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Organizational stress and job satisfaction in military personnel

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Abstract. As we well know, the military field is a complex field, marked by intense experiences and borderline situations, and, in this context, psychology plays an extremely important role in: knowing the explanation, but also predicting a psychic reactions and human behavior in these situations; optimizing human capacities and resources in order to achieve the desired results; and above all, preventing, reducing / treating the mental consequences that may arise from participating in demanding events, both physically and mentally (Popa, 2019). These were the premises from which we started in addressing this theme, wanting to turn our attention to two key elements for the military environment. It's about occupational stress and job satisfaction and, perhaps most importantly, the relationship these two are in.

Keywords. stress, organization, satisfaction, work, military

1. Occupational stress and job satisfaction. Conceptual delimitations.

Job satisfaction is how a person's expectations are in relation to a job and actually represent what the individual actually receives from that job. Job satisfaction correlates with conflict based on time and stress. In the specialized literature, the term satisfaction with life is used as an operational concept of subjective well-being, this being the extent to which individuals perceive their lives favorably. Job satisfaction is the result of the difference between the reward a man receives for the work he does and what he estimates he should achieve. If the reward and expectations are equal, then we are talking about a state of full satisfaction and maximum yield.

According to Selye, stress-related tensions are part of everyday life. Thus, stress is intense, complex and lasting psychological reactions of an individual facing new and difficult situations. However, stress is a normal and necessary aspect of human life. But in the long run it leads to a change in the health or well-being of the person for the worse (Selye, 2004).

Following these definitions, Baum distinguishes stress as a negative emotional experience, accompanied by psychological, biochemical and behavioral changes aimed at reducing or adapting to the stressor, by manipulating the situation to modify the stressor or to mitigate the effects (Baum, 1997, Apud Zlate, 2004).

Stress is making its presence more and more often during this period among the military. The main factors that determine the appearance of stress are unforeseen situations, overwork of staff, the level of danger to which they are exposed, the uneven planning of military service, the unnatural sleep-wake rhythm, the increasingly frequent shifts, exposure to unfavorable environmental conditions, which leads to repercussions in the family and beyond. The over-supervision of the system, however, brings negative reactions among the staff. This substantially changes behavior and character, leading to individual evolution and increased/decreased self-esteem. The objective of the paper highlights a comparison of how the present situation is perceived for male and female staff, as well as the fact that seniority in service and different age categories affect the rapid adaptation to the new situation created.

The conceptual term of **psychic stress** was first elaborated by Hans Selye who changed in a psychological and medical sense the boundaries of the human routine, the way in which the person has the ability to face the hardships of life. As Selye states, the main factors that trigger stress are diseases and unhappiness, so it is recommended to look for ways to anticipate these dangers. It is impossible to solve such a solution, to remove stress from the life of each person, since the state without a little stress means a paralyzing boredom, respectively, death (Selye, 1974).

Organizational stress is found in various professional spheres. We admit that all areas involve stress, but the framework where it has a fairly strong impact is the military environment. Stress arises as a result of mental overuses that lead to the negative influence of the military team by diminishing the fighting capacity of the group. Because the military environment generates conformism that is sometimes perceived as a restriction, being a limited area with the outside, some restrictions can be seen by people in the field to be stressful, which can lead to frustrations for staff. That is why Grigoriu notices that the work within the army is a risky profession, being much more dangerous than the stress of the air traffic personnel (Grigoriu, 2005).

The main symptoms that involve the presence of stress in the human body are listed by Liță: fatigue, headaches, insomnia, problems concentrating, nervous state, feelings of guilt, especially of culpability of colleagues and irritability with apathy (Liță, 2006).

In different studies we find many values promoted with reference to the military, qualities that are not present in the civilian environment. For example, altruism is permanent in all military missions, while in the civilian environment the increase in individualism is taking shape; the army involves subordination, respect, submission and accommodation, obedience, premises totally different from the ideas of civil life that offer autonomy and tolerance. Therefore, if the military cannot adapt and understand these conditions, he risks becoming coerced, frustrated, stressed and may even feel the need to blame his comrades. Thus, Grigoriu concludes that although stress is a response to deprivation, dangers, restrictions and intense demands of a physical and mental nature, the only fear of the military man should perhaps be the fear of remaining isolated from the grigoriu team (2006).

As Colonel Mărineanu states, during the military service we observe a lot of emotional, cognitive and even behavioral reactions both in particular and in combinations thereof, belonging to the personnel exposed to various stressful events during military operations. These critical moments have

psychological, mental and physical impact quite strongly on the structure, manifesting itself through various negative reactions of the moment or over a long period of time (Mărineanu, 2015).

