

Job satisfaction, employee commitment and occupational stress in Hydropower Corporation: A study of Satluj Jal Vidyut Nigam Ltd. (SJVN).

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Abstract

In the 21st century when the world economy has been globalized, organisations are facing more complexities, competition and structural changes which elicit enhancing job satisfaction level within the workplace so as to enable human hearts, spirits and souls to grow and flush so that employees and employers will become healthy, creative, innovative, compassionate and productive in all endeavours of their jobs at workplace and further to be able to sustain all the workplace pressures. This paper tries to study the variables associated with job satisfaction and its impact on job stress and employee commitment. The study is quantitative analysis of the information solicited through a survey of a sample of 360 employees chosen through quota sampling working at SJVN Ltd. Correlation, standard deviation, skewness, kurtosis and chi-square have been used as statistical tools for analysis. The research has revealed overall the employees are satisfied with their present job further the results show Job satisfaction and employee commitment are negatively correlated with job stress and when the satisfaction at work place increases, the level of job stress drops and enhances employee commitment.

Keywords: Economy, employee commitment, job satisfaction, job stress

1. Introduction

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. There has been, for quite some time now a strong focus on spirituality and the effects that it has on aspects of work related life. As people work in jobs with ever increasing pressures and demanding schedules, a need for imbuing spiritual values for the perceived calming effects it generates has made even corporate focus on inculcating spirituality in the workplace.

People join organizations with certain motives like security of income and job, better prospects in future, and the satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs. The mixture of feelings, attitudes and sentiments that contribute to a general feeling of satisfaction gives rise to job satisfaction. The growth of an organization depends upon the efficiency of its employees. The efficiency of the workers depends not only on how they work, but also on optimal social and physical conditions, in which they work. If they are not satisfied with their job or working conditions, the organization will not be able to achieve its objectives.

Job stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress not only affects a person's health and also his/her work. Stressful working conditions can also impact health indirectly by limiting one's ability or motivation to participate in other activities. If you work, it is likely that job stress will affect you at some point during your career. Whether you are an

employee or an employer, stress in the workplace causes to poor health, which can lead to lower productivity, absenteeism, and higher healthcare costs. The workplace factors that has been found to be associated with stress and health risks are categorised as those to do with the content of work and those to do with the social and organisational context of work. Those that are directly related to the job include long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety, and poor physical work conditions such as space, temperature, and light. The possibilities for job development are important causes against current stress, with under promotion, lack of training, and job insecurity being stressful. Therefore, in order to cope up with job stress, organizations should increase their focus on increasing job satisfaction which will help in reducing the stress of the employees.

SJVN Limited is a Mini Ratna & a Schedule 'A' CPSU under the Ministry of Power, Govt. of India, is a joint venture between the Govt. of India & Govt. of Himachal Pradesh. Incorporated in the year 1988, the Company is fast emerging as a major power player in the country. The present authorized capital of SJVN is INR 7000 crores. SJVN is successfully operating the country's largest 1500 MW Nathpa Jhakri Hydropower Station and is setting new benchmarks in generation and maintenance year after year, after having tackled the silt erosion problems in under-water turbine parts. Beginning from a single hydropower project company, SJVN today has a footprint in a diversified set of power projects, which includes Hydroelectric Projects in Himachal Pradesh, Uttarakhand, Aurnachal Pradesh and in the neighbouring countries of Nepal and Bhutan, a Thermal Power Project in Bihar, a Power Transmission Project in Nepal, Wind Power

project in Maharashtra and Solar Power Projects in Gujarat & Rajasthan.

1.1 Review of Literature

Kautwal, Shyam Bahadur and Randhawa, Gurpreet, (2007) ^[2] made an attempt to study the job satisfaction of workers, in the public and private sector textile factories in Nepal. The research was focused to measure the overall job satisfaction of the textile workers in Nepal. The job satisfaction level of workers was measured in two different ways. One is the summation score approach and another is the single global rating approach. The data collected by using absolute numbers, total scores, percentages index numbers, mean scores, and ratios. The spearman's rank correlation was applied to examine the association between the preferences of order of respondents on some qualitative variable in the study. Finally, results of the study revealed that both the public and private sector textile workers whereby and large, similar in their perceptions towards the facets of the job.

