CHAPTER 4

RESEARCH RESULT

4.0 Introduction

This chapter reveals the research results and the analysis obtained from the statistical analysis that was conducted. The research presentation uses a parametric technique and is divided into two main parts that consist of descriptive statistical analysis results and inferential statistical analysis results. In the discussion of the descriptive analysis, results of the study observe the level of job stress and job satisfaction among military officers. The second part of the research result reveals inference analysis of job stress and job satisfaction.

4.1 Results of Descriptive Analysis

4.1.1 Respondents Background

For gender, 84.3% are male and 15.7% are female; this percentage is indicative of the actual MAF population. By looking at the proportion of gender there is a very unequal group size so it is appropriate to run some analyses (e.g., ANOVA). The kurtosis has a negative value, indicating that the distribution of gender is relatively flat (too many cases in the extreme) Palant, (2001).

Comparing the continuous variable i.e. age group of respondent, the highest group is between 25 to 31 years old, 29.3%, and the lowest is 18 to 24 years old, which is only 10%. For skewness and kurtosis age has a positive value; positive skewness

means that the score clustered to the left at 1.899, which is considered a low value. The kurtosis values indicate that the distribution is rather peaked i.e. 1.615 (clustered in the centre), with long thin tails.

Table 4.1.1: Respondents background

Demographic Variables	Categories	Frequency	%	Skewness	Kurtosis
Gender	Male Female	253 47	84.3 15.7	.526	-1.299
Age	18-24 years old 25-31 years old 32-38 years old 39-45 years old Above 45 years old	30 88 65 78 39	10.0 29.3 21.7 26.0 13.0	1.899	1.615
Ethnicity	Malay Chinese Indian Others	252 25 11 12	84.0 8.3 3.7 4.0	.050	-1.053
Marital Status	Bachelor/Single Married Single Parent	111 177 12	37.0 59.0 4.0	2.757	6.810
Family Size	1 to 2 members 3 to 4 members 5 to 6 members 7 members and above	6 125 126 43	2.0 41.7 42.0 14.3	.024	-.712
Years of Service	1 to 5 years 6 to 10 years 11 to 15 years 16 to 20 years 21 to 25 years 26 to 30 years 31 years and above	36 58 29 96 42 38 1	12.0 19.3 9.7 32.0 14.0 12.7 .3	.269	-.658
Educational Level	SPM/STPM Diploma/Certificate First Degree Masters Degree	105 117 65 13	35.0 39.0 21.7 4.3	-.091	-.990

Income Level	RM 1200 to RM1500 RM 1501 to RM 2500 RM 2501 to RM 3500 RM 3501 to RM 4500 RM 4501 and above	20 72 64 127 17	6.7 24.0 21.3 42.3 5.7	.502	-.584
Position/ Title	2nd Lt/Lt and equivalent Capt/Maj and equivalent Lt Col and equivalent	58 220 22	19.3 73.3 7.3	-.380	-.839
Nature of Job	Staff/Office Work Training/Field Work Financial Management R&D Others	157 105 25 11 2	52.3 35.0 8.3 3.7 .7	-.218	.669
Length in Current Job	1 to 3 years 4 to 6 years 7 to 9 years 10 to 12 years	226 57 13 6	74.7 19.0 4.3 2.0	1.919	2.654
Stay with family currently	Yes No	239 61	79.7 20.3	1.482	.196

For ethnicity, Malays have the highest percentage i.e. 84.0 % and Indian are the lowest being only 3.7% of the 300 respondents. The skewness for ethnicity is 0.05, with a positive skew meaning a score cluster at the left of the low values. Kurtosis for ethnicity is -1.053; distribution is relatively flat with too many cases in the extremes.

Marital status, there are three scales for this variable i.e. married, single parent and bachelor or single; married has the highest percentage i.e. 59.0% and the lowest is single parent 4.0%. The skewness for marital status is 2.757. As the value is positive it means that the score is clustered at the left of the low values. The kurtosis value is 6.810, indicating that the distribution is rather peaked (cluster in the centre).

The third categorical variable is family size, there are four scales for this variable i.e. 1–2 members, has the lowest percentage, 2.0%, and the highest is 5–6 members, 42.0%. Skewness for this variable is 0.024 and the kurtosis is -0.712. Positive skewness means the score clustered to the left of the low values. Negative kurtosis indicates a distribution that is relatively flat (too many cases in the extremes).

