CHAPTER 2

LITERATURE REVIEW

2.0   Introduction

This chapter focuses on discussing the literature from previous research findings. Research on job stress is important as most of the previous research indicates that prolonged job stress can increase mental illness and chronic physical problems. In addition, information on the source, impact and reaction of job stress to job satisfaction has been reviewed in this chapter. The review is of literature concerning job stress and job satisfaction with reference to previous research findings and discussions initiated both domestically and abroad.

2.1   Military Research

Mej Wan Azni and Jagjit Singh (2004) conducted their research on "Stress and Depression among Military Personnel". The focus of the study is a comparison of the level of work stress and depression and the effect of work stress on depression among military personnel at a military camp around Port Dickson and Seremban, Negeri Sembilan. However, they only studied army personnel staying in Port Dickson, Negeri Sembilan. Due to the narrow context the application is very much limited to the other states and military groups.. Besides, the quality of newly commissioned officers from ATMA (Akademi Tentera Malaysia), they also need to highlight performance. Based on the study done by Mej Sabri Hassan et al., (2002) the performance of graduates from ATMA in carrying out their duty is not commensurate with their certificate. The

researchers wanted to study whether the statement is true concerning the perception of the Commanding Officers regarding the officer's performance. Malaysian Army Junior Officers can enlist to join the army through three entry modes, namely, Kolej Tentera Darat (KTD), University Pertahanan Nasional Malaysia (UPNM) and Graduation Scheme. The researchers, in their paper, wanted to study and compare which type of graduate performed better. The study may also be of benefit to other military services i.e. RMN (Royal Malaysian Navy) and RMAF (Royal Malaysian Air Force) as they also exercise multiple entries. The study may also provide the administration and policy makers with valuable information about the existing MAJO (Malaysian Army Junior Officers) performance appraisal system practice, which can directly or indirectly affect their morale and behaviour. The study only focused on the performance of new officers entering the military, whereas this study is conducted to fill the gaps by covering all military officers and not just those from UPNM.

According to Lazarus and Folkman, (1984); Edworthy, (2000), job stress is defined as the discrepancy between environmental and situational factors in the employees' work and their capability and resources to handle them. Personal sources of stress include but are not limited to self-conflict, family conflicts, economic worries, block to promotions, underutilization of skills, heavy workload, disagreement with superior and role conflict. Unit sources of stress occur when the officer is troubled by a situation in his unit and adverse circumstances under which that unit must continue to function such as the workplace and the work

environment. These reduce the resources available for coping with stress and degrade their work performance. Table 2.1 lists some sources of stress and their impact on military life.

Table 2.1 Source of Stressors and Impact of Stress

	Source of stress *	Impact of Stress **
	Frequent family relocation. Frequent, prolonged, deployment and short-notice TAD's. Long and irregular duty hours. Difficulty sharing home and childcare responsibilities. * Potential sources of stressors that may stem from military life .	Reduction in the quality or quantity of work produced. Frequently coming to work late or leaving early. Increases in frequency of accidents and mishaps. Alcohol or drug abuse. Difficulty with supervisors. Unwillingness by the sailor to perform certain tasks. Tendency to question and challenge previously accepted command and management practices. Preoccupation with non-work related activities such as personal finances. Reduced morale. ** The impact of life stressors may show up in Sailors at work in a variety of ways:

2.2   Non – Military Research

According to Randall (2009), the most common symptoms and early warning signs of job stress and burnout include apathy, negativism/cynicism, low morale, boredom, anxiety, frustration, fatigue, depression, alienation, anger/irritability, physical problems (headaches, stomach problems) and absenteeism.

The National Institute for Occupational Safety and Health (NIOSH) (2009), which is the agency responsible for conducting research and making recommendations for the prevention of work-related illness and injury in the United States Department of Health and Human Services, has conducted research on the causes of job stress. Their respondents' views differ, however, on the importance of *worker characteristics* versus *working conditions* as the primary cause of job stress they found several conditions leading to job stress including; 1) *Interpersonal Relationships* – A situation with poor social environment and lack of support or help from co-workers and supervisors; 2) *Management Style* – related to an organization where there is a lack of participation by workers in decision making, poor communication in the organization and an environment that is not family friendly; (3) *The Design of Tasks* – The burden of a heavy workload, infrequent rest breaks, long work hours and shift work; hectic and routine tasks that have little inherent meaning, do not utilize workers' skills, and provide little sense of control; (4) *Work Roles* – with conflicting or uncertain job expectations, too much responsibility or in other words

too many "hats to wear"; (5) *Environmental Conditions* related to unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems.

