
EMPLOYEE SATISFACTION IN HEALTH SECTOR

***¹L. Saritha, ²P.Ravinder Kumar**¹Assistant Professor, Department of MBA, Jayaprakash Narayan College of Engineering.²Associate Professor, Department of ECE, Jayaprakash Narayan College of Engineering.

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*Corresponding Author: L. Saritha

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DOI : <https://doi-doi.org/101555/ijrpa.2699>**ABSTRACT**

This study sought to find and evaluate variables influencing employee happiness. In the healthcare industry, through literature review and expert consultations, including input on staff coordination, the latest technology, and previous reference studies. The objective of this study is to examine parameters associated to employee happiness, job load, work fulfillment, and emotional tiredness and characterize their impact on nurses and physicians in the central Catalonia health region during(37) (Spain) 2025(15) (12)(26). Techniques are employed A questionnaire was used to collect data for a multicenter cross-sectional investigation at Central Catalonia's territorial management (14)(26). The SPSS software was used for the analysis, and the job satisfaction survey (JSS) and questionnaire were used to gather the data. The study discovered favorable correlations between user happiness and worker productivity as well as between managerial impact and workforce contentment. The relationship between employee contentment and organizational offerings, as well as the need of emphasizing employee satisfaction for increased productivity (22) (25). Organizational procedures must be modified to increase employee involvement and job satisfaction while reducing emotional stress and tiredness (20)(34). This may involve limiting unpaid overtime and encouraging more consistent working hours. This study helps to comprehend the complicated links between organizational characteristics, employee happiness, and service quality in the healthcare sectore.

KEYWORDS: Employee satisfaction, health sector, service quality, work involvement, work stress, work satisfaction, emotional tiredness, job satisfaction survey, questionnaire.

INTRODUCTION

In today's work environment, which is marked by fast changing professional standards and constantly evolving organizational complexity, job involvement has emerged as a critical pillar for healthy work environment of organization and human well-being (26). Work excess, on the other hand, frequently has an impact on worker engagement in the health care industry. High workplace demands, long hours, and a constant feeling of stress cause mental and physical health problems. Because of the important nature of their work, they are exposed to considerable work obstacles that, if continued over time, can negatively impact their participation(26)(36). Understanding the relationships between involvement in work, work overload, job satisfaction, and mental strain might aid in the creation of initiatives that motivate involvement at work and, as outcome, improve patient care and health professionals' well-being.

The growth of an organization depends on the commitment of its employees. To ensure dedication, organizations, must prioritize employee satisfaction through engagement and employee satisfaction is influenced by different factor such as their role, work atmosphere, supervisors, and organizational culture. High employee satisfaction leads to better retention, reduced turnover and improved performance to achieve satisfaction, employers must meet employee needs and aspirations by providing a conducive work environment fulfilling roles, and supporting career development overall prioritizing employee engagement and satisfaction drives organizational growth and success.

Research Objectives

- To improve employee performance
- To create healthy work environment
- To reach organizational goals
- To reduce employee turnover

Research Questions

Literature Review

Stirpe, profile and sammarra (2022) (5) conducted a study on the impact of Human Resource policies and practices on employee Satisfaction(32). The research showed that when employees are content with an organizations process and practices it positively affects their performance. The study evaluate the relationship among employee satisfaction with Human Resource practices and individual performance, exploring the underlying mechanisms of this

association. Vyas (2023) (1) (7) (4) highlights the importance of employee involvement, emphasizing factors such as appreciation, communication, growth opportunities and supportive management. Engaged employees lead to higher retention and better organizational performance(2). The studies underscore the need for a supportive work environment, addressing job dissatisfaction and using AI assisted HR system to enhance employee experience and engagement. Tahir (2023)(2) conducted a study on employee engagement and its impact on performance(35), identifying significant variables that support improved employee performance. The study highlights the interconnectedness of independent and dependent factors in influencing performance outcomes. Setiyani A Djumarno., D.Riyanto.S and Nawangsari L. (2019)(33) conducted a study focusing on impact of work atmosphere flexible working hours, and communication on employee motivation and engagement (8) particularly among the Y millennial generation. The research and engagement for millennial employees. Additionally, flexible working hours play a significant role in influencing both employee motivation and engagement within an organization. In the COVID-19 pandemic organizations, faced challenges in engaging employees in the new work from home (WFH) environment the pandemic necessitated new ways of engaging with employees and WFH became the new norm for many organizations (Jaismwal & Mukti 2023)(24) (13) . While the WFH setup poses unique challenges there is still limited research available on this topic organizations have been exploring innovative strategies to effectively engage their workforce during this period.

