MANAGEMENT OF STRESS: USE OF INFORMATION SYSTEMS IN MANAGING STRESS WITHINTHE LOWER RANK SOLDIERS IN A MILITARY ORGANIZATION

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By

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ABSTRACT

Stress in workplace is not a new phenomenon for it is known to have a negative impact upon the business world as well as to the military organization. Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. There are many causes of stress in which few include low morale, sickness and diseases, personal problem, workload, lack of job satisfaction, poor working environment, leadership and change of technology. This thesis studied and researched was conducted to determine the relation of stress having the independent variables, job satisfaction, working environment and utilization of technology (HRIS). It is desired that this research would provide a positive input in the process of management of stress of the lower rank soldiers, especially to the Commanding Officer and officers as leaders in the military organization.

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May 2009

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MANAGEMENT OF STRESS: USE OF INFORMATION SYSTEMS IN MANAGING STRESS WITHIN THE LOWER RANK SOLDIERS IN A MILITARY ORGANIZATION

CHAPTER 1

1.0   INTRODUCTION

Stress in the military organization can cause many effects to soldier's mood, productivity, attitudes and relationships between soldiers and the organization as well as between themselves. Stress can result in significant productivity losses, low performance and administrative expenditures. Many factors happen to be the causes of soldiers stress. Hence, stress has become a major problem happening in the workplace. Stress in the military is not widely researched even though the problem is occurring in most organizations. Considerable research on this topic has concerned the links between stress from work and work related attitudes such as organizational commitment and job satisfaction. Stress and other withdrawal behaviors reflect invisible attitudes such as job dissatisfaction, low level of organizational commitment, or an intention to quit. According to this view, a soldier who is stressed consciously or unconsciously expressing negative attachment to the organization. Furthermore, for a lowly committed or dissatisfied soldier, stress can have a negative role. It may provide him or her opportunity to avoid the negative emotions associated with work. On the other hand, soldiers who are highly satisfied with their jobs or strongly committed to the organization will avoid withdrawal behaviors and maintain continued attachment to perform work.

The military organization has been characterized as having excessive levels of both stress and turnover. With the high cost of replacing individual soldier and the detrimental effects of stress and turnover on service quality, it is imperative that these two phenomena are understood and their magnitude periodically estimated. However, this study looks on the aspect of stress that happens in a military camp. The Malaysian Armed Forces (Navy and Air Force) is also facing the same problem with their personnel more particularly in the lower rank categories. As personnel cannot attend work, this may create many organizations to be affected by factors such as productivity, work schedule for guard duties, operations and exercises etc. Therefore, this phenomenon should be studied to assess the problem and find a solution to help solve this matter.

Currently, there are few Military Camps stationed in Taiping, Perak. As such, the study will specifically focus on stress among soldiers of the lower rank. This is due to the fact that stress is felt to be more prevalent among lower ranks than the higher ranking personnel. Stress in the military organization happens almost all the time in the workplace especially among the lower rank staff compared to the higher ranking personnel. The purpose of the study is to identify the dependent and independent variables in this phenomenon. By studying the correlation between these variables, the study will help in identifying the soldiers problems such as job dissatisfaction, personal problem and poor working environment, etc. which can relate to the primary research on personnel stress. In addition, there are many causes of stress that includes;

- low morale;
- serious accidents and illness
- poor working condition/environment
- boredom on the job

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- lack of job satisfaction

- inadequate leadership and poor supervision

- personal problem

- inadequate nutrition

- transportation problems

- workload

However, in this study, it will focus on personal problem, poor working condition and job dissatisfaction as independent and stress of lower rank soldiers as dependent variables. In addition, hypothesis will be developing using the variables that tries to find the relationship between the variables in the military organization. We all face different challenges and obstacles, and sometimes the pressure is hard to handle. When we feel overwhelmed, under the gun, or unsure how to meet the demands placed on us, we experience stress. In small doses, stress can be a good thing. It can give you the push you need, motivating you to do your best and to stay focused and alert. Stress is what keeps soldiers on their toes especially during conflict, operational and strategic duties. But when the going gets too tough and life's demands exceed the ability to cope, stress becomes a threat to both physical and emotional well-being.

Some jobs like the military are stressful by definition because they're physically dangerous, involve matters of life and death (emergency and security functions), or are psychologically demanding. But people who do labor work can also be subject to stress on the job. Workplace stress is usually the result of high demands on the job, unlawful command by superior, under establishment, real or perceived lack of control concerning those demands, poor day-to-day organization and communication, and an unsupportive work environment.

Workplace stress has a negative impact on the business as well as on the individual soldier. The increase in job stress creates emotional, financial, and safety concerns for commanders and subordinate commanders. Stress in the workplace is not a new phenomenon, but it is a greater threat to soldier's health and well-being than ever before. While technology has made aspects of many jobs easier, it has also added to the anxieties of office life through information overload, heightened pressure for task productivity, and a threatening sense of security and legacy like guard and security patrol in the workplace area of responsibility and environment. In 1996, the World Health Organization labeled stress a 'worldwide epidemic.' Today, workplace stress is estimated to cost American companies more than $300 billion a year in poor performance, absenteeism and health costs.

