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OCCUPATIONAL STRESS AND JOB SATISFACTION

A Comparative Study on Marketing Level Employees

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ABSTRACT

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<p>The aim of the thesis was to investigate the relationship between occupational stress and job satisfaction among marketing level employees of KIAM Metal Industries Ltd compared to the circumstances in European industries. To bring comprehensive dimensions to the topic of occupational stress and job satisfaction in marketing level employees, the study employed both qualitative and quantitative methodologies.</p> <p>The information was gathered from the views of all level marketing employees. Using both methods aided the research by providing more in-depth insights into job satisfaction. Both primary and secondary sources were used for the purpose of the study. Primary data was gathered from KIAM's marketing level employees by Webropol (3.0) software. Survey questionnaire was sent to them through email and 50 (81%) out of 61 respondents responded to the survey. Secondary data was carefully gathered from reliable, reputable, and commonly utilized sources in both Bangladesh and European countries. This study used cluster sampling design.</p> <p>The effect of stress among employees depends on the nature of the work, working place, target set by the organization, and time duration for accomplishment of tasks. And the policy of security, growth, standard, fame, brand value, culture and working environment of the cases under study worked as the positive side for the employees to be satisfied in the company. Financial benefits were found positive for getting out of the stress of employees in the company and non-financial issues were also found to be caused for positive feelings that made satisfaction of the employee at work. On the other hand, workers report better wage satisfaction but lower work-hour satisfaction, which fits with the theory of lesser labour market desire and increased non-market duty. The examination of work domain satisfaction yields some intriguing results. Work type is the most significant job domain in influencing total job satisfaction across all nations, followed by compensation, working conditions, and job security. When looking at the factors that influence job happiness, salary is the most important element in pay satisfaction, contract type in job security satisfaction, and hours or work in work hour satisfaction.</p>		
Key words Dissatisfaction, Employee, Job satisfaction, Occupational stress, Organisation, Workload.		

CONCEPT DEFINITIONS

ANOVA

Analysis of Variance.

AGIR

Ageing, health and retirement in Europe.

BSCIC

Bangladesh Small and Cottage Industries Corporation.

CEO

Chief Executive Officer

ECHP

European Community Household Panel.

EU

European Union.

ILO

International Labour Organization.

ISO

International Organization for Standardization.

PHS

Physiological Stress.

PSS

Psychological Stress.

Smartplus

Smartplus is software with graphical user boundary for variance based basic equation modelling using the partial least squares path modelling technique.

WHO

World Health Organization.

ABSTRACT
CONCEPT DEFINITIONS
CONTENTS

1 INTRODUCTION.....	1
2 JOB SATISFACTION AND OCCUPATIONAL STRESS	5
2.1 Concept of definitions	5
2.2 Former studies of job satisfaction and occupational stress	8
3 METHODOLOGY OF THE STUDY	13
3.1 Methods of research study.....	13
3.1.1 Quantitative research	14
3.1.2 Qualitative research.....	14
3.1.3 Mixed approaches research	15
3.2 Data collection	15
3.3 Research design	16
3.4 Respondent profile	17
3.4.1 Age.....	17
3.4.2 Current job position	18
3.4.3 Employment duration in the company	18
3.5 Validity and reliability of research	19
4 STATISTICAL ANALYSIS AND FINDINGS OF THE STUDY.....	21
4.1 Analysis from literature review	21
4.2 Analysis from survey and major findings.....	23
4.2.1 Work-related stress.....	24
4.2.2 Level of stress at work	25
4.2.3 Duration of work-related stress.....	26
4.2.4 Positive side of the job	27
4.2.5 Most stressful part of the job	29
4.2.6 Employees satisfaction.....	30
4.2.7 Job related satisfaction.....	33
4.2.8 Organization related satisfaction	35
4.3 Findings.....	37
5 CONCLUSION AND DISCUSSION	38
REFERENCES.....	39
APPENDICES	

FIGURES

FIGURE 1. Employment duration in the company.....	19
FIGURE 2. Work-related stress	24
FIGURE 3. Type of work-related stress	24
FIGURE 4. Level of Stress at work	26
FIGURE 5. Duration of work-related stress	27
FIGURE 6. Satisfaction of the employees	31
FIGURE 7. Job related satisfaction.....	34

TABLES

TABLE 1. Percentage of respondents.....	17
TABLE 2. Type of work-related stress	25
TABLE 3. Positive side of the job	27

TABLE 4. Stress of the job29
TABLE 5. Satisfaction of the employees.....32
TABLE 6. Satisfaction regarding the organization’s work environment and infrastructure35
TABLE 7. Satisfaction regarding the benefits offered by the organization.....35
TABLE 8. Satisfaction regarding the compensation policy of the company.....35
TABLE 9. Satisfaction regarding the company's employee benefits36

1 INTRODUCTION

Stress in the work environment is a developing worry in the present status of the economy, where representatives progressively face states of exhaust, job frailty, low degrees of job satisfaction, and absence of self-governance. Working environment stress has been appeared to detrimentally affect the wellbeing and prosperity of representatives, just as a negative effect on work environment efficiency and benefits. There are measures that people and associations can take to mitigate the antagonistic effect of stress or to prevent it from emerging in any case. Nonetheless, workers first need to figure out how to perceive the signs that demonstrate they are getting a handle on stress and bosses should know about the impacts that stress has on their wellbeing just as on organization benefits.

Occupational stress has become one of the most prominent subjects for practical study in psychology and the social and medical sciences in broad sense. Occupational stress, often known as job stress, is described as the unpleasant emotional states of irritation, concern, anxiety, and sadness caused by work-related causes. Occupational stress is also described as the impression of a misalignment between external expectations and human capacity to meet these demands. Job satisfaction is a broad attitude that is the consequence of a number of particular attitudes in three areas: specific job circumstances, individual traits, and group relationships. These elements will never be able to be separated for examination. Job satisfaction is defined as the favourableness or unfavourableness with which workers see their employment, according to the strategy that has been used. It occurs when job requirements align with employee desires and expectations. (Mishra 2013, 45.) Job satisfaction alludes to a person's sensation of satisfaction at work, which goes about as an inspiration to work. It isn't vanity, satisfaction, or self-happiness yet the satisfaction at work.

Work-related stress has a negative impact on employee health, job satisfaction, performance, and turnover for all workers, but it has a particularly negative impact on an organization when managers are engaged. Physical concerns such as high blood pressure and ulcers; psychological problems such as depression and work discontent; and behavioural difficulties such as absenteeism, low performance, and higher turnover can all result from unmanaged stress. A lot of research has looked at job satisfaction and its link with work stress. A number of marketing research employing industrial sales-people have looked into the relationship between role stress and work happiness. When compared to lower levels within the company or top management, recent research has revealed that work stress increases and job satisfaction drops substantially at the middle management level. Middle managers' increased

duty for dealing with "people problems" has been proposed as one explanation for this. This is especially true for marketing middle managers. They must be concerned not just with individuals within the business, but also with consumers outside the organization. This work feature provides a new source of stress to marketing careers. High self-esteem, for example, may reduce the degree of unhappiness experienced at a given level of stress. A variety of human factors can modify the link between a stressor and stress. Two persons who are exposed to the same stressful event may have different levels of stress. Individual variations that impact their capacity to cope may also cause two persons who feel the same level of stress to have different results. (Howell, Bellenger & Wilcox 1987, 71.)

KIAM Metal Businesses Ltd was shaped and incorporated in 1990 and arranged at BSCIC Industrial Estate, Kushtia. KIAM Metal Industries Ltd. is the leading kitchenware manufacturing industry in Bangladesh and creating varieties of cooking utensils which are utilized as household things. It is a private limited company with a small management body. Now the number of workers, production, and marketing experts are more than 1000 people and day by day expand the project under acute supervision of Md. Mizber Rahman (Managing Director) and Md. Ruhul Amin is the Chief Executive Officer of this company. Meanwhile, KIAM Metal Industries Ltd has received ISO 9001:2008 certification as well as other accolades for its high-quality products and safe working conditions in the production facility, including The Industry Business Award-2004 for being Bangladesh's leading Household Item Producer. This company is not a big one but nowadays it already achieved a leading position in its own field in Bangladesh. Ten years ago, most of the market demand covered with the help of India and some with the help of Europe. Now this company exports their goods after fulfilling their country's market demand. Considering the demand of the day, it has diversified its product line and producing all types of kitchenware such as, non-stick utensils, Aluminium utensils, and Pressure Cookers, which are import substitutes. (KIAM 2021.)

A person's general life satisfaction or by and large prosperity might be disaggregated into different areas, for example, job satisfaction, recreation satisfaction, wellbeing satisfaction, and so on (Praag, Frijters & Ferrer-i-Carbonell 2003). The outcomes show that working conditions have a minor job in the assurance of individual wages in the work market. Conversely, contrary working conditions generously increment the degree of job dissatisfaction and the impression of shamefulness of pay at the working environment. (Johansson 2004.)

The European social partners and the European Agency for Safety and Health at Work have attempted to underline the necessity of avoiding and intervening with stress factors, as well as recognizing and

dealing with them at various levels in the workplace. In 2004, Europe produced an autonomous framework agreement on work-related stress, which is now known as the EU's Framework Agreement. In 2007, the Finnish Agency for Safety and Health at Work enacted a matching local agreement prepared by Finnish social partners. (Kinnunen & Liira 2014.) Workers' levels of job satisfaction may have been influenced by a variety of employment disunities. Finland is consistently rising in start-up culture. Start-ups are enterprises that aim to find a "repeatable and scalable business model". Their goods may challenge the whole industry, current firms, or establish a new market for themselves. Start-ups encounter development in such "extreme uncertainty" since their values transcend conventional belief as well as traditional products. (Rain, Lane & Steiner 1991.) Keeping this in mind the present study focuses on the investigation of several important questions. How to investigate the relationship between occupational stress and job satisfaction? What factors affect the employees' job satisfaction of KIAM? Is occupational stress significantly affected by employees? And what are the causes of dissatisfaction of the marketing level employees' of KIAM?

In the present competitive time, it is important for each expert to give their best with the goal that they endures and performs up to the assumptions for their association. Experts who have day-by-day and monthly focuses to accomplish as an aspect of their responsibilities may confront stressors identified with their work. For instance, those in the marketing level employees who need to work to accomplish focuses in deals by their administrators to improve their benefit and furthermore improve consumer loyalty. In this calling, it very well may be said that they need to work under colossal stress to give the ideal and good outcomes.

A few investigations have shown that occupational stress can prompt different negative ramifications for the individual and the work environment (Oginska-Bulik 2005, 168). Extreme stress can prompt diminished efficiency and an overall negative effect on the actual business. Individuals with a higher level of occupational stress may not be happy with their job and consequently, they won't feel glad working in the company. Thusly, it is vital for managers and workers to understand the stress and the stressor that cause all the negative impacts (Bhatti, Hashimi, Raza, Shaikh & Shafiq 2011).

