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Blue-collar Job: Stress and job satisfaction

Abstract

The purpose of the following research is to analyze the effects of motivational factors on blue-collar job satisfaction and also present factors that play an important role in increasing employee satisfaction at the workplace. In return, satisfied employees can help improve organizational performance. The review of the academic literature showed that motivation at work is motivated by the level of job satisfaction of employees. Therefore, organizations that recognize the importance of satisfied workers are more probable to create a flexible, loyal, and creative workforce. To assess the levels of stress and satisfaction in the workplace, a questionnaire was applied among blue-collar workers, this questionnaire was delivered and I received it online through Google forms and with that the results were analyzed. Identifying that Blue-collar workers have frequent stressful events in a way that affects personal life and satisfaction in the work environment.

Keywords: Blue-collar workers; job satisfaction; stress; motivating work; institutional strategies

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1. Project Background and Rationale

Motivational factors play an important role in employee job satisfaction. In return, when employees are satisfied, they can help improve organizational performance. The purpose of the research is to analyze the effects of motivation on employee job satisfaction. Part of the occupational stress literature emphasizes its health effect and other factors. However, there is a need for greater knowledge of stress related to job performance and a better understanding of strategies that can improve job satisfaction.

This research will approach the blue-collar job and the stress related to this sort of work and also identify the level of satisfaction for those who perform these jobs, such as factory workers, constructors, and so on. The research seeks to contribute to find a proper approach and understand the demands around this work sector and considering job satisfaction as a relevant element for a better result in the institution and their employees in a long term, also how workers belonging to this sector cope with daily adversities. This study aimed to illuminate as broad as possible a range of stress factors and satisfaction indicators that might affect the individuals related to the organizations and their objectives.

This research intended to have a relevance discussion to the development of preventative strategies aiming to highlight illness, early retirement, and high absenteeism caused by an elevated level of stress, low satisfaction, and demotivation at the workplace. The research does this by focusing in particular on factory workers and constructors and their main needs in the institution as blue-collar workers.

The aims of the study can be summarised on two levels:

- Analyze the features of blue-collar jobs and what might lead to stress.
- Evaluate best practices and understand the importance of strategies to improve employee satisfaction.

2. Initial Literature Review

2.1 The features of blue-collar jobs and factors that might lead to stress

Wilkie (2019) states that the terms "blue-collar" and "white collar" differ from employees doing manual work and employees doing other types of work. In the past, blue-collar workers wore uniforms, usually blue. Thus, this type of blue-collar work may be related to skilled or unskilled manufacturing, mining, sanitation, custody, textile manufacturing, commercial fishing, food processing, oil field work, waste disposal, construction, machinery, maintenance, technical installation and other types of physical work.

Mason Bishop quoted in Wilkie (2019) says that the term "blue-collar worker" can carry a stigma, and therefore does not consider the term acceptable. He says that 'gray collar worker' or 'technical careerist' would be more appropriate. According to him, the term blue-collar worker is archaic, adding that we should say "skilled workers" or a similar term. However, workers and blue-collar are comparatively low non-managerial occupations in the organizational hierarchy. In the field of sociology, these workers are considered to belong to the same employment class (Eg, subordinate class), and tend to have low autonomy and decision-making power. (Siblot, Cartier, Coutant, Masclet, and Renahy, 2015).

Melchior et al. (2005) say that Blue-collar work is mostly manual, largely occupied by men, and the pace of the work done depends on external factors, such as machinery. Although, evidence shows that illness might occur after a long time working as a blue-collar worker or clerks, showing rates three times higher than manager rates. Besides, sickness absenteeism is a costly singularity for firms and, when it is done longer than it should be it might also be costly for countries because often the government shares part of a staff payment with the company which is used to covered sick leaves. Therefore, many countries in Europe adopted a few measures to control and reduce sickness absence (EurWORK, 2014).

A survey about working conditions was made in France using a sample of 18 thousand workers (Enquete Conditions de Travail 2005, DARES), 33.3% of the clerks, and 47.4% of blue-collar workers said that they have a monotonous job compared to 20.1% of the rest of the population. Thus, despite their likeness in terms of level, the kind of work done by the two groups is different. Welch (2009) states that health is an important resort that contributes economically and socially well-being. Therefore, poor health tends to maintain people from working and causes significant difficulties and research has been showing that

poor health frequently leads to early retirement (Van den Berg et al., 2010; de Wind et al., 2013).

Lately, research has on top of that highlighted the contrast between the blue and white-collar workers. Men, blue-collar workers are in a disadvantaged position at the socio-economic group when thinking about health, the possibility of having a chronic disease or mental illness (Kolmet et al., 2006). Meltzer et al. (2008) point out that in the UK, specifically in Wales has a high rate of suicide among construction workers when compared to other occupations.

Petersen and Zwerling (1998) additionally say that construction workers have a significantly higher episode of emotional disorders than other blue-collar workers. In Holland, there is a study about blue-collar construction workers which also reports high levels of burnout that tend to lead to early retirement. Burnout is emotional exhaustion which has been related to a variety of mental and physical health disorders and unhealthy behaviors (Shirom et al., 2005).

Borsting Jacobsen et al. (2013) report that mental distress in construction workers is strongly significantly associated with the experience of lower back pain, having two or more pain sites, and the experience of injury. Many developed countries have experienced significant reductions in the rate of accidental injuries in recent years. However, relatively less attention is paid to construction workers' health. Many construction workers suffer from permanent work incapacity and are forced to stop working due to health problems before they reach the pension age (Welch, 2009; Oude Hengel et al., 2012).

Some types of blue-collar workers, such as construction workers are exposed to plenty of hazardous physical working conditions, for instance, manual work and, noise, chemicals, and so on (Snashall, 2005; Stocks et al., 2011). Besides, the need to work long hours tends to create an elevated health risk and sometimes leading to cardiovascular disease, diabetes, or disability retirement (Van der Hulst, 2003). Lingard, H. and Turner, M. (2015) say that construction work has as its characteristic high demands and low control, which tend to lead to emotional disorders and mental health issues. Studies are suggesting that either physical and psychosocial risk are linked to construction work and how it might produce occupational disability and early retirement.

The term stress is enveloped by many concepts and divergence of opinion. There is a lack of consensus among authors about the definition of stress. However, for Janis and Leventhal (1968), consider stress an intervening variable with antecedent causes and behavioral consequences. Stress is an unpleasant emotional experience associated with

elements of fear, anxiety, irritation, annoyance, anger, sadness, suffering, and depression (Stephan J. M. et al, 1986).

