

**“AN INVESTIGATION INTO THE EFFECTS OF WORK STRESS ON JOB
SATISFACTION AMONGST EMPLOYEES WORKING IN MARKETING
FIELD OF MUMBAI, INDIA “**

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Abstract

An Investigation into the Effects of Work Stress on Job Satisfaction amongst Employees working in Marketing Field of Mumbai, India

- Raviraj R Nair

The purpose of this research is to recognize and analyse the relationship between work stress and job satisfaction. The research was conducted using a survey questionnaire which was sent to 118 participants who were working across 14 different organizations. The response received was uploaded into SPSS for analysis. The scale of reliability was conducted and the findings were reflected in chapter 4 of this document.

The major cause for work stress was identified as work load and poor interpersonal relationships, whereas the major cause for job satisfaction was identified as pay and career prospects, which contributed as a stability factor to the employee. The final objective of the study was to identify the relationship between work stress and job satisfaction, and it was concluded that they have a negative relationship. This research has supported previous studies in the similar arena and have covered the aspect of work stress and job satisfaction in marketing industry of Mumbai, India.

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List of Abbreviation.

CFA:	Confirmatory Factor Analysis
EFA:	Exploratory Factor Analysis
GAS:	General Adaptation Syndrome
GCE:	General Certificate of Education
HAS:	Health and Safety Authority
HSC:	Higher Secondary Certificate Equivalent to UK's GCE
KMO:	Kaiser-Meyer-Olikin
K-S Test:	Kolmogorov Smirnov test
NIOSH:	National Institute for Occupational Safety and Health
PCA:	Principal Component Analysis
SHRM:	Society of Human Resource Management
SPSS:	IBM's comprehensive system for analysing data

CHAPTER 1: INTRODUCTION

Visualising happy employees at any workplace or in other words being truly engaged at work brings about a critical and vital indicator to measure job satisfaction. Employees today seek much more than a plain vanilla concept of a routine 9-to-5 job (KPMG, 2017). They want to be actively involved in their work, want to be enthusiastic about the organization they work for and want to be committed to their team and be free from undesirable stress levels. Less of stress will ensure well defined self- reinforced engagement and productivity seamlessly aligning with the developing of a highly-motivated performing workforce that is passionate about their work which shoes that job satisfaction is optimum (Proto, 2016).

1.1 Problem Statement

Work stress is known as one of the hazards in work place (Authority, 2011) and in terms of its presence in Marketing industry cannot be ignored. As the field is extremely competitive and revolves around tight deadline and high demand from the market. It becomes significant to address the issue of stress at work place. This study tends to identify the key stressor for work stress and job satisfaction with respect to marketing industry in Mumbai, India. Once the stressors are identified the relation between work stress and job satisfaction will be identified. Work stress and job satisfaction had an inverse relationship according to various literature (Azman Ismail, 2015).

1.2 Core Objectives of this Study

The prime objective of this research is to identify, the impact of work stress on job satisfaction of employees working in Marketing Field of Mumbai, India.

Additionally, certain other objectives were considered essential to align with the prime objective of this study which are as below:

- To identify the determinants of employee work stress in marketing field of Mumbai, India
- To identify the determinants of employee job satisfaction in marketing field of Mumbai, India
- To identify the relationship between work stress & job satisfaction in marketing field of Mumbai, India

1.3 Importance of This Research Study

Contemporary study of trends today has shown a complete paradigm shift in the way employees work. Researchers and management thinkers have associated it with new and dynamic terms. Peter Drucker has called it —The Age of Discontinuity (Drucker, 1969), John Galbraith has called it —The Age of Uncertainty (Galbraith, 1977), Hari Albrecht called it —The Age of Anxiety and Alvin Toffler termed it futuristically as —The Future Shock (Baker, 1985).

Globalisation, urbanization, industrialization has brought about agility and disruptions in business and economy which in turn has impacted the firms and its employees with alarming levels of stress. Stressful environment can increase the risk of physical and mental illness (Cartwright, 1994), and it may also cause work injuries and accidents (Cooper, 1993).

It makes one feel that stress is the epidemic in current times. The shuddering use of pinging gadgetry, roller-coaster calendars, and crazy timelines give us new dizzy feel for distraction and pressure-cooked feeling. Multitude of concerns about your workplace, your society, your community, and the world at large make you experience feel wrecked and helpless.

The concept of stress is an essential ingredient of our lives. You can't avoid it entirely nor should you. The right level of stress and pressure can boost our energy levels, encourage you to try new things, help solve problems, and lead to capability development.

1.4 Study Scope

The study is limited to employees working in the Marketing field in Mumbai, India. The employees were shortlisted based on their job profile and irrespective of industry. This study is restricted to the stressors for work stress and job satisfaction and do not explore other aspects like demographic relation with work stress and job satisfaction.

1.5 Dissertation Structure

Chapter 1: Introduction

This chapter gives a brief introduction of the study and provides an idea of why the study was conducted. It throws light on statement problem, scope and an outline of overall dissertation.

Chapter 2: Literature Review

This chapter gives the history of research conducted on work stress and job satisfaction. It connects what study was conducted in which fields and what are the findings of the previous studies. This chapter gives the study an academic perspective.

Chapter 3: Research Methodology

This chapter provides the process in which the study was conducted. It also includes the ration behind the study and limitations involved. This chapter reflects the process to achieve the objective and defines how the results will be portrait in the succeeding chapters.

Chapter 4: Findings

This the outcome of the survey and gives a raw idea of what results were received. This chapter includes the findings against the predefined objective. It

shows what outcome the survey instrument achieved and what can be analysed from the results.

Chapter 5: Discussion

This chapter includes the final outcome of the research. It creates a connection between the theory and practical. The chapter throws light into the outcome of current study and how it is connected with the theories mentioned in chapter 2. It is a summary of the theories the survey supported and critical analysis of the findings.

Chapter 6: Conclusion

This chapter provides a closure to the study by describing about the recommendations and possibility of future research. It provided a synopsis of what the study intended to do and what outcome it supported.

1.6 Stress – What is it?

Stress is considered as the response when we are unable to cope with a stimulus. However, Health and Safety Authority (HAS) said, it is a temporary state and sometimes makes us behave irrationally (Authority, 2011).

According to the Stress Management Society-UK, when a person is stressed, the body consider and reacts as if it is under attack and the response to this is either 'fight or flight' (Society, 2020).

1.6.1 Definitions of Stress

The first and most generic definition of stress was that proposed by Hans Selye, who is referred as father of stress research:

"Stress is the nonspecific response of the body to any demand." (Sandor Szabo, 2012).

1.6.2 Definitions of Work Stress

Beehr and Newman define work stress as;

"A condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning" (Newman & Beehr, 1978).

One of the prominent explanations of stress is that it is a feeling experienced by a person when;

"demands exceed the personal and social resources the individual is able to mobilize." (Lazarus, 1966).

Workplace related stress occurs when there is a disparity between role, capabilities, resources and support provided.

Everyone has experienced stress at some stage or other it can be at home or school or work, if it is continued it can create problem for the person (Bhargava & Trivedi, June 2018).

1.6.3 Three reactions/responses for Stress

According to the Stress Management Society, a non-profit organization dedicated for stress management in individuals and company, there can be three reactions to stress (Society, 2020).

Reaction 1 - Fight:

When a person is stressed, they feel disturbed and hostile towards others; which can be a natural reaction of fight (Society, 2020). This reaction can be helpful in warding off predators in certain cases, but not always.

Reaction 2 - Flight:

This happens when a person tends to avoid the stressor and do not tackle it; a function which can be used in dangerous situations. Although a reaction but prolonged use of same may lead to undesired consequences.

Reaction 3 - Freeze:

This is the last reaction/response in which the person in stress ends up in dysregulation. Not by choice but is caused by the immediate situation and may result in shallow breathing (Goldstein, 2010)

1.6.4 Stress Related Hazards at Work

According to World Health Organization (WHO) the stress related hazards can be segregated into work content and work context (WHO, 2020).

A) Work Content

Mainly includes job content, work load and the pace of work, working duration, control and participation in decision making, feedback processes, etc.

B) Work Context

This includes career development, pay, status, role, interpersonal relationship, culture of the organization, work life balance etc.

1.6.5 Stressors at Work

Starkly defines that stress is a harmful emotional and physical response that occurs when the work is not in sync with need, resources and capabilities. (Bo M. Haverm, 2018).

The work stressors as defined by HSA, is in tandem with the definitions provided by WHO is as follows (Authority, 2011):

Work Content	Work Environment and Equipment	Related to availability and maintenance of facility and equipment
	Task and Design	Duplication of work, mismatch of skills
	Workload	Under or overload, monitoring shortfall, time pressure
	Time	Inflexible and inefficient work timings, unclear working hours
Work Context	Organizational Culture	Low support for individual development and problem solving. No clear identifiable objectives.
	Role in Organization	Ambiguity of Role, Unclear responsibilities
	Career Growth	Less Pay, under promotion or over promotion
	Decision Control	Authoritative, Low Participation or lack of control
	Interpersonal Relationship at Work	Social isolation, poor inter team relationship.
	Work-Life Balance	Unable to maintain work life balance due to conflicting demand

Table 1. Work stressors as defined by Health and Safety Authority

1.7 What is Job Satisfaction?

Research shows that many employees are dissatisfied in their current job roles and organisations where they are working (Shaju.M, 2017). This is a serious concern for them and their employers because dissatisfaction on the job is correlated with lower productivity, dipping performance, accelerated stress levels, low morale and being disloyal to the organisation (Hughes, 1973).

An employee does not require much to feel good about the job or the organization. In fact, job satisfaction can be achieved irrespective of the job title and industry, providing you have the following (Leslie, 2017):

Decent Pay Package	Sense of Autonomy
Achievements and Success at Work	Social Support and Positive Relationships
Highly Engaging	Altruistic Behaviour - Helping Others
Exciting and Challenging	Proper Work Life Balance

Table 2: Factors for job satisfaction

Hence job satisfaction is one of the significant aspects for all employees as it makes an individual asset to the organization. A satisfied employee acts as a brand for the organization and are able to work efficiently and effectively.



Figure 1. Some Important Features of Job Satisfaction

Work stress and job satisfaction are significant factors for workforce productivity.

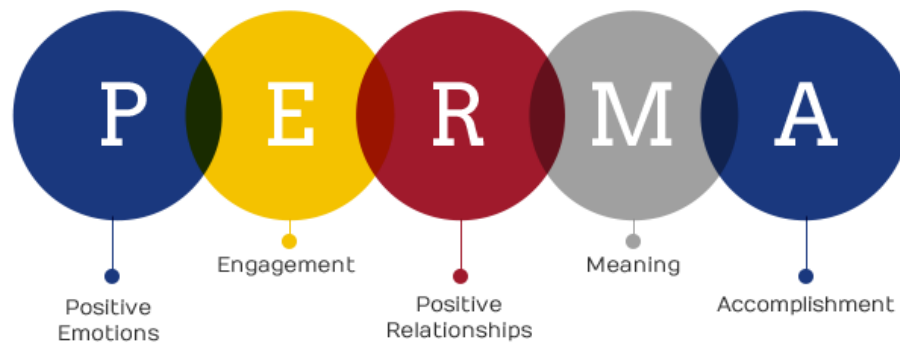
Society of Human Resource Management (SHRM) endorses that the organizational culture is important for success of any organisation (SHRM, 2020). Organisations require their employees to complete a set of tasks, an individual employee's performance supports or conflict the overall goal of the organization.