The main aim of this thesis is to investigate the relationship between occupational stress and job satisfaction among marketing level employees of KIAM Metal Industries Ltd compared to the circumstances in European industries. The objectives are to:

1. Identify the factors that influence employees' job satisfaction.
2. Assess the level of occupational stress among a target group of employees.

3. Assess the level of satisfaction among the employees in the target group and
4. Make conclusions and recommendations.

This study will assist the employers to identify their employees' occupational stress and give good implications towards better job satisfaction.

The thesis will be divided into six chapters. The sequence of the chapters is prepared based on the nature of topics, and good judgment. This chapter discussed introductory issues such as, the introduction, statement of the study, rationale of the study, scope of the study, objectives of the study and limitation of the study. The following chapter two presents a conceptual framework of the study. Chapter three discusses former studies related to occupational stress and job satisfaction. Chapter four covers the research design and methodology which depicts a comprehensive picture of the mode of research upon which the whole study will be conducted. It covers topics, such as, sample of the study, study area selection and its justification, sample size of the respondents, sources and collection of data, and statistical analysis of the data. Chapter five includes the statistical analysis and findings of the study. And chapter six is the concluding chapter that covers conclusions and discussion of the thesis.

2 JOB SATISFACTION AND OCCUPATIONAL STRESS

This chapter will describe the basic elements such as job satisfaction and occupational stress, which are important for an organization's corporate culture, employee performance, and well-being. As a consequence, new insights into human resource management's close relationship with employees' job satisfaction will be available. Furthermore, this chapter will elaborate on employee job satisfaction based on studies conducted by experts.

2.1 Concept of definitions

Job is regular work by which people can earn money. Duties, responsibilities, and tasks are all components of a job. A job refers to the specific tasks and duties to be performed for a particular position. A clerical assistant, for example, may be responsible for composing correspondence, preparing monthly reports, and filing reports and papers. Another clerical assistant, with the same position, may have different tasks, such as arranging the printing of reports, preparing distribution lists and arranging for the distribution of documents. (Heron 2005.)

Job satisfaction is a prominent study topic, and many practitioners and researchers have contributed to its development. Occupational stress, weariness, and work discontent are all widespread difficulties in Western countries, according to multiple research. Because firms can only develop and progress via their human resources' perspectives, attitudes, opinions, and productivity, the quantity of study dedicated to employee satisfaction has exploded.

According to Singh & Sinha (2013), job satisfaction is critical for establishing organizational performance. Once the employees are satisfied, the employers and the whole organizations can positively benefit as job satisfaction is relatively linked to improved productivity, creativity and commitment to the employer. A worker's sense of accomplishment and success on the job is referred to as job satisfaction. It is often believed to be intimately related to both productivity and personal well-being. Job satisfaction is performing work that one likes, doing it well, and getting compensated for it. Job satisfaction also refers to a person's enthusiasm for and enjoyment of their profession. Job satisfaction is a vital factor in achieving recognition, salary, promotion, and other objectives that contribute to a sense of fulfilment. (Kaliski 2007.)

Hulim & Judge (2003) provide a more contemporary definition of job satisfaction. According to them, job satisfaction entails a variety of psychological responses to one's work. Affective (emotional), cognitive (evaluative), and behavioral components are then assigned to these individual responses. The range of emotive and cognitive reactions measured by job satisfaction ratings varies. Affective work satisfaction is subjective in the sense that it expresses how people feel about their jobs. As a result, affective work satisfaction depicts one's amount of enjoyment that their job primarily creates. On the other hand, cognitive or evaluative work satisfaction is a more objective and rational assessment of a job's different elements. Cognitive job satisfaction can be one-dimensional if just one feature of the job is evaluated at the same time, such as the incentive policy or yearly leave, or multidimensional if two or more parts of the job are evaluated simultaneously. Furthermore, cognitive job fulfilment focuses on the amount to which the job executer judges these characteristics to decide the comparison with the objectives they established or with other tasks, rather than the scale of satisfaction or fulfilment from individual job aspects.

Stress is described as the detrimental physical and emotional responses elicited when a worker's capabilities, resources, or needs do not match the job's requirements. Stress is a generic term for the body's non-specific adverse response to the requirements of the workplace. In nature, stress is frequently classified as an uncountable and nonvisible pressure. (Ismail, Ghani, Sudhan & Joarder 2015.) Stress, as a multifaceted concept, may be seen from two different perspectives: eustress and distress. Eustress is also known as good stress in the workplace when employees have the necessary knowledge, skills, talents, and attitudes to deal with the demands and pressures of their jobs. Distress, on the other hand, is also known as negative stress, and it relates to those who do not have the necessary knowledge, skills, talents, or attitudes to cope with external pressures and obstacles. (Keshavarz & Mohammadi 2011.)

"Job stress," "workplace stress," and "organizational role stress" are all terms that have been used to describe "occupational stress." With slight distinctions, all of these notions overlap. Occupational stress, workplace stress, job stress, and role stress are all part of a larger phenomenon known as "stress," which is a complicated psychological construct that people might encounter on a daily basis (Quick, Quick, Nelson & Hurrell 1997). The word 'stress' is gotten from the Latin word "strictus" which signifies "to fix". It tends to be perceived as boosts in the climate that may require a few changes or versatile reactions with respect to a person. Stress, according to Selye, is the body's "non-specific response to any obligations imposed upon it" (Selye 1976, 137). All non-specifically caused modifications that might cause physiological, mental, and behavioural reactions within a biological

system are referred to as stress. As a result, stress is defined as "multi-faceted and complex, involving emotion and arousal" (Moal 2007, 3).

According to the International Labour Organization (ILO) (2013), over 10% of workplace problems are stress-related, therefore an organization's capacity to successfully manage its employees' stress can help it maintain its effectiveness. The term occupational stress alludes to the sentiments and encounters which create because of person's failure to adapt up to the surpassing requests of his job. It is these days a vital occupational medical issue since it can cause huge financial misfortune. It might create both plain mental and physiological issues in an individual and may likewise cause unpretentious horribleness that can influence person's very own prosperity and efficiency. (Kazmi & Dubey 2020.)

Occupational stress is a situation in which employees feel physiological stress (PHS) and psychological stress (PSS) while performing their jobs and obligations in order to meet their key performance indicators (Ismail, Ghani, Sudhan & Joarder 2015). According to World Health Organization (2007), PHS is a physiological reaction of the body (abdominal pain, backache, chest pain, fatigue, headache, heart palpitation, lethargic, migraine, muscle ache, and sleep disturbance, for example) to various stimuli at work that triggers stress and, as a result, directly and negatively affects an individual's productivity, effectiveness, quality of work, and personal health.

Each culture has its own set of social and economic aspects that contribute to stress, both physiological and psychological, given that each country's workforce is different and has its own set of qualities. Unemployment, life's stresses, cost of living, and social economic position, on the other hand, all add to stress, particularly among people suffering from mental illness. Social events, social relationships, and social background all have a significant impact on motivation and satisfaction, which can have a detrimental impact on stress levels in both individuals and organizations. According to many researches, occupational stress, boredom, and job satisfaction are widely spread threats in western civilizations and, more recently, in Indian communities. Because contemporary management systems emphasize continuous improvement by emphasizing the human aspect, and because institutions can only develop based on the perspectives, attitudes, and perceptions of their people resources, the number of research on employee happiness has exploded. We understand that employee satisfaction is critical to accomplishing the desired performance.

2.2 Former studies of job satisfaction and occupational stress

This part discusses former studies of job satisfaction and occupational stress. The aim is to identify sources of occupational stress and job satisfaction on various levels.

Alam & Asim (2019) investigate the degree of job satisfaction and turnover aim among medical attendants in Karachi. The goal of this examination was to inspect the effect and relationship of satisfaction with hierarchical approaches and methodologies, satisfaction with oversight, remuneration levels, task clearness, and vocation improvement on turnover expectation. An instrument dependent on five features of job satisfaction and the turnover aim was created dependent on writing audits to discover the degree of job satisfaction and turnover aim. For this reason, information was gathered from 400 attendants working in various emergency clinics in Karachi. The discoveries show that satisfaction with hierarchical approaches and techniques, satisfaction with management, remuneration levels, task lucidity, and professional improvement all have a critical negative relationship with a turnover goal and generally job satisfaction was found to have a huge negative relationship with the turnover goal.

Chen, Huang & Su (2012) analysed work stress among experts and para-callings (in particular general practitioners, attorneys, engineers, educators, attendants and life insurance staff) in Singapore. Results showed that performance pressure, presentation factors, workload, and family conflict were seen to be the most stressful parts of work. These two stressors additionally essentially added to the experience of overall work stress.

Vadivu (2017) in her research examines the connection between occupational stress and job satisfaction among material administrators. The aim of the research was to discover the connection between occupational stress and job satisfaction dependent on age, sex, conjugal status, work insight, and pay of material supervisors in Tirupur. Altogether, 553 textile chiefs were welcome to take part in the poll review. A cross-sectional examination was utilized to analyse the connection between occupational stress and job satisfaction. Clear examination, Pearson relationship, and numerous relapse investigations were utilized to break down the information.

Mishra (2013) explains that job satisfaction is one of the most important yet divisive topics in industrial psychology and organizational behavioural management. It determines the level of employee motivation through the development of organizational climate or environment satisfaction, which is a subset of organizational members' views. It is, to put it another way, one's effective response to the work.

In a restricted sense, job satisfaction refers to how you feel about your employment. Wages, supervision, consistency of employment, working conditions, social relations on the workplace, fast resolution of grievances, fair treatment of the employer, and other comparable aspects are all addressed. Job satisfaction is linked to a variety of socio-economic and personal characteristics, including age, sex, incentives, working environment, education, and length of employment. The purpose of his research was to examine the many elements that influence work satisfaction at a pharmaceutical firm in Sikkim, India.

Ismail, Ghani, Sudhan & Joarder (2015) discuss that physiology and psychology are two key elements in the literature on organizational stress and work-related stress. Employees' capacity to handle stress correctly while executing their jobs may have a major impact on individual results, particularly job satisfaction. Despite the importance of the relationship, the function of work-related stress as an essential factor has received less attention in the literature on organizational stress. Thus, utilizing self-report questionnaires gathered from Malaysian peacekeeping forces in a conflict-ridden Middle Eastern country, this study was conducted to determine the relationship between work-related stress and job satisfaction. The results of the hypothesis testing utilizing SmartPLS (which is a piece of software with graphical user boundary for variance-based basic equation modelling using the partial least squares path modelling technique) revealed four key findings. First, there was a link between physiological stress and work satisfaction. Second, psychological stress was linked to work satisfaction in a substantial way. In the organizational sample, the study indicates that work-related stress is a key driver of job satisfaction.

Vadivu (2017) shows a link between occupational stress and job satisfaction among textile managers. The purpose of this study is to determine the link between occupational stress and job satisfaction among textile managers in Tirupur based on age, gender, marital status, work experience, and salary. A total of 553 textile managers were invited to take part in the study. The connection between occupational stress and job satisfaction was investigated using a cross-sectional research. The data was analysed using descriptive analysis, Pearson correlation, and multiple regression analysis. The studies also indicated that there is a strong link between work satisfaction and occupational stress.

