

## The Relationship among Job Stress and Job Satisfaction in Municipality Personnel in Iran

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**Abstract:** The purpose of this quantitative study investigates the relationship between job stress and job satisfaction. The sample consists of public municipality personnel from Shiraz area in Iran. The results show there is a significant negative relationship between job stress and job satisfaction. The result also shows that there isn't significant difference between two genders in job stress and job satisfaction. Using the randomization sampling technique a total of 200 participant were selected as a sample of the from that organization. The participants in answering the job stress and job satisfaction questionnaire.

**Key words:** Job Stress • Shiraz Municipality personnel • Job Satisfaction.

### INTRODUCTION

Organization plays an extremely important role in the development of country. One of the key factor success in organization is able human resource. For received in this aim is necessary personnel have high level satisfaction. Job life is one of the important parts of our daily lives which cause a great deal of stress. Due to the competitive nature of the job environment most of the people in the world are spending their time for job related work purposes resulting ignore the stressor those are influencing their work and life. Usually people are more worry about their outcome of their work that can even affect the way they treat other people and how they communicate with their peers and customers. For example, people with a higher percentage of occupational stress may not be satisfied with their job and therefore they will not feel happy working in the organization. They may feel frustrated or when they are having problems with eers or customers. This may leave a negative impact to the organization itself. Therefore, it is very important for employer and employees to realize the stress and the stressor that cause all the negative effects.

The number of organization in Iran has increase tremendously workload for the past few years. One of these organizations is municipalities. There for municipality personnel may face more problems in their

job. These problems caused stress in job life and therefore affect their satisfaction and even their physical or mental health [1].

**Literature Review:** Numerous studies found that stress influences the employees' job satisfaction and their overall performance in their work. Because most of the organizations now are more demanding for the better job outcomes. In fact, modern times have been called as the "age of anxiety and stress" [1]. The stress itself will be affected by number of stressors [2]. Stressors do occur within the environment of the organization. Workplace stress occurs when individuals are confronted with a situation in which coping intervention are inadequate and their bodies are unable to adapt.

**Job Stress:** Job stress is "the extent to which employees feels a tension of anxiety caused by their jobs" [3]. Job stress can also be defined as "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 [4].

Any job has a potential for some type of stressor, whether the stressor are motivators prompting one to succeed or overwhelm one causing lowered self-esteem and damage to one s life. Although stresses are identified in the work setting the level of stress experienced can

only be determined by the individual who has experienced the stressor. The impact of work stress can seriously affect the organization and employee. The organization may be unable to achieve its desired goal it planned to achieve and the employee may experience job dissatisfaction and be a financial cost to the organization [5].

**Job Satisfaction:** Job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" [6]. Job satisfaction may be examined as part of the construct of employee engagement, as it is a combination of job involvement, organizational commitment and intentions to stay. In contrast the confusion contradiction and interchange of terms for engagement raise the question as to whether employee's engagement is a valid and reliable construct at all [7].

Engagement is a predictor of work behavior and overall performance. Engaged employees are more profitable to the organization, customer focused, safer employees and much more likely to withstand the temptation to leave [8]. There are four primary factors that determine job satisfaction. The first factor is for the individual employee to have mentally challenging work. The second factor is equitable rewards where employees monetary systems and policies that are in line with their expectations.

The third factor is supportive working conditions. The fourth factor is to have supportive colleagues and "having friendly and supportive co-workers leads to increased job satisfaction" [9]. Within the frame work of job satisfaction, Herzberg's Theory of Motivation, a two-dimensional paradigm of factors affecting work attitudes can be regarded as a theory base for job satisfaction [10].

Factors such as supervision, interpersonal relations, working conditions and salary are hygiene factors rather than motivating factors related to overall job satisfaction. Motivating factors such as achievement, recognition, responsibility and advancement are considered to be strong determinants of job satisfaction [11]. The Theory of Motivation relates to the definition of job satisfaction, whereas, a pleasurable and positive state within the work environment gives rise of appraisal for the individual worker. The Theory of Motivation explains factors such as hygiene and motivation that coincide with job satisfaction [10]. Overall, employee satisfaction whether it a physician, a staff related to retention has become a major issue for today and in the future. According to

Randstad's Employee Review, there must be a strong foundation of communication, trust and loyalty, if not companies can anticipate a mass shuffle of people and jobs when the present job market and economy rebound [12].

One of the affective factors in municipality personnel job satisfaction in Iran is workload and many clients [1]. Increasing workload and client was lead job stress product and reduce job satisfaction. Discovered that if municipality employees 'career orientations fit their positions, they have higher job satisfaction. Moreover, municipality personnel managers' personal characteristics positively affect their job satisfaction [13]. After all, if municipality personnel professionals are satisfied with their jobs, they have stronger organizational commitment and subsequently lower level of turnover intentions [5]. In the study conducted equity between technical and managerial employees is the key factor for municipality personnel professionals' job satisfaction [1]. Focused on Shiraz municipality personnel employees, Solaimannezhad found that individual demographic characteristics such as marital status, age, position title and annual salary affect employees' job satisfaction [5].

