A Preliminary Study on Occupational Stress and Job Satisfaction among Male Navy Personnel at a Naval Base in Lumut, Malaysia

Nor Liyana MOHD BOKTI*

Mansor ABU TALIB**

Abstract

Job satisfaction and occupational stress both indicate workers' appraisal towards the workplace and work itself. Thus, it is important to have valid measure of job satisfaction and occupational stress. This measure is also important in the Malaysian workplace context. A total of 40 male officers and non-officers, from the seaman and engineering and supply branch in the Lumut Naval Base participated in the study. Data were collected using a self-administered questionnaire, the Job Satisfaction Survey (Spector, 1985) and Job Related Tension Index (JRTI; Kahn et al., 1964). This preliminary study established internal consistency using Cronbach alpha values for both instruments. Additionally, the study determined the level of occupational stress, job satisfaction and relationship between occupational stress and job satisfaction facets. The findings of the study revealed that the reliability of both instruments were greater than 0.80. The majority of the male Navy personnel reported moderate levels of job satisfaction in the favorable nature of work facet. High occupational stress on the other hand, was related to an unknown superior's evaluation of one's workplace performance. Correlational analyses found that occupational stress was associated with overall job satisfaction and in eight of its facets. Collectively, results provide evidence that both instruments are reliable in the Malaysian military setting context. Caution should be made that findings of this preliminary study should not be generalized to the larger population due to its small sample size. A bigger sample would be needed to represent the general population.

Key Words: Job satisfaction, occupational stress, military, male Navy personnel, work, reliability

INTRODUCTION

Work is a central part of almost everyone's life. Most adults devote weekdays to work (Landy & Conte, 2004) as career development makes up almost 70% of all human developmental tasks. Work and the workplace emphasizes many issues related to industrial and organizational psychology including personnel selection and training, job satisfaction, quality of work life, human factors, work conditions, performance appraisal, motivation and leadership, and the physical and mental health of workers. Perceived satisfaction on the job is reflected by the needs of sense of fulfillment and expectation for the job to be interesting, challenging and personally satisfying (Smither, 1994). Job satisfaction is also an achievement indicator in career developmental tasks (Sidek, 2002) and is associated with the psychological (Limbert, 2004) and individual well-being (Nassab, 2008).

Low job satisfaction can be an important indicator of counterproductive employee behavior and can result in behavior such as absenteeism (Spector, 1985; Martin & Miller, 1986) and turnover intentions (Spector, 1985; Dupré & Day, 2007). Job satisfaction can also partially mediate the relationship of psychosocial work factors to deviant work behaviours. Therefore, maintaining and enhancing job satisfaction is important in order to establish quality worker, workplace and work itself.

Certain occupations like those in the military emphasize the empowerment of man. As seen in past research conducted among the military, more than 80% of these studies have used the male as respondents (Fairbrother & Warn, 2003; Limbert, 2004). It seems that the male is still seen as dominant and makes up most of the military workforce. A career in the military is one that involves and required both mental and physical training. This is in order for the recruited to be continuously ready to serve the nation. The expectations in the military for human performance and mental and physical ability are high and the training provided is very often adequate. However, the need to understand human nature and human capabilities cannot be neglected and under emphasized. Military personnel also experience conflicts when performing the job, problems in trying to maintain their motivation levels, keep in good psychological health, avoid burnout, occupational stress and job satisfaction like workers in other

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* Depatment of Human Development and Family Studies, Faculty of Human Ecology, Universiti Putra Malaysia

** Dr., Depatment of Human Development and Family Studies, Faculty of Human Ecology, Universiti Putra Malaysia

employment sectors. It is therefore important that a military personnel's well-being is not neglected and their right to be a normal human being and be treated accordingly is respected irrespective of the fact that they are responsible for protecting the country in all circumstances, safe and unsafe.

"Ready to sacrifice" is the Royal Malaysian Navy's (RMN) motto that states that troops must always be in a position and possess the mindset to be ready to serve the people and nation at anytime. This is the responsibility of all RMN officers ever since they were recruited to join the armed forces organization. This heavy and sometimes difficult responsibility may cause emotional problems due to the conflict between human psychosocial needs and expectations related to responsibility to serve the nation. In the military, different aspects of job satisfaction are taken into account as compared to the civilian workforce. Some of these aspects of job satisfaction are related to as the working environment, nature of work and task, military operations and organizational traditions (e.g. obedience, policies and military disciplines). Therefore, the military cannot be regarded as a normal and traditional work setting (Blair & Phillips, 1983). Several research conducted on the military have documented that military personnel often are perceived to have low job satisfaction (Blair & Phillips, 1983; Alpass, Long, Chamberlain & MacDonald, 1997; Sanchez, Bray, Vincus & Bann, 2004) and experience high occupational stress (Pflanz & Sonneks, 2002) compared to their civilian counterparts.