The responses our bodies and minds have to the demands placed on them is a normal part of life and a normal part of any job. Without stress, we wouldn't meet deadlines, strive to hit objectives and targets, or line up new clients. Meeting the demands and challenges of a job is part of what makes work interesting and satisfying, and it's often what allows people to develop new skills and advance in their careers. In the workplace, we regularly experience stress-causing situations, react to them with heightened tension, then return to a more relaxed state when the crisis, big or small, is resolved. However, problems occur when stress is so overwhelming or constant that the tension never abates and we never get to relax. This is so when incidences happen and is threatening the camp security.

What we think of as 'job stress' is what happens when:

*   The challenges and demands of work become excessive.

* The pressures of the workplace surpasses personnel abilities to handle them

* Satisfaction becomes frustration and exhaustion.

When stress crosses the line from normal to excessive, it can trigger physical and emotional responses that are harmful to personnel and employees alike. And unfortunately, for some people they are so used to 'stress' it has become synonymous with work.

1.1 THE RESEARCH PROBLEM

Despite an extensive empirical effort, stress and lateness remain widespread, frustrating, and potentially costly problems in organizations. In military organization, little research had been made related to stress. Military organization was a major point of service to the country Therefore when stress occur it will result to the lost of interest to work. Eventually, the cost of stress is greater than the direct payment of wages and benefits paid durance the stress. Organizations must also consider the indirect cost of staffing, scheduling, re-training, lost productivity, diminished moral, turnover, opportunity cost; the indirect costs often exceed the direct cost of stress. Stress control can often be an important step in the process of reducing bad behavior. Because of competitive pressures, military organization can no longer afford to carry unnecessary stress that they may have tolerated in the past.

Therefore, many military organizations are focusing on the issue of eliminating, or at least reducing, unnecessary levels of stress. However, stress control is not just about

cost. When stress is not addressed or addressed in an inconsistent manner, lower morale can result. Soldiers can feel they have been treated unfairly when they perceive other colleague as getting away with it. Stress can also be a symptom of a more serious underlying problem, such as bullying and/or harassment, communication breakdown, etc, which could, if not investigated, lead to significant costs to the organization, as well as causing long-term damage to individual personnel. Soldiers also may have personal circumstances that require them to take time off work. A certain level of stress is to be expected, as soldiers may have to be stressed from work because of illness. It is almost impossible to create a fair disciplinary procedure because even well run disciplinary systems, which treat similar actions in consistently similar ways, are usually seen as unfair. The reason for this is discipline alone usually does not identify or address the root causes of stress. Every soldier who takes time off in defiance of unit regulations has reasons, right or wrong, which justify to themselves the legitimacy of their actions. Unless a management stress program identifies and addresses the causes of soldiers stressed, it will be ineffective and unfair. It is no secret that there are ways to beat even the best systems. The fear of discipline often only increases the desire to avoid management systems. However, the study will give some understanding of stress with the relationship between job satisfaction, working condition or environment and personal problem that will affect the productivity of military organization in term of soldier's performance.

1.2   THE RESEARCH QUESTION

This study, the research questions that researcher would like to address either its will work or not in finding the correlations between independent and dependent variables such as:

a.   What are the contributing factors that affect the lower rank stress?

b.   How important is the relation of stress with the organization's mandate?

c.   How can stress of lower rank soldiers be managed in the military organization?

d.   To what extent do the contributing factors of stress affect the military duty?

1.3   THE PURPOSE AND OBJECTIVE OF THE RESEARCH

a.   To identify the relationship between stress and soldiers productivity in the military organization.

b.   To identify the factors that contributed to stress among lower rank soldiers.

c.   To give some understanding of stress among lower rank soldiers in the military organization.

1.4   SIGNIFICANT OF THE RESEARCH

Study on stress was one of the major concerned to any organization. This study, however, will determine some related factors that contribute to stress among lower rank soldiers in the military organization. In addition, this research also can bring some understanding and the important of stress issues. The significant of this study will be useful to the organization, researcher and academician that want to study more on this topic when dealing with military environment related to soldiering. The reason, why this study is important to the military organization is because there are only few research been made in the area of stress among military organizations. It also can be a guideline or references to the future study of stress in military organization by others.

1.5   CONTRIBUTION OF THE RESEARCH

This research will help and assist Commanders of the organization to realize the cause of stress among the military personnel in the organization who are under his command and control. Recommendation paper would be forwarded to the organization on completion of the study. With this research the organization could manage changes along the way to minimize stress. Organization could also benefit through this report by having their style of managing change to suite the environmental situation in that particular organization. Commanders will have access to findings which could give his organization a competitive edge by ensuring its well-being. The findings will be absolutely confidential and can in no way be attributable to any individual or organization. It is

expected that the research will lead to diagnostic tools that organization can use to help them to achieve better staff relationships and so improve performance productivity.

1.6 SCOPE OF THE REPORT

This report shall focus only on work stress in the organization, its cause and possible effect on the process and performance on the organization. This research also will take into account all type of stressor perceived by the soldier in the unit and all results are based on analysis of the data gathered while conducting the study. This report also recommends few strategies and programs to prevent and overcome work related stress in the organization.