In addition to it, Stephan J. M. et al (1986) say that a stressful event often happens in some work situations that people with certain features are more likely to behave than others, hence somehow increase or decrease the frequency with which such events occur. A stressful event is not affected by external work conditions. People who find an event intensely stressful in some work situations will probably find it equally stressful in other situations. The stressful intensity of the event reflects the individual characteristics that people possess and it reacts more strongly to a stressor. So people who find some events intensely stressful will probably find other events equally stressful.

Consequently, stress is a result of external action, situation, or event that requires special physical and/or psychological requests on a person (Ivancevich and Matteson, 1980). Actions that are further on the control of a person might cause physiological, cognitive, and behavioral pressure on a person. Occupational stressors cause major problems for both companies and staff. Old research has found that the stress in companies may be due to things as function conflict and function ambiguity. Therefore, the function of the staff seems to affect the perception of occupational stress. Frequently assumed that executives and managers, such as white-collar workers have more function ambiguity whereas lower-level employees, such as blue-collar workers which frequently experience more function conflict. In contrast, Jackson and Schuler(1985) have not found the relationship among job level, function conflict, or function ambiguity.

According to Nydegger (2002), the causes of stress most frequently among the blue-collar workers are supervisor conflict, bad communication with supervisors, job safety, not enough training, and changes in technology. Some suggestions are given by blue-collar workers to decrease stress, for instance, improve communication with supervisors, improve the quality of training, more opportunities to take part, and a better system of conflict resolution.

Blue-collar workers tend to show a little more behavioral outcome of stress due to problems with communication and conflict with their supervisors. However, the supervisors usually do not report communication issues among management and staff, although staff sees this fact as a big problem. This might be a result of many reasons. Firstly, the managers may be not sensitive to the communication issue since their communication is mostly downwards. It may be for a few more reasons, either they see the communication between staff and managers as not having problems, thus assume there is no problem in other areas of the firm,

or because workers are not making their concerns known and clear, hence the managers are not aware that the problem exists. It does seem clear that for the staff, vertical communication is a reason for stress, but for the managers, it is not an issue (Nydegger, 2002)

According to the impact of stress on job satisfaction, and believing that job satisfaction is linked to work outcomes, then understanding the relationships should be helpful for all companies. The relation amid job satisfaction and performance is usually found to be a low but still significant positive correlation (Iaffaldano & Muchinsky, 1985; Petty, McGee, & Cavender, 1984).

2.2 Evaluating best practices and understanding the importance of strategies to improve employee satisfaction

For Stanley T.L et al. (2019), many elements may influence job satisfaction. The mental challenge environment can stimulate employee growth and development because most staff has the desire to have their skills appreciated and being able to perform a variety of tasks. Besides, remuneration and promotion systems are perceived as righteous and give employees the impression that they are being paid equitably as compared to their colleagues. Favorable working conditions a long way to reassure the employees that the organization will help them and be by their side when needed. Supervisors and colleagues have an important function in job satisfaction as the workplace is a social network where colleagues coming together to do a job. Hence, a good environment oriented to respect employees will achieve job satisfaction.

According to Stefanovska P. et al (2017), academic literature shows that job motivation is guided by the level of job satisfaction of staff. Therefore, companies reckon the importance of satisfied staff is more probable to be flexible, loyal, and creative workforce. Motivation is defined by something that the individual must have in themselves, mostly like will power or individual forces, and persistence of a person's effort at work. The level of effort relates to how hard staff works intending to provide a good service and the level of persistence is stated when staff confronts a barrier. Gitman and Mc Daniel (2007) say that motivation is a combination of forces that stimulate a person to deliver efficiency and energy in the right direction. As a result, motivation is determined as a need (That place between what is and what is necessary) and want (That place between what is and what is desired) satisfying process.

Job satisfaction is about how the person acts onto their work. Consciously, the staff is evaluating the quality of their job very often, whereas emotionally, employees have sincere beliefs about their job and the company. Both aspects are at the center of employee job satisfaction because when the workers have high levels of job satisfaction they become positive about their workplace, therefore increasing job satisfaction should be an active manager work. Because, high level of job satisfaction conduct to higher productivity, lower absenteeism, lower turnover, and lower rates of major health issues as a result, when the staff is happy with their jobs they tend to contribute positively to society (Stanley, T. L., 2019).

For Walker and Miller (2009), the term motivation is related to what makes people work either for necessity, pleasure, dread, and ambition in individuals that make them act as

they do. Therefore, motivated staff work hard and do an excellent job, while low motivated staff does what is asked for or only what is necessary, even though they might be able to perform a better job. However, the unmotivated staff has a poorly perform and usually waste a good value of the company's time. Other two possible outcome indicates a stronger relation with job satisfaction. For instance, organizational compromised tends to correlate very well and positively with job satisfaction (Arnold & Feldman, 1982; O'Driscoll, Ilgen, & Hildreth, 1992; Stumpf & Hartman, 1984). Hence, the happier someone is in their job, the more probable they are to be committed to the company and vice versa.

Nydegger (2002) developed a technique where would allow a firm to evaluate the job satisfaction and elements of work which is related stress for an individual worker, staff, and the company itself. Such a technique involves positioning outcomes and weighting them. Therefore, this allows the individual evaluation of things that are questionable, satisfying, and rewarding to individual staff. It would enable a better consciousness, hence better management of workplace stress, job satisfaction, and reward system.

For Stanley, T. L. (2019) when the job satisfaction is low it might turn a thrilling career into a dreaded workplace, workers need to feel good about themselves and their job with the view to increase their productivity, because of job demand interaction with colleagues, obeying the rules, achieving standards, and accomplishing a variety of tasks. Therefore, validating the qualities of an employee can bring a wonderful outcome.

Having in mind that everybody wants to be appreciated and complimented from time to time for their singularity and achievement the positive reinforcement defines and might lead to a pleasant work environment. Satisfied workers seem to look for a certain joy in their work because a high level of job satisfaction can bring out the creative sparks that dwell in all workers (Stanley, T. L.,2019). From the organizational point of view satisfaction is an important factor which in turn leads to greater employee company commitment, consequently leads to success and overall organizational development (Feinstein, 2000), as well as growth, effectiveness and organization and makes employees want to stay working in the firm (Mosadeghard, 2000).

Stanley, T. L. (2019) points out the fact that elderly employees have different concepts about job satisfaction, for example, the safety at workplace is one of the most important elements when thinking about job satisfaction for elderly employees. Besides, continuous promotional advance and salary increases keep the consistency for this group. They are committed to a task required and are willing to work overtime to finish a project. One specificity is that they are mature in their ideas and feel that past accomplishments

should be appreciated. On the other hand, strong management can motivate elderly employees with recognition and job assignments because most of them funded the success of organizational structures in the past and can adapt to future change.