In research done by Greenhaus and Beutell (1985) they mentioned that organizational variables have been known to create stress for employees. Although there are numerous organizational sources of stress, this study focuses on two, namely, the workplace and extreme or high risk work environment.

On the other hand, Miller and Ellis (1990); Eugene (1999) worked on a study related to workplace environments associated with unpleasant organizational climate, lack of privacy, hassle in conducting work and physical distractions. They found that such a workplace can result in higher stress.

Hence, working in a high risk environment also leads to work stress, such as handling explosive materials, conducting airborne operations, high risk outdoor training, jungle training and others demanding high endurance and stamina. Army officers are frequently exposed to these environments to train themselves and their soldiers. Long exposure to a high risk work environment could lead to stress and low work performance. Khodabakhsh et al., (2006), examined stress and job satisfaction among military pilots. The study was conducted on Iranian military pilots and was aimed at gathering preliminary data on the relationship between stress and job satisfaction. Their intention was to

determine to what extent military pilots suffer from job satisfaction. The researchers tried to identify the correlations between job satisfaction and life stress, organizational stress, flight environment stress, and task-based stress. It is important to know whether there is a significant relation between working in a high risk environment experienced by the army officer and low work performance.

However, Robbins and Judge's (2001) study on organizational behaviour, elaborated on how relationships with superiors are the main key for success of an organization. One of the theories used by them to explain how this relationship works was by using the Fiedler Contingency Model. This theory was developed by Fred Fiedler. The theory (Contingency Model) proposes that the effective groups depend on a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.

Katz and Kahn (1966) theorized on role conflict as the result of an employee's role conflict and role ambiguity. Katz and Kahn defined role conflict as a situation in which an individual is confronted by two or more incompatible demands. They identified six types of role conflict they believe are fairly common in organizations.

1) *Intrasender conflict* occurs when a single supervisor presents a subordinate with a set of incompatible orders or expectations. For example, a division

manager orders a purchasing agent to buy materials immediately at a price that requires prior home office authorization and then warns the agent not to violate the rulebook regulations.

2) *Intersender conflict* arises when orders or expectations from one person or group clash with the expectations or orders from persons or groups – for example, when a superior orders a supervisor to speed production, and the work crew makes clear that any attempt to comply with this order will lead to serious trouble in the ranks.

3) *Person-role conflict* occurs when on-the-job role requirements run counter to the individual needs or values. An executive ordered to bribe a domestic or foreign official, for example, might find the assignment completely unethical. Yet his or her desire for career success might make it difficult to refuse to carry out the order.

4) *Role overload conflict* is where an individual is confronted with orders and expectations from a number of sources that cannot be completed within the given time and quality limits. Should the quality be sacrificed in the interest of time? Should some tasks be carried out and others ignored? If so, which tasks should get priority? Dilemmas like these are a constant part of the manager's job.

5) *Role ambiguity* occurs when the individual is provided with insufficient or unclear information about his or her responsibilities. The individual is, therefore, uncertain about what he or she is supposed to do. Role ambiguity is often experienced by new managers who are given a set of duties and responsibilities without being told exactly how to carry them out.

6) *Inter-role conflict* occurs when the different roles played by the same person give rise to conflicting demands. The relationship between work and family, for example, has become an increasing source of tension, especially in two career families. Workers must somehow reconcile their roles as managers and as parents and spouses. The problem is that the demands of the job may leave individuals with little time for family responsibilities. This kind of role conflict can affect the workers sense of personal and family wellbeing as well as his or her job performance.

Role conflict has been found to have a positive relationship with job stress (Roberts et al., 1997). When individuals are required to play two or more roles that work against each other, they are likely to experience job stress. This is because role conflicts create expectations that may be hard to reconcile.

Work on determining the influence of organizational variables (conflict, blocked career, alienation, work overload and unfavourable work environment) and the effects of personality variables (neuroticism, extraversion, openness, agreeableness and conscientiousness) on job stress among managers working in the electronics sector of Malaysia was carries out by Kumaresan et al., (2003). Analysis of 285 responses using hierarchical regression revealed that four out of five organizational variables (blocked career, alienation, work overload and conflict) had a significant positive effect on job stress. In terms of personality traits, neuroticism and conscientiousness were found to be significantly and

positively related to stress. Extraversion and agreeableness, on the other hand, had significant negative effects on job stress.