Kanwar *et al.* (2009) ^[3] studied the impact of work life burnout on job satisfaction in the context of the Information Technology (IT) and Information Technology Enabled Services (ITES) Industries. Burnout was measured through three dimensions, i.e. meaninglessness, de-motivation and exhaustion. The study revealed that the work-life balance and job-satisfaction were positively related to each other while de-motivation, exhaustion and meaninglessness were negatively correlated to the level of job satisfaction. It is also revealed that the significant contribution to job satisfaction come from work life balance in both type of industries i.e. IT and ITES. However, it was higher in ITES group. Further, the findings show that job satisfaction was higher among the male respondents in comparison to the female respondents. Interestingly, the IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion as compared to the ITES group. Finally the researcher, focused on the findings and implications of the study for enhancing employee's satisfaction.

Mahamuda Parvin (2011) ^[4] study attempts to evaluate job satisfaction of employees in pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impact on the overall job satisfaction of employees. It also investigates the impacts of pharmaceutical type, work experience, age and sex differences on the attitudes toward Job Satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. The nature of business operation, the work culture and the level of job satisfaction have undergone sea change for the pharmaceutical companies. As a business proposition initiated huge investment whereas majority of their stocks is going down bringing a high level of apprehension related to job security among its employees. Further the study highlights some of these problems and presents a picture of level of job satisfaction among employees of pharmaceutical companies. It also identifies unique issues of job satisfaction in the companies.

The previous discussion dealt with the review of existing studies and related topics and was confined to explore the existing research gap which provides valuable information to frame the need, scope and objectives of the present study. It

has been that substantial work has been done on job satisfaction, but such work has to be researched in the light of emerging challenges especially in the light of attaining job satisfaction, but no study has been confined to assess job satisfaction of employees of a PSU undertaking hydropower projects. There exists a research gap among various studies available so far. Therefore, the present study has been undertaken on job satisfaction of employees in SJVN Ltd.

1.2 Need of the study

In Himachal Pradesh, there are several hydropower corporations like National Hydroelectric Power Corporation (NHPC), Himachal Pradesh Power Corporation Limited (HPPCL), Satluj Jal Vidyut Nigam Limited (SJVN). Amongst the Electric Utility Industry SJVN's performance has been commendable. SJVN started the commercial generation with only two units in the year 2003-04 and has been a profitable venture ever since and now SJVN is providing 1500 MW of valuable peaking power to the Northern Grid. Profitability of SJVN is more compared to NHPC and other companies.

A decade back, employees used to have fixed working hours the boundary between the work and home has disappeared with time. But with globalization and people working across the globe, the concept of fixed working hours is fading away. Instead of just 7 or 8 hours a day, people are spending as much as 12-16 hours every day in office. Changing and increasing work pressures and the technological blessings like e-mail, text messaging and cell Phones which were thought of as tools to connect them to their work being away from their workplace, have actually integrated their personal and professional lives. Now professionals find themselves working even when they are on vacations. The ever increasing working hours leave the individuals with less time for themselves and to pursue his / her hobbies and leisure activities. This hinders the growth of the person as an individual in terms of his personal and spiritual growth. Increasing job satisfaction is important for its humanitarian value and for its financial benefits in order for an organization to be successful. Therefore, they must continuously ensure the satisfaction of their employees as it has been noted in view of increasing restlessness and helplessness, frustration and failure consequent health problems and debacle as human beings. The research in question was designed to study employees perception and to examine the aspects associated with job satisfaction and its impact on job stress and employee commitment.

2. Objectives

Following are the objectives of the study:

1. To assess the level of job satisfaction amongst employees.
2. To examine the impact of job satisfaction on job stress and employee commitment.

2.1 Research methodology and data collection

Data has been collected from both primary and secondary sources to accomplish the objectives of the study.

1. Sample: A sample of 360 respondents has been taken from the universe using quota sampling. Total number of employees working in the organisation are 1,782. Through multistage and stratified sampling firstly the whole of the sample has been divided into various strata, on the basis of place-wise (project site) and level-wise classification (top level, middle level and lower level). Secondly, 20 percent of the total number has been

drawn from the each strata applying quota sampling. Questionnaire was developed by the investigator. The questions in the questionnaire are forced answer, multiple-choice, selection of best answer type. In few questions, the respondents were required to rate their answers on five point Likert scale. Survey method has been employed for the data

collection the questionnaires were distributed and got filled up from respondents of each level applying convenient sampling method. For analysis and interpretation tools used are arithmetic mean used to calculate grand mean of SJVN, likert scaling and standard deviation, skewness, kurtosis, chi-square and correlation method.

Table 1: Number of questions relating to various aspects of job satisfaction, employee commitment and Job stress variables.