Overall, dissatisfied individuals tend to leave the organization and decrease the motivation of those who continue to work there (Feinstein, 2000) and, hence, workers lose the quality of work performed (Sonmezer and Eryaman 2008). Therefore, when there is no work-life balance, lack of opportunities in the workplace, lack of encouragement, lack of recognition can lead to stress, consequently causes dissatisfaction, burnout and ultimately, happen an increased turnover in the company (Ahmadi and Alireza, 2007). Job satisfaction is directly related to exhaustion and the desire to leave the company (Penn et al. 1988). According to Bender and Heywood (2006), job satisfaction increases when income is higher than expected income in the education sector.

2.3 Difference between white-collar workers and blue-collar workers, and external factors that can affect stress in the workplace and what might be the tools used by the organization

Theoretically, white-collar workers have salaries or professional jobs and generally do not do manual labor. On the other hand, blue-collar workers maintain hourly jobs that usually involve some type of physical tasks. Normally, white-collar jobs require more formal education and training, while most blue-collar skills are obtained relatively quickly, usually at work (Groshen, E. L. and Williams, D. R., 1992). The compensation plans of white-collar workers are often more flexible comparing to blue-collar workers. White-collar workers tend to retain in the short term and also the salaries are usually considered part of the fixed costs since their replacement costs (hiring, training, etc.) are higher and their services are not easily partible. For example, the employment of accountants or engineers in the automobile industry is not as sensitive to rotate as that of workers on the installation line. Another factor is that white-collar worker's compensation plans are often more flexible than those of their blue-collar colleagues. Therefore, when there is an economic downturn blue-collar workers are more likely to lose their jobs (Groshen, E. L. and Williams, D. R., 1992).

Although, Katz and Krueger (2019) state that there is conflicting evidence about the increasing number of individuals involved in alternative employment agreements, interest in these employment agreements has increased lately. Some studies showed an increase in the percentage of workers involved in alternative work arrangements. However, Carleton, C. and Kelly, M. (2019) say that when alternative work agreements provide greater job satisfaction, even though it is a regular job, it may be an important factor that workers are willing to take to have the benefits provided by the employer for more flexibility and control. These differences would have important implications for these workers and their families related to pensions, unemployment insurance, and health insurance.

Therefore, moments when workers had more control over what and when they did at work, shows that they had greater job satisfaction than traditional employees. Depending on someone's occupation and responsibilities the impact of various types of work on job satisfaction may be different. These results may also suggest that if companies wish to hire and retain workers, they may need to think about the structure of the jobs they offer (Carleton, C. and Kelly, M., 2019)

Although there is an aspect that needs to be analyzed that as Earl, J., Iskandar, F., and Elizondo, F. (2019) point out that in certain moments where the labor supply exceeds demand, people often face the dilemma of accepting a job that does not match their interests or look for an ideal job. The concern of who is looking for a job is that work that does not correspond may take them on a path that results in long-term and lesser job satisfaction and also an unstable employment history as they may return to more suitable opportunities. In contrast, argued that people are more satisfied and successful when selecting jobs that match their interests (Caplan, 1983).

According to Holland's (1997) people look for work environments that match their interests because work environments tend to allow them to engage in activities and to use their skills. However, there are other possible elements of work satisfaction, such as personality and job design. Personality Meta-analyses have shown that the Big Five personality traits are openness, conscientiousness, extraversion, agreeableness, and neuroticism tend to contribute to job satisfaction. The Big Five traits had overall multiple correlations with job satisfaction the five personality traits, neuroticism, extraversion, conscientiousness, and agreeableness are linked significantly with job satisfaction (Judge et al., 2002).

Although, the job design plays a significant role in determining job results, and also job satisfaction (Fried & Ferris, 1987). Hackman & Oldham (1975) say that the job characteristics model identifies five job characteristics that collaborate for job satisfaction, such as motivation, performance, autonomy (The of control over their job), the meaning of the task (How important is the job to others), feedback (Performance-related the job provided), range of skills and the identity of the task (Earl, J., Iskandar, F. and Elizondo, F., 2019) Another important factor is that as Jha, Y et al (2019) point out is that due to the high world competition, the fact that focusing on customer service, new technological advances and need for growth and efficiency staff are more and more finding it difficult to equilibrate work and family life. Individuals and organizational resources may be able to explain the type of resources the organization must grow and the changes the organization must create in its working environment to reduce the negative impacts of the professional family meddling with job satisfaction.

For this reason when a supervisor seems to understand and to have empathy towards family-related obligations of the employee and the employee's psychological resources to

deal with stress increase, therefore, raising job satisfaction. Thereby, supervisory support expresses a psychological and functional resource that lessens or moderates the negative impacts of the family affect at work on job satisfaction (Jha, Y. Et al, 2019).

According to Demerouti et al. (2001), organizational resources are physical, social, psychological, and organizational aspects of work that are functional to reach work goals, decrease the psychological costs associated with inter-role conflict and stimulate personal growth development. Organizational resources can be located at the level of the organization in general such as for career opportunities, job security, at the interpersonal relationships, or the task level. Accepting appropriate organizational resources can lead to upper levels of job satisfaction, offering intrinsic motivation. For instance, feedback and support for promoted learning and competence and satisfy the need to belong as work environments that provide adequate resources motivate employees to dedicate their efforts and skills for the job task to successfully carry out the work goal (Bakker & Demerouti, 2007).

Jha, Y. Et al (2019) say that workers tend to report a lower level of job satisfaction when important resources as time and energy are lost for example due to intervention between family and work higher levels of organizational resources help employees better overcome from the negative effects of intervention between family and work, as a result, an increase job satisfaction. Stuart D. Sidle (2008) says that Richardson and Rothstein studied the results of many experimental studies of stress management and the integration of results between these studies, this allowed a comparison of the effectiveness of interventions in coping with stress at workplace. Those interventions are:

- The first interventions tried to change the font of stress in the workplace by making changes, for example, reformulate jobs, to give employees more flexibility or more decision control.
- The second interventions help employees better recognize and manage stress symptoms as they happen, ways of interventions embrace courses that teach skills such as meditation or time management.
- The third intervention is molded with the idea to workers to recover from stressful events. For instance, a company may provide employees with access to advice to help them recover from a difficult moment.

Stuart D. Sidle (2008) also says that approaches like cognitive-behavioral are considered second interventions because they help employees rethink their beliefs about a difficult moment. Mainly, individuals learn to recognize how their pessimistic thoughts and distorted thoughts of sadness lead to stress. With time they learn to think with more realistic and optimistic thinking. Other approaches like meditation, yoga, and deep breathing are included in second interventions because the employee will learn to calm their thoughts and become aware of their tension.