Organizations, small or big are continuously striving very hard for employee satisfaction. It is important for an organization to know more about the factors which can help in increasing an employee's job satisfaction (University, 2019).

The **PERMA Theory**, created by the founder of positive psychology Prof. Martin Seligman, in his influential book "Flourish" in 2011 summarises the key components as follows (Seligman, 2011):

1. Positive emotion – feeling happy internally.
2. Engagement – Task that involves challenge and coordination.
3. Meaning – To serve a purpose.
4. Relationships – To have meaningful connection with others.
5. Achievement – To be skilled at something

This PERMA model is known as a valuable predictor for Job Satisfaction.



(Source: <https://www.authentichappiness.sas.upenn.edu/learn>)

Figure 2: PERMA MODEL

The findings of similar research in a technology firm from India, were the employees valued healthy work condition, and inter-personnel relationship the most and then the salary, and other benefits provided by the organization (Panigrahi, 2016).

1.7.1 Recognizing stressors affecting employees

It is imperative to recognize whether any employee is stressed out. Many times, when we are under a stressful situation, our body tends to react and show signs internally and externally. Internally like body ache and dizzy spells and externally like rapid palpitation (Mishra, 2013).

1.8 Handling stress at the workplace

It is important for an organization to manage stress amongst employees as it will help them to work efficiently and stay motivated. This study will help to identify the factors of work stress in a marketing field. Some of the key strategies to manage them is proper time management, mind relaxation exercises, seeking social support and reaching out to help individuals to improve their physical and mental resources for dealing with stress successfully is vital (Camila Carvalho de Sousa, 2019).

1.9 Stress coping Mechanisms at the workplace

The best possible approach to dealing with this perpetual problem is to develop certain stress busting mechanisms. Some strategies to cope with stress in healthy ways are as follows (Murphy, 2020):

- Option to work from home
- Counselling
- Develop an action plan to find ways to diffuse stressful situations
- Being creative to express your feelings

- Practice meditation and deep breathing
- Keeping yourself busy
- Learning Art of relaxation at work
- Unplugging from devices at pre-set intervals.
- Watch your dietary intake.

1.10 Organisational Strategies to Deal with Employee Stress

Strategies at organizational level to manage stress are the mandate of occupational health, safety and environment protocols to be adhered towards human resources. Stress may affect all at some time or other, the HR teams should be capable to measure and manage employee stress. Evolving of appropriate strategies and implementing them is very important. Some of the initiatives any organization can take include (Saras, 2020):

- I. Making organisational systems supportive and encouraging participative mode of decision making
- II. Incorporating concept of Human Factors Engineering – use of ergonomics and good physical working environment
- III. Familiarising with technology-based trainings to make employees competent at work
- IV. Have facilities of professional counselling in person and on phone
- V. Encourage executive education and development programs for career growth
- VI. Energise with offsite fun and recreational events for employees
- VII. Put audit mechanism for stress at periodic levels
- VIII. Initiate work life balance amongst all employees
- IX. Have multiple organisational initiatives on job redesign, employee engagement, rewards and incentives and career mapping for employee success should be revisited from time to time.

CHAPTER 2: LITERATURE REVIEW

An analysis on the previous research on stress and its effect on job satisfaction is necessary to identify the areas covered. With the help of former studies, the gap in the research could be found and study can be undertaken to fill that gap.

Cox and Brockley stated that stress is a perception phenomenon and it is a result of the difference between the task given and the ability to complete the task by the person (Brockley, 1984). Lu stated that the most prevalent problem of modern life is stress (Lu, 2007).

Stress can be identified as a dynamic condition, where an individual is provided with an opportunity, constrain or demand for which the outcome is considered as important (Robbins, 2001). This is different to the idea given by Cox and Brockley as it defines stress as condition and not perception.

Work stress and job satisfaction has been found to have significant relationship (Piedmonte, 1986). Four work stressors were identified by a general practitioner in England which were predictive of job dis-satisfaction (Cooper, 1993).

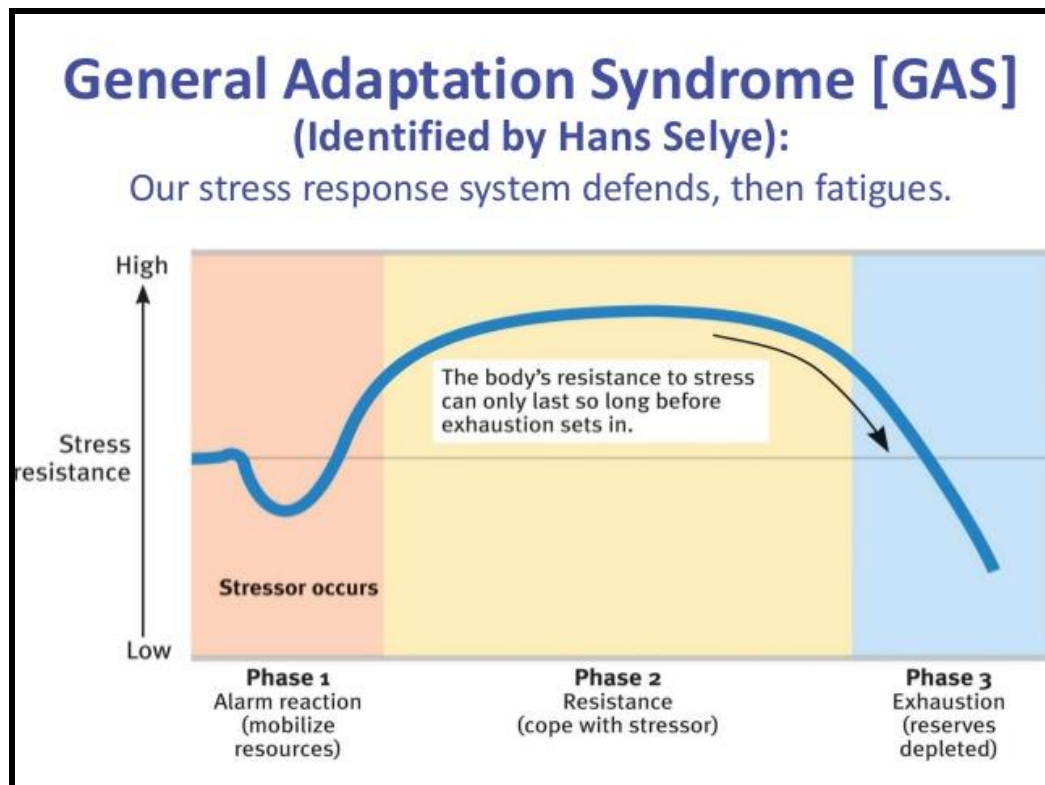
Work load and working condition were negatively related to job satisfaction according to Vinokur-Kaplan (Kaplan, 1991). Fletcher & Payne identified that employees who have high satisfaction can lighten the effects of stress (Fletcher, 1980). This study discloses that, work stress and job satisfaction are interrelated.

Landsbergis research (Landsbergis, 1988) reflected that low level of job satisfaction is associated with high level of work stress. Another study mentions work stressors as predictive of job dissatisfaction (Nilufar Ahsan, 2009). The relationship between different variables like physical health, mental health and job satisfaction exists. Once the relationship is established it is possible to change one variable in order to change the other (Sheena, et al., 2005).

The extent of interrelation between work stress and job satisfaction in an university professors were studied and revealed the negative relationship (Nilufar Ahsan, 2009).

Hans Selye an endocrinologist, researched on General Adaptation Syndrome (GAS), discovered how we familiarize to emotional strains. He identified three stages of emotional stress (Selye, 1950).

1. Alarm reaction stage
2. Resistance stage
3. Exhaustion stage



(Source: <https://www.nursingpath.in/2013/04/general-adaptation-syndrome-gastheory.html>)

Figure 3. General Adaptation Syndrome (GAS)

According to Harrold and Wayland increase in stress affects morale, productivity, organizational efficiency and effects both the individual as well as the organization (Wayland, 2002). According to Charles an organization who makes effort to improve the working environment and reduce stress increases productivity and trust amongst employees (Charles Dishinger, 2006).

Another research mentions work stress as occupational stress and defined it as unpleasant negative emotion like anxiety, tension etc. which may arise from work aspect (Goswami, 2018). Yan and Xie defined it as responses which are physiological and psychological due to one or more stressors in an organization (Xie, 2016).

2.1 Good Stress vs. Bad Stress

Good stress, is termed as 'eustress', it motivates or inspires. This type of stress can actually help as a push factor. Popularly known as "challenge by choice." If you decide on your own to go headfirst into a challenge, it may still be stressful, but in a positive way (GIBBONS C., 2008).

Bad stress as per psychologists is referred to as 'distress. It is jittery and can wear someone out. It relates to things like mood swings, lack of concentration, and creates confusion (Michie, 2002).

2.2 Organizational Factors leading to stress

The different factors which leads to stress in an organization is as follows (Learning, 2020):

1. Demand of Role:

This is the responsibility which is imparted on the individual. The stress developed due to high work pressure or deadlines which are meant to achieve, it requires the person to do more than practically possible.

2. Interpersonal Relationships:

This is the environment in which the individual coordinate and coexist in the organization. It has both positive and negative impact on the individual. Proper social support makes them to do more whereas negative gives them stress.

3. Organizational Hierarchy:

This is the organizational structure and how the decisions are made in an organization. Whether the employee feel empowered or they feel dominated decides whether they will be motivated to work or be stress.

4. Leadership:

This is the leadership aspect of the organization, where the person responsible for a team is able to motivate and reduce stress. If an employee feels that he can speak with his supervisor and can get adequate support, he will feel secure and empowered. If the leaders of the organization do not create a supportive environment the employees are prone to stress.

5. Organizational Stability:

This is faced by an employee who are either part of a start-up or in an organization which is going through tough times. This uncertainty may cause the employees to feel stressed.

2.3 Environmental Factors leading to stress

These are the factors which are outside the control of an organization and can affect the personnel working in it. This can be due to economic depression, political change, environmental change or technological advancement. An employee is often expected to stay connected to the workplace even after they have left the work.

There are multiple techniques which can help an organization and an individual to cope with stress. This method should be employed in order to have a highly productive work force.

2.4 Job Satisfaction & Stress

Research shows that many employees are dissatisfied in their current job roles and organisations where they are working. This is a serious concern for them and their employers because dissatisfaction on the job is correlated with lower productivity, dipping performance, accelerated stress levels, low morale and being disloyal to the organisation.

An employee who is satisfied with the job will have high moral and will try to give the best and get the results. He will also try to keep his integrity high and will have an emotional bond with the organization (Shaju.M, 2017).

P K Mishra highlights three specific areas which can never be segregated from each other. These were job factors, individual characteristics and group relationships (Mishra, 2013).

2.5 Workplace related hazards

The European Agency for Safety and Health at Work identified key factors for stress and they are attributed to both physical like noise, work space and psychosocial like work environment (Work, 2012). Physical hazards include factors such as noise and poor physical work environments. According to Paul, the physical hazards may interact with psychosocial to produce stress (Paul A. Schulte, 2012).

The International Labour Organization (ILO) combines the three elements which is content of job, work environment and management to defines psychosocial hazards (Office, 2016). The list also includes environmental and organizational conditions along with employees needs and competencies.

2.6 Work related Stress and Attrition

A 2007 survey by the American Psychological Association found more than 50% of employees considered either a new job, or quit their current job, declined a promotion because of stress (Centre, 2008).