1.7 STRUCTURE OF THE RESEARCH

This report contains five chapters. Chapter 1 provides an introduction to the study. Chapter 2 outlines the literature review on Work Related Stress, Stress and Performance, Stress and Process and Linkages between Organizational Environment and Performance. Chapter 3 presents the Methodology, on how the Study is being carried out and what theory that were tested. Chapter 4 is on Issues, which mention the current situations, issues, importance and problem that arise in this study. Chapter 5 will be a conclusion and recommendation.

A list of references and appendices are attached after the above-mentioned five chapters.

CHAPTER 2

2.0 LITERATURE REVIEW

Definition

Stress is a feeling of emotional or physical tension. (Oxford Advance Learners Dictionary, 7th edition)

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important *robbins* (2005).

Information System is basically a system that transfers raw data into workable data. (*Author, PJ Maponyane*)

'MIS' is a planned system of the collecting, processing, storing and disseminating data in the form of information needed to carry out the functions of management

The terms *MIS* and *information system* are often confused. Information systems include systems that are not intended for decision making. The area of study called MIS is sometimes referred to, in a restrictive sense, as information technology management. That area of study should not be confused with computer science. IT service management is a practitioner-focused discipline. MIS has also some differences with Enterprise Resource Planning (ERP) as ERP incorporates elements that are not necessarily focused on decision

support. The term information system (BCIS, IS) sometimes refers to a system of persons, data records and activities that process the data and information in an organization, and it includes the organization's manual and automated processes. Computer-based information systems are the field of study for information technology, elements of which are sometimes called an "information system" as well, a usage some consider to be incorrect.

The term "information system" has different meanings:

- In computer security, an information system is described by three objects (Aceituno, 2004):
    - Structure:
        - Repositories, which hold data permanently or temporarily, such as buffers, RAM hard disks, cache, etc.
        - Interfaces, which exchange information with the non-digital world, such as keyboards, speakers, scanners, printers, etc.
    - Channels, which connect repositories, such as buses, cables, wireless links, etc. A Network is a set of logical or physical channels.
    - Behavior:
        - Services, which provide value to users or to other services via messages interchange.
        - Messages, which carries a meaning to users or services.
- In geography and cartography, a geographic information system (GIS) is used to integrate, store, edit, analyze, share, and display geo-referenced information. There are many applications of GIS, ranging from ecology and geology, to the social sciences.
- In knowledge representation, an information system consists of three components: human, technology, organization. In this view, information is

defined in terms of the three levels of semiotics. Data which can be automatically processed by the application system corresponds to the syntax-level. In the context of an individual who interprets the data they become information, which correspond to the semantic-level. Information becomes knowledge when an individual knows (understands) and evaluates the information (e.g., for a specific task). This corresponds to the pragmatic-level.

- In mathematics in the area of domain theory, a Scott information system (after its inventor Dana Scott) is a mathematical 'structure' that provides an alternative representation of Scott domains and, as a special case, algebraic lattices.

- In mathematics rough set theory, an information system is an attribute-value system.

- In sociology information systems are also social systems whose behavior is heavily influenced by the goals, values and beliefs of individuals and groups, as well as the performance of the technology.

- In systems theory, an information system is a system, automated or manual, that comprises people, machines, and/or methods organized to collect, process, transmit, and disseminate data that represent user information.

- In telecommunications, an information system is any telecommunications and/or computer related equipment or interconnected system or subsystems of equipment that is used in the acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of voice and/or data, and includes software, firmware, and hardware.

- In organizational informatics an information system is a system of communication between people. Information systems are systems involved in

the gathering, processing, distribution and use of information and as such support human activity systems.

- The most common view of an information system is one of Input-Process-Output.

The study of information systems, originated as a sub-discipline of computer science, in an attempt to understand and rationalize the management of technology within organizations. It has matured into a major field of management that is increasingly being emphasized as an important area of research in management studies, and is taught at all major universities and business schools in the world.

Information technology is a very important malleable resource available to executives. Many companies have created a position of Chief Information Officer (CIO) that sits on the executive board with the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO) and Chief Technical Officer (CTO).The CTO may also serve as CIO, and vice versa.

Information systems deal with the development, use and management of an organization's IT infrastructure.

In the post-industrial information age, the focus of companies has shifted from being product-oriented to knowledge-oriented in the sense that market operators today compete in process and innovation rather than in products: the emphasis has shifted from the quality and quantity of production to the production process itself--and the services that accompany the production process.

The biggest asset of companies today is their information--represented by people, experience, and know-how, innovations (patents, copyrights, and trade secrets)--and for a

market operator to be able to compete, he or she must have a strong information infrastructure, at the heart of which lies the information technology infrastructure. Thus the study of information systems focuses on why and how technology can be put into best use to serve the information flow within an organization.

Areas of work

Information Systems has a number of different areas of work:

- Information Systems Strategy
- Information Systems Management
- Information Systems Development

Each of which branches out into a number of sub disciplines, that overlap with other science and managerial disciplines such as computer science, pure and engineering sciences, social and behavioral sciences, and business management.