Although, these interventions generally do not remove the reason for the stress they helping people to stay calmer and more focused when a stressful event happens in the workplace. The first type of intervention focuses on changing the workplace to create a less stressful work environment, usually increasing employee control and support. Even though the five categories of stress management are effective to decrease stress in the workplace, some tend to be more powerful than others. Cognitive behavior interventions tend to be very strongest in fighting against workplace stress. Despite this, they are not the most popular method used to fight stress in the workplace. Relaxation programs aim to increase participants' awareness of the tension in their bodies and minds, and then reduce this tension by helping them quiet their minds and let go of their stress. But while relaxation approaches may help people feel calmer, they don't change stressful aspects of their lives (Stuart D. Sidle, 2008).

Essentially, employees can be taught techniques to improve how they cope with stress. As a result, managers can walk towards easier-to-enforce interventions to apply and require less investment of resources, for example, relaxation training which is very popular in stress management and is perceived as one of the easiest and least expensive approaches to implement, mainly because they can be self-taught with books or online. Stuart D. Sidle (2008) says that relaxation programs focus on increasing the awareness of participants about the tension in their bodies and minds and then reduce that tension, helping them to calm their minds and release their stress. Therefore, while relaxation approaches can help people feel calmer, they do not change stressful aspects of their lives although employees can learn techniques to improve the way they deal with stress.

3. Research Methodology and Methods

Qualitative research is a process of naturalistic research that seeks a deep understanding of social phenomena in their natural environment. It focuses more on the "what" of social phenomena and is based on the experiences of human beings who create meaning in their daily lives. However, qualitative researchers use several studies, such as biography, case study, historical analysis, and discourse analysis. Quantitative methodology is the dominant research framework in the social sciences that gathers a series of numerical data and some of this numerical data is intrinsically quantitative for example, personal income (Sharique Ahmad et al., 2019).

This research is formulated around priors research done in the area. Based on the review of the academic literature, the research questions were set to analyze the features of blue-collar jobs and what might lead to stress. Evaluate best practices and understand the importance of strategies to improve employee satisfaction. Therefore, the research questions and goals of the study needed methodologies which could create huge quantitative data about the experiences of blue-collar job and their needs.

A self-report questionnaire was elaborated to measure work conditions, work experience, teamwork, and work performance. The initial part of the questionnaire which is the demographics contained 3 items that described age, gender, and education qualification personal. The second part of the questionnaire contained 12 questions related to the time the person is working or worked in the company, professional fulfillment, performance at work, how to work influence personal life, stress, and satisfaction related to work. Questions such as "yes/no" or multiple-choice, in general, were related to job satisfaction, job performance, absenteeism, turnover, and decision-making. Some of those questions were rated on a 10-point scale, from 1 to 10 in response to the question, such as:

"On a scale of 1 to 10, how exciting is your work?" and also,

"On a scale of 1 to 10. How likely are you to look for another job outside the company?"

The study was molded based on preceding research. Based on a review of the academic literature, the questions were asked with the idea to evaluate factors that have the greatest potential to lead to job satisfaction and dissatisfaction for employees.

The questionnaire was written in English, to avoid any misunderstanding, and consisted of items that cover the following topics: work itself, opportunities for progress, responsibility, collaboration, teamwork, communication, effective supervision, alignment with mission and objectives; and feelings about work.

Only one type of employee in business organizations was included in this study: blue-collar workers. The design of the questionnaire was discussed through an orientation with Lecturers through classes and online orientation. Each research item was discussed and, finally, supported by everyone. This study used part of international research data from different countries. The questionnaires were distributed in Dublin - Ireland online through Google forms among people who are working or used to work in the blue-collar sector.

4. Ethical Issues

Adams et al. (2014) state that when conducting any research, there is an ethical responsibility to do the work with honesty and integrity. If you do not do your work ethically, you will fail. This is applicable to all steps of the search cycle. Therefore, fraudulent research must be avoided and there may be several ways to do it such as:

1-	Have a select sample
2-	Do not report survey response rates
3-	Purposely biasing the data collection, for instance by leading the questions in surveys
4-	Create data (Because for some reason was not possible to get the data collection)
5-	Counterfeit Results because it might fit your conclusion
6-	Trimming information by removing data that does not fit in with your research
7-	Biased or inadequate analysis. Choosing techniques for performing analyzes can lead to widely varying conclusions

In research planning, the ethical consequences for the individual and society must be considered and clarified. In the case of involving humans as subjects in research must obtain informed consent. Therefore, is important to explain to the subjects about the research, what is expected to accomplish, how it will be affected, and make sure it was well understood. There is also, where relevant, an obligation to guarantee privacy and confidentiality. This may be related to the information collected, the individuals involved, the environment, and the way research data and results are stored and disseminated (Adams et al, 2014).

The general principles of good practice applied in this research will be:

Guarantee that the participants involved understood and also produced a consent form, which subjects can sign. In these letters, the purpose and design of the research must be clearly explained. Contact must be provided or the subject request more information. The researcher must assure that subjects will not be identified. Generally, anonymity and privacy of subjects should be protected. The data will be kept in a safe place and always make backups. It will be assured that no harm can occur to participants or the researcher and in addition to it The General Data Protection Regulation (GDPR) will be applied, which is a

regulation of EU data protection and privacy law for all people in the European Union, gives more control over how data is used and gives more responsibility to companies that use them.

5. Risk Assessment and Contingency Planning

Risk management aims to avoid or minimize the impact that external or internal events may potentially unpredictably or improbably change the likelihood of achieving the intended outcome according to the stipulated time, the quality required, or projected cost.

However, most events are unpredictable, so it is necessary to continuously monitor all events that might jeopardize the success of the project or the quality of its results. New risks are expected to appear during this process and others are eliminated because the risks are dynamic.

Five tasks must be integrated into management during the process of the activities:

1-	Develop consistent and comprehensive reporting procedures
2-	Monitor risk and contingency resolution
3-	Provide analysis feedback in accordance with the advisor for future assessment and better risk handling.
4-	Periodical review, every two weeks, and also update the project's status and re-evaluate it to avoid errors.
5-	Describe new risks or report those that do not exist anymore and evaluate and update the corresponding contingency plans

In order to ensure risk management to factors that may affect the project and its quality are identified, quantified, mitigated, and controlled. One of the most important elements for project success is the formal identification of risks, the assessment of their impact on project objectives.

6. Results

The questionnaires were specified and calculated for demographic data and related to the specific topic of Level of stress and job satisfaction. Limit the sample size, the number of variables, and the individual differences in the answer, the individual items of the questionnaire that no differences were identified. After the questionnaire was distributed, 11 results returned and that will base the information in the graphs presented in this research. The following graphs provide information from an analysis based on personal characteristics of employees such as age, sex, and education educational, and later on graphs will be presented with responses related to stress, satisfaction in the work environment, and personal accomplishment.

Age?