The people who ensure the safety of the homeland carry out their activity in conditions of emotional overwork. They are trained to act calmly and be in control of the situation no matter how tense the atmosphere is. What sets the soldier apart from the rest of society is the uniform and the carrying of the weapon, but Pînzari notices that most of the time there may also be factors that determine the aggressiveness in the relationship with the public. This homogeneity manifests various psychological reactions that can lead to temporal damage to the psyche, in his opinion the person in question permanently seeks to be a model for those around him, interacting with society in a professional way (Pînzari ,2014).

Albu in the work *Psychological Weapon-Between Limits and Performance*, appreciates that the stress of struggle occurs when there is a danger or threat. During missions it is observed that both physical capabilities and mental and social integrity are required (Albu, 2008). As the author mentioned states, in order to prevent the destructive effects associated with stress we must bear in mind that it arises as a result of the difference between the external threat and its own competence. We can say that stress is seen in the work *Aspects of Life That Influence the Conduct of the Anti-Terrorist Fighter*, as an alarm, a fear and an imbalance of mental and physical resources, in the end it is inversely proportional to the effort put into action: the lower the stress, the more effective the fighter (Albu,2007). Any military man must keep alive the values that characterize him for this profession. The requirements underlying the formation of this profession are well-defined aptitude qualities, personality and educational quite demanding. Within the army, personnel are accepted to defend the country following assessments that test its human capabilities to work in stress-demanding conditions (Albu, 2008).

2. Types of stress in the military field

According to the Diagnostic and Statistical Manual of Mental Disorders, the occurrence of stress involves experiencing a traumatic event. It may refer to:

- direct - when the military is injured or witnesses the death/wounding of a comrade or even a civilian.
- indirectly - when he is told an event resulting in the death/injury of a close person.

a. Acute stress disorder:

Also in the Diagnostic and Statistical Manual of Mental Disorders, the characteristics and symptoms associated in the organizational group are highlighted. They present themselves as a result of significant deterioration in social and professional functioning and the presence of symptoms from 2 to 30 days, due to the exposure of a traumatic event (APA, ,2003).

As it is also written in the *Practical Guide for Commanders*, the symptoms associated with acute stress disorder are noted by:

- negative states when seeing objects reminiscent of the trauma experienced;
- lack of important episodes of the traumatic event;
- Increased anxiety and excitability;
- irritability, detachment or absence of an emotional response.
- reliving the traumatic event in at least one of the following ways: images, thoughts, dreams, illusions, short episodes of the return of some memories (Pirlitescu, 2014).

b. Adaptation disorder

In this situation, the negative states also reach 180 days in a row. The disorder presents more symptoms than what we find in acute stress disorder, through the presence of an extreme stress factor. We find in the DSM IV as follows:

- a) considerable and observable psychobehavioral reactions, in excess of what is expected from exposure to stressor;
- b) significant deterioration in social and professional functioning;
- c) the fact that specific manifestations occur within 3 months of exposure to stressor and do not last more than 6 months after the cessation of the stressor's action or its consequences. (APA, 2003).

The main symptoms associated with the adaptation disorder involve depressive dispositions, despair, crying, anxiety, fear, changes in conduct and in the particular case at the personal in the army is predicted the debating from certain rules, norms as well as the violation of some imposed laws. Also, in the case of the military, acute stress disorder most often leads to suicide attempts and even suicide or excessive consumption of somatic substances.

Post-traumatic stress disorder: The American Psychological Association (2013), defines posttraumatic stress disorder being exposure to an extreme stress factor that endangers life or bodily integrity. Depending on the degree of severity, it can be acute, chronic or with delayed occurrence. In this case, significant stress and difficulties in professional adaptation are present. Most of the time, military personnel require a specialized approach and treatment. It is found that prolonged reactions affect the work of the workplace and can turn into post-traumatic stress syndrome.

3. Characteristics and practices specific to military work

Everyday life offers the military vast experiences often having a negative emotional impact on the body, regardless of their training. In the work *The Annals of the "Stefan cel Mare" Academy of the Ministry of Internal Affairs*, the idea is developed that due to the loss of energy and the pschic exhaustion, the exhaustion leads to the appearance of conflicts in the family, within the entourage as well as the inner conflict. We can exemplify the conflict of role, when the cops are very close to arresting a criminal. When detaining him, they must take strict account of his rights, otherwise they risk being accused of incompetence or abuse. As it is presented and we mention that another characteristic with a strong emotional impact triggering stress is the unforeseen situation, when the policeman or the military is taken by surprise, a fact that brings imbalance both mentally and physically. In other words, the military largely sees the negativity of society, most of the time represented by the criminal, the person who violates rules, norms, who creates problems in society. Lack of trust can shape the profile of a military man, making it very difficult to get to trust people and their good intentions when most of the time you are faced with people who want the evil of others (Pînzari, 2014).