Thakre & Barua (2015) explore the variations in job satisfaction and job participation between employees with high occupational stress and those with low occupational stress. The research included 60 workers from a business organization as participants. The occupational stress index, job attitude scale, and job participation scale were used to measure them. To assess differences between people with high occupational stress and those with low occupational stress, an independent samples t-test was used.

The study found a significant difference in job satisfaction and job participation between employees with high and low occupational stress. Employees with low occupational stress scored better on work satisfaction and job participation than those with high occupational stress, according to the data. These findings show that an employee's degree of occupational stress has an influence on his or her job participation and satisfaction. This trend will allow businesses to recognize the need for less occupational stress in the workplace.

Kristensen & Westergaard-Nielsen (2004) investigate the relationship between job satisfaction and real job change behavior. Their research is based on data from the European Community Household Panel for Danish households from 1994 to 2000. The findings demonstrate that include a subjective indicator like job satisfaction improves the capacity to predict real quit behaviour; the likelihood of quitting increases dramatically when overall work satisfaction is low. The ability of several work satisfaction domains to predict quits is rated. The most essential employment feature is determined to be satisfied with the type of work, whereas job security is shown to be unnecessary. These findings are in accordance with the age, gender, and educational subgroups, and contrast with findings from the United Kingdom, where job security is determined to be the most essential employment domain. This disparity between the United Kingdom and Denmark might be attributable to disparities in unemployment insurance advantages, implying that there are "invisible" advantages inherited in the welfare state insurance system while Danish employees are not concerned about job security.

Annamalai & Kamalanadhan (2016) discuss the category of relationship between occupational stress and job satisfaction. The aim of the research was to see if there was a link between workplace stress, coping mechanisms, mental health, physical health, and job satisfaction. Totally 360 people completed a paper-and-pencil survey battery consisting of five scales. This research showed negative relationship between occupational stress and both mental and physical health, as well as a negative relationship between occupational stress and work satisfaction. Furthermore, coping techniques have an effect on the participants' health as well as their attitude. According to the findings, there were substantial variations across the aspects of work satisfaction, with interpersonal dynamics being the most dissatisfying component. Organizations always expect the greatest performance from their employees, which necessitates the management of their stress levels. Employees must be physically and psychologically healthy to execute their jobs, thus coping techniques must be created to handle occupational stress. Employees must also be aware of their stressors and the coping techniques that are appropriate for them.

Nahar, Hossain, Rahman & Bairagi (2013) investigate the connection between work satisfaction, job stress, and mental health among government and non-government employees in their study. In terms of different job-related aspects, it was expected that there would be a substantial disparity between government and non-government personnel. Employees' job performance is influenced by these elements. In this environment, it was critical to understand how job satisfaction, job stress, and mental health differed by job type. The research included 100 employees, 50 government employees and 50 non-government employees. Data was collected using the Job Satisfaction Scale, Occupational Stress Index, and General Health Questionnaire. Means, Pearson Product Moment Correlation, and the ANOVA test were used to evaluate the data. According to the findings, there is a substantial positive correlation between job stress and job kinds. Non-government personnel experience significant work-place stress due to a lack of job security and a heavy workload. Job satisfaction and sex have a significant negative correlation. Female employees were less happy than male employees with their lower-level employment, which paid less and provided less social security benefits.

Johansson (2004) examines many factors of job satisfaction in his research using the Finnish portion of the European Community Household Panel. In general, there is a scarcity of economics-based studies on job satisfaction in Finland. As a result, this study began by looking at various "classic" factors of individual job satisfaction, such as the impact of income, age, gender, education, and other factors on job satisfaction. The findings indicated that the Finnish results are similar to the majority of worldwide results in that women, those with better earnings, those with less schooling, and so on had higher job satisfaction. In line with international findings, they also discovered that a poor degree of job satisfaction might anticipate quits. Further research into more recent concerns indicated that involuntary part-time work is linked to poorer job satisfaction, whereas on-the-job training is linked to higher job satisfaction.

Böckerman & Ilmakunnas (2004) investigate the significance of unpleasant working circumstances on individual pay and total job satisfaction in Finnish labour market. As an alternate, indirect measure of job happiness, the possible impact of unfavourable working conditions on self-reported workplace pay fairness is explored. According to the findings of their research, working conditions play a limited effect in determining individual earnings in the Finnish labour market. On the other hand, adverse working circumstances significantly enhance job dissatisfaction and the sense of wage inequity at work.

Kinnunen & Liira (2014) expound that occupational stress has become one of the most serious issues in modern working cultures, increasing the risk of sickness among employees. Its significance has also

been highlighted because of its significant socioeconomic implications. The aim of the research was to see how Finnish businesses deal with work-related stress. In May 2010, a questionnaire was used to measure work-related stress strategies in 40 businesses that operate in Finland's metropolitan area. Participants were fully aware of work-related stress. Despite the fact that all work-places have encountered work-related stress at some point, businesses infrequently had their own work-related stress management policy. Workplace and occupational health services collaborated in a variety of ways. Companies can simply learn to take responsibility for assessing and managing work-related stress to occupational health services. Workplaces must pay greater attention to stress at work. Collaboration with occupational health services is the simplest method to do this. Protocols for cooperation should be designed collaboratively utilizing existing models that have been proven to be cost-effective.

3 METHODOLOGY OF THE STUDY

The present thesis is conducted as a comparative study on occupational stress and job satisfaction in marketing level employees of KIAM Metal Industries Ltd with European industries. To bring comprehensive dimensions to the topic of occupational stress and job satisfaction in marketing level employees, the study employed both qualitative and quantitative methodologies. The information was gathered from the views of all level marketing employees. Using both methods aided the research by providing more in-depth insights into job satisfaction, but it also provided the enterprises with information about the impact of their human resource management as well as the establishment of their working culture through the responses gathered from their employees. Both primary and secondary sources were used for the purpose of the study. The primary data was collected by Webropol 3.0 survey on employees of KIAM. The data was subsequently processed, tabulated and analysed for the purpose of the study. The data that could be collected from primary sources will be obtained through secondary sources. The secondary sources include books, journals, discussion papers, annual reports, doctoral thesis etc.

This chapter gives some insight into the data gathering methodologies adopted in this research of marketing level workers' job satisfaction. The sub-chapter that reveals specifics about how the methodologies were used in the data collecting process of this thesis, which includes an in-depth explanation of employee surveys, contains theory about qualitative, quantitative, and mixed-methods approaches.

3.1 Methods of research study

The methodologies employed in the research are described in this sub-chapter. Before going into depth about how each approach was implemented to complete the research, a brief literature overview of qualitative and quantitative data gathering methodologies is provided. Research method is used to gather data in a "systematic, focused, and organized manner" in order to get knowledge and provide a solution to a specific research topic or question (Ghuri & Gronhaug 2010). A research strategy is the systematic process of action that outlines how to do research in a methodical and efficient manner. According to Creswell (2014), there are three primary research approaches: i. quantitative research, ii. qualitative research, and iii) mixed approaches research. To obtain the most suitable findings, all studies must employ a clear, disciplined, and scientific methodology. This research falls within the third

group. The quantitative approach is used to respond to research questions that require numerical data, the qualitative approach is used to respond to research questions that require textual data, and the mixed methods approach is used to respond to research questions that require both numerical and textual data (Williams 2007). The positivist paradigm is supported by the quantitative approach, whereas the naturalistic paradigm is supported by the qualitative technique. The positivist paradigm is supported by the quantitative approach, whereas the naturalistic paradigm is supported by the qualitative technique. Quantitative research was once seen to be the more rigorous of the two, but qualitative research has recently earned greater credence in current classic research. Both methodologies are suitable for doing research, and each may make a significant contribution to scientific study. (Mohajon 2018.) Both have their own strengths and limitations, as well as benefits and disadvantages, thus none is clearly superior to the other in every way. The majority of study focuses on the four p's: people, problems, programs, and phenomena. Both positivistic and naturalistic paradigms are used in this research.

3.1.1 Quantitative research

Quantitative research methods use survey and experiment approaches to collect data, which is then analysed using pre-programmed measuring tools to provide statistical statistics (Creswell 2014). The phenomenon may be described using a quantitative method, which entails looking at the elements that cause the outcome. Quantitative methods are the best appropriate for testing hypotheses and revealing "causal linkages and interdependence between social phenomena." There are some academics who oppose quantitative methods, claiming that social reality is too complex to be reduced and condensed into hypotheses. The hypothesis examined is generally confirmed or disproved at the end of a quantitative investigation. Researchers that utilize the quantitative technique choose one or a few variables that they want to employ in their research and begin collecting data on those variables. (Leedy & Ormrod 2010.)

3.1.2 Qualitative research

In contrast to the quantitative technique, qualitative research seeks to comprehend the issue under study rather than doing observations, tests, or measuring (Boutellier, Gassmann, Raeder & Zeschky

2013). Qualitative approach is used in research that focuses on eliciting personal experience or attitude, or when a comprehension of a phenomena that is not well understood is required. As a result, qualitative research is widely used to better understand human performance and functions. Furthermore, it demonstrates its suitability for studying organizations, groups, and individuals. (Ghauri & Gronhaug 2010.) Qualitative research is a method of understanding social or human phenomena in which the researchers attempt to construct a comprehensive and universal picture by analysing and describing the perspectives of the participants in a natural context. Furthermore, qualitative research is a blend of the logical, exploratory, and instinctive, according to Ghauri & Gronhaug (2010), where the researchers' abilities and knowhow are vital in data processing. This style of study focuses on social processes rather than social structures, which is the focus of quantitative research. To conduct qualitative research, one must possess skills such as abstract thinking, bias recognition and avoidance, obtaining consistent and plausible data, situation analysis, maintaining an analytical distance between social and theoretical sensitivity while drawing on previous experience, and having a keen sense of interaction and observation.

3.1.3 Mixed approaches research

Despite the distinctions between qualitative and quantitative methodologies, combining them in particular study might be beneficial. Weathington, Cunningham & Pittenger (2012) claim that a combination of these two methodologies may be used at any point of the research process, including the formulation of study questions and hypotheses, subject sampling and selection, data collecting, analysis, and interpretation. Combination may occur at more than one stage of the treatment in some situations. When gathering practical data for this thesis, a combination of qualitative and quantitative methodologies is used. To be more specific, the researcher collects data via employee surveys.