Number of questions	Variables	Factors
10	Nature of Work, work environment, job policies, salary, fringe benefits, growth opportunities.	Dimensions of Job Satisfaction
15	Affective commitment, normative commitment, continuous commitment, Sense of contribution to the community, Sense of enjoyment at work, Opportunities for inner life.	Dimensions of Employee Commitment.
4	Job burnout, emotional exhaustion.	Dimensions of Job Stress

Table 2 indicates most of the respondents agreed that policies are applied in the same way at every level of management. Employees responded that the work environment of SJVN is friendly. Overall employees think SJVN is a fun place to work at, helps them maintain a good work life balance and satisfaction with the job. If employees will be provided incentives, fringe benefits, sense of belongingness, trust, better career opportunities, opportunity for growth, freedom of self expression then they will be more satisfied with their jobs and will be more attached to their organisations emotionally. This will help in increasing organizational emotional ownership. The sense of ownership and satisfaction within the employees will help in increasing commitment towards work and reducing stress levels within the employees.

Salary and Incentives are most important factor which is quite satisfying for the employees. It is evident from the table 2 that majority of the employees are either satisfied or highly satisfied with the salary and incentives. With the high mean score 4.14 on the five point likert scale and a deviation of 0.8. The negative value of skewness suggests that the majority opinions falls towards the higher side. The opinion was leptokurtic and significant chi-square value. Further the respondents opined that they are satisfied with various kinds of perks and benefits offered as the mean value of satisfaction level has been found 4.1 which is quite high. Further, the respondents are of the opinion that the job is given according to their abilities. With the 4.13 mean score and 0.58 deviation, 44.7 percent employees are satisfied while 37.8 percent are highly satisfied with the job status. The skewness is negative, presenting a tilt towards the higher side, chi-square and the kurtosis show the same results.

Further, majority of the respondents are also found very satisfied with the job related factors as the mean value has been found 4.08 on the five point likert scale with the deviation of 0.9. The negative value of skewness suggests that the majority

of responses are towards the higher side. The opinion was leptokurtic denoting responses on higher side which shows that jobs are properly defined. Responses on satisfaction about management practices reveals employees are satisfied with the 3.99 mean score and standard deviation of 1.014. The chi – square test shows significant results. Further regarding H.R practices mean score is 3.84, the skewness curve tilted heavily towards the higher side and the responses on the kurtosis curve are leptokurtic. The respondents seemed to be satisfied with the HR department and the managers.

The preponderant view of the respondents has been that the environment at workplace is quite satisfactory. Equivalent results can be seen statistically with, the high mean (4.26) negative value of skewness and a very high percentage. Suggests that the majority opinions falls towards the higher side, showing the same results with the leptokurtic kurtosis. Further, majority of the respondents are also found very satisfied with the interpersonal relations as the high mean score has been found 4.03 on the five point likert scale with the deviation of 0.9. The negative value of skewness suggests that the majority of responses are towards the higher side. The value of chi-square is significant at 1 percent of significance level, which indicated that the distribution is centered towards the higher side of scores means towards the highly satisfied and satisfied responses. Further, Communication system was also believed to be good within the organisation by the respondents. Table 2 depicts the perception of respondents regarding whether there is enough opportunity to grow and advance in the career. With 47.5 percent of the employees being satisfied and 19.4 percent are highly satisfied with the opportunities to grow in the career. The negative value of skewness suggests that the majority of responses are towards the higher side. The opinion was playkurtic denoting evenly distributed belief. They feel that there are enough opportunities for the promotions.

Table 2: Job- satisfaction scale: Responses regarding dimensions of job satisfaction.

Statements	Responses to Statements					Total	Mean (\bar{X})	S.D. (σ)	S.K.	Kt	Chi Sq. (χ^2)	P. V
	Highly Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Highly Dissatisfied							
Salary and incentive	137 (38.1)	162 (45.0)	41 (11.4)	15 (4.2)	5 (1.4)	360 (100)	4.14	.876	-1.153	1.519	292.000	.000
Fringe benefits	121 (33.6)	179 (49.7)	44 (12.2)	9 (2.5)	7 (1.9)	360 (100)	4.11	.851	-1.212	2.220	317.056	.000
Job Status	136 (37.8)	161 (44.7)	42 (11.7)	15 (4.2)	6 (1.7)	360 (100)	4.13	.893	-1.175	1.561	290.639	.000
Job Related Policies	134 (37.2)	166 (46.1)	29 (8.1)	18 (5.0)	13 (3.6)	360 (100)	4.08	.987	-1.393	1.902	290.639	.000
Management Practices	120 (33.3)	168 (46.7)	33 (9.2)	27 (7.5)	12 (3.3)	360 (100)	3.99	1.014	-1.193	1.110	259.250	.000
H.R. practices	89 (24.7)	181 (50.3)	45 (12.5)	33 (9.2)	12 (3.3)	360 (100)	3.84	1.008	-1.002	.656	250.278	.000
Work Environment	112 (31.1)	144 (40.0)	69 (19.2)	25 (6.9)	10 (2.8)	360 (100)	3.90	1.011	-.849	.329	178.417	.000
Interpersonal relations	116 (32.2)	176 (48.9)	41 (11.4)	16 (4.4)	11 (3.1)	360 (100)	4.03	.944	-1.255	1.776	285.694	.000
Communication system	118 (32.8)	158 (43.9)	42 (11.7)	31 (8.6)	11 (3.1)	360 (100)	3.95	1.032	-1.042	.613	219.639	.000
Opportunities for promotion and advancement	99 (27.5)	134 (37.2)	68 (18.9)	35 (9.7)	24 (6.7)	360 (100)	3.69	1.167	-.766	-.193	114.750	.000

