ACKNOWLEDGEMENTS

I would like to take this opportunity to express my gratitude and thanks to all those who have directly or indirectly contributed to the completion of this study. This survey was conducted under the supervision of Dr. Yusniza Kamarulzaman from the Faculty of Business and Accountancy, University of Malaya. It was a great pleasure to have her as my supervisor as her knowledge and experience in the area of study greatly assisted me in its completion.

I am also indebted to all staff at Pusat Latihan Armor and No. 2 Armor, Port Dickson and 12 Royal Malay Regiment (RMR) Seremban; the Royal Malaysian Navy (RMN), especially to RMN Tanjung Gelang, Kuantan for their cooperation in ensuring the survey was conducted successfully; my sincere appreciation to the Air Logistic Division, Kuala Lumpur for allowing me to conduct the interviews, and special thanks and gratitude to Kuantan Air Base, which provided support by allowing their officers to be my respondents.

My heartfelt thanks and gratitude to INSPEKA, which provided facilities to organise this programme and enable me to enhance my academic knowledge. Last but not least, I would like to thank my family members for their patience and support throughout this programme. This research would not have been possible without their understanding and continuous support.

ABSTRACT

This study examines the antecedents of job stress among Malaysian Armed Forces (MAF) officers. It clearly defines the scope of existing job stress, which focuses on military officers in various ranks of management in the MAF. Four antecedents of job stress are tested in this study including - family affairs, work environment, work characteristics and role conflict. These variables were analyzed for the significance to job satisfaction. The instruments used for job satisfaction were job performance, co-worker, superior, organizational management, leadership quality, interpersonal traits and job evaluation. Lastly, the differences of the two major variables i.e. job stress and job satisfaction were tested by exploring 13 demographic variables including rank and term of service. This study was conducted at No. 2 Armor, Port Dickson, 12 RMR Seremban and Pusat Latihan Armor, Port Dickson; RMN Tanjung Gelang, Kuantan and for the RMAF – Air Logistic Division, Sg Besi Kuala Lumpur and Kuantan Air Base. The total sample size was 300 military officers from the tri-services, namely, Malaysian Army (MA), Royal Malaysian Navy (RMN) and Royal Malaysian Air Force RMAF). The data collection was based on the questionnaire method comprising three main parts - background information, job stress and job satisfaction. The findings show that there is no significant relationship between work stress and job satisfaction among the participants. However, most of the military officers suffered moderate to high work stress and a low level of job satisfaction. Also, there are no significant differences in job stress level and job satisfaction by rank and terms of service recognized by the ANOVA analysis.

TABLE OF CONTENTS

		Pages
ACKNOWLEDGEMENTS		
ABSTRACT		iii
CONTENTS		iv
LIST OF TABLES		
LIST OF FI	GURES	xi
LIST OF APPENDICES		
LIST OF ABBREVIATIONS		
CHAPTER 1: INTRODUCTION		
1.0	Introduction	1
1.1	Statement of Problem	2
1.2	Research Questions	4
1.3	Significance of the Study	5
1.4	Concept Definition	6
	1.4.1 Job Stress	6
	1.4.2 Job Satisfaction	8
	1.4.3 Work Performance	9
1.5	Objective of the Study	9
1.6	Limitations of the Study	10
1.7	Organization of the Study	10

	1.8	Conclusion	12
CHAPTER 2: LITERATURE REVIEW 13-			
	2.0	Introduction	13
	2.1	Military Research	13
	2.2	Non-Military Research	16
	2.3	Job Stress and Job Factors	23
		2.3.1 Job Stress and Family Affairs	24
		2.3.2 Family Responsibilities as a Source of Stress	24
		2.3.3 Job Stress and Women	26
	2.4	Job Stress and Work Environment	27
		2.4.1 Work Culture	27
		2.4.2 Interpersonal Stress in the Workplace	28
		2.4.3 Technology	28
		2.4.5 Job Insecurity	29
	2.5	Job Stress and Characteristics of Work	29
		2.5.1 Job Conditions	29
		2.5.2 Shift Work and Job Stress	30
	2.6	Effect of Job Stress on Job Performance	31
	2.7	Job Satisfaction and Economic Rewards	32
	2.8	Job Satisfaction and Relationship with People within Organization	33
	2.9	Job satisfaction and Interpersonal Characteristics	34
	2.10	Conclusion	36

CHAPTER 3: RESEARCH METHODOLOGY			
3.0	Introduction	37	
3.1	Previous Conceptual Model		
3.2	Research Framework		
3.3	Development of Hypotheses		
3.4	Research Design	40	
3.5	Research Sampling	41	
3.6	Research Instruments	43	
3.7	Data Analyses	45	
3.8	Conclusion	49	
CHAPTER 4: RESEARCH RESULT 5			
4.0	4.0 Introduction		
4.1	Results of Descriptive Analysis		
	4.1.1 Respondents Background	50	
	4.1.2 Length of Service	56	
	4.1.3 Nature of Job	59	
	4.1.4 Statistics for Independent Variable	59	
	4.1.5 Factor Analysis	59	
4.2	Results of Inferential Analysis	61	
	4.2.1 Correlation between Family Affairs and Job Stress	62	
	4.2.2 Correlation between Organization Environments and Job Stress	62	