Central catalonia health region during 2025 conducted study on employee satisfaction to increase employee productivity and promote employee engagement, improved work performance, work satisfaction through job satisfaction survey and questionnaire.

METHODOLOGY

Research Design

To gather data and deliver a questionnaire for a multicenter (19) (14) cross-sectional assessment, we used a Microsoft Forms application that met international requirements. The study was carried out by the Central Catalonia Institute of Health, a public company based in Catalonia, Spain(26)(36). It includes 39 primary care institutions and 850 structural posts, with 438 in medicine and 434 in nursing. With a 90% confidence level and an accuracy of ± 0.3 units per population, a minimum of 242 nursing and medical personnel was necessary(26). This means that the expected values have a standard deviation of approximately 2.5 units and an additional 19% of replacement. A questionnaire was

distributed to a convenience sample. The job satisfaction survey (JSS), which was created by the sector, was the instrument used to collect data. It covered both internal and external factors that affect staff satisfaction. Through its 36 items, the JSS provided employees with information about seven aspects of their jobs, including their names, compensation, work output-based rewards, supervisory fringe benefits, promotion, working conditions(37), communication, and the nature of their jobs (1)(28).Part 1 asked about the sociodemographic traits using a six-point Likert scale. Using the Cronbach's Alpha method(37), another study indicated that the questionnaire's reliability was 0.76, (30).while its internal validity, as determined for a sample of 299 participants, was 0.60. In order to find comprehensibility issues, a pilot research was carried out with thirty people. Since all of the questionnaires were returned with no issues noted, no changes were made to the questionnaire. Cronbach's alpha coefficient was used to assess the survey's reliability(28). The pilot study's alpha coefficient was 68, and since a value of 60 is considered acceptable, the instrument's reliability was confirmed.

Data collection and analysis

Over the course of two months, 110 questionnaires were distributed and gathered; of these, 85 had no missing values (79% response rate). For this study used data analyse application is SPSS version 18 (31). Taking the required safety measures to guarantee that no values were missing. The questionnaire's creator recommended using frequency distribution and correlation analysis.

Ethical Considerations

The IDIAP Jordi GOI Clinical Research Ethics Committee agreed to the project, which has registration code 22/205-P(12)(26)(36). Every respondent agreed to finish the questionnaire. The research team's target, storage and data management data, and the anticipated answer time were all explained to them. The Terriotorial Management of Central Catalonia's servers held the anonymized data.

RESULTS AND DISCUSSION

34 men and 50 women made up the study sample, and 62.8% of them were between the ages of 31 and 50. Of them, 60-8% were single, 30.5% were married, and 6.7% were divorced. 52 doctors, 36 nurses (22–28), 3 pharmacists, 4 lab staff, and a vaccinator completed the questionnaire; 30 had worked in the hospital for less than a year, 38 for 1–5 years, 6 for 11–15 years, and 1620 years, and 2 had worked there for more than 20 years, with 8 diploma

holders, 6 undergraduates, 62 graduates, and 18 with advanced degrees. (28)(37)(table 1).

(Table 1) socio-demographic characteristics of health workers in central catalonia territorial health institute.

Socio-demographic variable		Frequency	Percentage
Gender	Male	34	38.1
	Female	50	56.9
Age	18-30	30	33.7
	31-50	55	61.8
	>65	1	1.1
Marital status	Married	25	30.5
	Unmarried	54	62.8
	Divorced	5	6.7
Field Specilization	Doctors	52	56.1
	Nurses	36	32.8
	Pharmacists	3	3.5
	Laboratory personnel	4	4.1
Time since in specific hospital	Vaccinator	1	1.1
	< than a year	30	33.6
	1-5year	38	40.3
	6-10year	16	18.9
	11-15year	6	6.5
	16-20year	4	4.1
	>20 year	2	2.5
Level of education	Diploma holders	8	9
	Undergraduates	6	6.9
	Graduates	62	66.2
	Advanced graduate	18	20.1