Note: Figures in parentheses depicts percentage

Source: Data collected through Questionnaires

Affective commitment develops when the employee becomes involved in, recognizes the value-relevance of, and/or derives his/her identity from the association with the organization. For example, employees tend to be affectively committed if they feel that the organization treats them in a fair, respectful and supporting manner. Continuance commitment develops when the employee recognizes that he/she stands to lose investments in the organization, and/or perceives that there are no alternatives other than remaining in the organization. Normative commitment develops when people internalize the organization's norms through socialization; receive benefits that induce them to feel the need to reciprocate and/or to accept the terms of a psychological contract. Table 3 reveals commitment of employees with their stay to the present job. The respondents of the SJVN are asked to rate the statement like, what would be their plans to stay with this job in future. The fifteen different statements mentioned as above are found most correlated with affective commitment, normative commitment and continuous commitment. The statements have positive correlation which shows overall employees are satisfied with their job at SJVN and have organizational commitment.

The table 4 reveals that almost majority of respondents are satisfied with the ability to control the important things in their

life. The mean score has been calculated 2.963 which is less than the mean standard score 3. The 1.056 standard deviation and positive skewness confirms that the responses are distributed more towards the lower side of average mean. The calculated value of the kurtosis depicts that the distribution is platykurtic. Further it is evident from the Table 7.4 that the mean score about responses on satisfaction with the confidence about their ability to handle their personal problems is 3.884, which is higher than the mean standard score, with the standard deviation of 1.014. Further, the calculated value of kurtosis describe that distribution of responses is Leptokurtic and the value of chi square is significant. The skewness value is negative which further reveals that the view of respondents is chaining towards the higher side. Further the majority of respondents either agreed or strongly agreed relating to whether people are encouraged to balance their work life and their personal life job assignment this shows the jobs are assumed to be well defined and planned. Furthermore, it is noted that majority of the respondents are satisfied with the job assigned to them as the mean score of the responses is quite high (4.086). The negative value of skewness shows that the curve tilted heavily towards the higher side and leptokurtic kurtosis along with significant chi square value shows responses are not normally distributed.

Responses on employees opinion regarding whether things are going their way in their job has been analysed in table 7.4 which reveals a mean score of 4.125 that shows majority of the respondents are either satisfied or highly satisfied with the with the standard deviation of .945 and further the negative skewness also depicts that the majority responses concentrated towards the higher value. The value of kurtosis, reveals that the distribution is Leptokurtic. The chi-square value shows significant results. Further mean score about, whether

employees feel sometimes difficulties pile up so high during job that they could not overcome them is 3.18, which is higher than the mean standard score with the variation in the opinion has been marked 1.213. The negative value of skewness reveals that the view of respondents is towards the higher side of the mean value. Chi square shows significant results and calculated value of kurtosis is describe that distribution of responses is platykurtic.

Table 3: Responses on Job Satisfaction and Employee Commitment

Statements	Statement Average	r
Affective Commitment (0.85)		
I want to work here for a long time	90	0.75
I am proud to tell others I work here	87	0.71
People look forward to coming to work here	82	0.70
When I look at what we accomplish I feel a sense of pride	88	0.69
This is a fun place to work	78	0.73
I have a strong affection for this organization	90	0.75
I feel like "part of the family" at my organization	88	0.74
People here are willing to put in extra effort to get job done	75	0.65
Normative Commitment (0.86)		
I feel I receive a fair share of the profits made by this organization	78	0.66
I am treated as a full member here regardless of my position	75	0.64
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	87	0.73
Continuance Commitment (0.86)		
I will remain in this organization because I feel that it would not be easy to enter into another organization	72	0.69
Management is competent at running the business	86	0.69
There are opportunities here for my career growth	70	0.68
People here are paid fairly for the work they do	66	0.64