There are a wide variety of career paths in the information systems discipline. "Workers with specialized technical knowledge and strong communications skills will have the best prospects. People with management skills and an understanding of business practices and principles will have excellent opportunities, as companies are increasingly looking to technology to drive their revenue.

A management information system (MIS) is a subset of the overall internal controls of a business covering the application of people, documents, technologies, and procedures by management accountants to solving business problems such as costing a product, service or a business-wide strategy. Management information systems are distinct from regular information systems in that they are used to analyze other information systems applied in operational activities in the organization. Academically,

the term is commonly used to refer to the group of information management methods tied to the automation or support of human decision making, e.g. Decision Support Systems, Expert systems, and Executive information systems.

At the start, in businesses and other organizations, internal reporting was made manually and only periodically, as a by-product of the accounting system and with some additional statistics, and gave limited and delayed information on management performances.

In their infancy, business computers were used for the practical business of computing the payroll and keeping track of accounts payable and accounts receivable. As applications were developed that provided managers with information about sales, inventories, and other data that would help in managing the enterprise, the term "MIS" arose to describe these kinds of applications. Today, the term is used broadly in a number of contexts and includes (but is not limited to): decision support systems, resource and people management applications, project management and database retrieval application.

Emotional stress usually occurs when people consider situations difficult or unable to manage. Different people consider different situations as stressful. Physical stress refers to a physical reaction of the body to various triggers. The pain experienced after surgery is an example of physical stress. Physical stress often leads to emotional stress, and emotional stress often occurs as physical discomfort (e.g., stomach cramps). Stress management involves controlling and reducing the tension that occurs in stressful situations by making emotional and physical changes. The degree of stress and the desire to make the changes will determine how much change takes place.

Stress is simply a fact of nature - forces from the outside world affecting the individual. The individual responds to stress in ways that affect the individual as well as

their environment. Hence, all living creatures are in a constant interchange with their surroundings (the ecosystem), both physically and behaviorally. This interplay of forces, or energy, is of course present in the relationships between all matter in the universe, whether it is living (animate) or not living (inanimate). However, there are critical differences in how different living creatures relate to their environment. These differences have far-reaching consequences for survival. Because of the overabundance of stress in our modern lives, we usually think of stress as a negative experience, but from a biological point of view, stress can be a neutral, negative, or positive experience.

In general, stress is related to both external and internal factors. External factors include the physical environment, including your job, your relationships with others, your home, and all the situations, challenges, difficulties, and expectations you had confronted with on a daily basis. Internal factors determine your body's ability to respond to, and deal with, the external stress-inducing factors. Internal factors which influence your ability to handle stress include your nutritional status, overall health and fitness levels, emotional well-being, and the amount of sleep and rest you get.

Stress has driven evolutionary change (the development and natural selection of species over time). Thus, the species that adapted best to the causes of stress (stressors) have survived and evolved into the plant and animal kingdoms we now observe. Man is the most adaptive creature on the planet because of the evolution of the human brain, especially the part called the neo-cortex. This adaptability is largely due to the changes and stressors that we have faced and mastered. Therefore, we, unlike other animals, can live in any climate or ecosystem, at various altitudes, and avoid the danger of predators. Moreover, most recently, we have learned to live in the air, under the sea, and even in space, where no living creatures that we know of have ever survived

Attitude: A person's attitude can influence whether or not a situation or emotion is stressful. A person with a negative attitude will often report more stress than would someone with a positive attitude.

Physical well-being: A poor diet puts the body in a state of physical stress and weakens the immune system. As a result, the person can be more likely to get infections. A poor diet can mean unhealthy food choices, not eating enough, or not eating on a normal schedule. This can cause a person to not get enough nutrients. This form of physical stress also decreases the ability to deal with emotional stress, because not getting the right nutrition may affect the way the brain processes information.

Physical activity: Not getting enough physical activity can put the body in a stressful state. Physical activity has many benefits. A regular physical activity program can help decrease depression, if it exists. It also improves the feeling of well-being.

Support systems: Most everyone needs someone in their life they can rely on when they are having a hard time. Having little or no support makes stressful situations even more difficult to deal with.

Relaxation: People with no outside interests, hobbies, or ways to relax may be unable to handle stressful situations because they have no outlet for their stress.

2.1   An Individual Stress Management Program

- Make an effort to stop negative thoughts
- Plan some fun
- Refocus the negative into the positive

- Take a break

- Think positively

Physical activity:

- Start a physical activity program. Most experts recommend doing 20 minutes of aerobic activity three times per week.

- Decide on a specific time, type, amount, and level of physical activity. Fit this time into your schedule so it can be part of your routine.

- Find a buddy to exercise with -- it is more fun and it will encourage you to stick with your routine.

- You do not have to join a gym -- 20 minutes of brisk walking outdoors will do the trick.

Nutrition:

- Plan to eat foods that improve your health and well-being. For example, increase the amount of fruits and vegetables you eat.

- Use the food guide pyramid to help you make healthy food choices.

- Eat the right amount of food on a regular schedule.

Social support:

- Make an effort to interact socially with people. Even though you feel stressed, you will be glad to meet your friends, if only to get your mind off of things.

- Nurture yourself and others.

- Reach out to other people.