War and violence can break out anytime without as much as a warning. Therefore, it is important to ensure that the troops are always physically and mentally ready. Occupational stress may lead to undesirable emotional strain thus resulting in failure or mistakes in military operations, effect emotional well-being (Pflanz & Sonneks, 2002) and even present itself as health hazards (Pflanz & Ogle, 2006; Pawar & Rathod, 2007) for military personnel. Military organizations naturally would demand that its personnel possess a high level of psychological health and physical fitness. Therefore, each military personnel must maintain a high level of health and be physically fit in order to sustain their readiness and preparedness for the execution of military related tasks (Sanchez, et al., 2004). In Malaysia, the RMN personnel are well-trained to protect maritime interest in peace and ensure victory in war. All this points to the fact that the human traits cannot be overlooked and that it is important to recognize that the human must go through stages in life's development in order to succeed. Erik Erikson Theory on eight stages of human development believes that individual's success at earlier stages of human development can affect the chances of success at subsequent stages (Crain, 2005).

This preliminary study investigates levels of occupational stress and job satisfaction among male RMN personnel and seeks to examine whether occupational stress is associated with job satisfaction in the military setting. The specific objectives of this study are to determine internal consistency reliability of the measurement using Cronbach alpha values and to discuss preliminary findings on the relationship between occupational stress and job satisfaction. These findings will help in the in determining the appropriate instrument to be used in the Malaysian context to study this phenomenon.

LITERATURE REVIEW

Job satisfaction

Job satisfaction is employee reactions toward their work experiences (Berry, 1997), emotional state or reactions toward the job (Gruneberg, 1979, Landy & Conte, 2004), how positive people feel about their jobs, aspects of their jobs (Spector, 1997) and work situations (Wood, Wood & Boyd, 2007). Satisfaction on the job reflects important employee attitude towards their job (Spector, 1997), indicating what makes a job enjoyable and a satisfying working environment (Smither, 1994). Thus, job satisfaction is often considered to be an indicator of employee emotional well-being or psychological health leading to indicate behavior that could effect organizational functioning. Job satisfaction is often considered to be the most interesting variable in industrial and organizational psychology research (Smither, 1994).

Facet in job satisfaction. The Facet approach is one theoretical approach to studying job satisfaction. This approach specifically focuses on specific factors that are related to a job that finally could contribute to overall job satisfaction (Smither, 1994) and is also capable to capture a more complete job satisfaction depiction (Spector, 1997). Generally, job satisfaction is divided into intrinsic and extrinsic facets. Intrinsic factors or content factors are related to the nature of the job itself whereas extrinsic factors or context factors relate to other aspects of the job (Gruneberg, 1979). Many researchers have explored these facets to be relating to different working environments and nature of work. Fairbrother and Warn

(2003) found that teamwork and a supportive work environment on board ships may influence job satisfaction among naval officers.

According to Spector (1997;2008), facets that have been frequently studied include pay, promotion opportunities, fringe benefits, supervision, co-workers, job conditions, nature of the work, communication and security. According to Davey, Obst and Sheehan (2001), low job satisfaction was a result of inconsistent promotional opportunity and lack of organizational support including recognition from supervisors and peers. Predictors of job satisfaction studied in the military work context have included leadership, challenging job conditions and low levels of conflict (Alpass, et al., 1997). Job pressures, positive life changes, feeling life as whole and sources of biggest problems in life (Sanchez, et al., 2004), supportive work climate on board ship, teamwork and absence of feeling about disruption in personal life (Fairbrother & Warn, 2003) have also been researched. In additional, military troops have reported low job satisfaction in industrial relations, feedback, rate of pay, skill variety, organizational management, autonomy, promotion chances and supervisors (Blair & Phillips, 1983; Alpass, et al., 1997) when compared to their civilian counterparts.