	4.2.3	Correlation between Characteristics of Work and Job Stress	63	
	4.2.4	Correlation between Role Conflict and Job Stress	64	
	4.2.5	Correlation between Job Stress and Job Satisfaction	65	
4.3	Indep	Independent Sample T-Tests		
	4.3.1	Gender	66	
	4.3.2	Living Status	67	
4.4	Analysis of Variance			
	4.4.1	ANOVA of Service	68	
	4.4.2	ANOVA of Age Groups	68	
	4.4.3	ANOVA of Ethnicity	69	
	4.4.4	ANOVA of Marital Status	70	
	4.4.5	ANOVA of Family Size	70	
	4.4.6	ANOVA of Length of Service	71	
	4.4.7	ANOVA of Academic Level	72	
	4.4.8	ANOVA of Monthly Income	72	
	4.4.9	ANOVA of Rank	73	
	4.4.10 ANOVA of Tasks			
	4.4.11	I ANOVA of Length of Current Job	74	
4.5	Results Overall Discussion 7			
4.6	Conclusion		75	

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS			76-84		
	5.0	Introd	Introduction		
	5.1	Conc	lusion: The Results and Objectives	76	
	5.2	Impli	cations and Recommendations	79	
		5.2.1	Recommendations to MAF Management	80	
		5.2.2	Suggestion for Future Research	81	
5.3	Conc	lusion		83	
Bibliography			85		
Appendices			A1-B4		

LIST OF TABLES

Table No.		Pages
Table 2.1	Source of Stressors and Impact of Stress	15
Table 3.5.1	Proposition of Respondents by Service	42
Table 3.5.2	Group of Military Subjects According to Rank	42
Table 3.6.1	Items on Likert Scale	44
Table 3.6.2	Items on Likert Scale	44
Table 3.8.1	Items Scoring according to Factors and Variables	46
Table 3.8.2	Summary of Statistical Analysis for Research Hypothesis	48
Table 4.1.1	Respondent Background	52
Table 4.1.2	Rank Structure in MAF	55
Table 4.1.4	Statistics for independent Variables	59
Table 4.1.5	Rotated Component Matrix	61
Table 4.2.1	Correlation between Family Affairs and Job Stress	62
Table 4.2.2	Correlation between Organization Environment and	63
	Job Stress	
Table 4.2.3	Correlation between Characteristics of Work and Job Stres	ss 63
Table 4.2.4	Correlation between Role Conflict and Job Stress	64
Table 4.2.5	Correlation between Job Stress and Job Satisfaction	65
Table 4.3.1.1	Group Statistics for Gender	66
Table 4.3.1.2	! Independent Samples Test	66
Table 4.3.2.1	Group Statistics for Living Status	67
Table 4.3.2.2	Independent Sample Test	67

Table 4.4.1 ANOVA for Type of Service	68
Table 4.4.2 ANOVA for Age Group	68
Table 4.4.3 ANOVA for Ethnicity	69
Table 4.4.4 ANOVA for Marital Status	70
Table 4.4.5 ANOVA for Family Size	70
Table 4.4.6 ANOVA for Length of Service	71
Table 4.4.7 ANOVA for Academic Level	72
Table 4.4.8 ANOVA for Monthly Income	72
Table 4.4.9 ANOVA for Ranks	73
Table 4.4.10 ANOVA for Job Task	73
Table 4.4.11 ANOVA for Length of Position	74
Table 5.1 Interim Measure to Reduce Job Stress	81

LIST OF FIGURES

Figure No.		Pages
Figure 3.1	Model of Job Stress and Job Satisfaction	38
Figure 3.2:	The Conceptual Framework of the Relationship Between	39
	Job Stress and Job Satisfaction	
Figure 4.1.1	Demographic Variable – Military Position	56
Figure 4.1.1	Demographic Variable – Length of Service	56
Figure 4.1.1	Demographic Variable – Nature of Job	58

LIST OF APPENDICES

APPENDIX A - Job Stress Questionnaires

APPENDIX B-1 - Organization Structure of MAF

APPENDIX B-2 - Organization Structure of MA

APPENDIX B-3 - Organization Structure of RMN

APPENDIX B-4 - Organization Structure of RMAF

LIST OF ABBREVIATIONS

ATMA Akademi Tentera Malaysia

CEO Chief Executive Officer

FFSC Fleet and Family Support Center

JKD Sums of Squares

KTD Kolej Tentera Darat

MAF Malaysian Armed Forces

MAJO Malaysian Army Junior Officer

NIOSH National Institute for Occupational Safety and Health

PANAS Positive and Negative Affect Scale

RMAF Royal Malaysian Air Force

RMN Royal Malaysian Navy

RMR Royal Malay Regiment

SD Standard Deviation (Sisihan Piawai)

UPNM Universiti Pertahanan Nasional Malaysia

2 ARMOR 2nd Royal Armour

dk Freedom Degree

F Index of One-way ANOVA

k Confidence Level

n Subjects No.

<u>r</u> Pearson Correlation Index

t - Test

< Less than

> More than

α Alpha Trust ability Index

HK Family Relationship

PK Working Environment

CK Work Characteristic

KK Job Satisfaction

KP Role Conflict