According to Lizhen Jing, (2008) in the article "Faculty's job stress and performance in the undergraduate education assessment in China", Job stress is defined as the discrepancy between the environmental and situational factors in their work and the employees' capability and resources to handle them (Lazarus and Folkman, 1984; Edworthy, 2000). Performance refers to as either the employees' discrete activities and behaviour or their aggregated value to the organization (Motowidlo et al., 1997; Kocak, 2006). When stress increases beyond a certain point, feelings of frustration, anxiety and tiredness start to consume energy and stress becomes dysfunctional and detrimental to performance (Muse et al., 2003; Sullivan and Bhagat, 1992). Kim et al., (2006) who studied academics' stress found that it encompasses workload, insufficient time, high expectations, securing financial support as well as inadequate reward and recognition. As Karasek (1979), cited in Veldhoven et al., (2002) contends, jobs with higher demands (amount of attention or efforts needed) and/or less control (decision-making freedom and employees' available skills and resources) are more stressful. With a lower workload and the skills to handle the tasks, faculty members are more likely to achieve optimal performance.

Tahira Mubashir et al., (2009) in their article On "Occupational Stress and Job Performance", suggest that physical and mental illness renders an employee

unfit for work, and a combination of both lowers the satisfaction obtained from work and reduces job performance and productivity levels. Occupational stress is any discomfort that is felt and perceived at a personal level and triggered by instances, events or situations that are too intense and frequent in nature that they exceed a person's coping capabilities and resources to handle them adequately (Malta, 2004). Each individual is exposed to a range of stressors both at work and in their personal lives that ultimately affect his or her performance. Pressure at work can be positive leading to increased productivity. However, when this pressure becomes excessive it has a negative impact. The occupational stressors can be categorized into four major groups.

- The working conditions, including shift and week-end work, inadequate remuneration, hours of work, discrimination and safety within the work environment.

- Relationships at work including quality of relationships with peers, subordinates and supervisors.

- Role conflict and ambiguity including ill-defined role, functions, expectations, and duties.

- Organization structure and climate, which includes communication policy and practice, major changes in the workplace, culture of the organization, and lack of participation in decision-making.

Certain levels of stress might be functional and lead to higher performance.

However, Nilufar Ahsan et al., (2009), wrote that role related concerns include how individuals perceive the expectations others have of them as well as role ambiguity and role conflict (Alexandros-Stamatios et al., 2003). The home-work interface is the overlap between work and home; the two way relationship involves the source of stress at work affecting home life and vice versa, affects of seafaring on home life, demands from work at home, no support from home, absence of stability in home life. The rapidly changing global scene is increasing the pressure on the workforce to perform at maximum output and enhance competitiveness. Role ambiguity is another aspect that affects job stress in the workplace.

According to Beehr et al., (1976); Cordes and Dougherty (1993); Cooper (1991); Dyer and Quine (1998) and Ursprung (1986) role ambiguity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the role is being performed.

2.3   Job Stress and Job Factors

Based on the analytical framework and Model of Aneshensel et al., (1995) this study attempts to explain the linkage between factors concerning the work environment and demographic characteristics with job stress.

2.3.1 Job Stress and Family Affairs.

The study's conceptual framework was adapted from the stress process model, which examines the common sources of stress and their negative impact on family caregivers with impaired older relatives living in home- and community-based settings; Pearlin et al., (1990); Zarit et al., (1992); Aneshensel., (1995).

Employees going through personal or family problems tend to carry their worries and anxieties to the workplace. When one is in a depressed mood, his unfocused attention or lack of motivation affects his ability to carry out job responsibilities.

2.3.2 Family responsibilities as a source of stress

According to the International Labour Organisation website (cited Jul 09), countless surveys have confirmed the importance of family responsibilities in raising the stress level with which individuals have to contend. This is particularly true in families in which both parents work, as well as in single-parent families.