Years of service was also tested, the interval scale 16 to 20 years was 32% (highest) and officers who had served 31 years and above was only 0.3%; skewness for this categorical variable was 0.219 and kurtosis -0.658. The distribution of the score is not bell like.

For the education level, the majority of the respondents were at the diploma/certificate level, which represents 39.0%, military officers holding a master degree were the minority, 4.3%. The skewness of this variable was -0.091, negative values indicate a clustering of the score at the high end (right hand side of the graph), while kurtosis is -0.990, indicating a distribution that is relatively flat (too many cases in the extremes).

Military officers with an income between RM3,501 to RM4,500 represent 42.3% and RM4501 and above is only 5.7%. The skewness for this variable was 0.502, indicating a positive skew (score clustered to the left at the low values) and kurtosis -0.584, indicating that the distribution is rather peaked (clustered in the centre), with long thin tails.

Position/Title in the military is important, which is why it was selected as one of the demographic variables. The majority of the respondents held the rank of Capt/Maj, 73.3%, with the minority being Lt Col, which only represents 7.3%. The skewness value was -0.380, and the kurtosis value was -0.839. Both values are negative. The distribution of normality is similar to the education level.

For the nature of jobs, the majority of military officers are staff/officer workers, the percentage for this type of job is 52.3%, with only 3.7% working in R & D. The skewness for this variable was -0.218 and kurtosis was 0.669. The negative value of skewness indicates a clustering of scores and the high end. The positive value of kurtosis indicate the distribution is rather peaked (clustered in the center), with long thin tails. It shows that the distribution of score is not normal.

Staying with family is another variable of interest to researchers. It is considered a categorical variable. The majority stay together with family, 79.7% with 20.3% not staying together with family. Skewness is 1.482 and kurtosis is 0.196. The value of skewness and kurtosis are similar to age group.

In the MAF, the military position, also known as rank, is shown in Table 4.1.2. For the MA and RMAF, the ranks are quite similar. The only difference being that the RMAF has RMAF at the end of the rank. In the RMN, the ranks are different and are similar for naval officers throughout the world. The higher the rank the fewer the number of respondents. In this research the majority of respondents are up to

	MA	RMN	RMAF
1	2nd Lieutenant	Cadet Officer	2nd Lieutenant RMAF
2	Lieutenant	First Lieutenant RMN	Lieutenant RMAF
3	Captain	Lieutenant RMN	Captain RMAF
4	Major	Lieutenant Commander	Major RMAF
5	Lieutenant Colonel	Commander	Lieutenant Colonel RMAF
6	Colonel	Captain RMN	Colonel RMAF
7	Brigadier General	First Admiral	Brigadier General RMAF
8	Major General	Rear Admiral	Major General RMAF
9	Lieutenant General	Vice Admiral	Lieutenant General RMAF
1	General	Admiral	General RMAF

Table 4.1.2: Rank Structure in MAF

Lieutenant Colonel because in the sample this was the highest rank available. The majority of the respondents are of the rank captain/major (not including Capt RMN). Figure 4.1.1 is extracted from Table 4.1.1 and converted to a pie chart.

Figure 4.1.1 is the number and percentage of respondents in terms of military position pictorially represented as a pie chart. The largest number is the rank of Capt/Maj or equivalent. This is because most of the respondents are from training centres and currently the courses conducted are mostly for that rank. Lt Col is the smallest rank represented in the sample as at the unit/base level this rank has limited numbers.