One of the research talks about burnout, which is an effect caused by the long exposure of emotional and work stress. It is also known as the state where you feel exhausted and cynical (Wilmar B. Schaufeli, 2009).

Employee exiting from the organization can give a clear idea of what is lagging and how it can be dealt with. As this is an overhead cost which can be reduced and is under the control of an organization (Klotz, 2016).

2.7 Stress Management at the Workplace

The organisation's imperative is to use proper lens to identify and analyse the potential risk areas for stress & initiate steps to develop coping mechanisms and strategies for the betterment of employees. They could also initiate and constantly motivate the employees, boost their morale and focus on employee management.

From various studies it is it came to light how a manager should manage a team to help employees and alleviate stress (SHRM, 2020):

- Inspire the employees and have team engagement activities.
- The breaks should be provided at all cost as it helps to maintain the high level of productivity.
- Advise and practice to maintain work-life balance, eat healthy and have a healthy life style.

It is critical that the organisation enables its employees to be physically and mentally healthy. It is the prerogative of the Human Resources to assist employees in managing this ever-changing stress by monitoring the effect of organizational variables & perception of stress amongst them.

A manager needs to be aware of the subordinate's stress level and should know to manage stress in workplace. Clarke in his study clearly states that employees should never sacrifice health and happiness over things occurring at work (Clarke, 2020).

2.8 Stress in India

India is a booming economy and is considered as the 5th largest overall. It has the nominal GDP of \$ 2.94 Trillion (Silver, 2020). So, it can be clearly stated that many companies are housed in this economy and employs millions of people for output. NIOSH recognises work stress as a leading safety and health problem in an organization (NIOSH, 2002), hence its presence in Indian organization is evident. Although India has specific legal provisions to ensure the safety at work place but still the stress in an organization is present (Maulik, 2017). Hence to conduct a research in such a landscape will prove fruitful.

2.9 Work related stress in Marketing Field

Marketing is a vast field and employs huge number of employees and demands adaptability and fulfilling targets, which makes it more versatile with changes in technology and globalization, in turn it causes stress in order to adapt to the changes. This sector experience high level of pressure and stress and has drastically changed the conventional patterns of all fields including marketing (Abdullah, et al., 2015). Work stress causes turnover intentions which is a huge disadvantage for any firm as it involves company brand and the cost for recruiting and training new personnel (Sarooj Noor, 2008).

2.9.1 Marketing Firms in India

The marketing sector is further segmented into multiple segments like technical, non-technical, traditional, modern amongst others. Hence marketing analytics made a huge impact in including different aspects in the field like technology, new policies etc. These are used to get market insight in order to be more competitive, it is said that the industry may reach \$1.2 Billion in 2020 (Singh, 2018). The marketing sector employees are highly paid across every city in India. According to a survey conducted by Randstad employees in a marketing field are

paid roughly 4% less than IT field which makes it the second-best paying jobs across all sectors (Randstad, 2018).

2.9.2 Work Related Stress in Marketing Firms in India

Various studies were done in order to identify the key stressors in work place, all these studies were done for different sectors like banking, IT, manufacturing, public sector etc. Most of them focussed on relationship between work stress and the job satisfaction or coping mechanism, or management.

Marketing industry is considered as high-pressure industry due to long working hours, unpredictable environment, tight deadline, multiple teams, performance standards etc. (Pandey, 2003).

With multiple responsibilities and work pressure, it is evident that the employee will face stress at certain point of time which can cause negative impact for the organization. The study involves the relationship between work stress and job satisfaction and to identify the key stressors for it. Mumbai city is part of Maharashtra State in India, this is best known for Media and Entertainment and is also called as the financial capital of the country. Mumbai has the highest GDP amongst all the city in the country and is the 4th most populous city in the world (MumbaiOrg, 2019). Hence to conduct a study in this geographic locality was an advantage.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is a plan depicting the way the research will be done. It may be understood as a way to scientifically solve the research problem. The research methodology is an indispensable piece of research study. The effective consummation of any research study is reliant on the correct determination of research strategies, methods and procedures to gather every essential fact, figures and information.

This chapter is organized in three parts, in the first part research design and sampling design are described. Second part consist of scale of development, questionnaire format and data collection methods. In the last part of the chapter, Statistical analysis of data and statistical techniques are discussed.

3.2 Research Question and Objective

The research question for this study is “An Investigation into the Effects of Work Stress on Job Satisfaction Amongst Employee working in Marketing Field of Mumbai, India”. The research question is identified to answer the research problem. The research question is further segmented into three objectives which will support the overall research question (M. Saunders, 2009).

The Objectives are as follows:

3.2.1 Objective 1

To identify the most prominent cause of Work Stress amongst employees working in marketing field of Mumbai, India.

3.2.2 Objective 2

To identify the most prominent cause of Job Satisfaction amongst employees working in marketing field of Mumbai, India.

3.2.3 Objective 3

To identify the relationship between work stress and job satisfaction with respect to employees working in marketing field of Mumbai, India.

3.3 Hypothesis of the Research

A hypothesis is an unconfirmed statement about a factor that is of interest to the researcher. It may be an uncertain statement about relationships between two or more variables. The significant hypotheses that have been tested in this study are:

H₀: There is no relation between work stress and job satisfaction.

H_a: There is relation between work stress and job satisfaction.

3.4 Philosophy for the Research

Philosophy is a direction in which the research is conducted (Blumberg, 2008). Saunders (M. Saunders, 2009) defined that the research philosophy can be classified into three types;

- a) Ontology
- b) Axiology and
- c) Epistemology.

Ontology can be explained as the way the world operated or reality's nature and can be segregated as objectivism and subjectivism (Collins, 2010). The study of values and ethics is part of axiology (M. Saunders, 2009). The study of nature of knowledge within a field is part of epistemology and is further divided into positivism, realism and interpretivism.

The researcher will be analyzing the three division of epistemology as it suits the purpose for the study. Positivism is connected with observing and predicting outcome and adopts methodologies to propose and test the theory and its outcome (M. Saunders, 2012), which can be used in the current study. Positivism includes samples of data which are statistically tested (M. Saunders, 2009) hence proves useful in the research. When the research is conducted keeping people in their natural environment it is considered as interpretivism (M. Saunders, 2012). Data collection and analysis is done using quantitative methods such as interviews which involve small sample (M. Saunders, 2009). Philosophy of reality exists independent of mind is directed by researcher's own experience.

3.5 Rational for Accepting Positivism and Deductive Approach

Philosophy of positivism was adopted and deductive method will be used as it provides a tangible approach by working with observed reality with respect to studying stress and job satisfaction in marketing field's employee in Mumbai, India.

The objective includes to identify the relationship between variables and to test a hypothesis which is integral part of deductive and positive approach. Deductive approach was supported by Bolhari (A. Bolhari, 2012) to test the hypothesis. Quantitative research is to collect numerical data which is analyzed mathematically (M. Aliaga, 1999), and hence is best suited for the research.

3.6 Rational for Adopting Quantitative Research

Quantitative research permits us to examine the relations between variables (Creswell, 2014), and hence it will prove to be useful, so as to connect two different variables like work stress and job satisfaction.

The objective includes to identify the prominent cause for work stress and job satisfaction and for achieving the same huge number of data with large sample size will be used.

This made the researcher to adopt quantitative research.

3.6.1 Alternative Approach

Another approach was explored in order to fulfil the need of the researcher which is called as mixed method. This method included interview and circulation of questionnaire (Creswell, 2014), and thus would need the researcher to access a larger sample population. This approach was not adopted as it was time consuming, costly and was not practical during pandemic lockdown.

3.7 Research Design

Research design is a strategic plan which is created to achieve the objective of the study and answer all the research objectives. It is a framework with provide the process for collecting and analysing data. It helps to ensure that the researcher is employing the best method to gather and analyse data. A poorly designed research fails to exact answers to the questions under investigation. Every research problem is unique and therefore research design has to be appropriate for the research objectives (Hair Jr., 2006).

Steps in research design is as below:

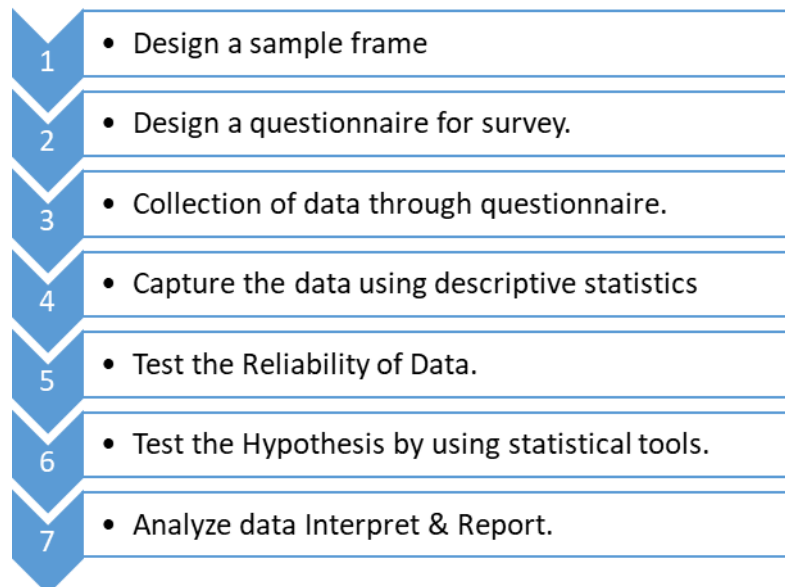


Figure 4: Steps in research design

3.8 Time Horizon

There are 2 types of time horizon; longitudinal in which data is collected for a long period of time, or in other words can be said that it uses experiments and grounded theory (Paavilainen-Mantymaki, 2013). The second one is cross sectional in which the research is conducted in a specific period of time. This is usually done through performing a survey or can be called as case study strategy (Babbie, 2009).

For the current research cross section time horizon was used as it involves a survey strategy.

3.9 Collection of Data

The settings for collection and analysis of data in such a manner that it aims to combine relevance to the research purpose with economy in procedure.

3.9.1 Sampling Design

It is the process to identify the final sample population out of the numerous populations. This is to confirm the data received is credible and valid to the said population which is predefined in the research. This is most important aspect of survey as it affects the analysis and results.

3.9.2 Secondary Research

Secondary research was explored in the literature chapter and the data can be traced from the published articles, government publications and reports along with other available resources like organization specialized in research (M. Saunders, 2009). For this research the existing work was critically analysed.

3.9.3 Primary Research

The primary data for this survey was received through survey questionnaires. Self-administered questionnaire was sent to personnel belonging to marketing field in Mumbai, India. This questionnaire was sent by electronic means (M. Saunders, 2009) using Google Forms and the results was collected and analysed.

3.9.4 Universe and Population

According to Gray, if the whole population cannot be targeted, a sample might be chosen from that particular population for the ease of the study (Gray, 2009). The first stage in sample design is to define the universe of the study, for this present study working executives who were resident of Mumbai & its suburbs in Maharashtra was universe of this present study and working executives of high diffusion rate who had done marketing related work and whose minimum qualification was at least HSC level. According to Sarantakos, sampling entails subjects being drawn from the target population included in the research study (Sarantakos, 1998).

3.9.5 Sampling Unit and Area Covered.

Sampling Unit

Fraenkel & Wallen defined sampling as the process of selecting participants from a larger group and coming to a conclusion that are accurate representation of how the larger group of people acts (Fraenkel & Wallen, 2006).

