable organisational framework (Davis and Tagiuri 1982). Notably, the higher Procedural Justice among non-family FB employees is noteworthy, considering concerns in the literature about familial influences on decision-making in smaller companies, potentially excluding non-family employees from crucial decisions. However, a slightly diminished level of Interactional Justice in FB sheds light on the impact of family dynamics on interpersonal fairness. This aligns with the literature's caution about the delicate balance FB must strike, where the intertwining of personal and professional life, while advantageous, introduces challenges in interpersonal fairness (Poza 2010). The lack of a significant difference in Informational Justice corresponds with the literature's emphasis on the integration of family and business considerations in decision-making. The perception of fairness in communication processes is shared among both family and non-family employees, underscoring a commonality in organisational dynamics (Davis and Tagiuri 1982).

Chapter 6: Conclusion

In concluding this dissertation, the research sheds light on the distinct experiences of employees in family and non-FB, focusing on Life Satisfaction, Job Satisfaction, and Organisational Justice. The main finding of the study reveals that employees in FB (non-family members) often enjoy higher Job Satisfaction. This key finding challenges common beliefs about work life in FB, highlighting the positive aspects of working in such environments. The study further discovers that FB seem to be particularly effective in establishing fair and transparent decision-making processes. This strength in Distributive and Procedural Justice suggests the ability of FB to create equitable work environments. However, the research also points out the need for these businesses to improve Interactional justice, suggesting a more nuanced management of the blend between family and professional interactions. While the study does not find significant differences in Life Satisfaction and overall Organisational Justice between employees in Family and non-FB, it provides valuable insights into the complexity of Organisational Justice in different work settings. These insights are crucial for both academic research and practical business management, especially for FB aiming to improve their internal dynamics and employee relationships. The exploration into the experiences of family members within these businesses, though limited by certain methodological constraints, opens up new avenues for future research. This study highlights the need for a deeper dive into the unique roles and perceptions of family members involved in the FB. Recognizing the limitations, such as potential biases due to the chosen sampling method, the study calls for careful interpretation of its findings. These limitations also present opportunities for further research to expand and refine the understanding of the dynamics in FB. In summary, this work contributes to the understanding of how FB impact employee satisfaction and perceptions of justice, offering valuable insights for both academic circles and business practitioners, paving the way for future studies to further explore the unique dynamics of family-owned enterprises and impact in the business world.

6.1 Limitation and recommendation for further research

There were several limitations to this master's dissertation, in particular, the potential for selection bias due to convenience sampling, especially when a significant proportion of participants are from a single FB. This raises concerns about the potential for biased or niche responses, as participants were not randomly selected based on their accessibility rather than a representative process (VanderStoep and Johnson 2009).

Moreover, there are several factors that may contribute to the limited generalisability of the study: The size of the FB in the sample as well as factors such as the involvement of the founder and the generational context of the FB. In addition, due to the cross-sectional design of the study, causal relationships can only be established to a limited extent, and the use of self-report data harbours the risk of recall or response bias. Lastly, time constraints may have limited the depth and breadth of the study, thereby preventing a comprehensive examination of the topic.

During the research process, an interesting result emerged that triggered additional analysis: the perception of the key variables Job Satisfaction, Life Satisfaction, and Organisational Justice by family members of a FB. A very small sample size (N=17) barred this research from delving into the specificities of family members in FB, but a preliminary examination revealed that family members that were employed within their own FB had statistically significantly higher mean scores for Life Satisfaction (mean difference: 0.455) and Job Satisfaction (mean difference: 0.667) than non-FB employees (cf. App. 4 for more information). This notable discrepancy emphasises the importance of further exploring the underlying factors contributing to these differences, which calls for further research to unravel the intricacies of the dynamics of work and Life Satisfaction in FB.

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1. Relevant Questions from the Survey