Figure 4.1.1: Demographic Variable – Military

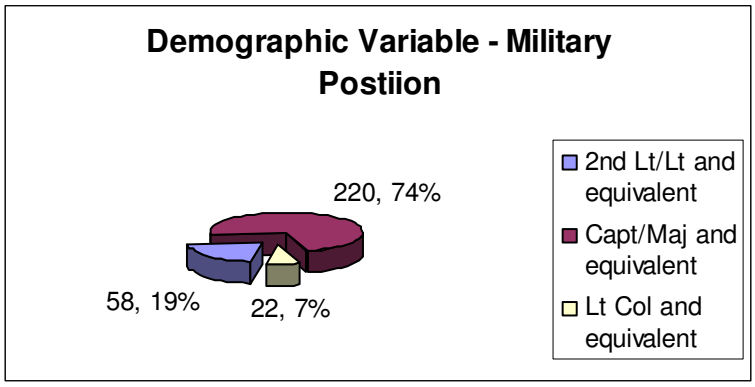
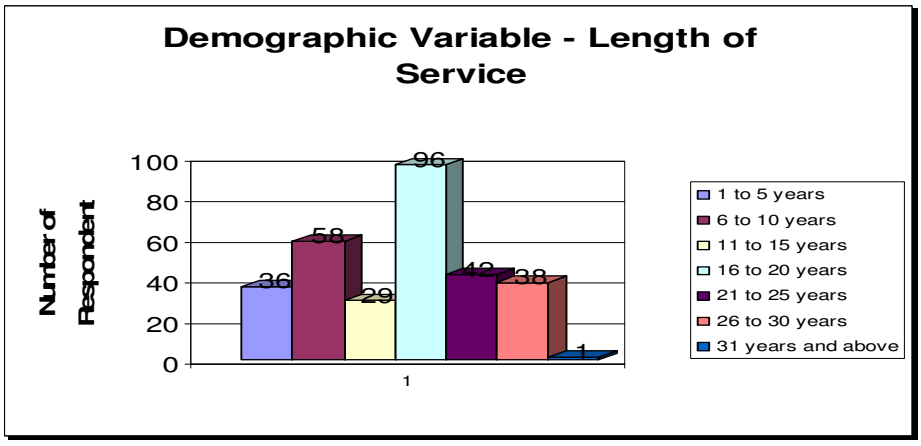


Figure 4.1.2: Demographic Variable - Length of Service



The terms of service in the MAF are many types, namely, short service commission, regular service and contract service. In addition, the length of service also depends on the rank held before Run-out Date (ROD), for example, if the rank is Lieutenant the length of service is only 9 years, for Captain 13 years. If short commission service personnel want to serve more than 13 years they need to apply for regular service. Normally, before an officer is promoted to the rank of Major they need to apply for regular service. If the officer is already in regular service they are eligible for a pension at the retirement age or an optional pension. Optional pensions are pensions before the retirement age. As long as their service amounts to more than 20 years they are given the option to retire early. The retirement age for military officers is different from other government servants. Only officers who hold the rank of Colonel and above have the same retirement age as other government servants. For captain, the retirement age is 51 years old, Major 53 years old and Lt Col 55 years.

Figure 4.1.3 shows the Nature of Job in MAF, the nature of job in the tri-services are similar; other than the roles and responsibilities for each service differences include equipment and assets used. In this research, the majority of the respondents' jobs are from training and staff/office work.