Another factor that leads to the development of stress is the unnatural sleep-wake rhythm. The unusual cycle brings changes in balance, affecting the energetic recovery. Also, exposure to conditions in unfavorable environments affects the military's body. In addition to situations when the military is subjected to work at high or very low temperatures, we also list exposure to radiation, inhalation of toxic substances or contact of infectious diseases. All of them have repercussions in the form of vomiting sensations, allergies, loss of vision or hearing (Albu, 2008).

4. Research methodology

3.1. Purpose of the study

The purpose of this study is to penetrate the military environment and sketch some of its specific peculiarities. In this regard, we have chosen, for this study, to turn our attention to two

key concepts for any organizational environment and, even more so, for the military environment.

It is about occupational stress and job satisfaction, and in this context, the proposers of this study were interested both in studying in particular each of the mentioned concepts and in establishing a potential correlation between the two.

The main objective that the study proposes is: ***To identify the relationship between job satisfaction and stress within the military organization.***

Thus, from that general objective, we have outlined the following **specific objectives**, as

follows:

Os1. Diagnosis of job satisfaction within the military organization; Os2. Identifying the level of stress within the military organization;

Os3. Identify a statistically significant relationship between job satisfaction and the level of stress within military organizations.

3.2. Research hypotheses

The hypotheses subject to the present research are:

It is presumed that there is a significant (negative) correlation between the job satisfaction of personnel in the military organization and the level of organizational stress.

It is presumed that there are significant differences between men and women in the military environment in terms of professional satisfaction.

It is presumed that employees under 5 years of age have a higher level of occupational stress, compared to employees with a seniority of between 5 and 10 years in the military organization.

Significant differences in satisfaction are presumed to exist professional in the military environment, depending on marital status.

3.4. Lot of participants

The group of participants is made up of 30 employees in the Ministry of National Defense, aged between 25 and 50, equally distributed, according to gender. In addition, another differentiation made among the study participants was related to marital status, and all these peculiarities of the group of participants will be useful in establishing and, subsequently, supporting the hypothesis of the study. Thus, the distribution of study participants by marital status, gender and seniority, i.e. those variables that have been highlighted in the development of hypotheses, can also be observed through the graphs below.

3.5. Work tools

To deepen the chosen theme, we have chosen the use of two specific tools. The first of these is the questionnaire for the evaluation of T's Job Satisfaction. Constantine. It is a standardized and calibrated tool on the Population of Romania, being a method of evaluation common in the organizational climate analyzing the level of satisfaction regarding the motivation factor, interpersonal relationships, communication and leadership. The "Job satisfaction", tool consists of a number of 36 items.

The second questionnaire used in this study, OSI-R, measures the dimensions related to occupational stress and adaptation: stress related to the role of occupation, personal effort and personal resources for adaptation. OSI-R is based on a stress-effort-adaptation model of the stress generated by the workplace in which the factors of the work environment create individual perceptions and manifestations of stress on employees. This questionnaire is a complex one, being arranged in several investigation scales. These are: opinion about the service, appreciation of the current state of health, daily behavior, sources of tension inside the organization, coping mechanisms to the stress inside the organization, control over the situations at work and, not lastly, goals and values.

4. Verification of assumptions

Assumption 1. It is presumed that there is a significant (negative) correlation between the job satisfaction of personnel in the military organization and the level of organizational stress.

The Table of Start Indices indicates that the average for the results obtained under the work satisfaction assessment tool is 100.00 while for the occupational stress assessment tool it is 428.13.

Also, regarding the standard deviation, we can mention that it is 19,417 for the work satisfaction identification questionnaire, while for the assessment of professional stress, it is 55,950.



Table indices at start time. Normality Test Tests of Normality

Descriptives				
		Statistic	Std. Error	
score.work.satisfaction	Mean	106,27	3,545	
	95% Confidence Interval for Mean	Lower Bound	99,02	
		Upper Bound	113,52	
	5% Trimmed Mean	106,26		
	Median	101,00		
	Variance	377,030		
	Std. Deviation	19,417		
	Minimum	78		
	Maximum	135		
	Range	57		
	Interquartile Range	36		
	Skewness	,114	,427	
	Kurtosis	-1,539	,833	
	total.osi	Mean	428,13	10,215
95% Confidence Interval for Mean		Lower Bound	407,24	
		Upper Bound	449,03	
5% Trimmed Mean		430,22		
Median		437,00		
Variance		3130,395		
Std. Deviation		55,950		
Minimum		300		
Maximum		517		
Range		217		
Interquartile Range		60		
Skewness		-,727	,427	
Kurtosis		,268	,833	

a. Lilliefors Significance Correction

Turning our attention to the table for testing the normality of the distribution, we find that the materiality threshold is higher than **.005**, which suggests that the distribution is a normal one. This means that a parametric method will be applied next.