11 respostas

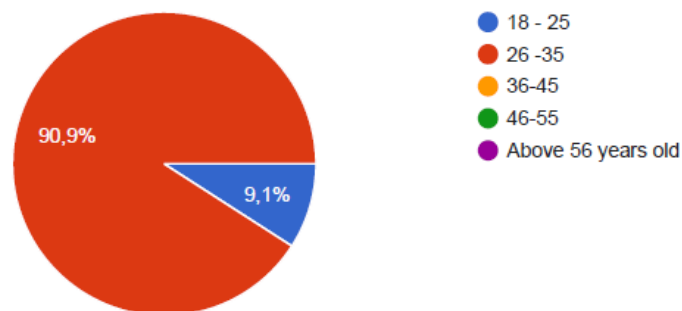


Chart 1: Chart 1 gives an illustration of the first personal characteristic assessed, which was the age of the respondents. As suggested by the research results, 90,9 % of the respondents are between 26-35 years old and 9,1% are between 18-25 years old.

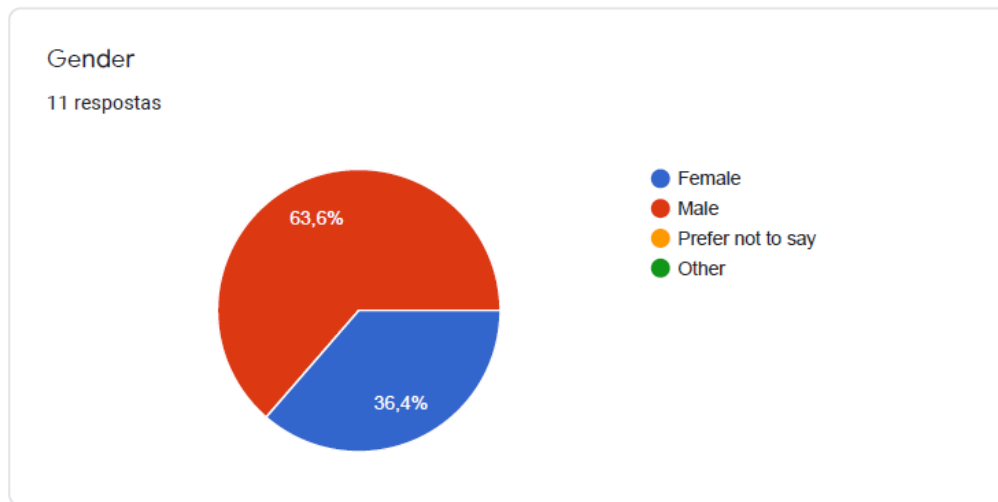


Chart 2: Chart 2 gives an illustration and compares the data collected for the second personal characteristic assessed, which was gender. 63,6% of the respondents are male and 36,4% of the respondents are Female.

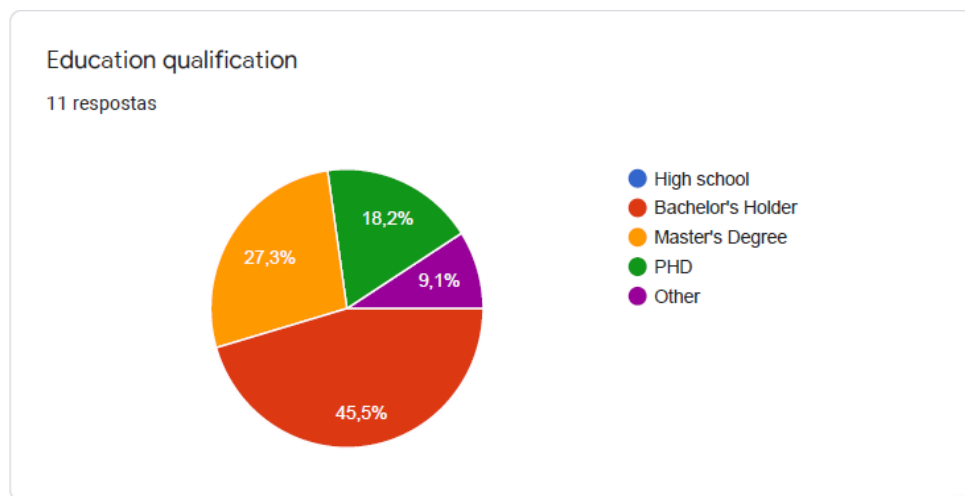


Chart 3: Chart 3 gives an illustration and compares the data collected for the third personal characteristic assessed, which was education qualification. 45,5% of the respondents have a bachelor's degree, 27, 3% have a Master's degree, 18,2% have PhD, and 9,1% respondents choose others.

- **Level of stress and job satisfaction**

How long have you worked at the company?

11 respuestas

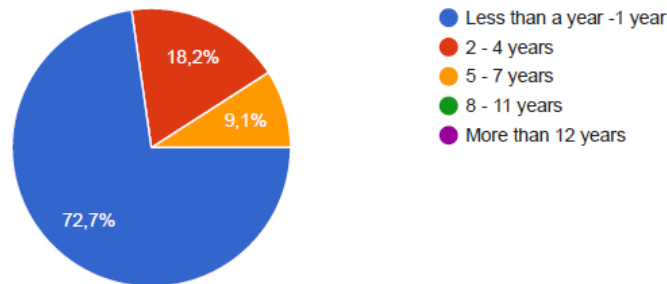


Chart 4: Chart 4 gives an illustration and compares the data collected for the Level of stress and job satisfaction, which was for how long the respondents have been working or worked in the company. Therefore, 72,7% of the respondents have been working or worked for less than one year to one year, 18, 2% said 2 years to 4 years, and 9,1% of respondents said that they have been working or worked for 5 years to 7 years.

In terms of professional fulfillment with the work you do, how do you feel?

11 respuestas

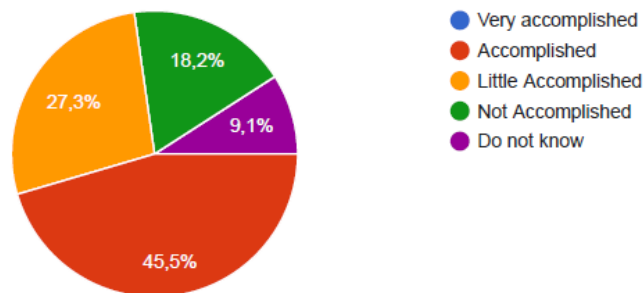


Chart 5: Chart 5 gives an illustration and compares the data collected for the Level of stress and job satisfaction, which was asking in terms of professional fulfillment with the work done on how the respondent felt about that. Therefore, 45,5 % of the respondents said that they feel accomplished, 27, 3% said that they feel a little accomplished, 18,2% not accomplished, and 9,1% stated that did not know.