Figure 4.1.3: Demographic Variable – Nature of Job

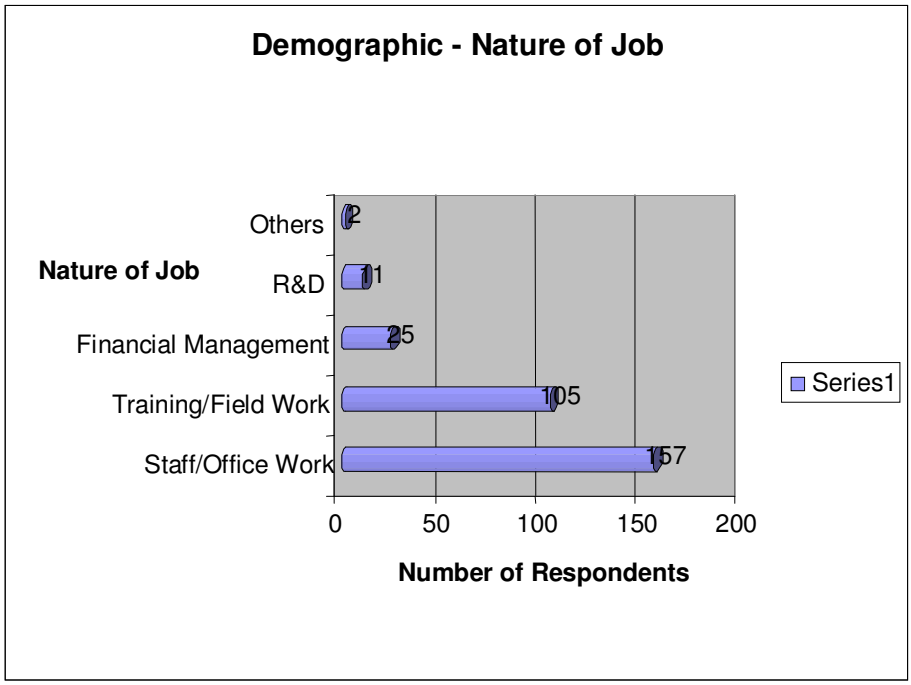


Table 4.1.4 shows the statistics for Independent Variables; each variable has their mean, mode, standard deviation, skewness, standard error of skewness, kurtosis, standard error of kurtosis, minimum and maximum. Total respondents are 300; among the independent variables, the mean and median for role conflict is the highest, and the lowest is organization environment.

Table 4.1.4: Statistics for Independent Variables

Statistics for Independent Variables

		Famaffr	orgenvr	characwork	jobsatis	roleconf	Jobstress
N	Valid	300	300	300	300	300	300
	Missing	0	0	0	0	0	0
Mean		20.3800	19.4033	28.9300	39.8600	61.9700	28.5400
Median		20.0000	19.0000	29.0000	40.0000	62.0000	29.0000
Mode		21.00	20.00	30.00	40.00	62.00	29.00
Std. Deviation		1.90465	2.60960	3.32193	4.46170	5.74914	3.49415
Skewness		.103	.427	.210	-.236	-.055	.621
Std. Error of Skewness		.141	.141	.141	.141	.141	.141
Kurtosis		-.350	-.461	-.106	-.604	-.599	.282
Std. Error of Kurtosis		.281	.281	.281	.281	.281	.281
Minimum		16.00	14.00	21.00	29.00	47.00	21.00
Maximum		24.00	27.00	37.00	47.00	74.00	40.00

4.1.5 Factor Analysis

Based on Table 4.1.5, 46 items selected for the Positive and Negative Affect Scale (PANAS) were subject to principle component analysis (PCA) using SPSS. Prior to performing PCA the suitability of data for factor analysis was assessed. Inspection of correlation matrix revealed the presence of many coefficients of .3 and above. The Kaiser-Meyer-Oklin value was .87, exceeding the recommended value of .6 (Kaiser, 1970, 1974) and Bartlett's Test of Sphericity (Bartlett, 1954) reached statistical significance, supporting the factorability of the correlation matrix.

Principal component analysis revealed the presence of six components with eigenvalues exceeding 1. Using Cartell's (1966) scree test, it was decided to retain six components, Varimax rotation was performed. The rotation solution (presented in Table 4.1.5) revealed the presence of a simple structure (Thurstone, 1947), with both

components showing a number of strong loadings, and all variables loading substantially on only one component. The six factor solution explained a total of 97.14%. The interpretation of six components was consistent with previous research on the PANAS scale, with positive affect items loading strongly on component 1, and negative affect items loading strongly on component 2. The result of this analysis supports the use of the positive affect items and the negative affect items as a separate scale.

Factor analysis results

Table 4.1:5 Rotated Component Matrix

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
KP10	.883	.372				
KP1	.883	.372				
KP14	.883	.372				
HK4	.883	.372				
KP6	.883	.372				
KP4	.883	.372				
KP15	.826		.398			
KK6	.826		.398			
KK2	.826		.398			
KK8	.826		.398			
CK4	.826		.398			
PK3	.826		.398			
CK1	.826		.398			
KK7	.627		.497		.431	
KP5	.627		.497		.431	
KP12	.520	.461	.402	.429		
KP8		.881				
HK2		.881				
PK2	.409	.836				
KK5	.409	.836				

CK3	.409	.836				
KP3	.409	.836				
PK6	.398	.824				
CK7	.398	.824				
KK3	.398	.824				
HK1	.366	.727	.400	.356		
KP7	.366	.727	.400	.356		
KK10		.609			.480	
KP16	.302		.891			
CK2	.302		.891			
PK1	.302		.891			
CK9	.302		.891			
KP2	.370	.390	.816			
KP13	.315		.614		.485	
KK4	.563		.586	.333	.419	
KK1	.578		.581	.300	.413	
KK9	.465	.318	.410	.698		
HK3	.513	.404		.674		
KP11	.513	.404		.674		
HK5	.513	.404		.674		
KP9	.513	.404		.674		
PK4	.440	.399			.628	
CK5	.440	.399			.628	
CK8			.544			-.633
CK6	.405	.407	.415		.311	.586
PK5	.405	.407	.415		.311	.586
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						

Note: Percentage of variance extracted by the six factors was 97.138%.