Relaxation:

- Learn about and try using one or more of the many relaxation techniques, such as guided imagery, listening to music, or practicing yoga or meditation. One or more of these techniques should work for you.

- Listen to your body.

- Take a mini retreat.

- Take time for personal interests and hobbies.

2.2   Resources

If these stress management techniques do not work, there are professionals, such as licensed social workers, psychologists, and psychiatrists, who can help. Schedule a time with one of these mental health professionals to help learn stress management strategies, including relaxation techniques. Support groups of various types are also available through the community.

2.3   Human Resource Information Systems.

Systems to collect, record, store, analyze, and retrieve data concerning an organization's human resource. Most of today's HRIS are computerized. A computerized HRIS contains computer hardware and software applications that work together to help

managers to make HR decisions. The software can be a custom designed program or an off the self application. HRIS software applications are currently available to business. These include;

*An employee information program sets up a database that provides basic employee information; name, sex, address, phone number, date of birth, race, marital status job title and salary. Other applications programs can access the data in the employee information database for more specialized HR uses.

*An applicant tracking program can automate some of the labor intensive activities associated with recruiting job applicants. These include storing job applicant information so that multiple users can access it and evaluate the applicant, scheduling interviews with different managers, updating the personal status of the job applicant, generating correspondence, and producing the necessary equal employment opportunity records required by the government.

*Skills inventory keeps track of the supply of job skills in the employer's workforce a d searches for matches between skill supply and the organization's demand for job skills.

*A payroll applicants program computes gross pay, government taxes, social security, other taxes and net pay. It can also be programmed to make other deductions from the pay check for such items as employee contributions to health insurance, employee contribution to a tax deferred retirement plan and union dues.

*A benefits application program can automate benefits record keeping administer various benefit programs, or provide advice about benefit choices. Benefit software can also provide annual benefits statement for each employee.

*An employee time management program tracks the way each employer uses time on the job. The program monitors employee attendance, absenteeism and tardiness.

2.4   Security and Privacy

The HR department must develop policies and guidelines to protect the integrity and security of the HRIS. Unauthorized users can create havoc. To maintain the security and privacy of HRIS records companies should;

*Limit access to the HRIS by controlling access to the computer and its data files and locking the areas where they are stored and encrypting the data.

*Permit limited access to different portions of the database with the use of passwords and special codes.

*Grant permission to access employee information only on need to know   basis.

*Develop policies and guidelines that govern the utilization of employee information and notify employees how this policies work.

*Allows employees to verify and correct their personal records.

2.5   Component of Information

A system is a group of components that interact to achieve some purpose. As you might guess, an information system is a group of component that interacts to produce

information that sentence, although there is five component framework of information system;

    *Computer hardware. Electronic component and related gadgetry that input, process, output, store and communicated data according to instructions encoded in computer programs or software.

    *Software. Instruction for computers

    *Data. Recorded facts or figures

    *Procedures. Instruction for human

    *People

2.6   Development and use of Information Systems:-

An information system includes a computer program, application, or combination of hardware and software that is developed to solve a specific problem. The process of creating an information system is referred to as the system is referred to as the systems development life cycle there is five phases:-

Feasibility and planning (investigation):- During the planning phases a feasibility study is conducted to determine whether a new system is a feasible solution, a project plan is developed and approval for the plan is obtained from management. Some authors refer to this phase as the investigation phase.

a.   **Analysis:-** The role of the analysis phase is to identify detailed requirement for the system, what business needs will the information system fill? What other the same time?

b.   **Design:-** once the analysis phase has determined what the system will do, the design phase determines design phase determines how it will do it, during the design phase, each portion of the new system is designed in detail, including the user interface, data, structure, and the program design, in detail , including the user interface, data structure, and the program design. The design phase often ends with a prototype-a working model of the system.

c.   **Implementation:-** the next phase is to actually create the components of the system. Testing should be an integral part of this phase, ensuring that each component works as it should and that the design plan is being followed. When development is complete, it's time to put the system in place. This can mean installing the can mean installing the software on end-users' computers of uploading a web site to a web server.

d.   **Maintenance:-** The work doesn't end with implementation. Ideally, the maintenance phase lasts until the system is no longer in use. The system must be monitored to ensure that it continues to work properly. Errors may be found that need to be fixed or new needs may arise which require modifications to the system, if the new needs cannot be met by the original system, the cycle starts over to design a significant modification to the system or implement a new system.

In the importance of information systems is our database is our biggest asset, take away anything else the building, the equipment, the inventories, anything else and we would be back in business 6 months or less. Take away our customer database however, and we would have to start all over. It would take us another 8 years to get back to where we are.   So information system is the key for any business owner, it's the key to decreasing expenses and the key to increasing revenue. Every business owner needs to determine the performance indicators that drive his or her business and then wrap technology around those indicators. For us it's information about our customers, and all users. MIS is the development and use of information systems. Information systems do not up like mushrooms after a hard rain' they must be constructed.