	Kolmogorov-Smirnov ^{has}			Shapiro-Wilk		
	Statistical	Df	Sig.	Statistical	Df	Sig.
score.work.satisfaction	,150	30	,083	,903	30	,010
total.osi	,140	30	,140	,940	30	,088

II. Correlation table

		total.osi	score.work.satisfaction
total.osi	Pearson Correlation	1	-,564**
	Sig. (2-tailed)		,001
	N	30	30
score.work.satisfaction	Pearson Correlation	-,564**	1
	Sig. (2-tailed)	,001	
	N	30	30

Correlations

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

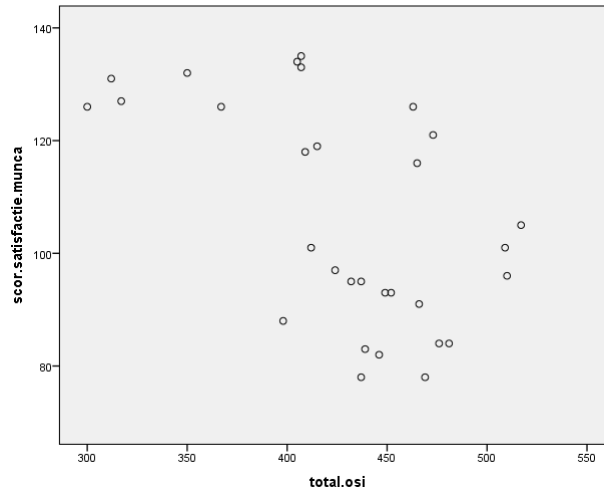
Since the materiality threshold is lower than **.005**, we conclude by saying that a significant correlation can be established between the job satisfaction of personnel in the military organization and the level of organizational stress.

Moreover, the **-,564** value of the Pearson coefficient indicates to us that the type of correlation involved is negative, which means that the previously issued hypothesis **is confirmed**.

The experience at work leads to severe changes in cognitive schemes that condition the ability to control emotional stress. From the analysis and interpretation of the data it results that people who show satisfaction at work have a low level of stress. So, the higher the satisfaction within the service, the lower the organizational stress. It was established that in the military organization the stress is influenced by the changes in activity, by the professional pressures existing in the organization, by the mastery of different situations, by the degree of professional and personal satisfaction of the military, by the self-esteem, by the existing group cohesion, however, a great influence has the commander through his way of relating to the subordinate (Suntion Filaret, 2014).

Thus, in order to visualize the confirmation of the hypothesis, we attach the graph of the point cloud.

Graph of the point cloud



Assumption 2. It is presumed that there are significant differences between men and women in the military environment in terms of professional satisfaction.

Descriptives				Statistic	Std. Error
scor.satisfactie.munca	masculin	Mean		93,73	3,179
		95% Confidence Interval for Mean	Lower Bound	86,91	
			Upper Bound	100,55	
		5% Trimmed Mean		92,81	
		Median		95,00	
		Variance		151,638	
		Std. Deviation		12,314	
		Minimum		78	
		Maximum		126	
		Range		48	
	Interquartile Range		17		
	Skewness		1,085	,580	
	Kurtosis		2,278	1,121	
	feminin	Mean		118,80	4,418
		95% Confidence Interval for Mean	Lower Bound	109,32	
			Upper Bound	128,28	
		5% Trimmed Mean		119,89	
		Median		126,00	
		Variance		292,743	
		Std. Deviation		17,110	
Minimum			83		
Maximum			135		
Range			52		
Interquartile Range		16			
Skewness		-1,255	,580		
Kurtosis		,348	1,121		

Start Index Table

From the analysis of the Start Indices, it appears that the average for the results obtained in the questionnaire assessing the job satisfaction among the male participants is **93.73**, while for the female participants it is **118.80**. Also, regarding the standard deviation, we can mention that it is **17,110** among participants of the female gender and only **12,314**. in the case of participants of the male gender.

Table of Normality

Tests of Normality							
gen		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
scor.satisfactie.munca	masculin	,144	15	,200 [*]	,906	15	,119
	feminin	,235	15	,025	,811	15	,005

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

Since the materiality threshold is higher than **.005**, we find that the distribution distribution we are discussing is a normal one, which means that in the next step a parametric method will be applied.