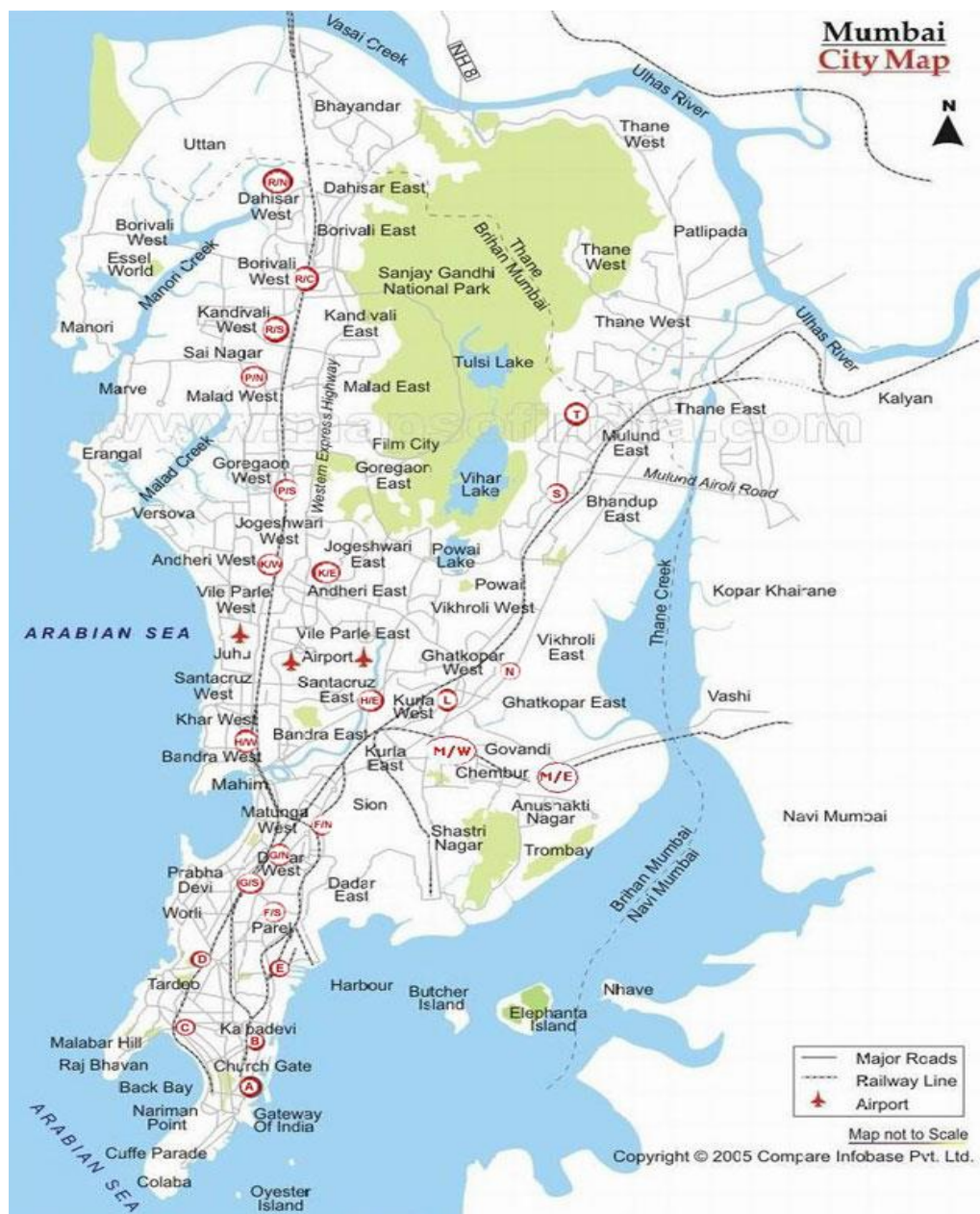
For this present study respondent who are working as Field Executive, Supervisor/Team Lead, Manager, Senior Management Level in Mumbai & its suburbs in Maharashtra state were sampling unit for this study.

Area Considered for Survey

The research area taken for this study consists of Mumbai and its suburbs region

Mumbai: CST to Sion, Colaba to Bandra, CST to Mankhurd.

Mumbai's suburbs: Sion to Mulund, Bandra to Dahisar



(Source: Municipal Corporation of Greater Mumbai

https://portal.mcgm.gov.in/irj/portal/anonymous?NavigationTarget=navurl://54087fee48a6b9d6917e935294510337&guest_user=english)

Figure 5: Map of Mumbai and its Suburban region

3.9.6 Procedure

The primary data was collected after the secondary data was analysed. The researcher initially contacted a marketing firm in Mumbai, India and distributed the questionnaire, however due to some internal organization issues the permission to conduct the survey was revoked. This forced the researcher to contact multiple organizations and personnel via personal meet, phone call, email and requested to participate in the survey. The researcher went to multiple organization through his contact and was able to identify and connect

with executives in Marketing field. The only criteria which was followed in shortlisting the candidate for survey was that he/she should be employed in a Marketing field irrespective of the Organization's specialty.

The researcher was able to receive consent from personnel belonging to 14 different organization and overall, 118 people gave consent to participate. Information regarding the survey was provided over email in brief and a small summary of the research was given. It was ensured that all the important points were written in bullets so that the message was conveyed easily. A pilot study was conducted using 12 people and the survey questionnaire was validated for distribution. Once the pilot study was completed the survey link was sent to everyone using an email on 26th July 2020. In total 106 responses were received after multiple reminders and calls. Out of these responses 100 was updated in SPSS for analysis.

3.9.7 Sampling Method

Sampling methods can be identified by two types first one is called as probability sampling which is based on survey. Which means each member has an equal chance of being surveyed (Quinlan, 2011). The second one is non-probability where the cases or respondents who are selected are not known (Jani, 2014). This involves sampling in which people are selected who are easiest to obtain for a given research. Although this is type is time efficient but it does not fulfill the requirement of the researcher hence probability sampling was selected. A total of 118 questionnaire were sent, out of which 106 were received. Of the total 106 received 2 had errors in it and 4 were incomplete, hence only 100 could be used for analysis.

3.9.8 Alternate Sampling Technique

The researcher agrees that the sampling technique could have included multiple marketing firms from same or different locations which could have provided a more generic results relating to the marketing field however, the researcher did not have the resources needed to access the vast sample of the industry in the said location and the movement was restricted due to the COVID-19 pandemic (Maharashtra, 2020).

3.9.9 Survey Instrument

The survey questionnaire is divided into four sections with a total of 42 questions. The four sections are namely demographics (4 Questions), work stress (18 Questions), job satisfaction (17 Questions) and lastly the relation between work and job satisfaction (3 Questions). The survey questionnaire along with the consent form is at Annexure D.

Questionnaire is a list of questions asked to participants and is premeditated to extract specific information. The questionnaire developed was to generate the necessary data for achieving research project's objective.

The questionnaire serves the basic purpose by helping:

- To gather the required data.
- To ensure the data collected can be comparable and analyzed.

- To curtail partiality in framing and asking a question.
- To ensure queries are appealing and diverse.

The primary data used in this study was collected through survey questionnaires. The questionnaire was shared and was divided into primarily 4 Sections:

Section 1 – Demographic (Q1 – Q4)

This is to identify the sample population and to analyse with respect to the age, income, qualification and designation.

Section 2 – Work Stress (Q5)

This section was prepared in order to accumulate details and stressors pertaining to work stress. The question was subdivided into 18 different questions and major issues were highlighted. The participants were asked to express their opinion on a five-point scale ranging from 'strongly disagree', 'disagree', and 'neutral', 'agree' to 'strongly agree'.

Section 3 –Job Satisfaction (Q6)

In order to ascertain various prominent cause of job satisfaction in marketing field, questionnaire consisting of seventeen statements was developed. The participants were asked to express their opinion on a five-point scale ranging from 'strongly disagree', 'disagree', and 'neutral', 'agree' to 'strongly agree'.

Section 4 -Work Stress and Job Satisfaction (Q7)

This section covers the respondents' relation between job satisfaction and work stress in marketing field in Mumbai. The participants were asked to express their opinion on a five-point scale ranging from 'strongly disagree', 'disagree', and 'neutral', 'agree' to 'strongly agree'.

3.10 Pilot Study

A pilot study was conducted to validate the questionnaire prepared. The questionnaire was circulated to 12 responded. The survey questionnaire was modified based on the outcomes of the pilot study and the final questionnaire was prepared as google form and distributed to the participants. The participants of the pilot study were informed about the research and the feedback from them was used to prepare the final survey questionnaire. The pilot study validated the questionnaire which was used for survey is at Annexure D.

3.11 Data Analysis

The data collected will be entered into the SPSS 20 software package for creating a database and then they were analysed. Reliability and normality of the final data set will be checked and will proceed if found acceptable.

3.11.1 Sample size

Since primary variables of the study were categorical and sample population was infinite. Therefore, sample size can be determined by (Cochran, 1963):

$$n = \frac{z^2 \times p \times q}{e^2}$$

Where, n = sample size

z = standard variate at given confidence level. The value of z for confidence level of 95% is 1.96.

e = precision or acceptable error. The value of 'e' is taken as 0.05 for this study.

p = sample proportion and q = p - 1.

3.11.2 Statistical Tool for Data Analysis

Mean: Mean values is used to find the average of various items. For calculating arithmetic mean following formula has been used:

$$\text{Arithmetic mean } (\bar{x}) = \frac{\sum x}{N}$$

When a variable X takes the values $x_1, x_2, x_3, x_4, \dots, x_n$ the average value of X is given by the formula,

Where, $\sum X$ = Sum of all the values X, and N = Number of observations.

Median: The "median" is the "middle" value in the list of numbers. The numbers have to be listed in ascending order to find the median.

Mode: The "mode" is the value that occurs most in the list.

Standard Deviation: Standard Deviation measures the absolute dispersion or variability from the mean values. The formula is as follows:

$$\sigma = \sqrt{\frac{\sum (x - \bar{x})^2}{n}}$$

Where, σ = Standard Deviation

N = Number of observations.

\bar{X} = Mean value

Simple Percentage Analysis: It is applied to create a contingency table from the frequency distribution. It is calculated through the following:

$$\text{Percentage} = \frac{\text{single unit in whole of N units}}{N} \times 100$$

$N = n_1 + n_2 + \dots + n_k$ are the sums of each sample

Kaiser-Meyer-Olkin (KMO) and Bartlett's test: KMO and Bartlett's Test of Sphericity is a test to assess the suitability of the data for Factor Analysis. Higher KMO value signifies higher correlation among the variables. KMO value greater than 0.6 can be considered as adequate (Kaiser & Rice, 1974). Low KMO

correlation value of variable indicates that they are not fit to be the member of any of the factor. Bartlett's test gives the correlation among the variables (Hair Jr., 2006).

Kolmogorov Smirnov (K-S) test is used to identify the specific distribution of the sample collected (Chakravarti, et al., 1967). This method is used in this study to test the equality between two set of data. K-S Test is used to check the data normality. The variables with p-value more than 0.05 are said to be normal.

Exploratory Factor Analysis (EFA) & Confirmatory Factor Analysis (CFA):

To summarise the values and understand the relation between the variables the researcher used factor analysis.

EFA tries to discover complex forms by exploring the available data. CFA is use to confirm hypotheses and it uses path analysis diagrams to represent variables (Yong & Pearce, 2013).