In terms of feeling that your ideas are heard by the company, you are
11 respostas

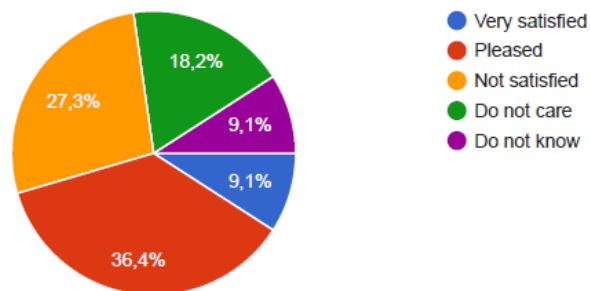


Chart 6: Chart 6 shows the data collected for the Level of stress and job satisfaction, which was asking in terms of feeling that their ideas are heard by the company and how the respondent felt about that. Among the data 36,4 % of the respondents said that they are pleased, 27,3% said that they are not satisfied, 18,2% stated that they do not care, 9,1% did not know, and 9,1% said that they are very satisfied.

Do you feel recognized for the work you do in the company?
11 respostas

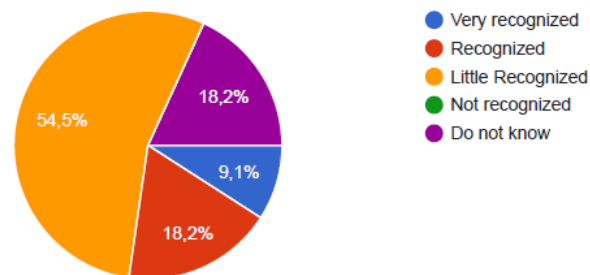


Chart 7: Chart 7 shows the data collected for the Level of stress and job satisfaction, which was asking if the respondents feel recognized for the work that is done in the company. Among the data 54,5 % of the respondents said that they feel little recognized, 18,2% said that they feel recognized, 18,2% stated that they do not know, 9,1% said that they feel very recognized.

Is it necessary to work overtime?

11 respostas

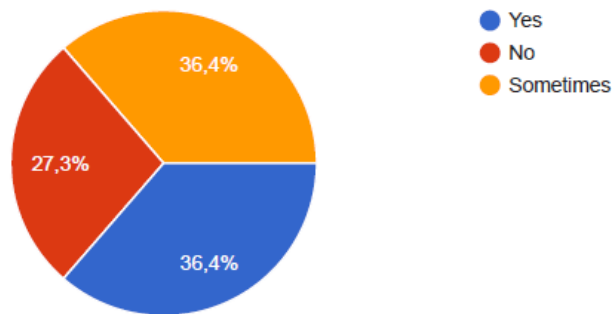


Chart 8: Chart 8 shows the data collected for the Level of stress and job satisfaction, which was asking if it was necessary to work overtime. Therefore, 36,4 % of the respondents said Yes, 36,4% stated that sometimes, and 27,3% said that it is not necessary to work overtime.

Does your work influence your family life?

11 respostas

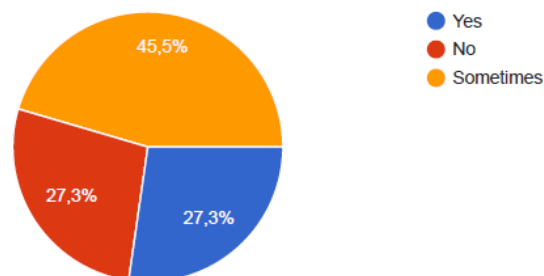


Chart 9: Chart 9 shows the data collected for the Level of stress and job satisfaction, which was asking if the work influence the life of the respondents. Among the data, 45,5 % of the respondents stated that sometimes the work influences their lives, 27,3% said Yes, 27,3 % stated that the work does not influence their lives.

On a scale of 1 to 10, how exciting is your work?

11 respostas

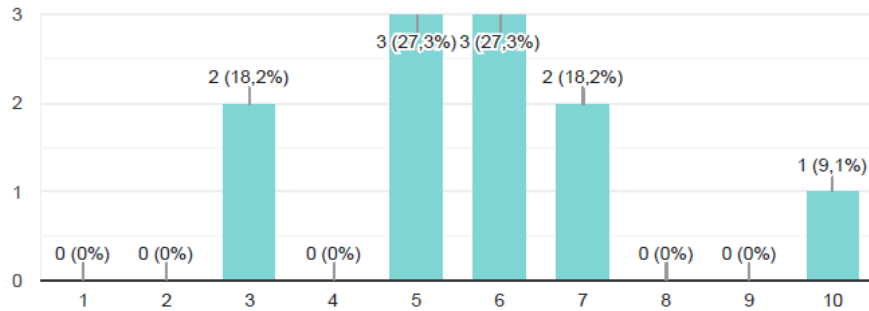


Chart 10: Chart 10 shows the scale collected for the Level of stress and job satisfaction, which was asking on a scale of 1 to 10 how the work is exciting. Therefore, 27,3 % of the respondents choose number 5 and 27,3% also choose number 6 in the scale, 18,2% picked number 2 and also 18,2% picked number 7 in the scale, and 9,1% of the respondents choose number 10 on the scale to describe how exciting is the work.

In a typical week, how often do you feel stressed at work?

11 respostas

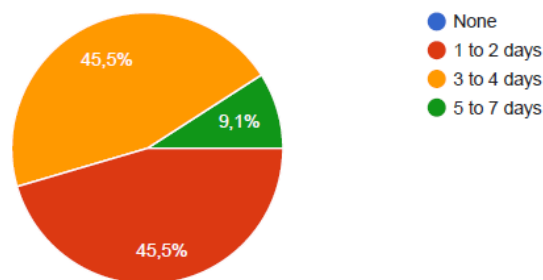


Chart 11: Chart 11 shows the data collected for the Level of stress and job satisfaction, which was asking how often the respondents would feel stressed at work in a typical week. The data showed that 45,5 % of the respondents feel stressed around 1 to 2 days per week, 45,5% said that feel stressed 3 to 4 days, and 9,1% stated that feel stressed 5 to 7 days a week.