Comparison table for parametric methods. Independent Samples Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
scor.satisfactie.munca	Equal variances assumed	1,282	,267	-4,605	28	,000	-25,067	5,443	-36,216	-13,917
	Equal variances not assumed			-4,605	25,435	,000	-25,067	5,443	-36,267	-13,866

Since the materiality threshold between the two variables is less than **.005**, the comparison table above demonstrates that there is a significant difference in the workplace stress of the two genders. This means that the hypothesis has been **confirmed**, with male military participants having a lower level of stress than women with the same profession, which is also illustrated by the graph below.

However, the psychological explanation would be that the female side reacts differently to stress than the male gender. Women in the military are slightly more professionally stressed than the opposite sex being perhaps influenced at work by other stressors outside the job such as: problems at home, caring for their own children. That is why many health problems caused by distres we find in women. Finally, they are more likely to react in a negative way to activities encountered in this environment. J. Schroder states that the expectations of women working in this field experience a sense of guilt and are much more concerned about the idea of having other roles that interfere with men (Schroder, 2011).

Hypothesis 3. It is presumed that employees with a seniority between 5-10 years have a higher level of occupational stress, compared to employees with less than 5 years of experience in the military organization.

Start Index Table

Descriptives

vechime.munca			Statistic	Std. Error	
total.osi	sub 5 ani	Mean	430,46	13,568	
		95% Confidence Interval for Mean	Lower Bound 400,90 Upper Bound 460,02		
	5% Trimmed Mean	432,35			
	Median	437,00			
	Variance	2393,103			
	Std. Deviation	48,919			
	Minimum	317			
	Maximum	510			
	Range	193			
	Interquartile Range	57			
	Skewness	-,916	,616		
	Kurtosis	1,552	1,191		
	5-10 ani	Mean	Mean	411,00	14,471
			95% Confidence Interval for Mean	Lower Bound 378,76 Upper Bound 443,24	
5% Trimmed Mean		412,61			
Median		412,00			
Variance		2303,600			
Std. Deviation		47,996			
Minimum		312			
Maximum		481			
Range		169			
Interquartile Range		41			
Skewness		-,729	,661		
Kurtosis		,792	1,279		

We note that the Table of Start Indices indicates different values of the average and the standard deviation in the assessment of occupational stress, depending on the length of service as follows:

-The average for the length of service under 5 years is **430.46**, for the length of service between 5 and 10 years is **411.00 years**, for 10-15 years it is **435.50**, and for the length of service over 15 years of the military personnel, the average is **492,50**;

-The standard salary representative for the length of service under 5 years is 48,919, for the length of service between 5 and 10 years it is 47,996, for 10-15 years it is 94,306, and for the length of service of over 15 years of military personnel, the standard deviation in the occupational stress assessment is 23,335.

Normality Test Tests of Normality

	seniority.work of	Kolmogorov-Smirnov ^{has}			Shapiro-Wilk		
		Statistic al	Df	Sig.	Statistica l	Df	Sig.
total.osi	under 5 years old	,162	13	,200*	,940	13	,455
	5-10 years	,211	11	,183	,940	11	,524
	10-15 years	,319	4	.	,873	4	,310
	over 15 years	,260	2	.			

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The normality test contains a materiality threshold of more than **.005**, which means that the distribution is a normal one, which is why a parametric method has been applied.

Table of comparisons for parametric methods Independent Samples Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
total.osi	Equal variances assumed	,019	,891	,979	22	,338	19,462	19,870	-21,746	60,669
	Equal variances not assumed			,981		,337	19,462	19,837	-21,736	60,659

The table of comparisons for parametric methods Independent Samples Test indicates that the materiality threshold is greater than **.005**, which means that the previously issued hypothesis is invalidated and, as a result, a differentiation in the level of occupational stress achieved, depending on the length of service, cannot be proven for the chosen sample.

This is at odds with expert studies that have shown that people with more seniority in the military field have a lower value of professional stress. Therefore, older people who are usually holders of high positions and ranks admit that they have become accustomed to the numerous conflicts, problems in this environment. By this fact, young comrades are more prone to professional stress because of the military pressure with which they have not had contact and because of the lack of experience. Among the younger military personnel, there are also the pressures related to career development (for example: conflicts regarding the values specific to the profession, the need to capitalize on their own skills, accessing opportunities for the development of professional skills, the prospect of low chances of promotion, the desire for involvement and success in military activity, etc.). Cognitive, emotional and behavioral symptoms generated by prolonged exposure to stress include impairment of job satisfaction,

emotional apathy and exhaustion, depression, negative attitudes towards the recipients of the services the military provides (for example: indifference or aggressive behavioral responses), a sense of failure professionally and personally. Empirical studies have focused their attention on the effects that exhaustion – a consequence of prolonged professional stress has in terms of performance and attitudes towards work among employees in different fields of activity and, through these two dimensions, in terms of efficiency of organizations (Ardeleanu et al., 2015).