**Review Previous Study:** Several studies have tried to determine the link between stress and job satisfaction. Job satisfaction and job stress are the two hot focuses in human resource management researches. According to the researches job satisfaction has been found significant relationship with job stress [14]. One study of general practitioners in England identified four job stressors that were predictive of job dissatisfaction [15]. In other study, stated that organization factors such as workload and working condition were negatively related with job satisfaction [16]. Fletcher and Payne identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be interrelated [17]. The study of Landsbergis showed that high levels of work stress are associated with low levels of job satisfaction [18]. Moreover, Cummins have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization [19]. In this study, we would like to examine what extent of interrelation between the job stress and job satisfaction among Shiraz municipality personnel in Iran.

**Research Purpose and Aim:** The purpose of this study was assessed the relationship between job stress and job satisfaction in Shiraz municipality personnel in Iran.

### **Hypothesis:**

**Hypothesis 1:** There is a relationship between role conflict and job stress.

**Hypothesis 2:** There is a relationship between workload pressure and job stress.

**Hypothesis 3:** There is a relationship between job role ambiguity and job stress.

**Hypothesis 4:** There is a relationship between performance pressure and job stress.

**Hypothesis 5:** There is a negative relationship between job stress and job satisfaction.

**Hypothesis 6:** There is deference between tow gender in job stress and job satisfaction.

## **MATERIALS AND METHODS**

**Sample:** This study was conducted in a Shiraz municipality ninth area in Iran.

Using the random selection sampling technique, a total of 200 respondents were selected as a sample of the study from that municipality. The respondents come from various employees' technical parts and official parts and city service parts Shiraz municipality in order to give better mixture between respondents to increase the generalization of the result. The response rate was 67.66% which was very much acceptable in social science research. The participants were 62.56% female and 37.44% male with mean age of 37.6 years. More than 50% of them were married (107 respondent or 52.71%), 71 single, 17 separated, 8 divorced.

**Measurements:** Variable measurements employed in this study are well defined and developed tools from previous studies. Job stress is measured by "Job Stress Questionnaire, JSQ" proposed by Caplan, this scale included four dimensions, namely [1] work load, [2] role conflict, [3] role ambiguity and [4] performance pressure which comprised thirteen items. Each of job stressors was measured on a six-point Likert Scale in hich [1] indicated "strongly disagree", [2] indicated "disagree", [3] indicated "somewhat disagree", [5] indicated "somewhat agree", [5] indicated "agree" and [6] indicated "strongly agree [20]. The main reason for this choice of all six job stressor was widely included aspects stress in job environment. Part 2

includes job satisfaction which is measured using Job Descriptive Index (JDI) [21] A reliable facet measure over time [22], applicable across a variety of demographic groups [23] and measured on a six point scale with least satisfied (one) to very satisfied (six). The structure this section differed from previous studies insofar as it considered satisfaction as a positive phenomenon. Consequently, there was no facility for dissatisfaction. Part 3 includes a number of demographic questions such as gender, age, marital status, race and education level.

**Data Analysis Method:** Various statistical methods have been employed to compare the data collected from 200respondents. These methods include description analysis and regression analysis. Each method has used to analysis the relationship of different variables.

Firstly, Descriptive analysis refers to the transformation of raw data into a form that would provide information to describe a set of factors in a situation that will make them easy to understand and interpret [24]. This analysis will be given information for the data through the frequency distribution, central tendency and the dispersion. Data are collected on demographic variables are processed and reported in percentages.

Secondly, multiple regression analysis is an extension of bivariate regression analysis, which allows for the simultaneous investigation of the effect of two or more independent variables on a single interval scale dependent variable [24]. The dependent variable for this study is Job satisfaction, whose types of measurement are interval. For this study, there are several independent variables relating to Job satisfaction and job stresses whose types of measurement are interval and simultaneously investigates the several independent variables single variable a multiple linear regression is fitted for these variables.

## **RESULTS**

**Measurement Reliability:** Cronbach's  $\alpha$  is employed to test instrument reliability indicated that "Cronbach's alpha is used to measure reliability that ranges from 0 to 1 with values of.60 to.70 deemed as the lower limit of acceptability [25]. In this study,  $\alpha$  value of job stress is 0.74, job satisfaction is 0.81.