Correlation: It is used to measure the strength of the linear relationship amongst two variables. It shows the degree of relationship between the variable, however it cannot predict the effect and cause relationship between the variable. The values lie between +1 to -1. Value of $r = +1$, means there is a perfect positive correlation between the variables and when $r = -1$, it means negative correlation and when $r = 0$, it means no relationship between the different variables.

$$\text{Correlation } (r) = \frac{\sum xy}{N \sigma_x \sigma_y}$$

Where, $x = (X - \bar{X})$; $y = (Y - \bar{Y})$

σ_x = Standard deviation of series X;

σ_y = Standard deviation of series Y;

N = Number of pairs of observations;

r = the correlation coefficient.

Factor Analysis: This analysis is used to identify if there is any relationship between large number of variables and also to examine whether it can be summarised for small set of factors. In this study the researcher has used this to reduce the original factors into scarcer factors.

Principal Component Analysis (PCA): This is used to manage the dimension of the large interrelated data without hampering the variations present in the data. The researcher has used this to ensure the information extracted from the data set still reflect the varieties of opinion. This is done by ensuring the first few components retain all the variations present as the original set.

Factor: It is a type of measurement depending on the nature of study and number of variables. It can be one or more depending on variables in the data set.

Factor-loadings: It defines the relationship between variables and factors discovered, also called as factor variable correlation. The size of the loading is important to interpret the factor rather than sign.

Communality (h^2): This reflects the accountability of the factors taken together, higher value signifies that most of the variables are considered.

Eigen value (latent root): This is the addition of factor loading of a factor squared. This value reflects relative importance of each factor which is being analysed.

Total sum of squares: This is the summation of all the eigen values, when this value is divided by the number of variables as per the study results in an index. This index shows how the solution accounts for all the variables taken together. Different variables give a low index, and if the factor accounts for all the groups in the study, the index will approach 1.

Rotation: It is different process to analyse the data, different rotation gives different information and all of them are considered as equally important. Eigen values change with respect to rotation.

Factor scores: It reflects the degree to get a high score by a participant on a group item that has high score on each factor. It can explain the meaning of the factor.

3.12 Ethical Deliberation

This research involves human involvement via survey, which reflects the need for ethical consideration. The guideline provided by National College of Ireland was followed. The respondents involved had concerns about the name being involved hence the name of the organization and the participants will be kept confidential. The survey will be conducted only after the consent is received from the respondent, the option of withdrawing from the survey is provided to the participants.

3.13 Limitations

There were limitations in the positivism philosophy as the respondent could provide random answers rather than authentic ones. The philosophy does not allow suppleness as researchers believe everything can be measured, calculated and analysed (Johnson & Onwuegbuzie, 2004). The survey was question based hence cannot be elaborated further to identify additional aspects of the study. Longer questionnaire may reduce the number of responses hence the questionnaire was made which could have been completed in 10 minutes.

CHAPTER 4: FINDINGS

4.1. Introduction

This chapter will provide the analyse of the findings for the quantitative research carried out. The objectives are clearly defined and discussed in this section. The sequence for analysis included by a test for scale reliability, tailed by test of normality and finally correlation analysis.

4.2. Section 1- Demographic

The findings of Section 1-Demographic are at Annexure A and are as follows;

4.2.1 Age group of the Respondents

Age of Respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 year	18	18	18	18
	30-40 year	56	56	56	74
	40-50 year	20	20	20	94
	above 50 year	06	06	06	100.0
	Total	100	100	100	

Table 3: Age group of Respondents

The above table reflects that 18% of the participants belong to the age group of 18-30 years, 56% of the participants belong to the age group of 30-40 year, 20% of the participants belong to the age group of 40-50 year and 06% of the respondents belong to the age group of above 50 years.

It can be analysed that the majority 56% of the respondents belong to 30-40 years age category.

4.2.2 Monthly Income of the Respondents

Monthly income		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Rs.20,000	06	06	06	06
	Rs. 20,000-40,000	28	28	28	34
	Rs. 40,000-60,000	52	52	52	86
	Above Rs. 60,000	14	14	14	100.0
	Total	100	100	100	

Table 4: Monthly Income of Respondents

The above table reflects that 6% of the participants are earning below Rs.20,000 as their monthly income, 28 % of the participants are earning in between Rs.20,000-40,000 as their monthly income, 52% of the respondents earning is in between Rs.40,000-60,000 as their monthly income and 14% of the participants earning is Above Rs.60,000 as their monthly income.

4.2.3 Education Qualification of the Respondents

Educational Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HSC (GCE in UK)	03	03	03	03
	Diploma	04	04	04	07
	Graduate (Undergraduate in UK)	58	58	58	65
	Post Graduate / Ph.D.	35	35	35	100.0
	Total	100	100	100	

Table 5: Education Qualification of the Respondents

The above table reflects that 03% of the participants educational qualification was HSC, 04% of the participants belongs to Diploma level of qualification, 58% of the participants belong to Graduation level of qualification and 35% of the participants were post graduate / Ph.D. level of educational qualification.

It is found from the analysis that the majority, 58% of the respondents belong to Graduation level of qualification.

4.2.4 Designation of the Respondents

An effort is been made to identify the Employment Status of the respondent for the purpose of the study. It has been segmented into four categories of respondent employment status i.e. Field Executive, Supervisor/Team Lead, Manager and Senior Manager.

Employment status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Field Executive	06	06	06	06
	Supervisor/Team Lead	62	62	62	68
	Manager	22	22	22	90
	Senior Manager	10	10	10	100.0
	Total	100	100	100	

Table 6: Designation of the Respondents

It is summaries from the above table, that 06 % of the respondents belong from Field Executive, 62% of the respondents belong Supervisor/ Team Lead, 22% of the respondents were Manager and 10 % of the respondents were Senior Manager level.

4.3. Section 2 – Objective 1 (Work Stress)

As per the defined objective the researcher needs to identify the most prominent cause of Work Stress in a marketing field located in Mumbai. Reliability is mainly related with the internal consistency of the respondent.

Cronbach's Alpha	N of Items
0.882	18

Table 7:Cronbach's alpha test

The findings of Section 2-Objective 1 (Work Stress) are at Annexure B and are as follows;

4.3.1 Total Correlation Item Statistics

For a statement to be considered valid its mean value of correlation is 0.20 or higher which is true in this case. According to the table 7 hereabove, Cronbach's alpha test (Reliability Analysis) is run on all eighteen (18) variables from the questionnaire, the total correlation item statistics is available in Table 18, Annexure B.

The above table show Cronbach's alpha was 0.882 which shows high level of internal consistency of the respondent. Field have suggested that values that have 0.7 or higher will have greater internal consistency of the respondent (Field, 2013). This reflects that there is correlation in the data to carry out the factor analysis. The data is considered as appropriate for applying the factor analysis and KMO test.

As per the below table 8 the value of KMO test measure of sampling adequacy was 0.740, which is considered acceptable. Therefore, KMO test's value also established the fitness of the data for the factor analysis. The table also reflects the values of Barlett's test of sphericity as well as KMO measure of sampling adequacy (MSA).

Kaiser Meyer Olkin Measure of Sampling Adequacy.		0.740
Bartlett's Test of Sphericity	Approx. Chi-Square	7336.885
	Df	190
	Sig.	0.000

Table 8: KMO and Bartlett's test

The values of Barlett's test of sphericity and KMO measure of sampling adequacy was acceptable hence factor analysis was applied. Principal component method was used for factor extraction and dimension reduction. PCA is to identify the minimum number of data which will account for maximum variation (Malhotra & Dash, 2011).

4.3.2 Principal Component Analysis

Table 19, first column specifically shows the value as 1 which was the communalities for variables before extraction and in the third column it shows communalities after. Subsequently, an effort was made to identify the factors for determined amount of common variance in the data. For this study the researcher determined it on the basis of Eigen values, and the factors who has Eigen values greater than 1 were taken.

4.3.3 Total Variance Explained

Table 20, Eigen values before rotation are given in the second column 'extraction' and eigen values after rotation are given in the column 'rotation'. It is evident from the table that total percentage variance was 69.067%. Where 'Extracted prominent cause of work stress in Marketing field Factor' (EF1) accounted for 23.753% variance, (EF2) accounted for 20.209% variance, (EF3) accounted for 12.998% variance and (EF4) accounted for 12.107% variance. The next step was to identify the component matrix before rotation, which included load for every individual factor before rotation.

4.3.4 Component Matrix – Prominent cause of work stress

As can be seen from the table no. 21, the factors were correlated hence could not provide the interpretable results, which lead to rotate the component matrix to get a result which could be interpreted. The procedure of rotation used was Varimax in which curtail the number of variables with high loading and results into unrelated factors (Malhotra and Dash, 2010). Table 22, reflects the rotated component matrix and shows that rotation of the workings was congregated in 4 restatements. Thus, by comparing both the tables the factors were easily interpreted.

4.3.5 Rotated Component Matrixes

Table 22, four factors appeared as a result of factor analysis. These four factors represented the four different dimensions of prominent cause of work stress in marketing field. Statements S3, S4, S6, S7 and S8 inclined towards the first factor, statements S10, S11, S13 and S14 towards the second factor, statements S1, S16 and S18 towards the third factor, and statements S5, S15 and S17 finally gave the fourth factor.

4.3.6 Prominent Causes for Work Stress

Once the factors responsible and considered as prominent for work stress was identified, the researcher has to identify the variable which inclined heavily towards these factors.

Table no. 21 Annexure-B, abridges the statements of scale and the corresponding factor names. Description of the 5 factors is as follows:

Prominent cause of work stress in Marketing Field in Mumbai, India:

Cause 1 = 'Workloads & Work Pace'

The first factor explaining 23.753% variance with five statements. As can be seen from the table 21, statements S3, S4, S6, S7 and S8, statement S3 "I feel my workload is higher than the ideal workload for my position:" scored highest inclination on this factor, followed by statement S4, "I am given unrealistic targets to achieve", statement S6, "The pace of my work is dictated by my manager" statement S7, "I have too much work allotted to me " and statement S8, "My workload is higher than that of colleagues on the same organizational". This factor draws the concentration towards workloads & work pace' in marketing field of Mumbai.

Cause 2 = 'Bullying and harassment'

The second factor explaining 20.209% variance with four statements. This factor described the loading of statements S10, S11, S13 and S14. As is visible from the table 21, Statement S10, "I have very long working hours", followed by statement S11, "I have too little work allotted to me", Statement S13, "My work is repetitive and monotonous", and S14, "I don't have enough rest breaks to relax in between work". Overall, the second factor draws the respondents' work stress by 'Bullying and harassment' in marketing field of Mumbai.

Cause 3 = 'Poor peer relations & working conditions'

Third factor explaining 12.998% variance with 3 statements. This factor stated the loading of statements S1, S16 and S18. As can be seen from the table 21, Statement S1, "My organization does not have adequate workers, additional hands will find adequate work to do in my organisation", followed by statement S16, "Lack of coordination between Working in a group", and statement S18, "Lack of Communication between Working in a group". Overall, the third factor draws the respondents' work stress by 'Poor peer relations & working conditions' in marketing field of Mumbai.

Cause 4 = 'Insufficient training to do a job well'

Fourth factor explaining 12.107% variance with 3 statements. This factor stated the loading of statements S5, S15 and S17. As can be seen from the table 21, Statement S5, "I think training helps to manage change by increasing the understanding and involvement of employees", followed by statement S15, "Training Provide recognition, enhanced responsibility and the possibility of increased pay and promotion", and statement S17, "People in my area of specialization are common". Overall, the fourth factor draws the local community respondents' attention to work stress by 'Insufficient training to do a job well' in marketing field of Mumbai.