Topic	Question	Scale
Company description	<i>Closed questions, possible answers (Yes, No, Not applicable)</i>	N/A
	Are you employed in a Family Business?	
	Are you a family member within the Family Business?	
Life Satisfaction	<i>Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree)</i>	SWLS, Diener
	In most ways, my life is close to my ideal	
	The conditions of my life are excellent	
	I am satisfied with my life	
	So far I have gotten the important things I want in life	
Job Satisfaction	<i>Likert-type scale ranging from 1 (very dissatisfied) to 5 (very satisfied)</i>	MSQ, Weiss
	Being able to keep busy all the time	
	The chance to work alone on the job	
	The chance to do different things from time to time	
	The chance to be "somebody" in the community	
	The way my boss handles his/her workers	
	The competence of my supervisor in making decisions	
	Being able to do things that don't go against my conscience	
	The way my job provides for steady employment	
	The chance to do things for other people	
	The chance to tell people what to do	
	The chance to do something that makes use of my abilities	
	The way company policies are put into practice	
	My pay and the amount of work I do	
	The chances for advancement on this job	
	The freedom to use my own judgement	
	The chance to try my own methods of doing the job	
	The working conditions	
The way my co-workers get along with each other		
The praise I get for doing a good job		
The feeling of accomplishment I get from the job		
Organisational Justice	<i>Likert-type scale ranging from 1 (never) to 5 (always)</i>	COJS, Colquitt
	Distributive Justice	
	Does your outcome reflect the effort you have put into your work?	
	Is your outcome appropriate for the work you have completed?	
Procedural Justice		
	Does your outcome reflect what you have contributed to the organization?	
	Is your outcome justified, given your performance?	
	Have you been able to express your views and feelings during those procedures?	
	Have you had influence over the outcome arrived at by those procedures?	
	Have those procedures been applied consistently?	
Have those procedures been free of bias?		
Have those procedures been based on accurate information?		
Have you been able to appeal the outcome arrived at by those procedures?		
Have those procedures upheld ethical and moral standards?		

Interactional Justice	Has (he/she) treated you in a polite manner?
	Has (he/she) treated you with dignity?
	Has (he/she) treated you with respect?
	Has (he/she) refrained from improper remarks or comments?
Informational Justice	Has (he/she) been candid in (his/her) communications with you?
	Has (he/she) explained the procedures thoroughly?
	Were (his/her) explanations regarding the procedures reasonable?
	Has (he/she) communicated details in a timely manner?
	Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?

Origin of questions:

The questions regarding Life Satisfaction are 1:1 used from Diener's Satisfaction with Life Scale (SWLS) (Diener et al., 1985).

The questions regarding Job Satisfaction are 1:1 used from the Minnesota Satisfaction Questionnaire (Weiss et al., 1967).

The questions regarding Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, and Informational Justice are 1:1 used from Colquitt's Organizational Justice Scale (Colquitt, 2001).

2. Normality testing: Results Shapiro Wilk Test, Kolmogorov-Smirnov test

2.1 Normality testing for Group FB

N= 45; N<50 -> Shapiro Wilk

Variable	Mean	Std. Error	95% CI LB	95% CI UB	Median	Variance	Std. Deviation	Minimum	Maximum	Range	IQR	Skewness	Kurtosis	Shapiro-Wilk p-value	Normally Distributed?
Life Satisfaction Score	3.7556	0.11081	3.5322	3.9789	3.8000	0.553	0.74332	1.80	5.00	3.20	0.80	-0.520	0.368	0.109	Yes
Job Satisfaction Score	3.9267	0.10572	3.7136	4.1397	3.9500	0.503	0.70916	2.00	5.00	3.00	0.80	-0.802	0.631	0.017	No
Organisational Justice Score	3.7967	0.09495	3.6053	3.9880	3.8000	0.406	0.63697	2.50	5.00	2.50	0.88	-0.205	-0.631	0.463	Yes

2.2 Normality testing for Group non-FB

N= 222; N>50 -> Kolmogorov-Smirnov test

Variable	Mean	Std. Error	95% CI LB	95% CI UB	Median	Variance	Std. Deviation	Minimum	Maximum	Range	IQR	Skewness	Kurtosis	K-S Statistic	K-S P-value	Normally Distributed?
Life Satisfaction Score	3.6216	0.04870	3.5256	3.7176	3.6000	0.527	0.72566	1.00	5.00	4.00	0.85	-0.687	1.168	.114	<.001	No
Job Satisfaction Score	3.7155	0.04175	3.6333	3.7978	3.8000	0.387	0.62203	1.20	5.00	3.80	0.66	-1.086	2.746	.087	<.001	No
Organisational Justice Score	3.6939	0.03518	3.6246	3.7632	3.7500	0.275	0.52416	2.15	4.95	2.80	0.65	-0.347	-0.060	.072	.007	No