Source: Data collected through Questionnaire

Table 4: Employees Opinions Relating to occupational stress

Statements	Responses to Statements					Total	Mean (X̄)	S.D. (σ)	S.K.	Kt	Chi Sq. (χ²)	P. V
	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't say							
I feel I am unable to control the important things in my life	44 (12.2)	39 (10.8)	160 (44.4)	94 (26.1)	23 (6.4)	360 (100)	2.963	1.056	.372	-.239	173.639	.000
I feel confident about my ability to handle my personal problems	105 (29.2)	158 (43.9)	63 (17.5)	20 (5.6)	14 (3.9)	360 (100)	3.884	1.014	-.999	.795	203.250	.000
People are encouraged to balance their work life and their personal life Job assignment	134 (37.2)	166 (46.1)	29 (8.1)	18 (5.0)	13 (3.6)	360 (100)	4.086	.987	-1.393	1.902	290.639	.000
I feel that things are going my way in my job	138 (38.3)	164 (45.6)	33 (9.2)	14 (3.9)	11 (3.1)	360 (100)	4.125	.945	-1.401	2.172	297.583	.000
I feel sometimes difficulties pile up so high during job that I could not overcome them	44 (12.2)	132 (36.7)	71 (19.7)	73 (20.3)	40 (11.1)	360 (100)	3.186	1.213	-.324	-.944	75.139	.000

Note: Figures in parentheses depicts percentage

Source: Data collected through Questionnaire

2.2 Zero-order correlation Matrix

It is the work-group that fulfills the need for social interaction of the members. It is a psychological outlet for the peer-group. If the employees have good relations with the peer-group and the supervisor, they are more likely to be satisfied with the organisation, and are more committed and loyal. The higher

status of the work-group increases his morale. High morale increases job-satisfaction and consequently decreases the absenteeism and employee turnover. Separation of the employees from the organisation occurs when the employees leave the organisation on one pretext or the other. The

frequencies and percentages of the responses are taken for this purpose.

Table 5: Zero Order Correlation Matrix of Job Satisfaction and Other Impact Factors

	Employees Commitment	Job Satisfaction
Employees Commitment		
Job Satisfaction	.809**	
Level of Stress	-.845**	-.693**

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

Source: - Data collected through Questionnaires

Table 5 shows that Job Satisfaction is negatively correlated with job stress ($r = -.693$; $p < 0.01$). It means that employees who are more satisfied with their organization are less stressed. Employees commitment is positively correlated with job satisfaction ($r = .809$; $p < 0.01$) and is negatively correlated with job stress ($r = -.845$; $p < 0.01$). Thus it concludes that the higher the level of emotional attachment of an employee with the organization the lesser the job stress and higher level of job satisfaction. The ability to cope with stress and meeting the challenges of this competitive business environment can be enhanced by increasing job satisfaction. These results coincide with those of Sullivan and Bhagat who established a relationship between job performance, job stress and job satisfaction. They found that job stress is negatively related to job satisfaction.

From all the above data, it can be observed that all the variables taken into consideration for the research are correlated to each other and the changes in one leads to a change in the other. When workplace commitment increases, job satisfaction increases, when job satisfaction increases, job stress reduces. This is because job satisfaction leads to Personal Stability, Balance between Work/Personal Life, Greater Performance, the connection between an individual's personal values and the organization's practiced values and Self-Management. All these factors help in reducing stress level in the organization.

3. Conclusion

The findings of this study that there is a significant relationship between job satisfaction and workplace commitment component has been approved. Confirmed the existence of a positive relationship between workplace commitment and employee job satisfaction, organizations must seek ways to improve their satisfaction in the workplace to improve the internal environment of the organization, such as job satisfaction of staff to provide effective behaviour. As technology advances and globalization intensifies, many workers might feel an increased need to grow professionally by finding meaningful, sustaining, and fulfilling work. Work contributes to the individuals' definition of self. Enhancing factors associated with meaningful and fulfilling work will, in turn, enhance job satisfaction. Had there been no relation between job satisfactions, job stress and job commitment so many companies around the world and even in India would not have spent so much of time and resources to imbibe these practices within their corporate periphery. A very crucial part of this study is to suggest the ways in which the obtained correlation between workplace commitment, stress, employee

satisfaction and organizational emotions can be used in the corporate scenario and employee's life in the work place can be improvised. This is practically important as individual spend almost half of their daily lives at their workplace.

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