Assumption 4. It is presumed that there are significant differences in terms of professional stress in the military environment, depending on marital status.

Descriptives				
stare.civilă			Statistic	Std. Error
total.osi	căsătorit	Mean	410,89	14,407
		95% Confidence Interval for Mean	Lower Bound 380,49	Upper Bound 441,29
	5% Trimmed Mean	411,60		
	Median	412,00		
	Vari Std.	3736,340		
	Minimum	300		
	Maximum	509		
	Range	209		
	Interquartile Range	103		
	Skewness	-,442	,536	
	Kurtosis	-,641	1,038	
	necăsătorit	Mean	454,00	10,255
		95% Confidence Interval for Mean	Lower Bound 431,43	Upper Bound 476,57
		5% Trimmed Mean	453,61	
Median		447,50		
Variance		1262,000		
Std. Deviation		35,525		
Minimum		398		
Maximum		517		
Range		119		
Interquartile Range		41		
Skewness		,416	,637	
Kurtosis		-,155	1,232	

II.0. Table of Starting Indices

From the analysis of the table above, we can see that the average for married military personnel is 410.89, while for unmarried personnel, this is **454.00**. Also, in terms of standard deviation, it is **35.525** for unmarried soldiers and 61,126 for married ones.

Normality Test Tests of Normality

	civil status	Kolmogorov-Smirnov ^{has}			Shapiro-Wilk		
		Statistic al	Df	Sig.	Statistic al	Df	Sig.
total.osi	married	,184	18	,110	,945	18	,355
	unmarried	,139	12	,200*	,960	12	,786

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

From the analysis of the Table for the verification of normality it emerges that the materiality threshold is higher than 005, which means that the distribution is a normal one.

Table of comparisons for parametric methods Independent Samples Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
scor.satisfactie.munca	Equal variances assumed	2,002	,168	3,890	28	,001	23,083	5,933	10,929	35,237
	Equal variances not assumed			4,070	26,923	,000	23,083	5,672	11,445	34,722

The comparison table for parametric methods indicates that the materiality threshold is less than . **005**, which means that the hypothesis formulated above is confirmed, which can also be seen from the analysis of the graph below. Analyzing the above graphs we note that married subjects have more tense relationships with the unmarried, which can also cause a dissatisfaction in the professional field.

Conclusions

The research started from the objective of *Identifying the relationship between job satisfaction and stress within the military organization* from the perspective of demographic variables marital status and gender. On the basis of this objective, I have formulated the following hypotheses:

- It is presumed that there is a significant (negative) correlation between the job satisfaction of personnel in the military organisation and the level of organizational stress;
- It is presumed that there are significant differences between men and women in the military environment in terms of professional satisfaction.
- It is presumed that employees under 5 years of age have a higher level of occupational stress, compared to employees with a seniority of between 5 and 10 years in the military organization.
- It is presumed that there are significant differences in terms of professional stress in the military environment, depending on marital status.

Thus, following the thorough analysis and interpretation of the statistical data, we can conclude by saying that, of the four hypotheses issued at the beginning of the present work, three of them have been confirmed. These are the assumptions referred to in points a, b and d.

Also, all the analysis of the data to which we have referred previously, has helped us to formulate another conclusion related to the mechanisms of adaptation in stressful situations related to the relationship of the work satisfaction of those in the military service. Moreover, this conclusion is also supported by other studies carried out previously, because, as Iliescu (2004) shows in a recent study, overloading with tasks at work is an obvious cause of stress.

Most of the time, increasing the number of tasks, the workload also increases. Recommended, in this case, would be an effective management of the program, but one element intervenes. It is influenced by the large volume of early retirements, which has reduced the number of employees in certain units. The remaining ones also take over the tasks of others, and we can see that we are spinning in a vicious circle.

We set out to bring the employee to the fore. The efficiency of work is a result of getting to know the soldiers, trusting between comrades and rulers, as well as understanding their dependence on each other.

The psychological explanation would be that the military has many responsibilities, they may have personal problems that influence them at work, or there may be a motivational deficiency. Answers with high scores, may suggest the existence of a need for change. Low scores can be interpreted like this: that the subjects in question have the impression that they are doing their work well, that things are going and as they have gone so far, and they do not see the point of change.

As an attitude we can suggest them to clearly prove that there is a problem that causes dissatisfaction and to convince them that together we can create an opportunity to be overcome (Ticu, 2004, p.230). We find from the analysis of the data that female participants are much more prone to organizational stress than men and show slight dissatisfaction in the workplace. Marital status also makes its mark in the military environment. We have also been confronted with the phenomenon of denial, because the military is trained to be morally strong by easily coping with hardships, in the opposite sense it would be perceived as weakness, whining.