Achieving organizational goals and objectives MIS is that information system exists to help organization achieve their goals and objectives. Firs realize that this statement hides an important fact: business they do not do anything a organization is not a live, and it cannot act. It is the people within an organization, who sell, or buy, design, produce finance, market, account, and manages. So information systems exist to help people who work in a business to achieve the goals and objectives of that business. Information systems are not created for the sheer joy of exploring technology. They are not created so that the company can be modern or so that the company can claim to be a new economy company they are not created because the information systems department thinks if needs to be created or because the company is falling behind the technology curve. This point may seem so obvious that you wonder why we mention it. Every day, however, some business somewhere is developing an information system for the wrong reasons. Right now, somewhere in the world, a company is deciding to create a web site for the sole reason that every other business has one this company is not asking questions like what is the purpose of the web site. What is it going to do for us? Or are the costs of

the web site sufficiently offset by the benefits? But it should be, again, MIS is the development and use of information systems that help business or organizations achieve their goals and objectives.

2.7   Characteristics of good information

All information is not equal: some information is better than other information.

- **Accurate**: good information is accurate. Good information is based on correct and complete data, and it has been processed correctly as expected. Accuracy is crucial; managers must be able to rely on the results of their information systems. This is function can develop a bad reputation in the organization if a system is known to produce inaccurate information. In such a case, the information system becomes a waste of time and money as users develop work around to avoid the inaccurate data. A corollary to this discussion is that you, a future user of information systems, ought not to rely on information just because it appears in the context of a web page, a well formatted report, or a fancy query. It is sometimes hard to be skeptical of information delivered with beautiful, active graphics. Do not be misled. When you begin to use an information system, be skeptical. Cross-check the information you are receiving. After weeks or months of using a system, you may relax. Begin, however, with skepticism.

- **Timely**:- good information is timely produced in time for its intended use. A monthly report that arrives 6 weeks late is most likely useless. The information arrives long after the decision have been made that needed that

information. An information system that tells you not to extend credit to a customer after you have shipped the goods is unhelpful and frustrating. Notice that timeliness can be measured against a calendar or against events. So when you participate in the development of an IS, timeliness will be part of the requirements you will ask for. You need to give appropriate and realistic timeliness needs. In some cases, developments systems that provide information in near real time are much more difficult and expensive than producing information a few hours later. If you can get by with information that is a few hours old, say so during the requirements specification phase. Consider an example. Suppose you work in marketing and you need to be able to assess the effectiveness of new online ad programs. You want an information system that not only will deliver ads over the web, but that also will enable you to determine how frequently customers click on those ads.

- **Relevant:-** information should be relevant both to the context and to the subject. Considering context, you, the CEO, need information that is summarized to an appropriate level for your job. A list of the hourly wage of every employee in the company is unlikely to be useful. More likely, you need average wage information by department or division. A list of all employee wages is irrelevant in your context. Information should also be relevant to the subject at hand. If you want information about short-term interest tares for a possible line of credit, then a report that shows 25 years mortgage interest rates is irrelevant. Similarly, a report that buries the information you need in pages and pages of results is also irrelevant to your purposes.

- **Just Barely sufficient and worth its cost:-** information needs to be sufficient for the purpose for which it is generated, but just barely so. We live in an

information age; one of the critical decisions that each of us has to make each day is what information to ignore. The higher you rise into management, the more information you will be given, and because there is only so much time, the more information you will need to ignore. So information should be sufficient, but just barely. However information is not free. There are costs for developing an information system, costs of operating and maintaining that system and costs of your time and salary for reading and processing the information the system produces. For information to be worth its cost there must be an appropriate relationship between the cost of information and its value. So information systems should be subject to the same financial analyses to which other assets are subjected.

2.8 THEORETICAL FRAMEWORK

Methods and procedures used in the study are presented under the following sub-headings: theoretical framework of job satisfaction, theoretical framework of personal problems; theoretical framework of poor working environment; research framework and hypothesis.