4.2 Results of Inferential Analysis

Correlation. Correlation looks at the relationship between two variables in a linear fashion. A Pearson correlation coefficient describes the relationship between two continuous variables.

. 4.2.1 Correlation between Family Affairs and Job Stress is shown in Table 4.2.1. It was hypothesised that the family affairs of the military officers will significantly affect the stress level they have. (H1).

Table 4.2.1 Correlation between Family Affairs and Job Stress

Correlations

		Famaffr	jobstress
famaffr	Pearson Correlation	1	.013
	Sig. (2-tailed)		.819
	N	300	300
jobstress	Pearson Correlation	.013	1
	Sig. (2-tailed)	.819	
	N	300	300

No significant relationship exists between Family Affairs and Job Stress ($r = .013$, $p > .05$). This result shows that there is no influence on job stress regardless of whether a military officer is happy or not with a family related problem.

4.2.2 Correlation between Organization Environment and Job Stress. It was hypothesised that working environment will significantly affect the stress level of military officers.

Table 4.2.2 Correlation between Organization Environment and Job Stress

Correlations

		jobstress	orgenvr
Jobstress	Pearson Correlation	1	.947**
	Sig. (2-tailed)		.000
	N	300	300
Orgenvr	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

- H2. The working environment will significantly affect the military officers' job stress level.

A significant relationship exists between Organization Environment and Job Stress ($r = .947$, $p < .05$). The result of the correlation indicates that higher Organization Environments are associated with higher Job Stress. This means that if military officers are satisfied with the organization environment there is an influence on job stress.

4.2.3 Correlation between Characteristics of Work and Job Stress. It was hypothesised that the characteristics of work will significantly affect job stress level (**H3**).

Table 4.2.3 Correlation between Characteristic of Work and Job Stress

Correlations

		jobstress	characwork
Jobstress	Pearson Correlation	1	.949**
	Sig. (2-tailed)		.000
	N	300	300
Characwork	Pearson Correlation	.949**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

Looking at Table 4.2.3, a significant relationship exists between Characteristics of Work and Job Stress ($r = .949$, $p < .05$). The result of the correlation indicates that the higher characteristics of work scores are associated with higher Job Stress. This means that if the characteristics of work is higher, its will influence the job stress level of a military officers, therefore characteristics of work is significant to the job stress.

4.2.4 Correlation between Role Conflict and Job Stress. It was hypothesised that increased role conflict will significantly affect a military officer's job stress (**H4**).

Table 4.2.4 Correlation between Role Conflict and Job Stress

Correlations

		jobstress	roleconf
Jobstress	Pearson Correlation	1	.149**
	Sig. (2-tailed)		.010
	N	300	300
Roleconf	Pearson Correlation	.149**	1
	Sig. (2-tailed)	.010	
	N	300	300

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

A significant relationship exists between Role Conflict and Job Stress ($r = .149$, $p < .05$). The result of the correlation indicates that higher Role Conflict scores are associated with higher Job Stress. This means that if a military officer is happy with the relationship with the employer there is an influence on job stress with the level of job stress being reduced.

4.2.5 Correlation between Job Stress and Job Satisfaction. It was hypothesised that the level of Job Stress will significantly affect the military officers' Job Satisfaction level (**H5**).

Table 4.2.5 Correlation between Job Stress and Job Satisfaction

Correlations

		jobstress	jobsatis
Jobstress	Pearson Correlation	1	-.009
	Sig. (2-tailed)		.881
	N	300	300
Jobsatis	Pearson Correlation	-.009	1
	Sig. (2-tailed)	.881	
	N	300	300

No significant relationship exists between Job Stress and Job Satisfaction ($r = -.009$, $p > .05$). The value of Pearson's Correlation indicates the degree of positive correlation between job stress and job satisfaction. From Table 4.2.5, the analysis results of Pearson's Correlation is known to be low negative significant with $r = -.009$ ($p < .01$) for 2 tailed significance of normal distribution .881. Though, the correlation is not significant and shows a weak relationship between the two variables. This means that the level of job stress among military officers does not affect the level of job satisfaction at the low level of coefficients, which is 88% significant. Consistent with conceptual expectations, work stress moderately correlates with obtaining job satisfaction in life for military officers.