3.2 Data collection

Data are unprocessed, unorganized, and unanalysed facts that have little value and provide minimal advantages to managers and decision-makers. They are un-interpreted materials on which a judgment is to be made, and they are based on facts that might include anything that is known to be true or exists. To complete the task, this thesis utilized both primary and secondary data. This study concentrates on collecting and analysing just two major data sets, as well as some secondary data from qualitative

and quantitative data gathering techniques. This thesis explores all of the chapters with enough theoretical and statistical analysis to keep the reader's attention. The research findings are provided in the following chapters, together with supporting evidence. So that future researchers might improve their skills by identifying any weaknesses in the thesis. Primary data was gathered from KIAM's marketing level employees by Webropol (3.0) software. Questionnaire consists mostly open-ended questions and some close-ended also (Appendix 2) with cover letter (Appendix 1). The research has a sample size of 50 people. Various strategies have been employed to analyse primary data, depending on the requirements. Anonymity and confidentiality were carefully ensured during this study. The participants' confidentiality was violated by not revealing their names on the questionnaires and study reports. Confidentiality refers to the fact that the information they submit will not be used to identify them. Finally, principles of ethics, reliability, and validity of data collecting and analysis were followed for a better outcome.

Currently, researchers and practitioners all around the globe are collecting and archiving a large amount of secondary data for more common study (Andrews, Higgins, Andrews & Lalor 2012). Secondary data is information gathered by someone else for the purpose of doing primary research, and it serves as a foundation for future study. Secondary data can be used by researchers with time and budget constraints. During study, the researcher read the research works of numerous authors in depth and did her best to provide each chapter in a thorough manner with some new and innovative ideas. The analysis was carried out in order to improve analysis skills in economics and social choice. The cost-effectiveness and usability of secondary data analysis are two main advantages. Researchers can use solid secondary data for high-quality empirical research when it is accessible. These allow academics to test unique ideas, theories, frameworks, and research design models in an efficient manner (Smith 2008).

3.3 Research design

This research is primarily exploratory in nature. Exploratory investigations are a great way to figure out what's going on, get new ideas, ask questions, and evaluate phenomena in a new light. The research design is the conceptual framework through which the study is carried out; it serves as a blueprint for data collecting, measurement, and analysis. As a result, the research design may be characterized as a master plan for a research's chosen methodologies, structure, and strategy in order to identify

alternative instruments to address issues and reduce variations (Kothari 2004). The research design addresses a logical problem rather than a logistical challenge.

A statistical process for selecting a limited number of components from a population and generating conclusions about the population is known as sampling. A sample design is a technique for obtaining a representative sample from a population. A total of 50 respondents were chosen at random from three levels of KIAM Metal Industries Ltd marketing personnel: top, middle, and operations. Respondents or research populations include Marketing advisor, Deputy General Manager, Manager (Sales & Marketing), Wing Manager, Territory Manager (Sales & Marketing), Management Trainee, Territory Sales Manager, District Sales Manager, Regional Sales Officer and Junior Officer. Cluster sampling was used as the sample method. Survey questionnaire was sent to them through email and 50 (81%) out of 61 respondents responded to the survey which is shown in table 1:

TABLE 1. Percentage of respondents

	Email survey links sent		Survey submitted	
	(N)	%	(N)	%
Email survey link sending 17.11.2021, 20:36	61	100	50	81

3.4 Respondent profile

This section gives a descriptive review of the background characteristics of respondents sampled from KIAM Metal Industries Ltd.'s marketing level workers.

3.4.1 Age

Age is a great factor to regard the occupational stress and satisfaction because young people can easily handle and reduce their stresses through hard work. But in the case of old people, it would be tough for them to manage. The study has found different respondents of different ages. The minimum age of the respondents starts from 26 years old. In the context of Bangladesh, most of the students complete their higher studies between 23 to 25 years old. In some cases, it extends to 26 to 27 years old. Due to that most of them are newly appointed to the job. Most of the respondents are between 30 to 40 years. A

few numbers of them exceed 40 years old. Only two respondents were 50 years old.

3.4.2 Current job position

Marketing manpower works in different positions to cover the different stages of market segment. At the working place, they need to obey the chain of command to initiate the company's policy regarding sales and marketing. Here, in the respondents, the study has illuminated the higher management of the hierarchy. In this case, higher management throws the marketing plan and policy through the middle management and the lower level employees initiate them. From the data, the study has a clear view that some newly recruited employees are learning their marketing activities at the lower level of management.

3.4.3 Employment duration in the company

Employment duration is major factor employees to be satisfied in the company. It shows the positivity of the organization. From the following table 2 and figure 1, researcher may get a clear picture of the respondent to be engaged in the company. 34% employees have just started their jobs or spent less than two years with it. It has significance in the stress level and satisfaction. Fifteen respondents having around 31% engagement in the company for more than two years. In this segment, they have been in the company between 2 to 5 years at stretch. Employees have been with the company for a longer period from 6 to 10 years at the third position as bearing 29% in the ratio. Other 2 employees have been serving for 11 to 15 years and one for around 2 decades showing the percentage 4% and 2% respectively. But the study did not get any employees who have served over 2 decades as the company is a 30-year old company.

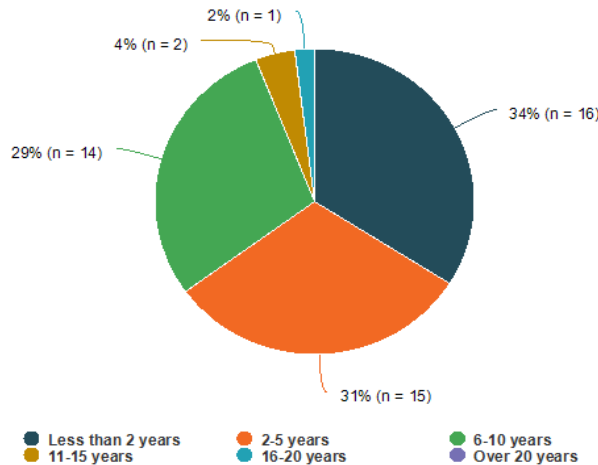


FIGURE 1. Employment duration in the company.

3.5 Validity and reliability of research

The correctness and authenticity of scientific conclusions are linked to research validity (LeCompte & Goetz 1982). It is an essential aspect of a measurement tool. It relates to the validity of the methodology or the suitability of the instruments utilized (Murphy, Hashim & O'Connor 2008). It is a measure's capacity to measure what it is designed to measure (Robson 2002). It reveals how well the research's data gathering and analysis captures the reality under investigation (Mohajon 2018). Primary data is gathered in the form of random open-ended and closed-ended questionnaires, with tight anonymity and confidentiality. This attempted to portray the genuine data collecting facts. The result's validity has been de-bated, and significant input has been provided. Numerical computations, illustrated examples, and assertions with evidence are used to verify secondary data. The majority of the secondary data was gathered from scholarly or trustworthy news sources, enhancing the study's accuracy and reliability. As a consequence, the findings of this investigation appear to be of high validity to us.

The reliability of the data and conclusions is one of the most important prerequisites of any research procedure. The consistency, dependability, and comparability of any research's findings are all aspects of reliability. It is a crucial topic in research since it may be used to eliminate mistakes while analyzing questionnaire results. It denotes that an instrument's results are constant and steady (Creswell 2014). Validity does not imply reliability. While there are numerous accurate tests of certain talents, not all of

them are appropriate for prediction. A research's reliability is an essential, but not sufficient, component. A test must also be legitimate in order to be dependable. Clarity of language, prolonging the measure, and other informal measures can all help to increase reliability. Psychometric analysis is thought to be the most efficient method for boosting dependability (Cortina 1993). It is conceivable to have reliability without validity, but proving that an unreliable test is legitimate is logically impossible.

In order to ensure the validity and reliability of research data and results, this study used the qualities of validity and reliability. In this study, the appropriate research population was chosen to gather data using a standard questionnaire in the field of digital marketing. This study used random sampling to identify research participants, concentrating on purposively selected homogeneous case organizations and categories of respondents in Bangladesh. The research asked the same questions to gather their real-life experiences and opinions. Secondary data was carefully gathered from reliable, reputable, and commonly utilized sources in both Bangladesh and European countries. To avoid errors, the obtained data were evaluated using web-based tools, and the data drove the study's discussion and conclusion. As a result, the technique, methodology, data, findings, and analysis employed in this study are reliable, valid, and believable.

4 STATISTICAL ANALYSIS AND FINDINGS OF THE STUDY

This chapter is devoted to identify the job satisfaction and job dissatisfaction of the marketing level employees. This analysis is made with the primary data collected through the questionnaire for the study purpose. The findings discussion is organized into two sections. Based on a literature analysis, the first section of the thesis offers an overview of job satisfaction among marketing-related professionals in Bangladesh and Europe. The second section of the thesis includes an analysis of information acquired from KIAM using a survey questionnaire.

4.1 Analysis from literature review

The economic work satisfaction literature has been influenced by several writers. The use of self-reported work satisfaction in labour market studies is questioned by Freeman (1978). His findings reveal that one of the most important predictors of labour market mobility is job satisfaction. Clark & Oswald (1996) investigate the role of individual and organizational factors in predicting job satisfaction in the United Kingdom. Clark (1997) makes an attempt to explain why women are more satisfied with their jobs than males. His conclusion is that the gender gap in job satisfaction is attributable to differences in job expectations: women have lower expectations than males. Oswald (1997) investigates the impact of improved economic performance on life and job satisfaction. He discovers that job satisfaction in the United States and the United Kingdom has remained unchanged throughout time, raising the question of why this is so despite significant improvements in essential work categories such as salary, work type, and working conditions.

Occupational stress, anxiety, and work satisfaction, according to several studies, are prevalent concerns in western civilizations and, more recently, in Indian communities. Because contemporary management systems emphasize continuous improvement by emphasizing the human aspect, and because institutions can only advance based on the perspectives, attitudes, and perceptions of their people resources, the number of researches on employee happiness has exploded. Although they are clearly connected, job satisfaction is not the same as motivation. Job rotation, job expansion, and job enrichment are some of the approaches used to improve job satisfaction and performance. Management style and culture, employee engagement, empowerment, and autonomy are all elements that influence job satis-

faction. (Singh & Sinha 2013.) In Germany, the myopic pursuit of job satisfaction results in age-earnings profiles that are both growing and concave. When a previous salary was greater, an agent works harder since a higher wage offers more utility in and of itself. Employees who earn large income rises or promotions early in their careers have higher reference points or ambition levels. (Grund & Sliwka 2001.) Hamermesh (2001) compares and analyses numerous ideas concerning the drivers of work satisfaction across the earnings distribution and trends in income inequality in the United States and Germany. His findings demonstrate that workers in the top earnings quartile were more satisfied with their jobs than those in the lower quartiles. Furthermore, he claims that job satisfaction is more responsive to unexpected returns on observable acting skills than to non-observable skills.

The data comes from the European Community Household Panel, which was done yearly in numerous Western European nations from 1994 to 2001. It began with 12 founding members, with Austria joining in 1995 and Finland joining in 1996. To ensure maximum comparability between nations, sampling and survey questions are meticulously planned. Another advantage of the ECHP is that the nations studied have comparable cultures and degrees of development, as well as being geographically close. How dissatisfied are you with your current status in your work or key activity? According to the ECHP respondents, with six response options ranging from "very dissatisfied" (=1) to "very satisfied" (=6). (Ahn & García 2004.) However, satisfaction scales are produced in the psychology literature as if they were cardinal measurements of the underlying subjective states (Konow & Early 2008). The cardinality assumption states that each numerical difference between two categories has its own meaning, which is the same for all people.