Regarding the association between several factors and staff satisfaction, including compensation packages, opportunities for professional growth, company benefits, and job recognition, the majority of participants reported feeling dissatisfied with their job (9). This shows that staff turnover and mental stress are factors that prevent an organization from achieving its objectives. 56.4% of respondents expressed satisfaction with his ability to supervise (28), his motivation to solve the problems of those under him, and fairness. 79.5% of research participants said they were unhappy with their workplace. Due to displaying partiality an employee's work performance is impacted by those who are close to and dear to their supervisor. When a supervisor treats everyone equally and fairly, employees feel more at ease at work, which suggests that their performance has increased. According to the results, 78.7% of respondents were satisfied with their relationships with coworkers. These relationships play a significant role in work performance because they prevent conflicts and

misunderstandings between coworkers and foster good teamwork, which leads to good results. 68.5% of respondents expressed happiness with the nature of their work, while 30.3% expressed satisfaction with communication inside the company(28). Most respondents expressed pleasure with the way work assignments were explained to them(37) (table 2).

(Table .2) Frequency table for job satisfaction and its various dimensions.

Job satisfaction vaiable		Frequency	Percentage
Pay	Unsatisfied	49	55.1
	Indecisive	23	25.8
	Satisfied	15	19.1
Promotion	Unsatisfied	40	52.8
	Indecisive	18	22.5
	Satisfied	23	24.7
Supervision	Unsatisfied	20	25.8
	Indecisive	10	15.7
	Satisfied	52	56.4
Benefits	Unsatisfied	42	46.1
	Indecidive	34	39.3
	Satisfied	12	14.6
Rewards	Unsatisfied	49	55.1
	Indecisive	19	22.3
	Satisfied	21	23.6
Communication	Unsatisfied	22	26
	Indecisive	28	40.7
	Satisfied	18	25
Work condition	Unsatisfied	60	79.5
	Indecisive	12	16.1
	Satisfied	5	6.1

The overall score was computed on a continuous scale ranging from 35 to 215 after the total score for each of the seven criteria of staff satisfaction was determined(26)(37). Scores between 35 and 107 were regarded as unsatisfactory, scores between 107 and 143 indicated indecision, and scores between 143 and 215 indicated monitoring these levels. Of these participants, 28% were content with their work, 35% were dissatisfied, and 65% were unsure (fig).

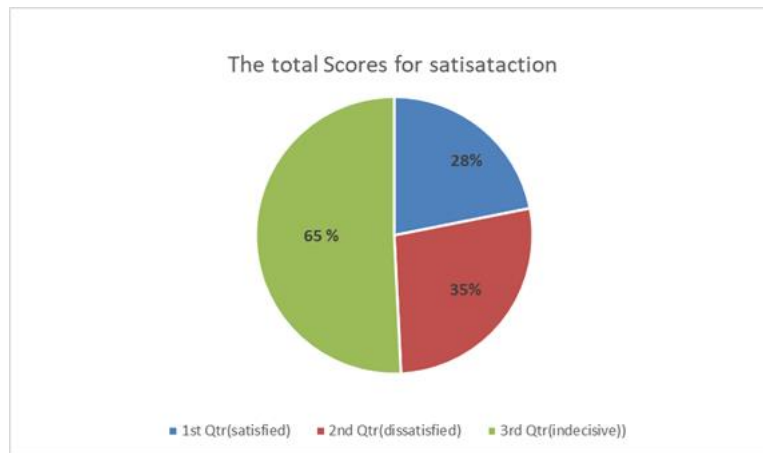


Fig. (1). Pie chart overall Job Satisfaction in. %

Since the responses were gathered on a likert scale, Spearman's rho coefficient was used to measure the degree of the linear relationship between overall job satisfaction and the other seven factors pertinent to staff satisfaction in the questionnaire(37). When we use these seven characteristics, we can improve both people's mental health and their professional performance. This results in people being content with their jobs and us being able to accomplish organizational goals. Promotion, opportunities for caregiver development within the company, and job satisfaction were found to be some positively correlated. Rewards for completing various tasks at work, job-related benefits, and relationships with supervisors were found to be strongly positively correlated with job satisfaction, whereas work conditions and compensation package were found to be weakly correlated with job fulfillment. Giving employees recognition based on their performance through prizes, promotions, incentives, and job satisfaction shows that work will advance, reduces employee turnover, and fosters a happy work atmosphere.(table 3).