4.3 Independent Sample T-Tests. The t-test is used to determine whether there is a significant difference between two sets of scores e.g. male and female, Pallant (2001).

4.3.1 Gender.

Table 4.3.1.1 Group Statistics for Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Jobsatis	Male	253	40.0158	4.39784	.27649
	Female	47	39.0213	4.75253	.69323
Jobstress	Male	253	28.6166	3.52644	.22171
	Female	47	28.1277	3.32067	.48437

Table 4.3.1.2 Independent Samples Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Jobsatis	Equal variances assumed	1.556	.213	1.406	298	.161	.99453	.70753	-.39785	2.38692
	Equal variances not assumed			1.333	61.515	.188	.99453	.74633	-.49760	2.48666
Jobstress	Equal variances assumed	.002	.968	.881	298	.379	.48894	.55521	-.60369	1.58157
	Equal variances not assumed			.918	66.759	.362	.48894	.53270	-.57440	1.55228

The above output indicates that the score for job satisfaction and job stress are not significant regarding gender, jobsatis, t (298) = 1.406, p > .05 and jobstress, t (298) = .881, p > .05. The mean value indicates that males appear to have greater job satisfaction and job stress scores than females. This result means that regardless of whether male or female military officers have job satisfaction there is no guarantee they will not experience job stress. The result also indicates that male military

officers have better job satisfaction than female officers. However, male military officers also suffer more severe job stress than female officers.

4.3.2 Living Status.

Table 4.3.2.1 Group Statistics for Living Status

Group Statistics

	Whether staying with family	N	Mean	Std. Deviation	Std. Error Mean
Jobsatis	Yes	239	40.0418	4.35677	.28182
	No	61	39.1475	4.82299	.61752
Jobstress	Yes	239	28.4435	3.48043	.22513
	No	61	28.9180	3.55103	.45466

Table 4.3.2.2 Independent Sample Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
jobsatis	Equal variances assumed	1.630	.203	1.400	298	.163	.89430	.63900	-.36323	2.15183
	Equal variances not assumed			1.317	86.648	.191	.89430	.67879	-.45494	2.24354
jobstress	Equal variances assumed	.001	.974	-.947	298	.345	-.47452	.50132	-1.46109	.51206
	Equal variances not assumed			-.935	91.640	.352	-.47452	.50735	-1.48221	.53317

Table 4.3.2.1 and Table 4.3.2.2 indicate that neither variable score is significant between the two groups, jobsatis, $t(298) = 1.400$, $p > .05$ and jobstress, $t(298) = -.947$, $p > .05$. This result means that even when military officers are staying away from their family it does not affect the level of stress they experience.

4.4 Analysis of Variance. In this research, ANOVA is used to determine whether there is a significant difference between three and above sets of scores in job

satisfaction and job stress. The result shows all services are significant to the job stress and job satisfaction.

4..4.1 Service

Table 4.4.1 ANOVA for Service

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Jobstress	Between Groups	39.991	2	19.995	1.645	.195
	Within Groups	3610.529	297	12.157		
	Total	3650.520	299			
Jobsatis	Between Groups	16.273	2	8.137	.407	.666
	Within Groups	5935.847	297	19.986		
	Total	5952.120	299			

The F-ratio with an F-probability value more than .05 is insignificant, suggesting that the service does not significantly influence job satisfaction and job stress, jobstress, $F(2, 297) = 1.645$, $p > .05$ and jobsatis, $F(2, 297) = .407$, $p > .05$. This result shows that regardless of which service the military officer is from, it is not a determinant of job stress or job satisfaction; in other words job stress or job satisfaction can happen to officers from any service.