Herzberg's Two-Factor Theory. Herzberg's Two-Factor Theory comprises two factors namely hygiene factors and motivational factors. Hygiene factors include salary, interpersonal relations with superiors, subordinates and peers, organization policies and administration, supervision, status, job security, working conditions, and personal life. Whereas motivation factors include achievement, recognition for achievement, advancement, responsibility, works itself and possibility of growth (Herzberg, 1968). This theory suggests that the presence of motivation factors can potentially create great motivation and greater job satisfaction while in the absence of motivators, dissatisfaction often does not occur. Also, the absence of hygiene factors will create great dissatisfaction and the presence of hygiene factors does not provoke high levels of job satisfaction.

Occupational Stress

Stress can be defined as body response to physical and mental demands or "An interaction between environmental forces and events called *stress precipitators*, which appear threatening to the person's reaction to the threat" (Rogers, Li & Shani, 1987, p.190). Occupational stress is anything regarding the working environment or nature of work itself that causes individual perceived stress (Rohany, 2003). Whereas, Leka, Griffiths and Cox (2004, p.3) refers to occupational stress as "the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope".

Sources of occupational stress. Source or stressor is an element that causes a stress reaction. Research in behavioural psychology have shown that stress can be good or be a threat to the person depending on the level of stress perceived. Occupational stress is due to organizational aspects, long work hours, lack of organizational support and organizational change (Davey, et al., 2001), lack of support from supervisors and colleagues, and conflict with demands and pressures (Leka, et al.,2004).

In the military, sources of stress could include inadequate staffing, long working hours, duty schedules which are in conflict with time for family, missile field duty, deployments, threat of military disciplines, problem with supervisors and a wide variety of other job related issues (Pflanz & Ogle, 2006). Occupational stress could also result from work design, job qualifications, job performance and organizational structure (Rogers, et al., 1987). It has been seen that work overload (Rogers, et al., 1987, Pflanz & Ogle, 2006) could also contribute to stress. Occupational stress among Navy personnel has been proven to involve role ambiguity, responsibility for persons, powerlessness, under participation (Pawar & Rathod, 2007), and work dimension factors which include lack of clarity of the work role, and disruption of personal life and every day routines (Fairbrother & Warn, 2003).

Occupational stress and job satisfaction

Occupational stress can reduce productivity, increase mistakes and accidents at work, encourage absenteeism, lower morale, increase conflict with others and cause physical and emotional problems (Pflanz & Ogle, 2006) and finally poor life satisfaction (Pawar & Rathod, 2007). High levels of work stress are associated with low levels of job satisfaction. According to Fairbrother and Warn (2003), occupational stress can be negatively related to job satisfaction among navy trainees onboard ship. They also revealed

that the most important features of stress onboard ship are uncertainty and loss of control. Sanchez, et al., (2004) found that job pressure was negatively associated and was the most important predictor of job satisfaction. In conclusion, since the military work environment maybe different with other work environments, this preliminary study will provide evidence and be a source of critical argument towards the issue of occupational stress and job satisfaction specifically in the military setting.

MATERIALS AND METHODS

This preliminary study involved male Navy personnel in a Naval Base Lumut, Perak, Malaysia. The Naval Base was selected using the random sampling technique. The Royal Malaysian Navy (RMN) operations are divided and operationalized into six geographical regions namely Lumut, Eastern coast, Eastern of Malaysia, Southern, Klang Valley and Northern region. The Lumut region was randomly selected from those six regions. The RMN Base Lumut, Perak is the biggest Naval Base in Malaysia. The respondents were selected using the multistage random sampling. The sample was classified and equally narrowed down, based on their job specialization (seaman, engineering and supply) in a work task or job classification and designation (officers and non-officer). The sample for the pilot study comprised 40 male Navy personnel.

Procedure: Formal approval was granted from the RMN through its Strategic Management Department to carry out this study. Data was gathered via a self-administered questionnaire. The questionnaire consisted of respondent personal and socio-demographic information, job satisfaction and occupational stress measurements. The questionnaire was distributed and administered to respondents by the researcher in a room provided by the department. The researcher explained the objectives of the study and read aloud each item.

Measures: The questionnaires were designed to assess levels of job satisfaction and occupational stress among military personnel. Job satisfaction levels were determined using the Job Satisfaction Survey (JSS; Spector, 1985). The JSS conceptualized aspects of the job as either favourable or unfavourable (Spector, 1997). It consists of 36 items examining nine facets namely pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication with four items each to measure the degree of employee attitudes about the job and aspects of the job. Responses were obtained on a summated rating scale format of "strongly disagree" to "strongly agree". The higher scores indicated a higher degree of satisfaction on the job.