(Table 3) spearman's rho correlation between total satisfaction and the various dimension of job.

Spearman's rho correlation									
		Pay	promoti on	Supe r Visio n	Benifi ts	Rewar ds	Communi cation	Work conditi on	Tot al
Pay	Correlati on Coefficie nt	1.00 0	0.93	0.36	.261	.121	.68	.045	380
	sig (2- tailed)	-	.378	.531	.010	.123	.316	.056	000

	N	89	89	89	89	89	89	89	89
Promoti on	Correlati on Coefficie nt	.098	1.000	.116	.183	.242	.194	.186	460
	Sig (2- taield)	.318	-	-.312	.101	.019	.074	.089	000
	N	89	89	89	89	89	89	89	89
Super Vision	Correlati on Coefficie nt	.061	.101	1.00 0	.416	.666	.101	-.011	.660
	Sig (2- tailed)	.541	.322	-	000	000	.338	.770	000
	N	89	89	89	89	89	89	89	89
Benefits	Correlati on Coefficie nt	.281	.183	.446	1.000	.649	.140	.044	680
	Sig(2- tailed)	.010	.105	000	-	000	.254	.751	000
	N	89	89	89	89	89	89	89	89
Reward s	Correlati on Coefficie nt	.11	.232	.646	.659	.659	.213	-	780
	Sig (2- tailed)	.123	.029	.60	.055	.028	.045	.068	000
	N	89	89	89	89	89	89	89	89
Communi cation	Correlati on Coefficie nt	.105	.114	.103	.110	.233	1.000	.103	398
	Sig (2- tailed)	.288	.034	.558	.299	.048	.044	.295	000
	N	89	89	89	89	89	89	89	89
Work conditio n	Correlati on Coefficie nt	.55	.166	-.031	.034	.088	.109	1.000	220
	Sig (2- tailed)	.606	.089	.099	.660	1.000	.325	-	0.30
	N	89	89	89	89	89	89	89	89

DISCUSSION

The motive of the study was to determine and examine the factors that affect worker satisfaction in the healthcare sector. Due to the region's political, economic, and peaceful

instability, the Catalonia Institute of Health's health system is facing several obstacles, one of which is the lack of human resources for health. In this developing nation, there is a rise in dissatisfaction (9) in all aspect of life, and health care resources are no exception. This is something that cannot be disregarded since, in the long term, it will not only exacerbate the disparity between the intended and actual number of healthcare personnel, but it will also negatively impact their efficacy, performance, and efficiency. The purpose of this study was to examine the related elements of staff involvement, excessive work, employee fulfillment, and mental tiredness and to characterize their impact on nurses (11) and physicians in the Central Catalonia Health Region in 2023(26)(36). Regarding the sample's makeup, an uneven distribution of genders in the various occupational groups was noted. ($p=0.000$)

This research did not overlook the labor market's axes of division. On the one aspect, a pattern of occupational class disparity was found, with only women showing disparities in class in work stress and mental toughness; these results were more negative for physicians than for nursing employees. However, the impact of work involvement on sex—which eliminated the impact of occupational class—highlighted a satisfaction. On the one hand, our findings contradict those reported in the literature. There was no statistically significant variance among sex and work involvement, according to Rivera et al. Wang et al. (26)(10), however, showed that men were more engaged at work than women ($p < 0.001$). Because it depends on relationship between work in the organisation as well as difference socioeconomic status add culture people and gender based perspective. It is impossible to say with certainty that one gender is less engaged at work than the other. It should be mentioned, though, that there are certain factors that affect how gender is perceived in terms of work engagement. For instance, Women have traditionally taken on a greater share of the responsibilities associated with homemaking and childrearing(36). This may cause some women to combine these responsibilities with their careers, which is sometimes misinterpreted as a lack of engagement at work. Many women work as hard as men, but they must balance their time between job and home. This conflict can often result in the so-called glass ceiling, in which women experience impediments to their professional progress and misinterpret them as a lack of commitment while, in fact, they are reacting to an occupational setting that does not promote their growth. Perceived inequalities are frequently caused by external and systemic variables rather than an inherent lack of dedication. Because of this, it's critical to take into account the different moderating factors. From a gender viewpoint, our survey showed that the participants were completely dissatisfied with a variety of global aspects of their jobs; 58.1% of them were unhappy with their chances of promotion, and