4.4. Section 3 – Objective 2 (Job satisfaction)

As per the defined objective, the researcher needs to identify most prominent cause of Job Satisfaction in a marketing field of Mumbai.

Cronbach's coefficient alpha method is used to assess the reliability. The table no 9 reported that alpha value of the scale came out to be 0.812, which surpasses the tolerable limit (Hair et al., 2009). The reliability could be confirmed by the alpha value.

Cronbach's Alpha	No. of Items
0.812	17

Table 9: Cronbach's alpha test

The findings of Section 3-Objective 2 (Job Satisfaction) are at Annexure C and are as follows;

4.4.1 Total Correlation Item Statistics

Table 23: For a statement to be considered valid the value of the inter-item correlation should be 0.20 or higher. From above table no 9, Cronbach's alpha test (Reliability Analysis) is run on all Seventeen (17) variables from the questionnaire. The above tables show Cronbach's alpha was 0.812 which indicates high level of internal consistency. Field (Field, 2013), Muijs (Muijs, 2010) and Pallant (Pallant, 2010) have suggested that values that have 0.7 or higher will have greater internal consistency of the respondent.

Since the data was found to have correlation factor analysis could be carried out with the data. The suitability of the data was checked using the KMO test, and if the value is greater than 0.5 it is considered as suitable for factor analysis (Malhotra & Dash, 2011).

Table no. 10 shows the KMO test value as 0.715, which suits the requirement of the researcher.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.715
Bartlett's Test of Sphericity	Approx. Chi-Square	6719.519
	Df	136
	Sig.	0.000

Table 10:KMO and Bartlett's test

4.4.2 Principal Component Analysis

Table 24, reflects the communalities present in the data set entered and gives the before and after extraction values. The table starts with the values which

were before extraction and the final column shows the values after extraction also represents the common variance in the data.

In this study the number of factors were finalized by the Eigen Values. Hence the factors who has an Eigen Value of more than 1 was kept for interpretation. Furthermore, as seen in table 24, out of the 17 components initially entered only 5 were left who had the value greater than 1.

4.4.3 Total Variance Explained

Table 25, the table did not provide any interpretable results before the rotation, which meant that there were many variables which were corelated. The matrix was corelated using the varimax procedure which is an orthogonal procedure (Malhotra and Dash, 2010). This resulted in table 27, which gave a clear picture for 5 factors which are prominent and the data could easily be interpreted.

4.4.4 Rotated Component Matrixes

Table 27, gives the result of factor analysis and this in turn provides the 5 factors. These five factors denote the five prominent cause of job satisfaction. Statements S1, S2, S3, S5 and S6 converge on the first factor, statements S10, S12 and S13 converge on the second factor, statements S7, S15, S16 and S17 converge on the third factor, statements S8, S9 and S14 converge on the fourth factor and statements S4, and S11 converge on the fifth factor.

4.4.5 Prominent Causes for Job Satisfaction

Table 26, after analysing and segregating different aspects of the data collected, 5 prominent causes were discovered. A brief description of all five extracted prominent cause of job satisfaction in marketing field are as follows:

Cause 1= Financial benefits and wellness

The first factor provides 23.12% variance with four statements. As can be seen from the table no. 26, statement Statements S1, S2, S3, S5 and S6, statement S1 "My pay is fair for the work I perform" scored highest on this factor, followed by statement S2, "I think company is helping you to reach your long-term financial goals", statement S3, "I am satisfied with financial plans of organisation for your future" statement S5, "I'm satisfied with the Amount of vacation benefits package." and statement S6, "I'm satisfied with the Amount of Paid Time, Off Sick, leave policy". This factor draws the concentration towards respondents' sensitivity towards job satisfaction in marketing field shows that they are highly aware towards financial benefits and wellness.

Cause 2 = Career development.

The second factor with 16.68% variance is related to respondents' health consciousness. Statement S10, "I feel I am valued in this organization & feel part of a team working toward, followed by statement S12, "My job makes good use of my skills and I have a clear understanding.", and S13, "I trust that if I do good work, I will be considered for a promotion". Overall, the second factor draws the attention towards job satisfaction in marketing field

towards career development and the subsequent satisfaction derived from it.

Cause 3 = Health benefits & Compensation.

Third factor with 14.79% variance was concerned with respondents' belief and attitude. This factor reported the loading of statements S7, S15, S16 and S17. The statement S7, "I am satisfied with paid leave and other benefits" scored highest loading on this factor, followed by statement S15, "I am satisfied with Life insurance / Disability benefits." statement S16, "I am satisfied with Workplace flexibility" and statement S17, "I am satisfied with Retirement plan benefits". These statements apparently showed job satisfaction in marketing field towards health benefits & compensation.

Cause 4 = Work environment

Fourth factor with 11.81% variance expressed respondents' work environment consciousness. The statement S8, "I like work culture at the company" scored most on this factor, followed by S9, "My job provides me with a sense of meaning and purpose" and statement no. S14, "My supervisor handles my work-related issues satisfactorily & acknowledges when I do my work well". These statements highly show respondents job satisfaction in marketing field towards work environment.

Cause 5 = Team/ Supervisor performance.

The fifth factor with 11.45% variance with the statement S4, "My supervisor handles my work-related issues satisfactorily & acknowledges when I do my work well" followed by S11, "My supervisor tells me when my work needs improvement & helps me develop to my fullest potential". These statements portrayed respondents job satisfaction in marketing field towards team / supervisor performance.

4.5. Section 4 – Objective 3 (Relationship between work stress and job satisfaction)

As per the defined objective the researcher needs to identify the relationship between work stress and job satisfaction with respect to a marketing field of Mumbai.

In order to ascertain respondents' level of satisfaction with respect to 'high level of work stress in marketing field of Mumbai. The participants were asked to express their level of agreement/disagreement for each statement on a five-point Likert scale ranging from 'strongly disagree', 'disagree', and 'neutral', 'agree' to 'strongly agree'

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Level of Work Stress	100	1	3	2.00	0.816
Job Satisfaction	100	1	5	3.05	1.095

As can be seen from the above table, N =100, Mean score (M) =3.05 and standard deviation (SD) =1.095

Table 11: Descriptive Statistics

Job Satisfaction			
Level of Work Stress	Mean	N	Std. Deviation
High Stress	4.15	33	.566
Medium Stress	3.09	34	.712
Low Stress	1.91	33	.522
Total	3.05	100	1.095

As can be seen from the above table, for 'High level of Stress', N =100, Mean score (M) =4.15 and standard deviation (SD) =0.566.

Table 12: Job Satisfaction

For 'Medium level of Stress', N =100, Mean score (M) =3.09 and standard deviation (SD) =0.712 and for Low level of Stress', N =100, Mean score (M) =1.91 and standard deviation (SD) =1.095



Table 13: Job satisfaction level

4.5.1 Relationship Between Work Stress and Job Satisfaction

It is found from the analysis that the respondents were 'Highly dissatisfied when work stress is High', and the Mean score (M) =4.15, for the Medium level of stress participants were not Satisfied with their job', and for low level of stress participants were Satisfied with their job. By these findings it can be inferred that participants were Satisfied with their job when work stress is low.

The mean score of respondents with respect to work stress in marketing field in Mumbai is indicated that level of Satisfaction of respondents with respect to work stress in marketing field of Mumbai was very low. With this, it can be said that though, majority of the participants were found to have highly dissatisfied to work in high work stress. The conclusions supported to the fact that respondents are highly dissatisfied in response to work stress in marketing field of Mumbai and it shows negative relation between work stress and job satisfaction. This proves the hypothesis H_a is true.

CHAPTER 5: DISCUSSION

5.1 Introduction

This chapter reflects and interconnects the findings with the previous research done in the field. This chapter helps in supporting or conflicting the findings of the study in terms of objective and literature review. This is section connecting the finding of this research with other established works.

5.2 Objective 1 – Prominent cause for Work Stress

According to the findings, respondents were high stress leads to high level of dissatisfaction, medium stress also leads to some amount of dissatisfaction and low level of stress showed significant satisfaction. As research evidently suggests that a manager needs to comfort team members of being mindful of their stress level and share with them the process or methods on reducing stress in the workplace (Clarke, 2020). The result of the objective support Beehr and Newman who defines stress as a condition arising from the communication with people and their jobs (Newman & Beehr, 1978). The results also support the WHO stress hazards as the findings were supporting both the work context and work content (WHO, 2020).

5.3 Objective 2 – Prominent cause for Job Satisfaction

The current finding of the most prominent cause for job satisfaction supports the international literature mentioned in the literature review chapter. The results supported the theories defined in literature chapter by Leslie which shows job satisfaction is caused by different factors like pay, social support etc. (Leslie, 2017). The key stressors were in tandem with the International Labour Organization's psychosocial hazards in terms or interpersonal relationship, work organization and management (Office, 2016). Hence it can be said that the research supports the findings of the previous studies and can conclude that managing the work aspect is within the purview of the organization.

5.4 Objective 3 - Relationship between work stress and Job Satisfaction

As findings indicate that majority of the respondents were highly dissatisfied to work in high stress environments, their level of Satisfaction was very generic and imprecise. As per the research on Good Stress vs Bad stress (GIBBONS C., 2008) this inference can be seen as significant as it suggests that good stress (eustress) can motivate, inspire and help push to get things done. The findings also show similarities with the research stating that bad stress (distress) relates to things like mood swings, lack of concentration, and creates confusion (Michie, 2002).

Considering the type of work in the marketing industry, stress is a common factor, it is the responsibility of the management to develop resources through

which the stress of the employees can be abridged, failing which there will be reduced morale, demotivation, reduced productivity and poor performance. A 2007 survey by the American Psychological Association found that more than 50% of employees considered looking for a new job, declined a promotion because of stress (Centre, 2008). Motivation helps in reducing work stress and high job discontent, this coincides with the research where P K Mishra highlights that Job satisfaction is a universal attitude which is the outcome of multiple attitude divided in three areas, namely (i) specific job factors; (ii) individual characteristics; and (iii) group relationship outside the job. These factors can never be isolated from each other for analysis (Mishra, 2013).

5.5 Limitation of Study

Sample size is limited to 100 participants. The sample size may not sufficiently represent the diverse and vast workforce. Period of the study is limited to derive the long-term outcomes and application of the study. Simple Random and judgment sampling techniques is due to time limitations. This study is not done over an extended period of time having all branches and parts of the country, to have holistic idea of the entire country and the responses and results received from them. The research is only exploratory and qualitative, definitive deduction may not finally be drawn from it, but only path may be sought.

This is an autonomous study and the observations may not comply with those which have been made by qualified professional. COVID pandemic caused a nationwide lockdown this being a major factor for non-normalcy in the market and tight schedule of the departmental colleagues and stake holders, the researcher was unable to collect more relevant data, which could have helped in further interpretations and useful findings.

A larger sample size along with a probability sampling which is more of an illustrative sampling would have been a better platform for statistical testing. Along with surveys, personal interviews with more participants from the field would provide a better understanding of employee's thoughts on work stress and impact on job satisfaction.

5.6 Inference

Summing up, this study provides satisfactory results by using quantitative analysis on the influence of work stress on job satisfaction. Unwarranted work stress leads to affect the employees in a negative way. Academic sources clearly indicate that acute responses to stress may be in the extents of feelings or physical indicators like palpitations etc. (Michie, 2002). The overall thought process was to identify the factors of work stress, job satisfaction. Though the study involved the employees, but the outcomes of the study found to be useful and motivating for any organization who deals with marketing field in Mumbai.