3. Outcomes Mann-Whitney U

3.1 Descriptives

Variable	Group	N	Mean	Median	Std Dev	Var
Life Satisfaction	FB	45	3.7556	3.8000	0.7433	0.5530
	non-FB	222	3.6216	3.6000	0.7257	0.5270
Job Satisfaction	FB	45	3.9267	3.9500	0.7092	0.5030
	non-FB	222	3.7155	3.8000	0.6220	0.3870
Organisational Justice	FB	45	3.7967	3.8000	0.6370	0.4060
	non-FB	222	3.6939	3.7500	0.5242	0.2750
Distributive Justice	FB	45	3.6833	4.0000	0.8247	0.6800
	non-FB	222	3.3851	3.5000	0.8227	0.6770
Procedural Justice	FB	45	3.8381	3.8571	0.8520	0.7260
	non-FB	222	3.5122	3.5714	0.6654	0.4430
Interactional Justice	FB	45	3.9944	4.0000	0.9467	0.8960
	non-FB	222	4.3108	4.5000	0.7835	0.6140
Informational Justice	FB	45	3.6711	3.6000	0.6567	0.4310
	non-FB	222	3.7018	3.8000	0.6269	0.3930

3.2 Mann-Whitney U test

Variable	Mann-Whitney U	Z-Score	p-value	Effect Size ®	Effect Size Classification	Significant at 0.05
Life Satisfaction	4368.5	-1.333	0.183	-0.082	Small	No
Job Satisfaction	3908.0	-2.303	0.021	-0.141	Medium	Yes
Organisational Justice	4482.5	-1.086	0.278	-0.066	Small	No
Distributive Justice	3920.0	-2.291	0.022	-0.140	Medium	Yes
Procedural Justice	3606.5	-2.947	0.003	-0.180	Medium	Yes
Interactional Justice	4049.5	-2.061	0.039	-0.126	Medium	Yes
Informational Justice	4780.5	-0.456	0.648	-0.028	Small	No

3.3 Calculation Effect size

Variable	Mann-Whitney U	Z-Score	p-value	Effect Size ®	Effect Size Classification	Significant at 0.05
Life Satisfaction	4368.5	-1.333	0.183	-0.082	Small	No
Job Satisfaction	3908.0	-2.303	0.021	-0.141	Medium	Yes
Organisational Justice	4482.5	-1.086	0.278	-0.066	Small	No
Distributive Justice	3920.0	-2.291	0.022	-0.140	Medium	Yes
Procedural Justice	3606.5	-2.947	0.003	-0.180	Medium	Yes
Interactional Justice	4049.5	-2.061	0.039	-0.126	Medium	Yes
Informational Justice	4780.5	-0.456	0.648	-0.028	Small	No

4. Additional Analysis

Throughout the extensive research process, an intriguing finding surfaced, initiating an additional investigation. The aim of this study was to investigate the perception of key variables, in particular Job Satisfaction and Life Satisfaction, among family members of a Family Business (FmFB). To address this, a series of RQs with the corresponding hypotheses were formulated and tested using the same independent sample t-tests.

Overview additional research questions, findings and interpretations of the additional research

RQ	Hypotheses	Mean	p-value (2-sided)	Effect Size (Cohen's d)	Conclusion: is there a difference?
Is there a significant difference in <i>Life Satisfaction</i> between FmFb and FB?	H0: mean_FmFB == mean_non-FB H1: mean_FmFB != mean_non-FB	FmFB= 4.0706, non-FB= 3.6152	0.012	0.72178	Yes, statistically significant with a large effect size.
Is there a significant difference in <i>Job Satisfaction</i> between FmFb and FB?	H0: mean_FmFB == mean_non-FB H1: mean_FmFB != mean_non-FB	FmFB= 4.2824, non-FB= 3.7150	<0.001	0.62701	Yes, statistically significant with a large effect size.

The findings indicated a very significant higher mean for both Life Satisfaction (mean difference: 0.455) and Job Satisfaction (mean difference: 0.667) among FmFB compared to employees of non-FB. However, to gain a more comprehensive understanding, an analysis of skewness and kurtosis was conducted (N:FmFB= 17; N:non-FB= 250). This additional scrutiny revealed that, despite the higher means, both Job Satisfaction (Skewness: 3.594, Kurtosis: 11.001) and Life Satisfaction (Skewness: 0.068, Kurtosis: -2.011) exhibited noteworthy skewness and kurtosis values.

The positively skewed distribution and elevated kurtosis suggested non-normality in the data, implying potential asymmetry and heavy tails. It is important to acknowledge that while these distribution characteristics are noteworthy, this study did not delve further into a detailed investigation of these aspects. This recognition emphasizes the need for caution in the interpretation of observed mean differences among family members and other groups, as the distribution nuances may influence the generalizability of findings.

It's crucial to note that this study did not extensively explore the intricacies of these distributional aspects. This acknowledgment underscores the importance of exercising caution when interpreting

observed mean differences among FmFB and non-FB, as the distribution nuances may impact the generalizability of findings. Future research endeavors may find value in a more in-depth exploration of these distributional aspects to enhance understanding of the dynamics of Job Satisfaction and Life Satisfaction in Family Business contexts.