59.8% were unhappy with compensation(26). All of these results regarding pay, opportunities, development, perks, and rewards are in line with the study's findings about job satisfaction at the Catalonia Institute of Health. A study of Tanzanian healthcare workers also revealed low satisfaction with development opportunities and salaries. The healthcare industry differs from other professions in that the greatest reward is the satisfaction of helping people and receiving recognition in return. However, if employees don't receive their just compensation, this increases their discontent and may have a detrimental effect on the standard of care, which is provided.

According to the Outcome for supervision, the majority of answered were happy with their supervisor's abilities, the role he played in mentoring them, and their total opinion, with 58% saying they liked their supervisor. It is important in the healthcare sector since employees should deal with forbearance that develop skills to increase their abilities as well improve their work performance . If the supervisor unable to monitoring to the employees and do not assign any work to them ,they will be at loss ,that leads to low performance in the employee. Because they enjoy providing services to people, 68.5% of healthcare workers were happy with their jobs. It is a great movement to serve humanity and take pride in their work , that leads to job satisfaction occur. These findings regarding supervisor, nature of work and relations with the co-workers were consistent as presented in the research by Kumar et al(28)(37).

According to the findings about working conditions, 6.7% of employees were content with the policies and procedures. I felt the red tapes in their hospital. While 77.5% of them were unhappy, their departments rarely prevented them from performing their jobs effectively. These findings are consistent with those reported by Kumar et al (2013)(28). (9) Additionally, a study was conducted to evaluate the level of job satisfaction among employees in an Iranian hospital(29). One characteristic that sets the healthcare industry apart from other service sectors is work autonomy.. The quality of services provided is also negatively impacted if employees feel handcuffed by these working conditions and think that the procedures make it difficult to perform their duties. This is because red tape prevents many treatment options or timely decisions from being made.

It was discovered that 30.3% of respondents were satisfied with the communication, while 42.70% were unsure. Workers feel excluded as a result of this lack of communication between the administration and employees(37), which can lead to more issues and a worse situation in terms of worker fulfillment in the future. The employee is not involved in decisions about pay increases, performance reviews, intra- and inter-departmental rotations,

contract renewals for ad hoc employees(28), health, safety, and benefits(37). Employee demotivation results from decisions that are made and communicated to them without considering their preferences.

The path analysis shed light on how various factors relate to one another. Employee engagement and performance were impacted by a positive workplace culture. Businesses that put employee and customer satisfaction first typically see increases in output and general satisfaction.

LIMITATIONS

This study has some limitations. To analyse this study took a lot of time but we gathered accurate data. Given the geographical extent of the study as a questionnaire was chosen, which was the best option available for this case and also used by international organizations (Eurofound) (26). As it was an anonymous questionnaire it was not possible to ensure that each person responded only once(36).

Despite the fact that the number of participants increases in baseline sample size estimate. To increase the response rate, participants were notified and invited to participate. Similarly, increase the representativeness of the sample.

CONCLUSION

The research focused on identifying variable affecting employee satisfaction in the health sector. Seven various dimension were identified through literature review and experts input questionnaire, job satisfaction survey. The factors were employee satisfaction, employee productivity and service aspects. Comparing and identified factors with other industries and analysis the relationship between satisfaction and employee retention would be valuable. Cross-cultural perspective can also provide insights for improving employee satisfaction in the health care sector.

The findings of this study indicate to various issues that must be addressed(27). Organizational practices must be modified to increase commitment and job satisfaction while reducing work stress and mental tiredness. As a result, strategies aimed at managing the working hours and available resources should be examined. This may involve restricting unpaid overtime and promoting a more consistent work schedule. Furthermore, it is necessary to create a work atmosphere that improves work satisfaction, which might increase involvement in work(26)(36).

These findings can be integrated into human resource policies for health in order to improve

remuneration packages and offer employees with a clear job description(28)(37), both of which will contribute to future increases in worker satisfaction. It is recommended that rules pertaining to employee satisfaction be strengthened using an all-inclusive strategy in order to significantly improve the organization's performance and quality.

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