Occupational stress was assessed using the Job-related Tension Index (JRTI; Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964). The JRTI was designed to measure employee perceptions of job stress. The scale comprised of 15 items asking about the frequency of stressful events and the extent of role overload. Responses were obtained on a summated rating scale format ranging from "never" to "rather often". Higher scores indicated higher perceived occupational stress.

Information regarding age, marital status and number of children were obtained to provide personnel demographic information. Respondents were also asked to provide job related information including years in services, job classification, branch, frequency of involvement in military operations and frequency of transferring from one unit to another.

Data Analysis: The Statistical Package for Social Science (SPSS) Version 16.0 was used to analyze the data. To determine the reliability of the scale, the internal consistency was measured using Cronbach's Alpha value. Internal consistency describes estimates of reliability based on the average correlation among items within a test (Nunnally & Bernstein, 1994). Both descriptive statistics (frequency, percentage, mean and standard deviation) and inferential statistics (Pearson correlation testing) were used for purposes of descriptive and co-relational testing respectively.

RESULTS AND DISCUSSION

Respondents comprised 40 male Navy personnel from the Naval Support unit of the RMN. Of the 40 respondents, 10 were officers, 16 senior raters and 14 junior raters ranging in age from 20 to 41 years ($M = 30.52$, $SD = 6.67$). The respondents also comprised those from the Engineering ($n = 9$, 22.5%*),* Supply ($n = 16$, 40.0%*)* and Seaman ($n = 15$, 37.5%*)* branches. The majority ($n = 27$, 67.5%) of the respondents are married with 22 (57.9%) having at least one child. A total of 18 (45.0%) respondents have

been in service for at least 10 years ($M = 10.35$, $SD = 6.83$). A majority of them (26, 65.0%) were involved in military operations for at least once in the past three months prior to the study. Their involvement in military operations ranged in from none to 20 times ($M = 2.18$, $SD = 3.62$) and a large majority ($n = 38$, 90.0%) had been transferred to another unit at least once throughout their service ($M = 4.35$, $SD = 3.01$).

In this study, internal consistency reliability using Cronbach alpha values for both instruments were .85 for the Job Related Tension Index and .86 for the Job Satisfaction Survey. The acceptable range of internal consistency reliabilities depends on the context in which the instrument were used and the objective of the research (Rosnow & Rosenthal, 2008). According to Nunnally and Bernstein (1994), Cronbach α coefficient usually provides a good estimate of reliability because of its sensitivity toward the item content and "sampling" situational factors.

Job Satisfaction. The majority 62.5% ($n = 25$) of male navy personnel scored moderate for satisfaction on job with scores ranging between 109 to 143. These cutoff scores are recommended on the Job Satisfaction Survey (Spector, 1997). A total of 30.0% ($n = 12$) of the respondents had high job satisfaction levels and only 7.5% ($n = 3$) reported dissatisfaction. As can be seen in Table 1, the top three facets which were found to be satisfactory by the respondents were nature of work ($M = 4.37$) followed by co-workers ($M = 4.01$) and communication ($M = 3.89$). Whereas the lowest satisfaction levels recorded were on the facet of operating procedures ($M = 3.27$).

Table 1: Mean and Standard Deviation of Job Satisfaction Survey

	Variables	Mean	Standard Deviation
1	Total score Job Satisfaction Survey	**3.71**	0.603
2	Nature of work	**4.37**	0.870
3	Co-workers	**4.01**	0.784
4	Communication	**3.89**	0.800
5	Contingent rewards	**3.75**	0.913
6	Pay	**3.66**	0.835
7	Supervisor	**3.65**	0.816
8	Promotion	**3.55**	0.957
9	Fringe benefits	**3.30**	0.809
10	Operating procedures	**3.27**	0.884

Occupational Stress. Based on mean scores, the majority 55.0% ($n = 22$) of the respondents scored above the mean score on the Job Related Tension Index indicating high levels of occupational stress while 45% ($n = 18$) scored below mean scores indicating low occupational stress. Results from this preliminary study also indicates that respondents reported high occupational stress when a superior's evaluation of one's performance is unknown ($M = 3.58$) followed by having too heavy a workload ($M = 3.40$) and quantity of work which could interfere with work quality ($M = 3.32$). Whereas, less occupational stress was indicated when feelings may not be liked or accepted by the people you work with ($M = 2.37$) (Table 2).