CHAPTER 6: CONCLUSION

This research was conducted to understand the relationship between work stress and job satisfaction and to identify the key stressors for work stress and job satisfaction. Multiple researches were conducted to identify the relationship and multiple sectors were covered to identify the relationship.

The researcher not only explored the research done in India but was able to extract information pertaining to stressors across the world. The key stressors for work stress and job satisfaction although may change according to the industry but remains constant in relationship with each other. It was identified that the work stress and job satisfaction have negative relationship and tend to affect each other. Three objectives were identified for the survey and to achieve these objectives the researcher administered electronic survey to 118 participants and received 106 responses, out of which only 100 responses were valid and updated in SPSS for analysis.

Marketing industry is changing with the change in technology, globalization and market analytics. This has forced every organization to ensure that they have a competitive advantage and can dominate the market. The first two objective included identifying the causes for work stress and what causes a person to be satisfied in a job. This research has help in identifying the key stressors that an organization needs to focus on in order to ensure the employees are motivated and satisfied with their job.

The first objective identified work load, interpersonal relationship between peer- subordinates and insufficient training to be a major cause for work stress. All these stressors can easily be monitored and controlled in an organization. The second objective identified the reasons for job satisfaction are financial, career, health benefit, work and interpersonal relationship. All this can be linked with Maslow's hierarchy of need as most of the expectation they have from a firm are physiological. The last objective was to identify the relationship between work stress and job satisfaction, which was concluded as negative. Mathematically it can be said that they are inversely proportional. i.e, high work stress results in low job satisfaction.

6.1 Recommendation

The study explored the work stress and job satisfaction with respect to marketing field, the objectives explored the various aspects pertaining to both which can be used to ensure the employees are kept satisfied and motivated in an organization. The study yielded result which support the other research output in similar field, and hence an organization can employ certain policies or procedures to ensure the work environment is supportive., it can be done by following:

- 1) To conduct a time study for every role, so that the time required for a job or a task is identified and the employees are not overburdened by multiple jobs.
- 2) To provide training periodically to every member of the organization based on their inclination for the future job profile.
- 3) Create a supporting environment amongst employees and conduct a periodic check using a 3rd party firm.
- 4) Ensure the pay for a job is above the average pay scale across the market in order to retain the employees.
- 5) The basic benefit like medical and education should be met for all employees in order for them to feel secure.
- 6) Interpersonal relationship is most important aspect for an organization; hence it is important to ensure team building activities are conducted frequently.

6.2 Future Research Possibilities

- 1) This research is limited to the employees in marketing field of Mumbai, India, however the research does not involve all employees or all the firms. Future research can involve comparison between any two similar firms or involvement of all the firm to identify and reduce the work stress factor.
- 2) This study has limited demographic exposure, a future study can include the type of stressors based on gender. As this is more challenging and could not be achieved using a quantitative process employed by the researcher.
- 3) This study was conducted during a pandemic lockdown and hence the response for the questionnaire may be based on the employee's mindset while working from home, it may differ if the response was collected while the person was working on site. Future study can be done on identifying whether there is any difference in opinion when people are working at home or office.
- 4) The study identifies the relationship between work stress and job satisfaction as negative. Future studies can be conducted to identify whether this can be used in a positive manner or to what extent the relationship is negative.
- 5) The study identifies the relationship with respect to marketing industry, future research can be done to identify the relationship across different industries like technical and non-technical.

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ANNEXURES

Annexure A: Demographics

1. Age of Respondent (In Years)

Age of Respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 year	18	18	18	18
	30-40 year	56	56	56	74
	40-50 year	20	20	20	94
	above 50 year	06	06	06	100.0
	Total	100	100	100	

Table 3: Age of Respondent

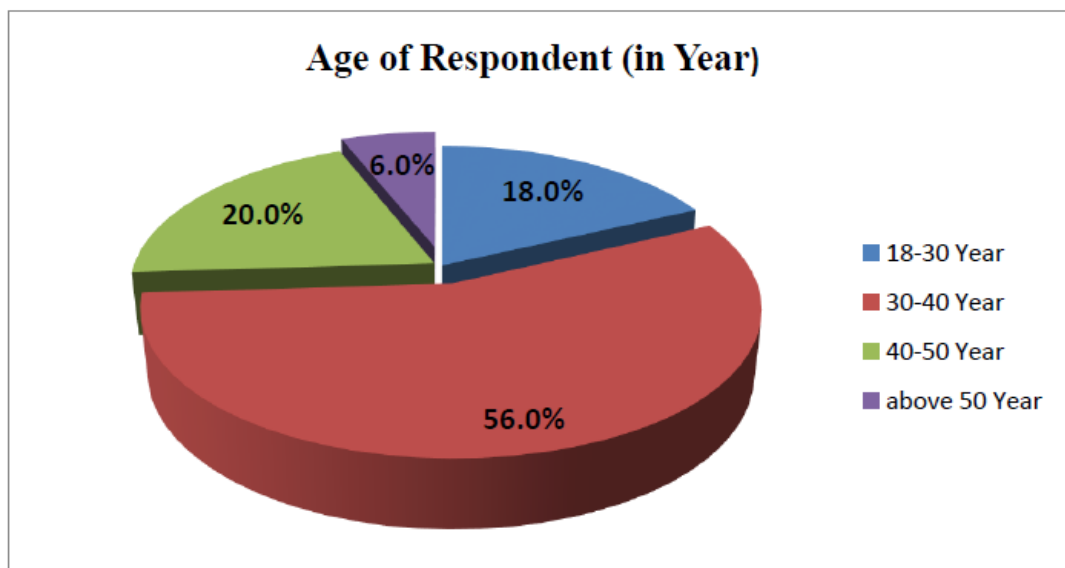


Figure 6: Age of Respondents (in years)

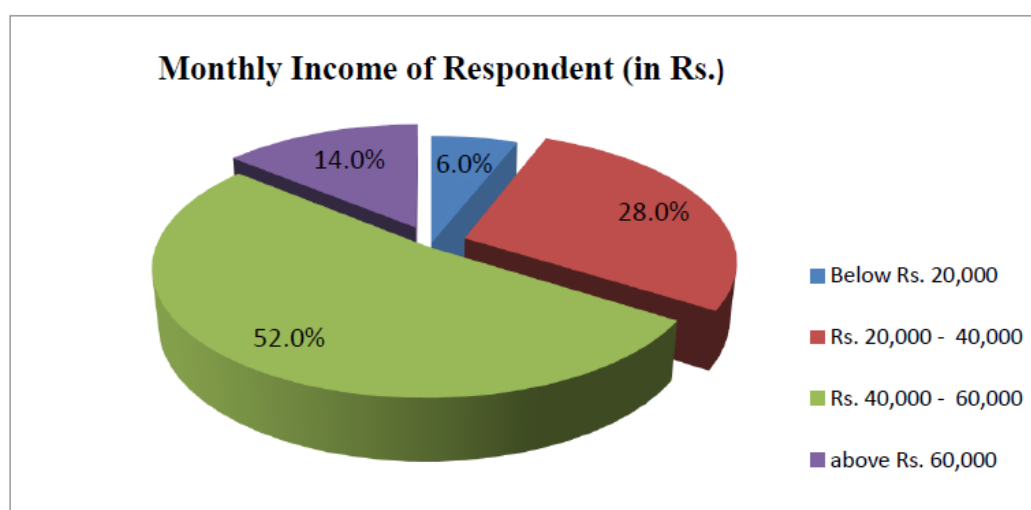
2. Monthly Income (In INR ₹)

Monthly income		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Rs.20,000	06	06	06	06
	Rs. 20,000-40,000	28	28	28	34
	Rs. 40,000-60,000	52	52	52	86
	Above Rs. 60,000	14	14	14	100.0
	Total	100	100	100	

Table 4: Monthly Income of Respondents (in Rs.)

Figure 7: Monthly Income of Respondents (In Rs.)

3. Educational Qualification



Educational Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HSC	03	03	03	03
	Diploma	04	04	04	07
	Graduate	58	58	58	65
	Post Graduate / Ph.D.	35	35	35	100.0
	Total	100	100	100	

Table 5: Educational Qualifications of Respondents

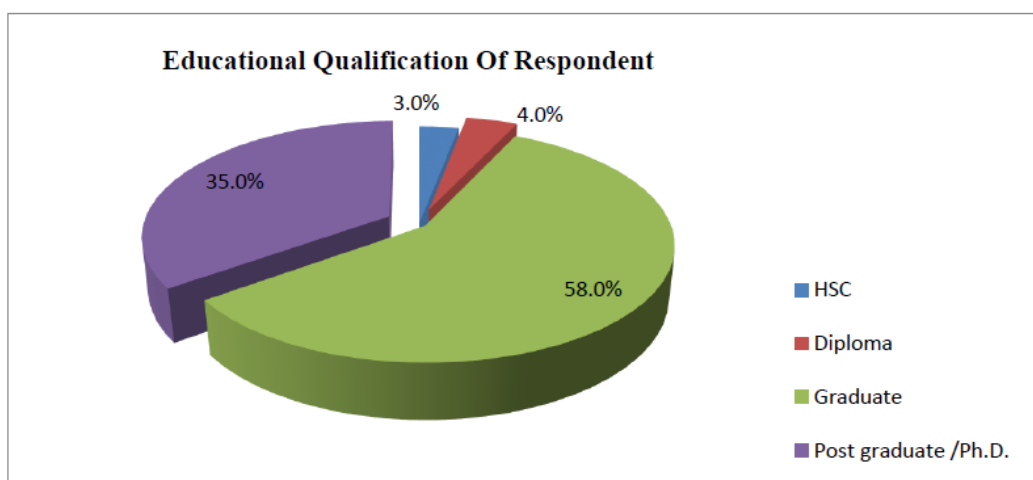


Figure 8: Educational Qualification of Respondents

4. Designation of the Respondents

Employment status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Field Executive	06	06	06	06
	Supervisor/Team Lead	62	62	62	68
	Manager	22	22	22	90
	Senior Manager	10	10	10	100.0
	Total	100	100	100	

Table 6: Designation of the Respondents

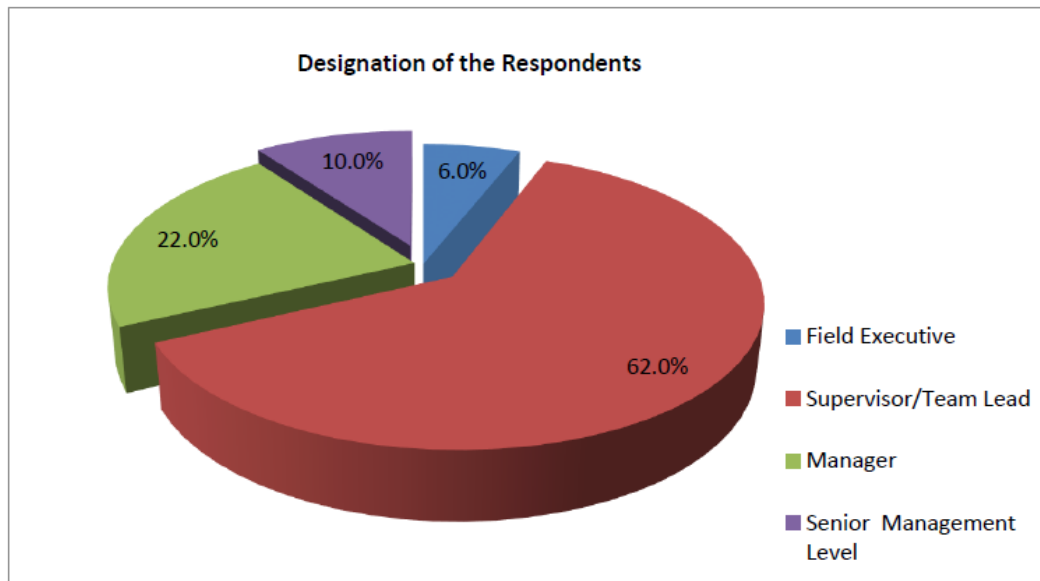


Figure 9: Designation of the Respondents

Annexure-B Work Stress

1. Total Correlation Item Statistics

<u>Item Total Statistics</u>	
<u>Statement Label</u>	<u>Corrected Item Total Correlation</u>
S1	.636
S2	.350
S3	.726
S4	.642
S5	.515
S6	.664
S7	.553
S8	.424
S9	.538
S10	.552
S11	.632
S12	.646
S13	.661
S14	.631
S15	.542
S16	.473
S17	.375
S18	.598