4.4.2 Age Groups.

Table 4.4.2 ANOVA for Age Group

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Jobstress	Between Groups	52.761	4	13.190	1.082	.366
	Within Groups	3597.759	295	12.196		
	Total	3650.520	299			
Jobsatis	Between Groups	6.953	4	1.738	.086	.987
	Within Groups	5945.167	295	20.153		
	Total	5952.120	299			

The F-ratio with an F-probability value more than .05 is insignificant, suggesting that age group does not significantly influence either variable, jobstress, $F(4, 295) = 1.082$, $p > .05$ and jobsatis, $F(4, 295) = .086$, $p > .05$. This means that the age of military officers is not a determinant of job stress or job satisfaction. The military officer young or older, they are not related to the level of job stress or job satisfaction.

4.4.3 Ethnicity

Table 4.4.3 ANOVA for Ethnicity

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Jobstress	Between Groups	89.888	3	29.963	2.491	.060
	Within Groups	3560.632	296	12.029		
	Total	3650.520	299			
Jobsatis	Between Groups	46.835	3	15.612	.783	.504
	Within Groups	5905.285	296	19.950		
	Total	5952.120	299			

The F-ratio with an F-probability value less than .05 is significant, suggesting that ethnicity does not significantly influence either variable, jobstress, $F(3, 296) = 2.491$, $p > .05$ and jobsatis, $F(3, 296) = .504$, $p > .05$. This means that job stress or job satisfaction is not related to ethnicity, or that job stress and job satisfaction can occur regardless of ethnic background.

4.4.4 Marital Status

Table 4.4.4 ANOVA for Marital Status

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Jobstress	Between Groups	43.195	2	21.598	1.778	.171
	Within Groups	3607.325	297	12.146		
	Total	3650.520	299			
Jobsatis	Between Groups	92.335	2	46.168	2.340	.098
	Within Groups	5859.785	297	19.730		
	Total	5952.120	299			

The F-ratio with an F-probability value less than .05 is significant, suggesting that marital status does not significantly influence either variable, jobstress, $F(2, 297) = 1.778$, $p > .05$ and jobsatis, $F(2, 297) = 2.34$, $p > .05$. This means that job stress or job satisfaction can be felt by military officers regardless of whether they are married, single parents or single/bachelor; it is not related to marital status.

4.4.5 Family Size.

Table 4.4.5 ANOVA for Family Size

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Jobstress	Between Groups	40.584	3	13.528	1.109	.346
	Within Groups	3609.936	296	12.196		
	Total	3650.520	299			
Jobsatis	Between Groups	167.046	3	55.682	2.849	.038
	Within Groups	5785.074	296	19.544		
	Total	5952.120	299			

The F-ratio with an F-probability value less than .05 is significant, suggesting that family size does not significantly influence job stress, jobstress, $F(3, 296) = 1.109$, $p > .05$ but significantly influences job satisfaction, $F(3, 296) = 2.849$, $p < .05$. This result shows that the job stress or job satisfaction level of military officers has nothing to do with family size.

jobsatis

Scheffe

Number of Members in family	N	Subset for alpha = 0.05
		1
1 to 2 member	6	36.5000
3 to 4 member	125	39.8960
5 to 6 member	126	40.3968
7 member and above	43	38.6512
Sig.		.058

Means for groups in homogeneous subsets are displayed.

The table above indicates that a Family Size of 5-6 persons has the highest job satisfaction compared to all other Family Size groups. Calculating the value of alpha indicates that families who have 5 to 6 members suffer job stress and feel job satisfaction more than any other combination of members in the family.

4.4.6 Length of service

Table 4.4.6 ANOVA for Length of Service

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
jobstress	Between Groups	104.492	6	17.415	1.439	.199
	Within Groups	3546.028	293	12.102		
	Total	3650.520	299			
jobsatis	Between Groups	47.603	6	7.934	.394	.883
	Within Groups	5904.517	293	20.152		
	Total	5952.120	299			

The F-ratio with an F-probability value less than .05 is significant, suggesting that the length of service does not significantly influence either variable, jobstress,

F(6, 293) = 1.439, p > .05 and jobsatis, F(6, 293) = .394, p > .05. This means that neither job stress or job satisfaction are related to length of service, both phenomena can occur in short length of service or long length of service.