According to Schwartz (1995), surveyed people understand a number option as a cardinal inquiry. Praag (1991), Dixon (1997), and Ng (1997) all support using cardinality to assess satisfaction. On the other hand, justifying interpersonal comparability of the responses is challenging since we don't know if the term "satisfied" and adjectives like "very lot" or "completely" have the same meaning for various people. However, there is plenty of empirical evidence showing self-reported happiness correlates with a variety of observable factors with predicted signs, implying that interpersonal comparisons are legitimate.

According to psychologists, the responses to the satisfaction question might be clustered around the top categories because respondents prefer to declare higher levels of satisfaction than they actually are in order to appear more favourable (Konow & Early 2008). Easterlin (1995) confirms that these phe-

nomena is dependent on the nation in question, which is why country-specific factors should be introduced to mitigate this bias. The average job satisfaction for men and women in the pooled cross-section sample of the ECHP is 4.36. We see enormous disparities among nations, as well as significant gender inequalities in some. Employees in Denmark and Austria have the highest levels of job satisfaction, while those in Greece, Portugal, Italy, and Spain report the lowest. The difference between Denmark and Greece, for example, is 1.15 points. Why are there such significant variances across countries? It's possible that true variances in job qualities and working circumstances are to blame for the disparities between countries. Language and cultural factors might also play a role in explaining the situation. We'll see if the cross-country disparities persist after adjusting for observable person and job factors in the multivariate analysis. Male employees in the UK, Germany, and Ireland report lower levels of satisfaction than female workers, although the converse is true in Mediterranean nations. Clark (1999) claims that lesser aspiration is the primary cause for women's better work satisfaction in the United Kingdom.

There are a few more findings worth noting. Female employees report better income satisfaction but lower work hour satisfaction, which supports the premise that women have fewer labour market aspirations and more non-market responsibilities. Good job matches boost job satisfaction across the board, but particularly in terms of compensation and work style. As one might assume, persons who live in a nation or experience periods of high unemployment are less satisfied with their job security. On the other side, a high local unemployment rate enhances job satisfaction significantly. This appears to imply that people in high-unemployment areas or times value their jobs more (or amount of work). Even after controlling several factors that are directly and indirectly responsible for each job domain's satisfaction, considerable national fixed effects remain. Given the identical observable worker and job attributes, Austrian, Danish, and Irish workers report much better job satisfaction across the board. This will continue to be a research priority in the future.

4.2 Analysis from survey and major findings

This section discusses the findings of this study and expands on the information gathered through an internet survey of KIAM workers' job satisfaction. The data was analysed based on the researcher's perspectives and understanding of the topic of employee job satisfaction in companies. Except for a few excerpts to support the analysis, the transcripts of the whole survey are not included in the thesis.

4.2.1 Work-related stress

In KIAM Metal Industries Limited, all the employees are working as full-time permanent employees. All the other categories are not applicable for KIAM Metal Industries Limited. In this segment, the study found comparative information relating to different levels of stress at work. Every type of job has some stress for the employees working with various functions.

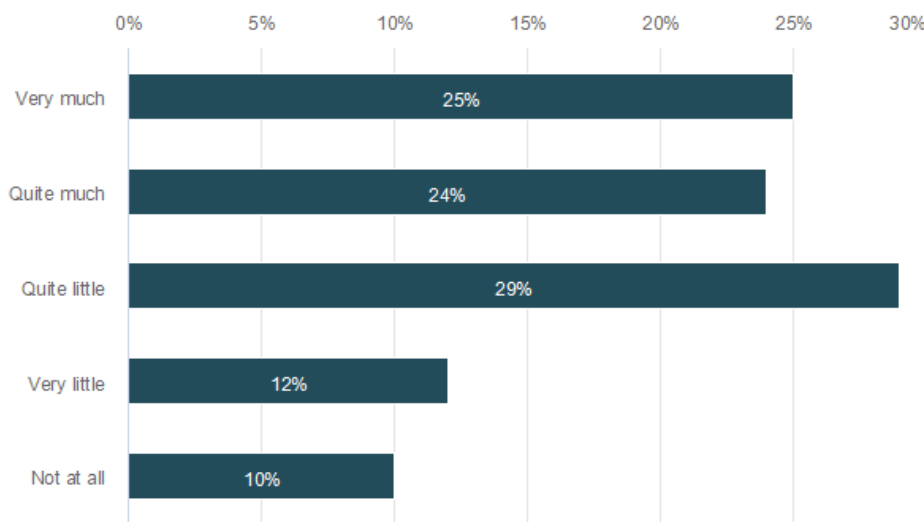


FIGURE 2. Work-related stress

From figure 2 it can be seen that most of the employees have “Quite little” stress at work showing the percentage of 29% and a number of 14 respondents. Both the “Very much” and “Quite much” stress levels have a same number of respondents of around 25% in the target group. Some of the employees regarding 10% have found that the job has no stress at all. In some level of job employees have “Very little” stress which may be managed.

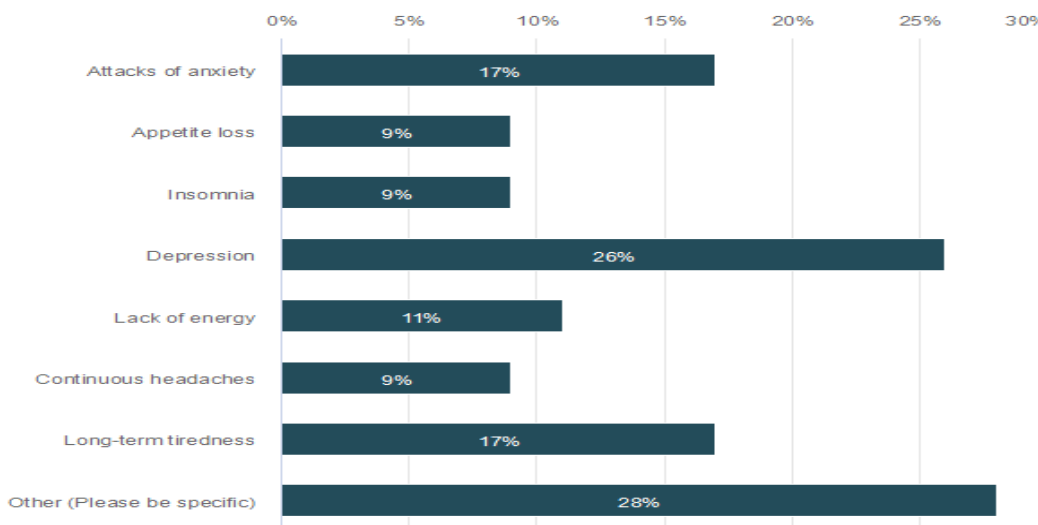


FIGURE 3. Type of work-related stress

In figure 3 the study shows various types of stresses. Continuous headaches, appetite loss, insomnia are having the lowest percentage (9%) of stress at work for the employees. In the study, 11% of respondents said they did not have enough energy. The survey describes that attacks of anxiety was chosen by 17% of the respondents. A major number of employees faced depression in the work which means that there is much stress for the working labour whereas some employees have found more in other specific areas described in the following table 3.

TABLE 2. Type of work-related stress

Option names	Text
Other (Please be specific)	Financial
	Not at all
	As usual
	As usual on going
	Lack of Motivation- Mental or Financial
	As usual
	As-Usual
	As Usual
	As Usual
	Increase my working speed
	Not at all
	Under Pressure Work
	Over Pressure in Work

This analysis shows that the employees expressed their types of work-related stress in other specification. Financial stress is one of them which means the structure of salary and compensation relating to the payroll of the organization. Other stress types are usual stress as well as under-pressure stress in the variation of work-related stress.

4.2.2 Level of stress at work

According to the survey, there are four levels of stress at work for those employees who have been working for over a different period of time. They can be called extreme, severe, moderate and mild levels of stress.

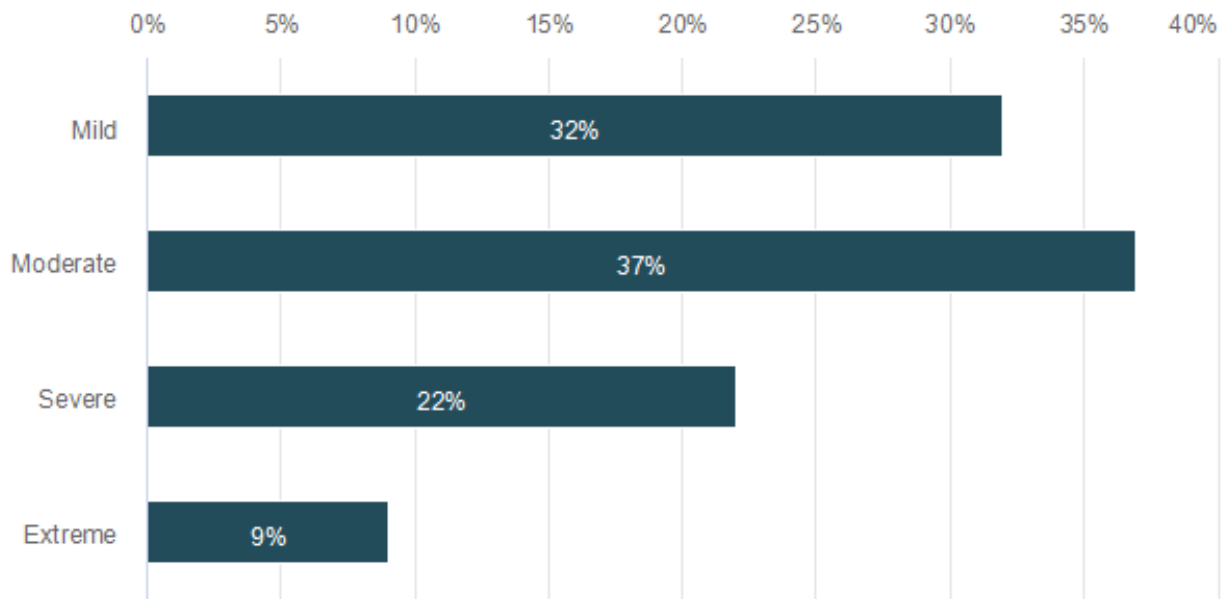


FIGURE 4. Level of stress at work

From the study, it is found that 9% of the employees suffer from extreme stress. On the other hand, 22% of the respondents experience severe level of stress. The report describes that most employees, 37%, have moderate stress. Having a low amount of stress in the survey, only 32 percent of participants ranked second in terms of workplace stress.