Figure 2.8.1THEORETICAL FRAMEWORK MODEL
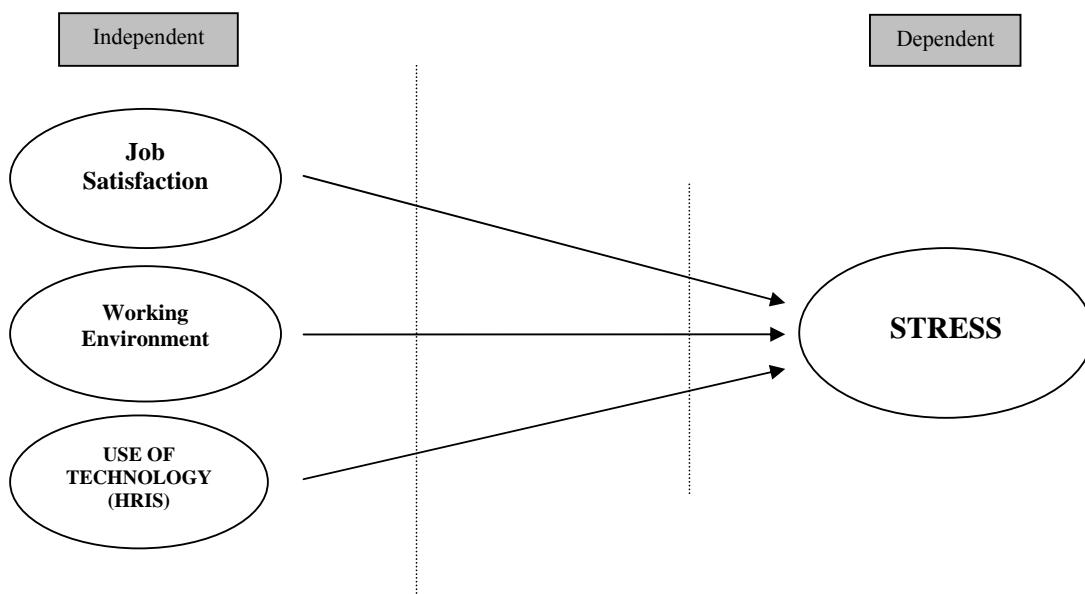
The dependent variable is stress variable of primary interest. The components of independent variables in the study are technology change, lack of job satisfaction and poor working environment. The first component of independent variable is technology change of having introduced the human resource information system that often is the greater probability of the soldier's stress that may include the need for technical knowledge and skill etc. The second component is lack of job satisfaction towards their job, which is also considered a factor to cause stress where the soldiers feel their job does not suit with their personality or interest. In other words, lack of job satisfaction may create an unhealthy environment whereby it can cause the personnel workplace. The third component of the independent variable is poor working environment in which it may typically affect more on the lower rank. Here, gender becomes the moderating variable that can influence the outcome of dependent variable. Therefore, by theorizing that technology change, lack of job satisfaction, and poor working environment are likely to result in lower rank for stress; the presence of the gender factor may also affect in the result of stress. In other words, the lower rank stress results may be different among gender i.e. between male or female employees.

2.9 JOB SATISFACTION

Lack of Job Satisfaction can be the result of many issues including clashes with a supervisor, boredom, workplace safety concerns and compensation, etc. It can arise from conflict with an individual or groups of people in the workplace. In turn, job satisfaction is negatively related to stress (Hackett, 1990). To support the statement further, Scott and Taylor (1985) also found a significant negative relationship between job satisfaction and stress which can be considered as both direct and indirect. However, Job satisfaction's

relationship with different variables has been studied and the results have illustrated mixed reports as to the actual relationship between them because of the lack of consistency as to what the definition of job satisfaction entails. Job satisfaction always related with organizational commitment or that between satisfaction and stress. Although organizational commitment and job satisfaction are highly correlated, they constitute empirically distinct constructs. Organizational commitment reflects an attachment to the overall organization rather than to some part of it (e.g., job). It is more stable over time than job satisfaction and is less seriously affected by transitory events. In addition, organizational commitment is more strongly affected by organizational factors including leadership, culture, values, and norms (Cohen, 1992; Gellatly, 1995), whereas job considerations (e.g. performance) as well as off-the-job satisfaction (Rain, Lane & Steiner, 1991) have a greater impact on job satisfaction.

Job satisfaction may be the most frequently measured organizational variable in both research and applied settings. There are multiple reasons for interest in this work attitude. First, organizations are interested in simply assessing the current state of employee job satisfaction. Organizations often want to know the state of employee morale over time and thus, some form of job satisfaction measurement is generally included in employee opinion surveys. Second, much work has been conducted to understand the antecedents of job satisfaction. Interesting lines of research have focused on whether job satisfaction can best be understood from a dispositional (Arvey, Bouchard, Segal & Abraham, 1989; Ilies & Judge, 2003). Finally, understanding the correlates and outcomes related to job satisfaction are important to researchers and organizations. For instance, theories about the relationships between job satisfaction and important work variables such as life satisfaction, family satisfaction, work-family conflict, performance, withdrawal behaviors, and organizational citizenship have been

developed and examined (Frone, Russell, & Cooper, 1994). Thus, job satisfaction is often regarded as a work-related attitude with potential antecedent conditions leading to it (such as autonomy and pay), and potential consequences resulting from it (such as absenteeism and job performance). It can also be viewed as representing a complex assemblage of cognitions (beliefs or knowledge) and emotions (feelings or sentiments). Job satisfaction has often been considered synonymous with related concepts of morale, job involvement, and stress. Therefore, we can expect individuals who are satisfied with their job to possess a high morale and vice-versa. On the other hand, we would expect individuals who are greatly involved in their jobs to experience eater emotions (positive or negative) and as consequence higher levels of satisfaction or dissatisfaction.

2.10 WORKING ENVIRONMENT

Poor working environment include monotonous work, outdated management practices, the lack of possibilities to influence decision-making and a poor atmosphere or conditions at work. The poor organizational climate will influence and affect the performance of the employees (Michael Cameron Gordon Davidson, 2000). Improving the work environment can decrease the risk of illness of all employees thereby reducing the rate of stress. Autocratic leadership that cracks down on the entrepreneurial spirit, a negative work atmosphere charged with politics, back biting, turf guarding, lack of recognition both monetary and non-monetary, and lack of flexibility. These are some of the factors that contribute to an unfulfilling work environment. The best applicants out there will not last long in an environment where they cannot flourish professionally and personally.