Table 14: Work Stress- Total Correlation Item Statistics

2. Principal Component Analysis

<u>Statement Label</u>	<u>Initial</u>	<u>Extraction</u>
S1	1.000	.574
S2	1.000	.301
S3	1.000	.828
S4	1.000	.887
S5	1.000	.637
S6	1.000	.814
S7	1.000	.750
S8	1.000	.635
S9	1.000	.433
S10	1.000	.769
S11	1.000	.820
S12	1.000	.505
S13	1.000	.788
S14	1.000	.739
S15	1.000	.650
S16	1.000	.817
S17	1.000	.821
S18	1.000	.663

Table 15: Work Stress - Principal Component Analysis

3. Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.245	40.250	40.250	7.245	40.250	40.250	4.276	23.753	23.753
2	2.542	14.121	54.372	2.542	14.121	54.372	3.638	20.209	43.963
3	1.445	8.029	62.401	1.445	8.029	62.401	2.340	12.998	56.960
4	1.200	6.666	69.067	1.200	6.666	69.067	2.179	12.107	69.067
5	.967	5.373	74.440						
6	.771	4.286	78.726						
7	.673	3.739	82.465						
8	.610	3.389	85.854						
9	.508	2.822	88.676						
10	.412	2.286	90.962						
11	.380	2.113	93.076						
12	.328	1.821	94.897						
13	.282	1.567	96.464						
14	.215	1.193	97.657						
15	.188	1.046	98.702						
16	.110	.612	99.314						
17	.071	.396	99.710						
18	.052	.290	100.000						

Extraction Method: Principal Component Analysis.

Table 16: Work Stress- Total Variance Explained

4. Component Matrix – Prominent cause of work stress

<u>Statement Label</u>	<u>Component</u>			
	1	2	3	4
S1	.688			
S2				
S3	.784			
S4	.716			
S5	.599			
S6	.751			
S7	.621	.596		
S8		.596		
S9	.587			
S10	.621			
S11	.685	.563		
S12	.700			
S13	.699			
S14	.700			
S15	.592			
S16	.520			.569
S17			.747	
S18	.662			

Table 17: Work Stress- Component Matrix – Prominent cause of work stress

5. Rotated Component Matrixes

<u>Statement</u> <u>Label</u>	<u>Component</u>			
	1	2	3	4
S1			.571	
S2				
S3	.837			
S4	.888			
S5				.604
S6	.827			
S7	.814			
S8	.710			
S9				
S10		.845		
S11		.823		
S12				
S13		.798		
S14		.691		
S15				.687
S16			.846	
S17				.798
S18			.633	

Rotation Method: Varimax with Kaiser Normalization.

Table 18: Work Stress-Rotated Component Matrixes

Annexure-C Job Satisfaction

1. Total Correction Items Statistics

<u>Item-Total Statistics</u>	
<u>Statement Label</u>	<u>Corrected Item-Total Correlation</u>
S1	.762
S2	.590
S3	.765
S4	.469
S5	.709
S6	.678
S7	.335
S8	.573
S9	.282
S10	.663
S11	.432
S12	.634
S13	.639
S14	.523
S15	.264
S16	.362
S17	.219

Table 19: Job Satisfaction- Total Correction Items Statistics

2. Principal Component Analysis

<u>Statement Label</u>	<u>Initial</u>	<u>Extraction</u>
S1	1.000	.834
S2	1.000	.834
S3	1.000	.906
S4	1.000	.862
S5	1.000	.884
S6	1.000	.798
S7	1.000	.588
S8	1.000	.810
S9	1.000	.716
S10	1.000	.877
S11	1.000	.849
S12	1.000	.881
S13	1.000	.756
S14	1.000	.837
S15	1.000	.566
S16	1.000	.520
S17	1.000	.720

Extraction Method: Principal Component Analysis.

Table 20: Job Satisfaction-Principal Component Analysis

3. Total Variance Explained

Comp onent	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.862	40.364	40.364	6.862	40.364	40.364	3.930	23.120	23.120
2	2.337	13.746	54.110	2.337	13.746	54.110	2.836	16.684	39.803
3	1.492	8.777	62.887	1.492	8.777	62.887	2.515	14.796	54.600
4	1.319	7.757	70.645	1.319	7.757	70.645	2.009	11.815	66.415
5	1.229	7.230	77.874	1.229	7.230	77.874	1.948	11.459	77.874
6	.968	5.693	83.567						
7	.727	4.275	87.842						
8	.490	2.883	90.725						
9	.383	2.252	92.977						
10	.325	1.910	94.887						
11	.200	1.174	96.061						
12	.183	1.079	97.140						
13	.166	.977	98.116						
14	.124	.729	98.846						
15	.106	.621	99.467						
16	.057	.334	99.801						
17	.034	.199	100.000						

Extraction Method: Principal Component Analysis.

Table 21: Job Satisfaction-Total Variance Explained

4. Component Matrix – Prominent cause of Job Satisfaction

<u>Statement</u>	<u>Component</u>				
<u>Label</u>	1	2	3	4	5
S1	.851				
S2	.692				
S3	.835				
S4	.661				
S5	.853				
S6	.770				
S7	.550	.500			
S8	.651				
S9					.559
S10	.654	.529			
S11			.529		.501
S12	.672			.530	
S13	.625	.569			
S14	.529	.517			
S15		.577			
S16					
S17		.554		.501	

Extraction Method: Principal Component Analysis.

Table 22: Job Satisfaction-Component Matrix – Prominent cause of Job Satisfaction

5. Rotated Component Matrixes

<u>Statement</u>	<u>Component</u>				
<u>Label</u>	1	2	3	4	5
S1	.807				
S2	.879				
S3	.824				
S4					.739
S5	.755				
S6	.732				
S7			.644		
S8				.802	
S9				.619	
S10		.879			
S11					.856
S12		.859			
S13		.630			
S14				.653	
S15			.566		
S16			.542		
S17			.841		

Rotation Method: Varimax with Kaiser Normalization.

Table 23: Job Satisfaction-Rotated Component Matrixes

Annexure D - Consent Form & Survey Questionnaire

Consent Form

AN INVESTIGATION INTO THE EFFECTS OF WORK STRESS ON JOB SATISFACTION AMONGST EMPLOYEES WORKING IN MARKETING FIELD OF MUMBAI, INDIA

Consent to take part in research

- I voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I have had the purpose and nature of the study explained to me and I have had the opportunity to ask questions about the study.
- I understand that participation involves answering questionnaire which will take 10-15 mins.
- I understand that I will not benefit directly from participating in this research.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous.

If you have any question regarding this survey you can contact Mr. Raviraj Radhakrishnan Nair, at x19129319@student.ncirl.ie

Survey Questionnaire

AN INVESTIGATION INTO THE EFFECTS OF WORK STRESS ON JOB SATISFACTION AMONG MARKETING FIRM'S EMPLOYEES IN MUMBAI, INDIA

Privacy Statement

Please complete this employee survey. Please do not write any identifying marks on the survey as participants are meant to be anonymous. All information will be kept confidential. Thank you for your time and cooperation.

Answer the following questions by ticking the most appropriate answer

SECTION – 1

<p>Q 1. What is your Age?</p> <ul style="list-style-type: none"><input type="radio"/> 18-30<input type="radio"/> 31- 40<input type="radio"/> 40-50<input type="radio"/> Above 50	<p>Q 2. What is your Monthly Income?</p> <ul style="list-style-type: none"><input type="radio"/> Below ₹ 20,000/-<input type="radio"/> ₹ 20,000 to ₹ 40,000<input type="radio"/> ₹40,000 to ₹ 60,000<input type="radio"/> ₹ 60,000 and Above.
<p>Q 3. What is your educational qualification?</p> <ul style="list-style-type: none"><input type="radio"/> HSC<input type="radio"/> Diploma<input type="radio"/> Graduate<input type="radio"/> Post graduate /Ph.D.	<p>Q 4. What is your job title?</p> <ul style="list-style-type: none"><input type="radio"/> Field Executive<input type="radio"/> Supervisor/Team Lead<input type="radio"/> Manager<input type="radio"/> Senior Management Level

Section - 2

Q 5. Describe your opinion towards work stress in marketing firm.

Sr. No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My organization does not have adequate workers, additional hands will find adequate work to do in my organisation					
2	My organizational role does not match my specialization					
3	I feel my workload is higher than the ideal workload for my position					
4	I am given unrealistic targets to achieve					
5	I think training helps to manage change by increasing the understanding and involvement of employees					
6	The pace of my work is dictated by my manager					
7	I have too much work allotted to me					
8	My workload is higher than that of colleagues on the same organizational status.					
9	I think training brings a sense of security at the workplace					
10	I have very long working hours					
11	I have too little work allotted to me					
12	I don't have enough rest breaks to relax in between work					
13	My work is repetitive and monotonous					

14	I don't have a place to relax during my break					
15	Training Provide recognition, enhanced responsibility and the possibility of increased pay and promotion					
16	Lack of coordination between Working in a group					
17	People in my area of specialization are common					
18	Lack of Communication between Working in a group					

SECTION 3

Q 6. Describe your opinion towards job satisfaction in marketing firm.

Sr. No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My pay is fair for the work I perform					
2	I think company is helping me to reach my long-term financial goals					
3	I am satisfied with financial plans of organization for my future					
4	My supervisor provides me opportunity to work in different sections allowing me to improve					
5	I am satisfied with the Amount of vacation benefits package.					
6	I am satisfied with the Amount of Paid Time, Off Sick, leave policy etc.					
7	I am satisfied with paid leave, and other benefits.					

8	I like the work culture at the company					
9	My job provides me with a sense of meaning and purpose					
10	I feel I am valued in this organization & feel part of a team working toward a shared goal					
11	My supervisor tells me when my work needs improvement & helps me develop to my fullest potential.					
12	My job makes good use of my skills and I have a clear understanding of my job role.					
13	I trust that if I do good work, I will be considered for a promotion.					
14	My supervisor handles my work-related issues satisfactorily & acknowledges when I do my work well					
15	I am satisfied with Life insurance / Disability benefits					
16	I am satisfied with Workplace flexibility.					
17	I am satisfied with Retirement plan benefits					

Section - 4

Q 7. Describe your opinion towards job satisfaction with work stress in marketing firm in Mumbai.

Sr. No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	High Level of Work Stress					
2	Medium Level of Work Stress					
3	Low Level of Work Stress					

Figure 10: Survey Questionnaire