A number of factors make it difficult to achieve a harmonious balance between work and family life. These include abrupt changes in work schedules, time-pressured work, unsympathetic treatment by management and co-workers, and lack of control over the content and organization of work. Shift work and irregular working hours are particularly difficult to reconcile with family routines and events. Home workers and teleworkers [for an analysis of techno-stress in teleworking see "The High Road to Teleworking" by V. Di Martino] often find it difficult to adapt their work to the requirements of their family life. Various studies

have also found that the faster the pace of work and the more an individual is involved in their work, the greater the conflict between working and family roles.

The issues raised by the reconciliation of work and family life are addressed by the ILO's Workers with Family Responsibilities Convention (No. 156) and Recommendation (No. 165), 1981. The Convention, which had been ratified by 31 countries as of 30 June 2000, calls for measures to be adopted that take into account the needs of workers with family responsibilities in their terms and conditions of employment and in social security. The recommendations also cover a number of areas in which measures can be taken to ease the lives of workers with family responsibilities, and, therefore, reduce the levels of stress encountered. These include:

- The provision of child-care facilities;

- the reduction of hours of work, the reduction of overtime and the introduction of more flexible arrangements in relation to working schedules, rest periods and holidays;

- adequate regulation and supervision of the terms and conditions of part-time workers, temporary workers and home-workers, many of whom have family responsibilities;

- the possibility for either parent to take parental leave, during the period immediately following maternity leave, without loss of job or employment rights; and the availability of leave of absence to care for a sick child or family member.

Increasingly, the demands on individuals in the workplace extend into the homes and social lives of unit members. Taking work home, high levels of responsibility, job insecurity, and relocation may adversely affect family life. In addition, domestic pressures such as childcare responsibilities, and financial worries, may adversely affect a person's work. A vicious cycle may occur when the stressors caused in the area of work or home, spills over and makes coping with the other more difficult.

2.3.3 Job Stress and Women

Women may suffer from mental and physical harassment in the workplace in addition to ordinary job stress. Sexual harassment in the workplace has been a major source of worry for women for a long time. Women may suffer from tremendous stress such as `hostile work environment harassment`, which is defined in legal terms as `offensive or intimidating behaviour in the workplace`. This can consist of unwelcome verbal or physical conduct and can be a constant source of tension for women in the workplace. Also, subtle discrimination in the workplace, family pressure and societal demands add to these stress factors.

2.4   Job Stress and Work Environment

Azaruddin, (2008) in his article explains that Environmental conditions – unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems – can contribute to job stress. Job stress comes in many different forms and affects our body in various ways. Although flying can be fun and therapeutic for some, to pilots flying is a profession and one from which they cannot run away from the associated job stress. The sources of job stress and the stressors may be the same as other jobs; they could be people related or equipment related.

2.4.1 Workplace Culture

Adjusting to the workplace culture, whether in a new company or not, can be intensely stressful. Making oneself adapt to the various aspects of workplace culture such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioural patterns of the boss as well as the co-workers, can be a lesson of life. Maladjustment to workplace cultures may lead to subtle conflicts with colleagues or even with superiors. In many cases office politics or gossip can be major stress inducers.

Job stress has become a common and costly problem in the workplace. Depression, sleep problems, and disrupted relationships with family and friends are examples of stress related problems that may arise from or are exacerbated by job stress.

2.4.2 Interpersonal Stress in the Workplace

The author of the United States Navy Webmaster (2009), in the author's column, "life challenges work stress navy", commented that personality conflicts and work style differences are an inherent and often normal part of interpersonal diversity in the workplace. However, some people are inherently difficult to work with and other workers may have problems developing a positive relationship with them. The author also highlights tactics that peers can employ to deal with stress from being around people they find difficult to interact with. These include:

- Developing a support system. The support system helps provide a perspective on how to deal with the person.
- Developing strategies that reduce the conflict such as meeting periodically with peers to reflect on the conflict and get feedback and direction.

2.4.3 Technology

The expansion of technology – computers, pagers, cell phones, fax machines and the Internet – has resulted in heightened expectations for productivity, speed and efficiency, increasing pressure on the individual worker to constantly operate at peak performance levels. Workers working with heavy machinery are under constant stress to remain alert. In this case both the worker and their family members live under constant mental stress. There is also a constant pressure to keep up with technological breakthroughs and improvisations, forcing employees to constantly learn new software.

2.4.4 Job Insecurity

Organized workplaces go through metamorphic changes under intense economic transformations and consequent pressure. Reorganizations, takeovers, mergers, downsizing and other changes have become major stressors for employees, as companies try to live up to the competition to survive. These reformations place demands on everyone, from the CEO to the executive.