The main limit of the study was conditioned both by the temporal criterion, but also by the difficulty of establishing the sample, so we used a batch of 30 subjects, which prevents us from generalizing the results at the population level. Another limit invokes the fidelity of the results obtained. If time had helped us, we could have applied the test-retest method. We also admit the existence of differences related to the context of work (office work, night shifts, etc.). As for the elements of organizational pathology, such as bullying-culpability of others, we presented them as great sources of stress and dissatisfaction in the workplace. It would be necessary, in the future, to place much greater emphasis on measuring this criterion because it affects the individual directly involved, but also the organization alike. The negative effects of harassment at work is transferred to the outside and interferes with the area outside the workplace. We could issue the idea that in the future the military organization should benefit from extensive information programs, the introduction of team-building through which the relationship between comrades is optimized and developed. Since the level of employee satisfaction is directly related to the organizational climate, the future snake we can perform an analysis of the general organizational acclimate. By interpreting low scores we consider that the work is unsatisfactory not by itself, but by repeated exposure to the same kind of activity.

The military organization will be able to be a safe and tempting option for young people and not a source of young retirees with particularly valuable experience and knowledge, who unfortunately leave the system.

The results of our study can be used for the purpose of developing methods of data collection in the military system, so that they are in line with reality, known as the tendency to minimize the problems in this environment.

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Annexes

Annex 1.Occupational Stress Instrument (OSI)

Chapter I

1. Communication and the way information flows in your unit. 2.The work you are currently doing
2. The extent to which you feel stimulated by the work you perform
3. The leadership style used by superiors
4. How changes and innovations are implemented
5. The kind of work or services required of you
6. The extent to which you feel that you can personally develop or fulfill in your service
7. The way conflicts are resolved in your unit.
8. Psychological atmosphere or climate existing in your unit
9. Organizational structure of your unit.
10. The extent to which you feel involved in your job

Chapter II

Part A

1. Could you say that you tend to be a superconscious person who is struggling for past mistakes or actions, such as some decisions?
2. Does it happen to you that during a typical day of work you feel troubled, although the reasons for this state are not always clear, obvious?
3. When the psychological pressure at work begins to increase, do you find enough energy reserves to mobilize you and push you to action?
4. Are there times at work when you feel so overworked that you sit and think "I'm sorry, this life requires too much effort"?
5. During your work activities, have you ever surprised yourself by questioning your own capacity for judgment and noticed a decrease in your self-confidence?

6. If your friends or colleagues behave somewhat more distantly from you, you worry and start thinking about what you did that offended them, or do not give the importance of this ?
7. If the actions you have initiated or the chores you do start to go wrong, do you feel a lack of confidence in yourself and panic, as if the events were getting out of control?
8. In terms of work and life in general, do you consider yourself a person who worries about everything?
9. Do you happen to live long periods of sadness or melancholy that you simply cannot explain to yourself?
10. Could you say that you have a good mood that makes you able to overcome any weight or problem present or future, such as solving dilemmas or making difficult decisions?
11. Do you happen at work that the things you must do simply become too many and you feel so overworked (overwhelmed) that you feel like you can't resist anymore?

Part B

1. Unexplained fatigue or exhaustion.
2. The tendency to drink, eat or smoke more than usual.
3. Feeling dizzy or choking.
4. Muscle tremors (e.g., twitching of the eyelids).
5. Tingling sensations or stabbings in certain parts of the body.
4. Can't get up in the morning.

Chapter III

Part A

1. Since I am satisfied with life, I am not a particularly ambitious person who feels the need to succeed in my career.
2. I am an impatient person. For example, when I talk to someone, my mind tends to take it forward and anticipate the answer that the interlocutor is going to give.
3. I am not a person eager for performance who behaves all the time as if he is in competition and who feels the need to excel in everything he does.
4. I have an accelerated pace of life, I eat, talk and go fast.
5. I am a more comfortable person who takes life as it is, and I am not particularly action-oriented.
6. I am an impatient person who finds it hard to wait.

Part B

1. Performance appraisals do not reflect how and how much individuals work.
2. Even if some try to direct the course of the unit by taking part in social activities or different applications, most of us are subject to influences that we can't understand, nor master.
3. The command can be unfair in the appreciation of subordinates, because their performances are often influenced by random events.
4. What happens to people depend more on them than on luck.