4.2.3 Duration of work-related stress

Workplace stress has become one of the most serious issues in modern working cultures, increasing the risk of sickness among employees. Its significance has also been underlined because of its significant socioeconomic implications. Various stress management and workplace treatments have been deployed, but little research has been done on real company practices. (Kinnunen & Liira 2014.) From figure 5, the report explains that employees face work-related stress for a few days due to the nature of the work and working place. Basically, it depends on the target set for and time duration for accomplishment. 36% of the respondents have stress for a few days which is the most in the cases. The stress sustains for more than one year for 34% of the respondents having occupied the second position in the study. Other participants have 19%, 9% and 2% of stress for 1-3 months, 4-6 months and more than 6 months respectively.

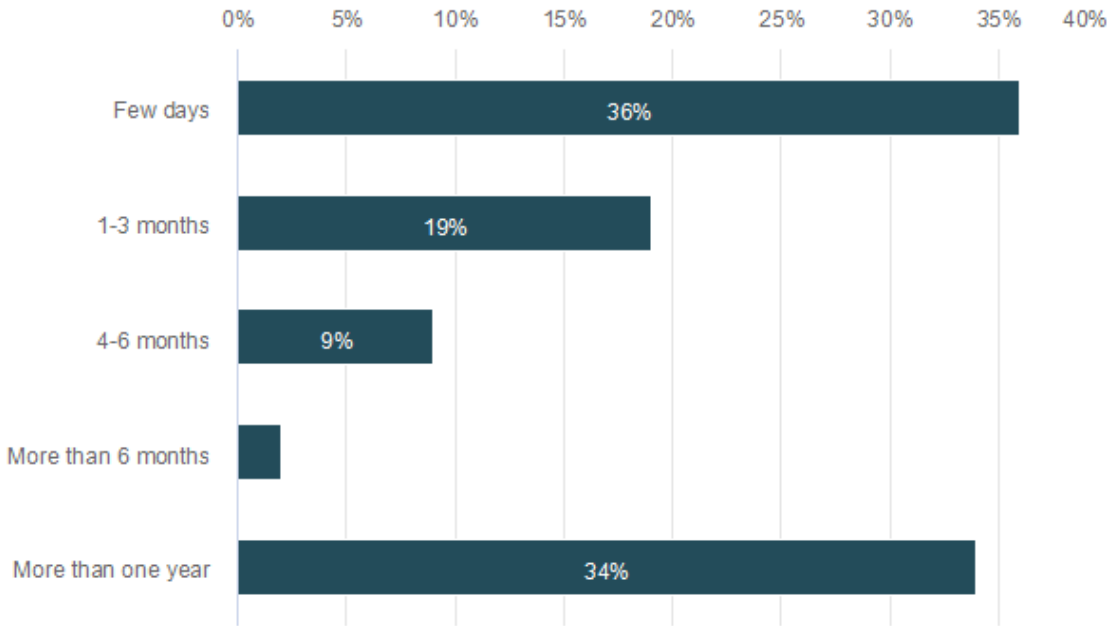


FIGURE 5. Duration of work-related stress

4.2.4 Positive side of the job

The following table describes a lot about the responses regarding the positive side of the job. Total 49 employees replied in the positive statement.

TABLE 3. Positive side of the job

Summary of the Statement
Management team are cooperative, Lot of opportunities to prove my capacity, Financial benefit, Job Security, Brand Value Mental Satisfaction, Job Security, Freedom of Work, Positive mentality of our colleague
Better Qualified Leads, Better Engagement and Stronger Relationships, Accurate Buyer Persons, Better & Clear Feed Back, Stay Ahead of the competition, Increased Revenue, Better Marketing Materials.
I have a lot of positive side relevant on my job such as leadership, dedication, team work, Communication, Stakeholder Management, Confident, Challenges & Mitigate accordingly, Convert negativity to positivity, I am authentic & Honest, Obedient, Hard worker, Self-awareness
Brand Value, honored by the Retailer, get the leave facilities, Friendly Management & Working Environment

Good planner, leadership capacity very fine, honesty, Hard worker.
Friendly co-workers, Good management, Variety of work, Being part of a successful team
Creative one, joyful, good management system, target oriented and carrier growth and good working environment
Standard Company, Standard Product & Outlet
The positive side of my work is reaching the right position through real education.
I receive a fixed salary regularly. Walking distance from my house, good system of promotion, Intellectual Management Body, Excellent Environment to Work, Continuous Growth in the Industry, Highly Potential Scopes to Learn, Potentiality in Career Growth
Performance Based Career, Fair Judgment, Growing Company, Strong Brand Image in Market, Highly Production Capacity and Quality Product & Goal Oriented Team
The positive side of my job is Reaching the right position thorough Real Education
Handsome Salary, Profit Sharing, Employee environment oriented, No pressure for sales.

From the above table, it can be analysed that most of the respondents get job security and brand value as the positive side of the company. Financial benefits, handsome salary, profit sharing, increased revenue, well salary growth system, regular salary payments, etc. are provided to the KIAM's employees. On the other hand, non-financial positive sides are mental satisfaction, colleagues with positive-mentality, better marketing materials, good promotion system, the high potential scope of learning, communicative, confidence, converting negativity to positivity and leave facilities, etc.

In the case of the company and the management, the analysis provides that the company is very good, renowned, standard, and growing fast as well as having continuous growth in the industry. The company has a better, friendly, intellectual, and stakeholder management system indeed. On the other hand, there are nice and better culture; good, excellent and friendly working environment; humanity; better-qualified leader and engagement; stronger relationships as well as friendly co-workers in the company. In the case of positivity in the products, there have standard and high-quality products; a standard outlet, a strong brand image in the market, and high production capacity available in the company. The study says that the employees have found a variety of work, good relations, performance-based career, freedom of work, potentiality in career growth, and teamwork.

4.2.5 Most stressful part of the job

Globalization has an impact on working conditions, as well as opportunities in the workplace with new technology and practices. Job stress has risen as a result of higher job expectations and competition-related changes in the workplace. (Kinnunen & Liira 2014.) The following table 7 shows the summary of most stressful part of the employees of KIAM Metal Industries:

TABLE 4. Stress of the job

Summary of statement
Managing customer, Salary against designation
Monthly Target Achievement
Providing Unnecessary data, lack of product availability
Responsibility, Reporting
Weak Financial Motivational Policy, Having no Way for Refreshments
Unplanned Demand from superior
Top level's any instruction, Handle unfit Distributors, Product deficit
Long working Hours, severe behaved immediate boss,
Check retail stock and ensure retail coverage, Supervise daily sales activities of my territory, Analyzing market and competitor activities, Fulfill assigned departmental tasks.
Ongoing quota, which you need to meet RIGHT NOW, regardless of your past performance.
I do not think any work is stressful.
Sometime, target achievement and subordinate employees control are most stressful
Sales Target, Sales Volume, Risk of Accident
Bank Deposit and Order Collection
Market reality such as Competitor activity, price difference, and quality standards authority does not want to accept and any bill cut by the audit department for no reason.
Pressure from upper level on product base target fill up, credit collection & unnecessary reporting continuously and poor salary.
My Job is most stressful such as competitor activity, price difference, Product quality, Sales service or promotional offer.
Work load, Over pressure of work, Stream of tasks.

The study found tremendous stress among the employees who participated in the survey. Different employees describe different types of stress in their work assigned from the management. From the above

table, the analysis found that the people management, handling unfit distributors or dealers, checking retail stock and ensuring retail coverage, supervising daily sales activities, fulfilling the assigned departmental tasks, rough behavior from immediate-boss, being threatened to get fired, controlling the subordinate employees are most stressful.

Moreover, the study says the employees have stress regarding the salary as per designation, in-house promotion system, poor financial and motivational policy, lack of chances for refreshments, unplanned-demand from superior, poor after-sales service, product deficit, market assessment, overload of works.

Furthermore, Bangladesh has a high prevalence of traffic accidents. According to Bangladesh Passengers Welfare Association, on average, 64 people died and over 150 people were injured in road accidents across the country in the previous year. So the respondents feel like having risk of accident while they are working at work place. Nevertheless, they have worked continuously for a long time.

The report also says that the population found much stress at monthly sales volume and target achievement, due collection from the parties, reporting to the management, bank deposit and order collection. Sometimes, the respondents need to provide unnecessary information/data and document, analyzing the market and the competitor activities, which felt like 'run out of gas' emotionally.

4.2.6 Employees satisfaction

Job satisfaction is an employee's emotional reaction to his or her work. Job satisfaction can be favourable or unfavourable. Regardless of the topic of study, the concept of work satisfaction has resulted in increasing demand from researchers in recent decades due to its contributions to employee job performance and the achievement of organizational goals. A satisfied employee is a successful work worker, as per the previous research findings. (Jena 2015.) The analysis of figure 6 explains the critical factors of the survey through the above figure and the following table. Overall, most of the employees are satisfied with their jobs regarding the 'Agree' and 'Extremely Agree' having percentages of 67% and 22% whereas around 6% respondents neither agree nor disagree with the statement. Along with that not more than 2% of the respondents 'Disagree' or 'Extremely disagree'.