2.5   Job Stress and Characteristics of Work

2.5.1   Job Conditions. Job conditions that may lead to job stress can be divided into many categories, among them are:

1) The design of tasks. Heavy workload, infrequent rest breaks, long work hours, and shift work are stressful. So are hectic and routine tasks that have little inherent meaning, do not utilize workers' skills, and provide little sense of control.

2) Management style. Lack of participation by workers in decision-making, poor communication in the organization, lack of family-friendly policies may also lead to job stress.

3) Interpersonal relationships. Poor social environment and lack of support or help from co-workers and supervisors are believed to be a source of stress.

4) Work roles. Conflicting or uncertain job expectations, too much responsibility, too many "hats to wear" are another source of stress.

5) Career concerns. Job insecurity and lack of opportunity for growth, advancement, or promotion; rapid changes for which workers are unprepared can lead to job stress.

Flying is a stressful profession. For a pilot it is therefore important and crucial to carefully manage stress levels to perform at an individual peak while at the same time having some available space and reserve to manage increased stress levels during non-normal situations.

2.5.2 Shift Work and Job Stress

The author of the United States Navy website claims that workers engaged in irregular schedules, duty and shift work may have increased levels of stress. They also stated that the stress of shift work can cause fatigue and irregular sleep patterns. The study was based on the nature of work for the navy. In MAF there are also a few duties requiring shift work. So, whether shift work causes job stress in MAF can be tested as a measurement for work characteristics.

Unrealistic expectations, especially during the time of corporate reorganizations, which, sometimes, puts unhealthy and unreasonable pressure on the employee, can be a tremendous source of stress and suffering. Increased

workload, extremely long work hours and intense pressure to continuously perform at peak levels for the same pay, can actually leave an employee physically and emotionally drained. Excessive travel and too much time away from family may also contribute to an employee`s stressors.

2.6 Effect of Job Stress on Job Performance

According to a Senior Psychiatry Policy Analyst Chief (2007), the impact of stress on individuals in the US Military results in decreased productivity, increased workforce turnover, higher rates of absenteeism, more accidents, lower morale, increased interpersonal conflict, and medical and psychiatric disorders. The study also covers the percentage of US military suffering from stress as well as the sources of job stress. At the end of the study they recommend prevention programmes as well as strategies to overcome or at least reduce job stress.

Kumaresan et al., (2009), in their article focus on determining the influence of organizational variables and examining the effects of personality variables, and whether these variables have a significant negative or positive effect on job stress. They also discussed the theoretical and managerial implications of the findings. The respondents comprised Malaysian managers working in the electronic sector. In their study, the researchers also found that role conflict has a positive relationship with job stress.

Elisabeth Kuhn (2009), mentioned that stress and peak performance just do not mix, if you are stressed it is very difficult to produce the required quality of work. The author also highlights a few reasons why stress affects performance such as the fight and flight impulse and that ongoing stress kills brain cells.

Finally, meditation and yoga have been utilized as an effective means of coping with and reducing stress while strengthening physical and emotional endurance (Sethi, 1989). Americans spend the majority of their waking hours at work. Because a full-time job requires working approximately 40 hours (often more) each week, one would be inclined to believe that stress levels would be negatively correlated with job satisfaction. Although there is an overwhelming amount of research on the effects of stress management on one's personal life and overall health, there is room for further investigation of its effects on job satisfaction (Sethi, 1989).

2.7   Job Satisfaction and Economic Rewards

In a study of burnout and job satisfaction in a chronic care hospital, the researchers confirmed a negative correlation between increased stress or "burnout" and decreased job satisfaction (Belicki et al., 1996). In his study of job satisfaction among public sector workers in the Denver municipal water utility, which is a leader in pay, benefits and job security, Leavitt (1996) found that although overall job satisfaction was low, the water utility employees claimed to be satisfied with pay, benefits, and job security. Leavitt did not discuss what factor was causing the overall job satisfaction to be low. Could it be stress?

Conversely, in a later study, O'Quin and LoTempio (1998) found that job insecurity decreases job satisfaction.