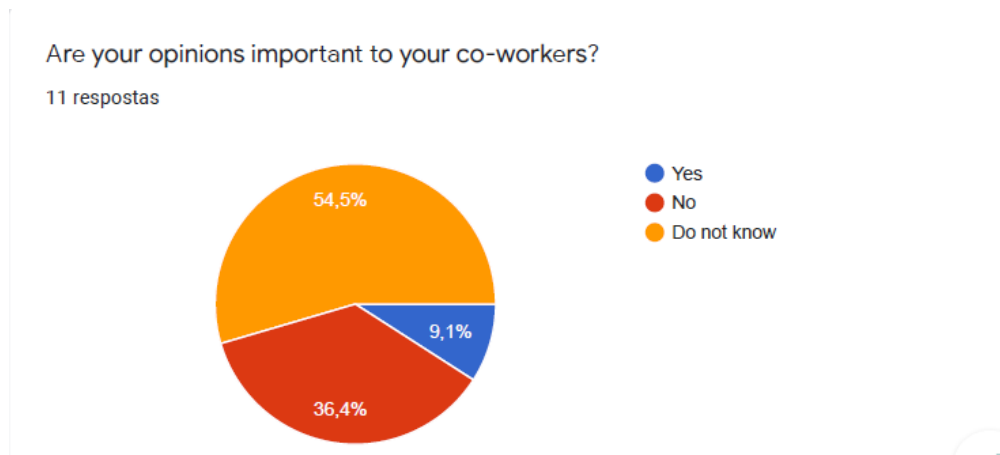


Chart 12: Chart 12 gives an illustration and compares the data collected for the Level of stress and job satisfaction, which was asking if the respondents think that their opinions are important for their co-workers. Therefore, 54,5 % of the respondents said that they did not know, 36,4% said that they do not think that their opinions are important for their co-workers, and 9,1% stated that their opinions are important.

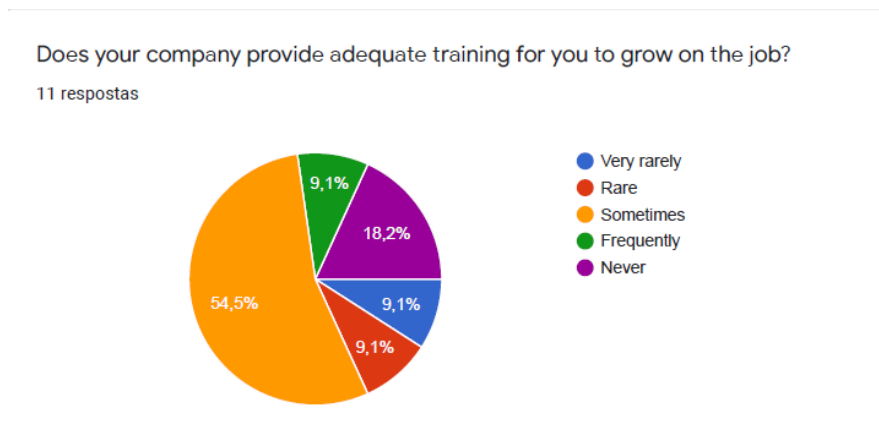


Chart 13: Chart 13 gives an illustration and compares the data collected for the Level of stress and job satisfaction, which was asking if the company provides adequate training for the growth of respondents on their job. Among the data, 54,5 % of the respondents said that sometimes the company provides training, 18,2% said that the company never provides, 9,1% stated that training is very rarely provided, 9,1% said that training is rarely provided, and 9,1% said that the company provides training frequently.

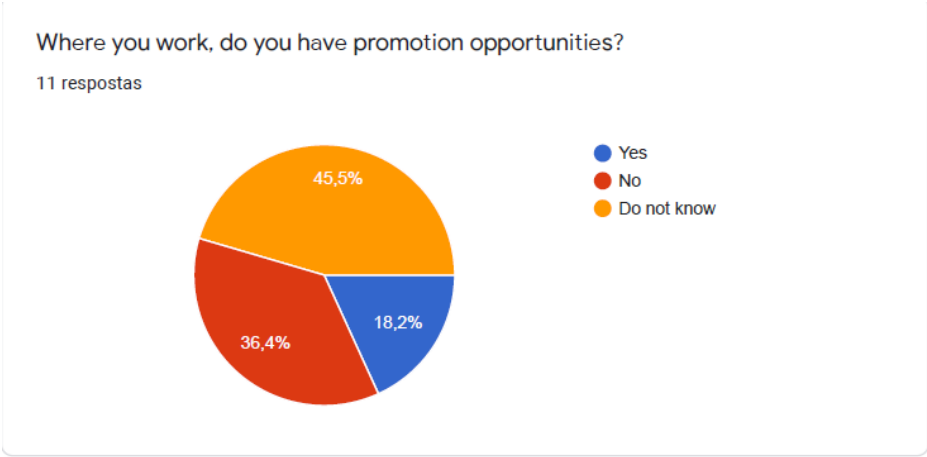


Chart 14: Chart 14 shows the data collected for the Level of stress and job satisfaction, which was asking if the respondents have promotion opportunities where they work. The data showed that 45,5 % of the respondents said that they do not know, 36,4% said that they do not have promotion opportunities where they work, and 18,2% stated that they have promotion opportunities.

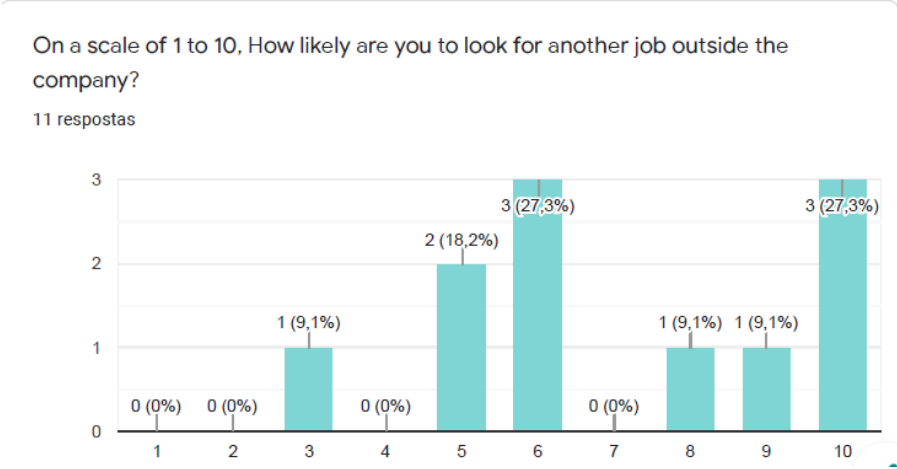


Chart 15: Chart 15 shows the scale collected for the Level of stress and job satisfaction, which was asking on a scale of 1 to 10 how likely are the respondents to look for another job outside of the company. Among the data, 27,3 % of the respondents choose number 10 and 27,3% also choose number 6 in the scale; 18,2% picked number 5; 9,1% of the respondents choose number 3,8 and 9 respectively on the scale to describe how likely they are to leave their jobs.

6.1 Discussion

This study was developed to assess the most significant types of stressors in occupations and blue-collar configurations. There was a significant discovery regarding the source of stress in this type of worker. This study proposes analyzes of work characteristics, job satisfaction, and intention to rotate blue-collar workers. It was then examined whether there would be a structural model of the relationships between the motivating resources of the job, job satisfaction, and the intentions of turnover.