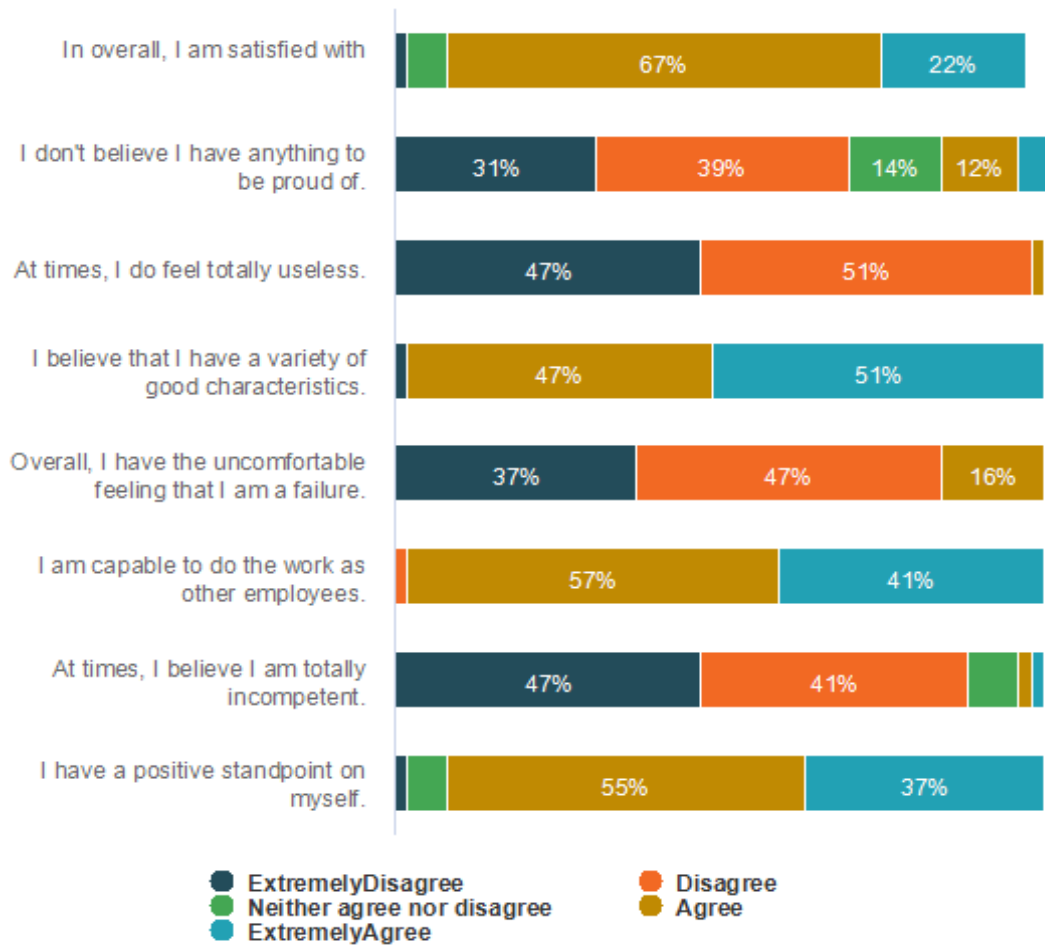


FIGURE 6. Satisfaction of the employees

The following table 5 shows that most of the respondents disagreed with the statement of 'I don't believe I have anything to be proud of.' regarding a major number at a percentage of 39%. Moreover, 31% of the population extremely disagreed with the statement. Other 14% of the respondents are neutral regarding that and the rest 2% and 6% are agreed and extremely agreed with the statement. About 51% and 47% of the respondents disagreed and extremely disagreed with the statement that at times, they do feel totally useless. Furthermore, only 2% of the population agreed with the statement. 7% of the respondents agreed and 51% of the respondents extremely disagreed with the statement described as 'I believe that I have a variety of good characteristics.' and the rest only 2% of the population extremely disagreed with the statement. The statement, 'Overall, I have the uncomfortable feeling that I am a failure.' has a 47% of ratio to disagree and 37% extremely disagreed with and the rest 16% of respondents agreed. 'I am capable to do the work as other employees.' is the statement which provides that only 2% of the participants disagreed whereas other 57% and 41% possessed the concept of agreed and extremely agreed respectively.

TABLE 5. Satisfaction of the employees

	<i>Extremely Disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Extremely Agree</i>	<i>Total</i>	<i>Average</i>	<i>Median</i>
<i>In overall, I am satisfied with myself.</i>	1	0	3	33	11	49	4.1	4.0
<i>I don't believe I have anything to be proud of.</i>	15	19	7	6	3	49	2.3	2.0
<i>At times, I do feel totally useless.</i>	23	25	0	1	0	49	1.6	2.0
<i>I believe that I have a variety of good characteristics.</i>	1	0	0	23	25	49	4.4	5.0
<i>Overall, I have the uncomfortable feeling that I am a failure.</i>	18	23	0	8	0	49	2.0	2.0
<i>I am capable to do the work as other employees.</i>	0	1	0	28	20	49	4.4	4.0
<i>At times, I believe I am totally incompetent.</i>	23	20	4	1	1	49	1.7	2.0
<i>I have a positive standpoint on myself.</i>	1	0	3	27	18	49	4.2	4.0
Total	82	88	17	127	78	49	3.1	4.0

Furthermore, 47% and 41% of the employees disagreed with the statement of ‘At times, I believe I am totally incompetent’. In addition to that 8% neither agreed nor disagreed and the rest of the scale bearing the same 2% agreed and extremely disagreed with the statement. Likewise, majority of the participants bearing 55% of the combination agreed with the statement of ‘I have a positive standpoint on

myself. 37% extremely agreed with and 14% neither agreed nor disagreed however 2% extremely disagreed.

4.2.7 Job related satisfaction

According to figure 7, majority of the employees replied against the statement “My working hours are just very lengthy.” 43% of the participants disagreed with that statement. Another portion of the respondents which equals to 31% agreed with that their working hours are very lengthy. Additionally, another 10% strongly agreed with. But 16% are in the middle conception that they neither agree nor disagree.

About one-third of the respondents argued with “I have an excessive amount of work allocated to me.” 35% has a significance on the survey whereas other around one-third which is equal to 31% agreed with the statement. 20% of them becomes in the middle position to neither agree nor disagree. On the other hand, 12% strongly agreed with that they had an excessive amount of work allocated to them. Only 2% of the respondents strongly disagreed though.

In the case of work allocation, maximum number of the respondents disagree which means they have much to do at work. "My work is boring" is a very meaningful statement and has a significance in the study. Sixteen per cent of the contributors neither agree nor disagree, only 6% agreed with this statement whereas 2% go against that means they were strongly disagree.

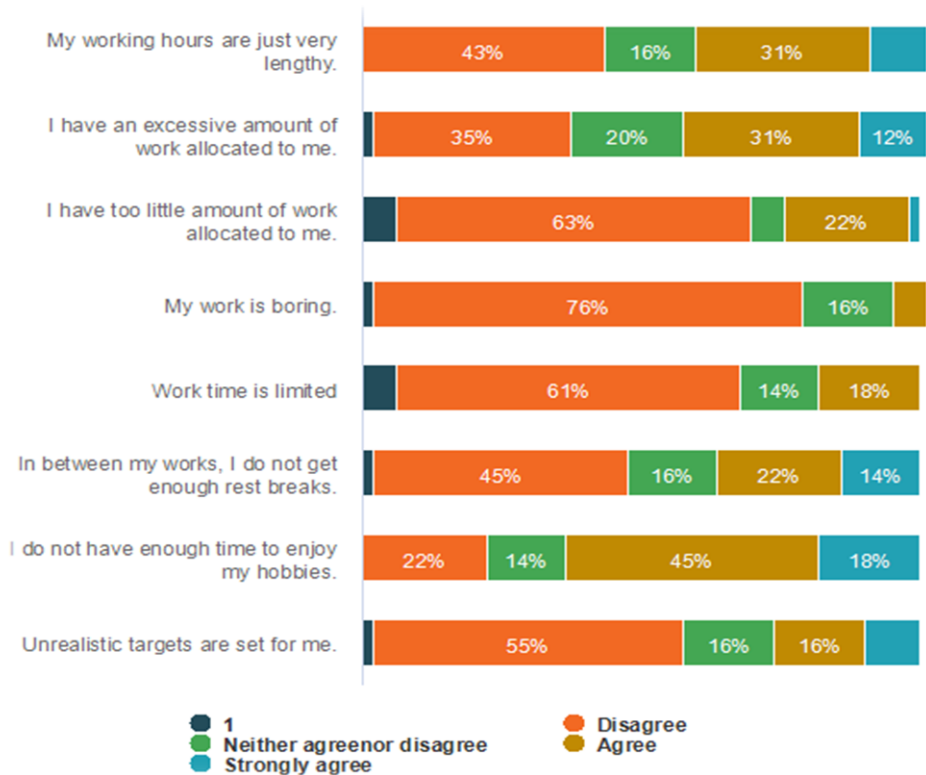


FIGURE 7. Job related satisfaction

The study says that 61% of the employees don't have a limited work-time because they disagree with and along with that 6% disagree with the statement. 14% possesses that they neither agree nor disagree but 18% agree with the statement "Work time is limited." Though 2% is a little amount but 45% of them disagree with the statement "In between my works, I do not get enough rest breaks". 16% of the respondents have a neutral view whereas 22% and 14% of the contributors agree and strongly agreed. Hobbies are very important for everybody. In the study, 45% of the respondents agreed with "I do not have enough time to enjoy my hobbies" whereas another 18% strongly agreed. Though 22% disagree, 14% remain in the middle state. The analysis explains that 55% of the participants disagree with the "Unrealistic targets are set for me." though 2% strongly disagree. The participants neither agree nor disagree possessing 16% of the responses whereas the same amount agreed with as well as 10% strongly agreed.

4.2.8 Organization related satisfaction

The respondents have a mixed opinion regarding the different level at organisation. Tables 6, 7, 8 and 9 show satisfaction regarding the organisation's working environment, offering benefit, compensation policy and employees benefit respectively.

TABLE 6. Satisfaction regarding the organization's work environment and infrastructure

	n	Percent
Very dissatisfied	2	4.2%
Quite dissatisfied	5	10.4%
Neutral	7	14.6%
Quite satisfied	18	37.5%
Very satisfied	16	33.3%

TABLE 7. Satisfaction regarding the benefits offered by the organization

	n	Percent
Very dissatisfied	3	6.1%
Quite dissatisfied	6	12.2%
Neutral	12	24.5%
Quite satisfied	19	38.8%
Very satisfied	9	18.4%

TABLE 8. Satisfaction regarding the compensation policy of the company

	n	Percent
Very satisfied	7	14.0%
Quite satisfied	18	36.0%
Neutral	14	28.0%
Quite dissatisfied	6	12.0%
Very dissatisfied	5	10.0%

TABLE 9. Satisfaction regarding the company's employee benefits

	n	Percent
Very satisfied	7	14.0%
Quite satisfied	20	40.0%
Neutral	13	26.0%
Quite dissatisfied	9	18.0%
Very dissatisfied	1	2.0%

From the above tables, the analysis found that most of the respondents have very positive view for the company. Almost similar number of respondents are quite satisfied with the different tools of satisfaction used by the company. In the case of organization's work environment and infrastructure 38% of the respondents showed their satisfaction whereas 39%, 36% and 40% of the respondents are quite satisfied with the benefits offered by the organization, compensation policy of the company and company's employee benefits respectively. Moreover, 18%, 14% and 14% are almost similar to the responses regarding the benefits offered by the organization, compensation policy of the company and company's employee benefits respectively while one-third (33%) are very satisfied with the organization's work environment and infrastructure.

Similarly, 25%, 28% and 26% have neutral position regarding the benefits offered by the organization, compensation policy of the company and company's employee benefits and a small amount (15%) regarding the organization's work environment and infrastructure. In the 'Quite dissatisfaction' level, between 10%-20% of the respondents responded only 10% regarding the organization's work environment and infrastructure, 12% regarding both the benefits offered by the organization and compensation policy of the company and 18% regarding the company's employee benefits.

Finally, a few portions of the respondents have participated in the contest of satisfaction. Only 2% regarding the company's employee benefits, 4% regarding the organization's work environment and infrastructure, 6% regarding the benefits offered by the organization, and 10% compensation policy of the company.

4.3 Findings

In the working-age population, job satisfaction and occupational stress are the significant component of total life satisfaction. Several intriguing findings have been discovered.

First, in terms of the survey, the findings show that physiological and psychological stress have been identified as major drivers of job satisfaction. The most common stress identified by the study are; continuous headaches, appetite loss, insomnia, lack of energy, anxiety and depression. However, the study identified four levels of stress at work such as, extreme (9%), severe (22%), moderate (37%), and mild (32%).