A study of Nazanin Mohajeri-Nelson, (2009) shows that although many factors, such as rate of pay, job security, and benefits, are correlated with the level of job satisfaction, many researchers have demonstrated that an increase in stress level is associated with a decrease in job satisfaction (e.g., Spector, 1997; Murphy and Schoenborn, 1989; Benner, 1984). Spector (1997) further notes that there is even "a link between overall health and job satisfaction". In her study of job satisfaction, attitudes, and performance in schools, Ostroff (1992) found a statistically significant negative correlation between stress and job satisfaction. Carlson and Thompson (1995) conducted research on the effects of stress and job "burnout" on satisfaction and turnover in public school teachers. After finding a significant correlation between burnout and turnover, the authors make recommendations on how the school administrators can reduce the stress levels of the teachers.

2.8   Job Satisfaction and Relationship with People within the Organization

Based on Annette Williams (2003), job satisfaction has been shown to be closely affected by job stress. In a meta analysis of variables related to nurses' job satisfaction, Blegen (1993) identified the variables of age, autonomy, commitment, communication with peers and supervisors, education, fairness, locus of control, professionalism, recognition, stress and years of experience.

Blegen's analysis found stress and commitment to have the strongest relationship with job satisfaction. Irvine and Evans (1995) also found a strong negative correlation between stress and job satisfaction although not as strong as that found by Blegen. Job satisfaction has also been negatively linked to the intention to leave and actual turnover (Hinshaw and Atwood, 1983; Irvine and Evans, 1995; Price and Mueller, 1981). Although job satisfaction is a complex construct, the strong negative correlation to stress and behavioural intent to leave employment warrants the attention of nursing administrators. Attention to job satisfiers may not be sufficient to offset the job stress experienced by nurses, thus, leading to thoughts of leaving employment. Although the study of nurses is not the same nature as that of the military, the common trait in working hours is similar, where both professions working hours are subject to being called to work at anytime, unlike regular office hours.

2.9   Job satisfaction and Interpersonal Characteristics.

Based on Stewart Collins (2007), it is clear that compared with other occupations, social workers do enjoy high job satisfaction. A survey of a wide variety of occupational groups in the UK indicated that social work sits just within the top twenty groups that enjoy high job satisfaction (Rose, 2003). Also, writers indicate that statutory social workers generally get great satisfaction from their actual work with users, compared with the stress generated by government and agency policy and practices (Jones, 2001). This is supported by evidence from other research studies that indicates that statutory social workers have a high

commitment to their work, are well motivated by contact with service users and feel they can make a real difference to people's lives (McLean and Andrew, 2000; Eborall and Garmeson, 2001; Huxley et al., 2005). For instance, only one in ten respondents in Gibson et al's (1989) study in Northern Ireland found social work to be 'dissatisfying' or 'very dissatisfying', with nearly three-quarters of respondents finding it 'very satisfying' or 'satisfying'. Social workers also find satisfaction, reward and enjoyment not only in direct user contact, but also in helping users, challenges, task variety, team and multidisciplinary work and autonomy in their roles (Davies and Brandon, 1988; Balloch et al., 1995; Parry Jones et al., 1998). Furthermore, Huxley et al's (2005, p. 1071) recent study of mental health social workers revealed that 'as many themes emerged with regard to positive features of the work environment as to negative features'. The most popular theme was, again, enjoying user contact. Therefore, as Huxley et al., (2005) note, cross-national studies of the care workforce show that there is enjoyment in relationships and working with people and there is high intrinsic job satisfaction (Barreau et al., 2001; Moss and Cameron, 2002; Cameron, 2003). Surveys in the magazine *Community Care* also reveal high job satisfaction, with 80 per cent of social workers in London being satisfied with their jobs, listing interaction with people, making a difference to their lives and the community, challenging work and a variety of tasks as being the reasons for their satisfaction (Leason, 2002). A further large-scale survey of 2,000 people in social work indicated that job satisfaction related to 'being valued', doing something valuable for the community and good relationships with colleagues were the main reasons

for those people staying in their jobs (Winchester, 2003). Hence, there is clear evidence that social workers get satisfaction and enjoyment from their work, *despite* the fact that this may take place within demanding and stressful organizational settings.

Conclusion

This chapter refers to the journals and books available through the Internet relating to the dimensions and elements being studied. Some of the literature highlighted is pertinent to military life. The rest are studies done on various professions, nevertheless, the subject matter is considered relevant as there are common situations or characteristics that are comparable to military life. In the next chapter the researcher will explain the research methodology.