**The Results of Hypothesis 1:** Most research suggests that role conflict is indeed negatively correlated with job satisfaction, job involvement, performance, tension, propensity to leave the job and job performance variables

Table 1: Regression Results

Variables	Beta	t-value	p-value
Role conflict	.02	.34	.72
Workload pressure	.36	5.47	.0001
Role ambiguity	.07	1	.31
Performance pressure	.21	2.96	.003

Table 2: Summary of Regression Analysis Effects of Job Stress toward Job Satisfaction

Regression Statistics	F-Value	p-Value	Adj-R2	B
Values	15.57	.003	%7	-.27

Table 3: Deference between meal and female in Job stress and Job satisfaction

Variables	Gender	Standard		T-value	DF	P-value
		Mean	Division			
Job Stress	Meal	33.4	8.7	.53	198	.6
	Female	34.1	8.9			
Job Satisfaction	Meal	67.93	12.79	.94	198	.29
	Female	69.86	11.4			

[26]. The result of this study shows that the association between role ambiguity and job stress is not significant with  $\beta=0.2$  ( $p=0.72$ ).

**The Results of Hypothesis 2:** Several studies have highlighted the deleterious consequences of high workloads or work overload. A study of work stress among professionals found that teachers were most likely to experience work overload and that is one of the cause of work stress [27]. As expected, the results of this study shows that the relationship between workload pressure and job stress is significant with  $\beta=0.36$  ( $p=0.0001$ ). The result further indicates that the direction of the associations is positive in which it implies that the more the more work overload is given the organizations, the possibility of them to face of job stress will be higher.

**The Results of Hypothesis 3:** Most research suggests that role ambiguity is indeed negatively correlated with job satisfaction, job involvement, performance, tension, propensity to leave the job and job performance variables [26]. The result of this study shows that the association between role ambiguity and job stress is not significant with  $\beta=0.07$  ( $p=0.31$ ).

**The Results of Hypothesis 4:** The support of H4 (performance pressure) is in line with the results found multiple regression analysis shows relative advantage having  $\beta=0.21$  ( $p=0.003$ ) is the strongest predictor of job stress [27]. It is expected since past literature has

consistently shown that performance pressure now a day is one of most significant and positive influence on job stress [28].

**The Results of Hypothesis 5:** To support hypothesis 5 we also used multiple regression analysis to understand the effects of job stress toward job satisfaction. With job satisfaction as dependent variable and job stress as independent variable, a regression equation to represent this relationship is computed.

Regress results are shown Tables 2. Table 2 depicts the computer F-value and R square to understand the overall significance of the regression model. Research model yielding significant p-values ( $p<0.003$ ) and R square around 7 percent of the variance in job satisfaction was explained.

**The Results of Hypothesis 6:** To support hypothesis 6 we also used T-test analysis to understand the deference of job stress and job satisfaction between males and females. Results are show not signification deference between meal and female in job stress and job satisfaction (Table3).

## CONCLUSIONS

Based on the finding of the study, there are a few key points that can be used to conclude this research paper. It is very important that the municipalities understands the needs of its employees and provide what is best for the employees. Constant appraisal programs and appreciation should be given to reinstate and motivate the employees. Motivation is a key factor as well in affecting job stress among employees. Employees who are highly motivated will feel happier and are more willing to work for the organizations. In order to enhance the satisfaction of their jobs and lives of municipality personnel should compensate them with equitable incentives. These incentives should include monetary rewards, non-monetary (motivational) rewards, key decision making influence, career path publicity, career planning tool availability and advancement criteria equity [29].

Unhealthy job stress among the people responsible in assisting the future generation's education will ultimately affect their intellectual and social abilities. Failure of the government organization in providing a healthy working environment or even a working environment with the minimal level possible of unhealthy job stress would lead to many more problems in the near future, especially in the employees' work performance in technical and administrative part of the municipalities.

Municipalities can reduce stress and enhance job satisfaction by creating personnel satisfaction by enabling employees to work fully employees, competency. Let the employees understand the value in their job.

Municipality should have been continuously developing employee's potential. The factors of satisfaction with workload and professional support, municipality should allocate time suitable to workload and should provide well training for supervisor to coaching and supervise their subordinate and setup course for team building.

**Limitation of Study:** Like other correlation studies, this study is not without its limitations. Our sample consisted of one Municipality in Shiraz may limit the generable of the results. The study can be strengthened by increasing the sample size as the data analysis results and findings may vary substantially when the sample size is increased or decreased. Uses As only one municipality personnel in one city may not represent whole municipality personnel in Iran; more municipalities' involvement would create a more diffused results and findings.

**Implication:** More factors or variables can also be included in the questionnaire as stress can be caused by many different aspects of the working environment. With and increased sample size, a more detailed correlation study among independent variables and the variables that have multiple categories can be performed. Potential correlation between some of the independent variables (e.g. gender, race, education level, organization culture, impact of technology, organization climate, emotional demands of work and unclear work roles) need to be reported in a future study. Using the empirical design for consideration affective job stress toward job satisfaction.

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