The results obtained in the general satisfaction of the employees' work with the perceived work environment show that most employees are working for around 1 to 4 years as a blue-collar worker but when asked how accomplished they are, there is a reasonable difference between accomplished (Which had the most results) and little accomplished which was the second with the most results. There was a significant indication that the main source of stress for workers was the organization itself because when asked how often respondents are stressed at work 90.1% are stressed from 1 to 4 days a week.

As for the discoveries in relation to feeling recognized, it presented an impressive data that, in a way, confirms data collected in the review literature, more than half of those who answered the questionnaires do not feel recognized by the company and that even so 45.5% say that work influences family life, which in a way opens up the scope for more future questions and makes it possible to understand how this work affects personal and family life.

However, when the aspects related to how exciting the job is and the respondents had an answer on a scale of 1 to 10 and the results showed that the number chosen was between 5 and 10, which is somewhat surprising considering that no answers previous respondents brought answers that showed little accomplishment or satisfaction. And also aspects analyzed, such as how important your opinion is to your co-workers and whether the company provides tools, for example, training so that the employees can have the chance of promotion in the company or even develop a better job can have affected the question regarding the intention to leave the company, because most respondents on a scale of 1 to 10 had said that the possibility of leaving the company is also a 10, 6, 9 and 8 consecutively according to the data presented.

However, indirect effects were also found in the intention to alternate between job satisfaction, motivating the characteristics of the job. These findings are consistent with

findings from previous research that apply the job characteristics model to examine the effects of blue-collar workers' job characteristics on their results, including job satisfaction and job turnover (Wall and Clegg 1981; Fried and Ferris 1987).

7. Conclusion

When examining the data, it was identified that more subjects or less variability between individuals would have led to some more significant results. However, it also leads to another interpretation that requires further examination. One factor that this research could not identify is the extent to which it could have very different expressions of stress in relation to specific sources of stress and which may not have been detected in the general groupings. As a result, further studies need to be carried out to demonstrate the extent to which the various individual reactions to stress can be covered up.

This was a particular problem with the current sample of subjects because the level of stress at work was high according to the respondents' responses, making it possible to provoke subtle results and interactions but these speculations can only be resolved with more research. There were some interesting findings in this research, but there were also questions that were raised during this journey. For example, this research did not allow the determination of specific and individual sources of stress or for specific groups, but this research analyzed the possible factors that can lead to stress and possible strategies that can be taken by the institution.

In fact, using larger samples and also looking for more diverse and different organizations would help because research must find ways to adequately establish ways to assess the sources and effects of stress that are most sensitive to individual and group differences. Therefore, This study did two contributions. Firstly, it expanded the existing debate on the determinants of job satisfaction among blue-collar workers. Secondly, the study gave a new perspective on personal characteristics and the work environment in job satisfaction for blue-collar workers. Consequently, the results of this study may help entrepreneurs, managers and human resources professionals to devise strategies that aim to increase the satisfaction and productivity of their employees.

7.1 Critical Self-Review and Further Work

The present research focused mainly on issues of work-related stress among blue-collar workers. It is considered that, if these issues are intrinsically linked to reality, and when we have the objective of evaluating them to improve the organization, both organizations and the employees themselves need to be examined. It seems that, directly or indirectly, job satisfaction is related to organizational variables. Therefore, the next step would be to determine the relationship between job satisfaction and occupational stress. It is certainly well documented that stress plays an important role in how an employee adapts and performs his duties and the consequences during work. We know that people who are not effective in their jobs are generally not satisfied with them and that high levels of stress interfere with optimal performance in most situations (Baumeister & Scher, 1988).

Undoubtedly, future directions for stress management in the workplace must be more inclusive and integrative if they are to be successful. The present study shows that it is not easy to arrive at specific reasons for stress in the workplace and new techniques are needed to address these issues in a more comprehensive, flexible, and meaningful way. Future research can use measurements with more subjects in the research, items, and consequently, have a more comprehensive result. Also, other surveys can search for more participants in different sectors or non-profit organizations.

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Appendix

Appendix 1: Questionnaire - Blue-collar Job: Level of stress and job satisfaction

This survey is being conducted by Andressa Mesquita as part of an undergraduate dissertation for the award of B.A (Hons) in Business in CCT College Dublin.

This survey gathers data of people who have worked or are currently working as blue-collar workers such as areas relating to factories, constructions, or manual labor and how stress factors affect them. It takes account of the level of satisfaction relating to the work environment. The purpose of this survey is aimed at gathering statistical information which will be used in the analysis of the dissertation.

The questionnaire consists of 15 questions. The estimated time for completion would be around 3-5 minutes which will strictly be used for the study. The contents of the questionnaire or any information revealed will be treated in strictest confidence. Note that individual findings remain confidential and I ask that you answer all questions as completely as possible. If you encounter any problems related to this questionnaire or have any additional comments, please contact me with the email address provided.

Please note that under 18's will not be able to take part in this survey.

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Do you agree in taking part in this survey ?

- Yes
- No

Demographics

1) Age? *

- 18 - 25
- 26 -35
- 36-45
- 46-55
- Above 56 years old

2) Gender *

- Female
- Male
- Prefer not to say
- Other

3) Education qualification *

- High school
- Bachelor's Holder
- Master's Degree
- PhD
- Other

Level of stress and job satisfaction

4) How long have you worked at the company?

- Less than a year -1 year
- 2 - 4 years
- 5 - 7 years
- 8 - 11 years
- More than 12 years

5) In terms of professional fulfillment with the work you do, how do you feel?

- Very accomplished
- Accomplished
- Little Accomplished
- Not Accomplished
- Do not know

6) In terms of feeling that your ideas are heard by the company, you are

- Very satisfied
- Pleased
- Not satisfied
- Do not care
- Do not know

7) Do you feel recognized for the work you do in the company?

- Very recognized
- Recognized
- Little Recognized
- Not recognized
- Do not know

8) Is it necessary to work overtime?

- Yes
- No
- Sometimes

9) Does your work influence your family life?

- Yes
- No
- Sometimes

10) On a scale of 1 to 10, how exciting is your work?

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

11) In a typical week, how often do you feel stressed at work?

- None
- 1 to 2 days
- to 4 days
- to 7 days

12) Are your opinions important to your co-workers?

- Yes
- No
- Do not know

13) Does your company provide adequate training for you to grow on the job?

- Very rarely
- Rare
- Sometimes
- Frequently
- Never

14) Where you work, do you have promotion opportunities?

- Yes
- No
- Do not know

15) On a scale of 1 to 10, How likely are you to look for another job outside the company?

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10