Table 2: Mean and Standard Deviation of Job related Tension Index items

	Job Related tension Index	Mean	SD
	Total score Job Related Tension Index	3.04	.603
1.	Not knowing what your supervisor thinks of you, how he/she evaluates your performance	3.58	1.107
2.	Feeling that you have too heavy a workload, one that can't possibly finish during an ordinary workday	3.40	1.033
3.	Thinking that amount of work you have to do may interfere with how well it gets done	3.32	0.869
4.	Feeling that you have too little authority to carry out the responsibilities assigned to you	3.32	1.118
5.	Having to decide thing that effect the lives of individuals or people that you know	3.30	1.067
6.	Thinking that you'll not be able to satisfy the conflicting demands of various people over you	3.20	0.853
7.	Feeling that you have to do thing on the job that are against your better judgment	3.15	1.231
8.	The fact that you can't get information needed to carry out your job	3.12	0.966
9.	Feeling that your job tends to interfere with your family life	3.03	1.308
10.	Being unclear on just what the scope and responsibilities of your job are	3.03	1.097
11.	Feeling unable to influence your immediate supervisor's decisions and actions that affect you	2.98	1.025
12.	Not knowing that opportunities for advancement or promotion exist for you	2.85	1.040
13.	Not knowing just what the people you work expect of you	2.79	0.767
14.	Feeling that you're not fully qualified to handle your job	2.54	1.047
15.	Feeling that you may not be liked and accepted by the people you work with	2.37	1.005

Table 3 shows that there is a significant relationship between occupational stress and job satisfaction. The preliminary findings indicate that occupational stress have a significant relationship with overall satisfaction ($r = -.74$, $p \leq .01$). This study also suggests that occupational stress is negatively associated with satisfaction towards pay ($r = -.46$, $p \leq .01$), promotion ($r = -.38$, $p \leq .05$), supervisors ($r = -.54$, $p \leq .01$), fringe benefits ($r = -.55$, $p \leq .01$), contingent rewards($r = -.61$, $p \leq .01$), operating procedures ($r = -.52$, $p \leq .01$) nature of work ($r = -.38$, $p \leq .05$) and communication ($r = -.58$, $p \leq .01$). However, there is no significant relationship between satisfaction with co-workers and occupational stress.

Table 3: Intercorrelations of study variables

		1	2	3	4	5	6	7	8	9	10	11
1	Total score JRTI	-										
2	Pay	-0.46**	-									
3	Promotion	-0.38*	0.29	-								
4	Supervisor	-0.54**	0.57**	0.16	-							
5	Fringe benefit	-0.55**	0.61**	0.38*	0.53**	-						
6	Contingent reward	-0.61**	0.55**	0.09	0.70**	0.60**	-					
7	Operating procedure	-0.52**	0.45**	0.40*	0.23	0.51**	0.31	-				
8	Co-worker	-0.29	0.15	-0.03	0.29	0.16	0.32*	0.14	-			
9	Nature of work	-0.38*	0.32*	0.39*	0.30	0.33**	0.32*	0.29	0.24	-		
10	Communication	-0.58**	0.33*	0.03	0.41*	0.18	0.49**	0.35*	0.51**	0.37*	-	
11	Total score JSS	-0.74**	0.73**	0.48**	0.72**	0.75**	0.75**	0.65**	0.47**	0.61**	0.64**	-

Remarks : * $p \leq .05$, ** $p \leq .01$

Five major findings emerged from this preliminary study. Firstly, both instruments used in this study indicated Cronbach's alpha values greater than .80 indicating good internal consistency (Sanchez, et al., 2004) and could be seen to be most reliable (Ma, Yam, Tsui, & Yau, 2006). According to Streiner (2003), the higher the value, the better it is and the recommended value is .90.

Secondly, results from this study also revealed that the majority of respondents have a moderate level of job satisfaction. Findings contradict with past literature that have stated that military personnel experienced low levels of job satisfaction (Blair & Phillips, 1983; Alpass, et al., 1997; Sanchez, et al.,

2004). Limbert (2004), found that the British military perceived neutral job satisfaction. These seemingly inconsistent results may be a result of the use of different instruments of measure. It would depend whether the instruments of measure used either the global or facet approach which both evaluate job satisfaction but from different angles. Personnel may be satisfied with half of the facets studied but be dissatisfied with the others. Naturally, an individual has diverse levels of satisfaction toward different facets (Spector, 2008).