.4.4.7 Academic Level

Table 4.4.7 ANOVA for Academic Level

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
jobstress	Between Groups	8.676	3	2.892	.235	.872
	Within Groups	3641.844	296	12.304		
	Total	3650.520	299			
Jobsatis	Between Groups	106.004	3	35.335	1.789	.149
	Within Groups	5846.116	296	19.750		
	Total	5952.120	299			

The F-ratio with an F-probability value of less than .05 is significant, suggesting that the academic level does not significantly influence either variable, jobstress, F(3, 296) = .235, p > .05 and jobsatis, F(3, 296) = 1.789, p > .05. It means that academic level has nothing to do with the stress level that they have. A higher academic level does not mean they are able to manage job stress or feel job satisfaction.

4.4.8 Monthly Income

Table 4.4.8 ANOVA for Monthly Income

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
jobstress	Between Groups	86.843	4	21.711	1.797	.129
	Within Groups	3563.677	295	12.080		
	Total	3650.520	299			
jobsatis	Between Groups	77.233	4	19.308	.970	.424
	Within Groups	5874.887	295	19.915		
	Total	5952.120	299			

The F-ratio with an F-probability value less than .05 is significant, suggesting that the monthly income does not significantly influence either variable, jobstress, $F(4, 295) = 1.797$, $p > .05$ and jobsatis, $F(4, 295) = .970$, $p > .05$. It means that monthly income is not related to job stress or job satisfaction. Job stress and job satisfaction may occur at lower or higher monthly incomes.

4.4.9 Ranks

Table 4.4.9 ANOVA for Ranks

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
jobstress	Between Groups	1.827	2	.914	.074	.928
	Within Groups	3648.693	297	12.285		
	Total	3650.520	299			
jobsatis	Between Groups	97.339	2	48.669	2.469	.086
	Within Groups	5854.781	297	19.713		
	Total	5952.120	299			

The F-ratio with an F-probability value less than .05 is significant, suggesting that rank does not significantly influence either variable, jobstress, $F(2, 297) = .074$, $p > .05$ and jobsatis, $F(2, 297) = 2.469$, $p > .05$.

4.4.10 Tasks

Table 4.4.10 ANOVA for Task

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
jobstress	Between Groups	56.229	4	14.057	1.154	.331
	Within Groups	3594.291	295	12.184		
	Total	3650.520	299			
jobsatis	Between Groups	97.588	4	24.397	1.229	.298
	Within Groups	5854.532	295	19.846		
	Total	5952.120	299			

An F-ratio with an F-probability value less than .05 is significant, suggesting that the tasks do not significantly influence either variable, jobstress, $F(4, 295) = 1.154$, $p > .05$ and jobsatis, $F(4, 295) = 1.229$, $p > .05$. It means that regardless of the task or current job they may still experience job stress or job satisfaction.

4.4.11 Length Current Job

Table 4.4.11 ANOVA for Length Current Job

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
jobstress	Between Groups	35.683	6	5.947	.482	.822
	Within Groups	3614.837	293	12.337		
	Total	3650.520	299			
jobsatis	Between Groups	70.454	6	11.742	.585	.742
	Within Groups	5881.666	293	20.074		
	Total	5952.120	299			

An F-ratio with an F-probability value less than .05 is significant, suggesting that the length of current job does not significantly influence either variable, jobstress, $F(6, 293) = .482$, $p > .05$ and jobsatis, $F(6, 293) = .585$, $p > .05$. It means military officers regardless of the length of appointment may experience job stress or job satisfaction.

4.5 Result Overall Discussion

In conclusion, the majority of respondents are Malay males, aged between 25 and 31 years old, they are married and have 5 to 6 family members, between 16 to 20 years of service, a diploma or certificate holder, an income level between RM3,501 to RM4,500, their title is Captain or Major and their nature of job working as staff or office work represent 52.3% and length of current job 1 to 3 years. Lastly, the

demographic variables are break up of the two main variables has been elaborated including the job stress and job satisfaction.

4.6 Conclusion

This chapter reports the test results of hypotheses formed earlier. Four main hypotheses were proposed and tested for job stress using certain statistical analysis techniques that are compatible with the data and hypotheses. In the next chapter, the researcher will conclude the research and propose recommendations for improvement towards the betterment of military officers in terms of morale. The recommendations are based on the survey results, especially the variables that are significant to the hypotheses.