Second, in the case of KIAM Metal Industries Ltd in Bangladesh, remuneration structure and payroll compensation of the business are major dominant reasons for the stress level of the employees at work. Other factors, such as job pressure, kind of employment, working environment, risk of an accident while working, and non-financial difficulties, contributed to employee stress levels as well. Other factors, however, have an equal or greater impact.

Third, according to the research, the impact of stress on employees is dependent on the nature of the job, the work environment, the organization's goals, and the time it takes to complete tasks. The results of the study revealed that the effects of stress on employees lasted more than a year. A few days of stress affected 34% and 36% of employees.

Fourth, financial benefits such as a good wage, profit sharing, increased revenue, and a salary development scheme, among others, have been proven to be beneficial in relieving employee stress. Other non-financial factors, such as co-worker attitude, improved marketing materials, and a good promotion structure, are discovered to contribute to the employee's pleasant mood and mental contentment at work.

Lastly, particularly in Europe, the examination of work domain satisfaction yields some intriguing results. Work type is the most significant job domain in determining total job satisfaction in all nations, followed by salary, working conditions, and job security. When we look at the factors that influence each job domain's happiness, we discover that salary is the most important element in pay satisfaction, contract type in job security satisfaction, and hours or work in work hour satisfaction, as predicted.

5 CONCLUSION AND DISCUSSION

The main aim of this thesis was to investigate the relationship between occupational stress and job satisfaction among marketing level employees of KIAM Metal Industries Ltd compared to the circumstances in European industries. Consequently, the thesis focused on some specific objectives such as; (i) to identify the factors that influence employees' job satisfaction; (ii) to assess the level of occupational stress among a target group of employees; (iii) to assess the level of satisfaction among the employees in the target group; and (iv) to make conclusions and recommendations.

Following the research aims and objectives, this research was primarily exploratory in nature. Therefore, the study followed a mixed method research strategy including qualitative and quantitative data collection methods from both primary and secondary sources. Specifically, the study collected primary data from 14 respondents through specified Webropol (3) programme. Accordingly, all the data was organized, presented and analysed for the study purpose following the systematic statistical tools.

The wide study found that most of the employees of KIAM Metal Industries about 90% of the respondents have somewhat stress at work according to the study scale of stress level. Only 10% of respondents were found by the study with no stress level at work. Specifically, the study result showed that 29% of the respondents have "Quite little" stress, 25% of the respondents have stress in scale of "Very much" level, 25% of them are in "Quite much" stress level at work. In some level of job employees have "Very little" stress which may be managed in any way at work. The most common stress identified by the study are; continuous headaches, appetite loss, insomnia, lack of energy, anxiety and depression. However, the study identified four levels of stress at work of the employees such as; (i) extreme (9%); (ii) severe (22%); (ii) moderate (37%); and (iv) mild (32%) level of stress at work.

Financial issues including salary structure and payroll compensation of organization were one of the dominant reasons behind stress level of the employees at work in the case of KIAM Metal Industries Ltd in Bangladesh. However, other reasons such as, work pressure, nature of work, working place, risk of accident while working, and non-financial issues were also caused as usual for stress level of employees.

Significantly, the study found that the effect of stress among employees depends on the nature of the work, working place, target set by the organization, and time duration for accomplishment of tasks.

The study result showed that 34% employees suffered from stress for more than a year and 36% suffered only for a few days. In addition, 19%, 9% and 2% of employees suffered from stress for 1-3 months, 4-6 months and more than 6 months respectively.

However, in question of job satisfaction, the study showed that most of the employees were satisfied with their jobs which was 67% of the respondents. Only about 2% of the respondents were found to be dissatisfied. According to the study result, policy of security, growth, standard, fame, brand value, culture and working environment of the cases under study worked as the positive side for the employees to be satisfied in the company. Financial benefits like handsome salary, profit sharing, increased revenue, salary growth system, and regular salary payments, etc. were found positive for getting out of the stress by employees in the company. Other non-financial issues such as colleagues' behavior, better marketing materials, good promotion system, the high potential scope of learning and the way of communication were found to be causing positive vibes and mental satisfaction among the employee at work.

On the other hand, the data of satisfaction level comes from the European Community Household Panel, which was done yearly in numerous Western European nations from 1994 to 2001. Community began with 12 founding members, with Austria joining in 1995 and Finland joining in 1996. To ensure maximum comparability between nations, sampling and survey questions are meticulously planned. Another advantage of the ECHP is that the nations studied have comparable cultures and degrees of development, as well as being geographically close. How dissatisfied are you with your current status in your work or key activity? According to the ECHP respondents, with six response options ranging from "very dissatisfied" (=1) to "very satisfied" (=6). However, satisfaction scales are produced in the psychology literature as if they were cardinal measurements of the underlying subjective states. The cardinality assumption states that each numerical difference between two categories has its own meaning, which is the same for all people.

The average job satisfaction for men and women in the pooled cross-section sample of the ECHP is 4.36. The study presents enormous disparities among nations, as well as significant gender inequalities in some. Employees in Denmark and Austria have the highest levels of job satisfaction, while those in Greece, Portugal, Italy, and Spain report the lowest. For example, the difference between Denmark and Greece is 1.15 points. Why are there such significant variances across countries? It's possible that true variances in job qualities and working circumstances are to blame for the disparities between coun-

tries. Language and cultural factors might also play a role in explaining the situation. If the cross-country disparities persist after adjusting for observable person and job factors in the multivariate analysis. Male employees in the UK, Germany, and Ireland report lower levels of satisfaction than female workers, although the converse is true in Mediterranean nations. Clark (1997) claims that lesser aspiration is the primary cause for women's better work satisfaction in the United Kingdom.

Based on the above major findings, the study concludes that the KIAM Metal Industries Ltd is a well reputed, fast growing and worker friendly organization in the context of Bangladesh. However, the organization still should emphasise more reducing the stress level of its employees as the stress level of employees has negative consequences on the efficiency of organization. In addition, extreme stress can prompt diminished efficiency and an overall negative effect on the actual association. Therefore, the study recommends further research to investigating how stress of employees affects the efficiency in the context of Bangladesh in general and at KIAM Metal Industries in particular.

But in Europe, workers report better wage satisfaction but lower work-hour satisfaction, which fits with the theory of lesser labour market desire and increased non-market duty. Good job matches boost job satisfaction across the panel, but particularly in terms of compensation and work style. As one might assume, persons who live in this country or experience periods of high unemployment are less satisfied with their job security. Again, the local unemployment rate has a significant impact on job satisfaction. This appears to imply that people in high-unemployment areas or times value their jobs more. Even after controlling several factors that are directly and indirectly responsible for each job domain's satisfaction, considerable nationally fixed effects remain. Those in Austria, Denmark, and Ireland report much better satisfaction in all job categories than workers in Mediterranean nations, based on the same observable worker and job characteristics. This is still on the research agenda for the future.

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Cover Letter

Dear Sir/Madam,

The main aim of this survey is to investigate the relationship between occupational stress and job satisfaction among marketing level employee of KIAM Metal Industry compared to the circumstances in European industries. The survey findings and thesis will finally be given to the Human Resource Management Department of your company. As a consequence, they will know whether the working culture they construct makes you satisfied, which means your responses will have an effect. I am contracting you regarding the survey on my Master's Program thesis at Centria University of Applied Sciences. My thesis title is "OCCUPATIONAL STRESS AND JOB SATISFACTION. A Comparative Study on Marketing Level Employees of KIAM Metal Industry with European Industries." Your participation in the survey will not only assist me in learning more about this issue, but it will also provide you with a chance to share your thoughts on job satisfaction.

I would appreciate it if you could take only 10-15 minutes to complete the 24-question. Go here to take the survey: <https://link.webropolsurveys.com/S/54D6F575F549D1AB>. Please complete the questionnaire and return it by November 22, 2021. Take assured that the information you provide will be kept secret, and that no individual will be named in the thesis or any report or publication based on this study. If necessary, a copy of the summary report will be sent.

Thank you for taking the time to complete the survey and for your effort.

Kind Regards

Farhana Yasmin Akhi
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Survey Questionnaire

Occupational Stress and Job Satisfaction: A Comparative Study on Marketing Level Employees of KIAM Metal Industry with European Industries

1. Your age

2. Your company name

3. Your current job position

4. How long have you been employed by your current company?

Less than 2 year

- 2-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Over 20 years

5. Choose the most appropriate job situation description:

- Full-time permanent employee
- Full-time temporary employee
- Part-time ordinary employee
- Part-time temporary
- Other

6. Do you have work-related stress?

- Very much
- Quite much
- Quite little
- Very little
- Not at all

7. If you experienced any stress, please select one or more options:

- Attacks of anxiety
- Appetite loss
- Insomnia
- Depression
- Lack of energy

Continuous headaches

Long-term tiredness

Other (Please be specific)

8. How would you rate the level of stress you are experiencing at work?

Mild

Moderate

Severe

Extreme

9. How long have you been dealing with work-related stress?

Few days

1-3 months

4-6 months

More than 6 months

More than one year

10. What are the positive side of your job?

11. Which part of your job is most stressful?

12. What do you think of yourself?

Please pick your answer to the following statement

	Extremely Disagree	Disagree	Neither agree nor disagree	Agree	Extremely Agree
In overall, I am satisfied with myself.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't believe I have anything to be proud of.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At times, I do feel totally useless.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe that I have a variety of good characteristics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I have the uncomfortable feeling that I am a failure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am capable to do the work as other employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At times, I believe I am totally incompetent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a positive standpoint on myself.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. What do you think of your job?

Please select your opinion to the following statements:

	1	Disagree	Neither agree nor disagree	Agree	Strongly agree
My working hours are just very lengthy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have an excessive amount of work allocated to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have too little amount of work allocated to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work is boring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work time is limited	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	Disagree	Neither agree nor disagree	Agree	Strongly agree
In between my works, I do not get enough rest breaks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not have enough time to enjoy my hobbies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unrealistic targets are set for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. How satisfied are you with the organization's work environment and infrastructure?

- Very dissatisfied
- Quite dissatisfied
- Neutral
- Quite satisfied
- Very satisfied

15. How satisfied are you with the benefits offered by the organization?

- Very dissatisfied
- Quite dissatisfied
- Neutral
- Quite satisfied
- Very satisfied

16. How meaningful do you think your work is?

- Very much
- Quite much
- Quite little
- Very little

Not at all

17. Is your job demanding?

Very much

Quite much

Quite little

Very little

Not at all

18. Are you satisfied with the compensation policy of the company?

Very satisfied

Quite satisfied

Neutral

Quite dissatisfied

Very dissatisfied

19. How satisfied are you with your company's employee benefits?

Very satisfied

Quite satisfied

Neutral

Quite dissatisfied

Very dissatisfied

20. How proud are you feel of the company's brand which you work for?

Very much

- Quite much
- Quite little
- Very little
- Not at all

21. Do you want to change your job?

- Mostly
- Sometimes
- Not at all

22. Do you have a well-defined professional path?

- Yes
- No
- I am not sure

23. Are you dissatisfied with this job? Why? Why not?

24. Would you have any suggestions to make improve the function of the company?