Thirdly, a moderate level of job satisfaction could be related to the nature of work. Satisfaction towards nature of the job includes the perception that work itself can be enjoyable, enable one to uphold a sense of pride and be meaningful. Past research have also evidence that the nature of work (Davey, et al., 2001) and job challenges (Alpass, et al., 1997) part of job satisfaction in military. This result suggested that even the nature of job is undesirable such as being far from family, militaristic perspectives and uncertainty are dimensions of the military job prospect that brings and results in job satisfaction. Typically, a military job always places demands on personnel resulting in a challenging mental and physical task to be executed. This particular work culture seems to favorable for the male. According to Winsor (1996), men are instinctively more suited for a job in the military due to their analytical or combative personalities.

Some personnel also reported dissatisfaction with operating procedures in the organization. Operating procedures including rules, procedures and red tape in the organization may interfere in the execution of work tasks Too much paper work and work overload are also part of operating procedures that could lead to job dissatisfaction among military personnel. According to Winsor (1996), organizational militarism highlights absolute discipline and creates obedience and loyalty through fear. Military personnel must consistently follow procedures required in the military organization and they are often unable to disobey the procedures without reprimand from superiors. Thus, organizations should ensure that personnel are clear of all organizational rules and procedures, have proper work schedules and be clear on all policies. However, military organizations may not have flexible organizational standards especially with regards to job descriptions (Dupré & Day, 2007).

Subsequently, this preliminary study also revealed that personnel reported occupational stress when they do not know a supervisor's evaluation of their performance. Poor supervisor leadership and interpersonal skills leads to high stress among subordinates (Pflanz & Ogle, 2006). According to Dobbins and Zaccaro (1986), subordinates are often highly satisfied with superiors who have high levels of initiating structure and tolerance. Psychologically, an employee tends to feel uncomfortable and this could lead to the employee feeling stress when they often have to keep thinking what the superior's evaluation is of their performance. Organizations and superiors expectation for personnel must be clear and concise in order to improve support from management (Dupré & Day, 2007).

Lastly, the finding that occupational stress is associated with job satisfaction replicates some previous research conducted among military personnel (Fairbrother & Warn 2003; Sanchez, et al., 2004). Occupational stress was negatively associated with eight job satisfaction facets. It was seen that a high level of occupational stress will reduce satisfaction with regards to pay, nature of work, supervisors, fringe benefits, contingent rewards, operating procedures, communication and promotions. Military organizations should look to sustain the physical and psychological well-being of immediate personnel. They should focus on occupational stress and job satisfaction facets. Reducing occupational stress such as unknown evaluation from superiors, workload and quality of work done may lead to high satisfaction with regards to the nature of work itself, supervisors or superiors, fringe benefits, contingent rewards, operating procedures, communication within organization and promotion opportunities. High job satisfaction will decrease occupational stress and create a positive working environment (Fairbrother & Warn 2003), promote psychological well-being (Limbert, 2004), reduce turnover intention (Dupré & Day, 2007) and ultimately affect the intention to leave the workplace (Harrington, Bean, Pintello & Mathews, 2001).

CONCLUSION

The results of this study are preliminary in nature but are able to provide some insights that can be considered as intervening elements of occupational stress and job satisfaction issues in the military context. These findings are not a prediction of the actual study to be conducted but the data will be useful when developing a research hypothesis for the study.

Several limitations of this study need to be highlighted. Firstly, this study was preliminary and data analyzed are considered as exploratory in nature. According to Lancaster, Dodd and Williamson (2004), the analysis of any pilot study focuses on the descriptive and results from hypothesis testing must

be treated as preliminary and interpreted with caution. Specifically, self-administered questionnaires based entirely on the respondents honesty and how they perceived their attitudes towards the variables used in this study. This preliminary study only involved male respondents, thus the researcher who limits his or her study to only one gender could be questioned as to whether the findings could be generalized to the other sex (Helgeson, 2002). This study is also limited to only active duty personnel and cannot be generalized to naval volunteers because they experience different issues related to the nature of work than those in active duty (Sanchez, et al., 2004). Therefore, caution must be taken in order not to generalize these findings to the whole Navy population. Lastly, since this study was based on a cross-sectional research design, caution about causality must be taken into account when drawing conclusions.

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