Chapter IV

1. Driving or keeping an eye on the work of others
2. Taking your work to work for home
3. Underwork – to work at a level below my capacities

4. Guidance and insufficient support from superiors
5. Lack of consultation and communication
6. Not being able to disconnect at home from work problems
7. Keeping up with his technique, innovations, ideas and technologies
8. Inadequate or poor quality of professional training or training of managers
9. Attend meetings, meetings
10. Lack of social support from collaborators
11. Wife's attitude towards work and my career
12. To work late
13. Disagreement between different tasks and service requirements
14. Discrimination and favoritism
15. Feeling isolated
16. Don't encourage your superiors
17. Requests for service affect my relationship with my wife or children
18. To be underappreciated
19. Being forced to take risks
20. Do not be told whether you have worked well or not
21. Work trips, living in hotels
22. To be seen only as a "boss".
23. Blurred promotional perspective
24. Lack of emotional support from people outside of work (friends, family)
25. Requesting my job affects my private or social life
26. Changes in the requirements for the way I do my work
27. Always be „present" or "accessible" to anyone
28. Lack of concrete support from those outside the service
29. Factors that are not under my direct control, over which I have no power
30. Family life with a partner who also cares about his career
31. Cope with ambiguous or "delicate" situations
32. Having to take a negative role (such as dismissing someone)
33. Failure to advance in your career
34. Morale and climate at work
35. Making important decisions
36. Consequences of mistakes you make
37. Lack of possibilities for self-improvement
38. Absence of stability or confidence in family life
39. To devote yourself to a career at the expense of family life
40. Characteristics of the organizational structure of the unit

Chapter V

1. Resort to hobbies and past times.
2. I try to look at the situation objectively, I do not let myself be influenced by my affective states 3.I organize my time efficiently.
3. Talk to understanding friends 5.I plan everything in advance.
4. I broaden my interests and activities outside of work.
5. I use selective attention (I focus on specific problems) 8.I solve problems in order of their importance and urgency.
6. I try to stand aside and think well about the situation 10.I am looking for as much social support as possible.

Chapter VI

1. A job is what you make of it
2. In most workplaces, people can achieve to a large extent what they aim to achieve
3. If you know what you want to get from a job, you can find that job that satisfies your desire
4. If employees are dissatisfied with a decision made by their boss, they must do something to remedy the situation
5. Getting the job you want is more about luck
6. Earning money is more a matter of chance
7. Most people are able to do their job well, provided they put in the effort
8. To get a job, you need relatives or acquaintances
9. Promotions are usually a matter of luck
9. When it comes to doing a better job it's more important who you know than what you know
10. Promotions are made to employees who perform better in work
12. To earn a lot of money you need to know who you need
11. In most services you have to have a lot of luck to be considered a good employee
12. Those who perform well in work are generally recompensated
13. Most employees have more influence over their direct bosses than they think they have.
14. The main difference between those who earn well and those who earn wildly is luck

Chapter VII

1. Have enough time for your personal or family life
2. Have good working conditions (airing, proper light, suitable working space, etc.)
3. Have good working relationships with the direct boss
4. Have the safety of the service
5. Work with people who work well together
6. Be consulted by your boss directly with the decisions he makes
7. Have the opportunity to be promoted
8. There are elements of variety and adventure in your service
9. Steadfastness and personal stability
10. Forethought in the use of money
11. Resistance (perseverance)
12. Respect for tradition
13. How nervous or tense you are at work

Annexe 2

Job satisfaction questionnaire

1. I love what I do at work.
2. Communication is good within the organization.
3. I think I'm properly paid for the work I do.
4. 4.Salary raises are few and far between.
- 5.At my job there is very little chance of promotion.
- 6.Those who do their job properly have a good chance of promotion.
- 7.My superior is competent in the work he carries out.
- 8.I like the people I work with.
- 9.Most of the chores and procedures here make your work difficult.
- 10.At certain times I feel that my work is aimless.
- 11.The benefits we receive are as good as at other firms.
- 12.No, I am pleased with the salary I receive.
- 13.No, I think my work is appreciated.
- 14.People would like to move forward as it happens in other places.
15. My boss is not fair to me.
16. I feel like I'm working harder and harder because of my colleagues' incompetence.
17. The aims of this organization are not clear to me.
18. I have too much work to do.
19. The package of services we have is fair.
20. I am very satisfied with the chances of increasing the salary.
21. I often feel like I don't know anything about this organization.
22. I'm very proud of what needles do.
- 23.Employees are rewarded to a small extent for what they do.
- 24.I don't believe that my efforts are rewarded as they should.
- 25.Superiors do not understand their subordinates.
- 26.I get along very well with my colleagues.
- 27.My work is satisfying.
- 28.The division of work tasks is not well established. 29.Certain benefits we do not receive at the time announced.
- 30.I am satisfied with the current opportunities for promotion.
- 31.I like my boss.
- 32.There is too much strife and a lot of conflicts at work.