2.11 GENDER

Men and women participate in the workforce for different reason. Historically, men provided more to the primary sources of family income while women remain as a housewife doing house related job (Scott & McClellan 1990). Today because of changing expectations and lifestyle, work has not only provided women with a source of income but also in many sense of independent. With this, women's participation in the workforce demanded that both men and women are treated equally. In industrialized countries, there are legislations that required employers to treats women fairly and equally. However, it is must be recognized that men and women are not necessarily alike in their work behavior. A consistent finding from previous research indicated that women tend to be stressed in work more often than men (Vabden Heuvel & Wooden 1995). However, this evidence is not conclusive. The reason is that stress can be categorized into avoidable and unavoidable. Sex or gender is a critical variable that has been examined in stress research. However, Thomas and Thomas (1994) found that among navy enlisted personnel, sex had a significant effect on stress. Study made by Tsui, Egan and O'Riley investigated the effect of workforce heterogeneity on attendance behavior in work units. The study found that men had a negative effect on stress. For women in contrast, increased differences in sex composition of a group was associated with lower stress.

2.12 PREVENTION TOOLS FOR STRESS

To identify work-related stress, its causes and consequences, we need to monitor our job content, working conditions, terms of employment, social relations at work, health, well being and productivity. Many references to simple checklists and questionnaires to enable all stakeholders to do this i.e. to improve stress-inducing conditions in the workplaces. Much of this can be accomplished through rather simple organizational changes by:

- allowing adequate time for the worker to perform his or her work satisfactorily;

- providing the worker with a clear job description;

- rewarding the worker for good job performance;

- providing ways for the worker to voice complaints and have them considered seriously and swiftly;

- harmonizing the worker's responsibility and authority;

- clarifying the work organization's goals and values and adapting them to the worker's own goals and values, whenever possible;

- promoting the worker's control, and pride, over the end product of his or her work;

- promoting tolerance, security and justice at the workplace;

- eliminating harmful physical exposures;

- identifying failures, successes, and their causes and consequences in previous and future health action at workplace;

- learning how to avoid the failures and how to promote the successes, for a step-by-step improvement of occupational environment and health

CHAPTER 3

RESEARCH METHODOLOGY

3.0   Introduction

This chapter defines the methodology that was used in conducting this research for instance the variables of the model, measurement development, identified of populations, sampling procedure and deciding the items to be included in the questionnaires. In addition, this chapter explains various procedures that were used to collect, to measure, and to analyze the data of this survey.

3.1   Research Design

The model was constructed from some of the studies conducted in the past (Ajzen, 2001b; Bock & Kim, 2002; Bock, Zmud, Kim & Lee, 2005; Fishbein & Ajzen, 1975) with minor vocabulary changes. The model being structure to find out how these factors can eventually leads to the management of stress which will links to the intention to be shared by the respondent. The questions are based on the previous research model and to find out the correlation between the variables.

3.2 Population and Sample

The target population for the study was a military organization, 72 Battalion Kor Perkhidmatan DiRaja, stationed in Taiping, Perak. The population was thought to represent the entire population of military personnel in the area. The sample for the study was the military camp in the area alone. As such, the study focused on lower rank soldiers with at least 5 years of experience that includes male and female military personnel working in the military camp having the total population soldiers around 200 personnel.

3.3 Sampling Design

The sample was selected by randomly issued of a hard copy questionnaire to the lecturers' room. The questionnaire was distributed to 200 respondents but only 156 responded. Follow up were made after the distribution and due to the lack of time the research questionnaire were recalled within one week. sampling was used because the target only involved the lower ranks of the unit organization.

3.4 Variables

The questions were adapted from measures that have been validated by other researchers. The three variables, utilization of technology, job satisfaction and working environment were developed based on significant theories and previous studies. The items were adopted from Gomez-Mejia & Balkin (2007); Robbin & Judge (2009); Randy

& Simone (2009); Palmer & Dunford (2009); Harigopal (2006); Fishbein & Ajzen (1975, 1981). Small demographic information was asked in the questionnaire.

3.5   Instrument Design

The sample questionnaire that was being used in this research is attached in appendix. The main processes of preparing the questionnaire were explained here.

The questionnaires are divided into three parts. First part consisted of 7 questions on the demographic profile of respondents that include race, age, academic qualification, salary, rank, service, gender/sex, marital status. The second part was designed to use the Five Point Likert scale (1=very often, 2=often, 3=average, 4=seldom, 5=not at all) with 8 questionnaires on job satisfaction which covers recognition, accomplishment, training, opportunities, appraisal, needs and lastly on orders. And 7 questionnaires concerning environmental situation which include matters on condition of workplace, safety, administration, peers and facilities. This also used the Five point Likert scale (1=very good, 2=good, 3=average, 4=below average, 5=not good). The last part measures the usage of information technology/system (HRIS) also using the Lickert scale (1=strongly agree, 2=agree, 3=average, 4=disagree, 5=strongly disagree), the 10 questionnaires involved the use of information technology, the advantages/disadvantages and productivity.

3.6   Data collecting.

For the purpose of the research analysis, several appropriate methods were used. Primary & Secondary Data were collected through:

a)   Questionnaire. Questionnaires distributed to the soldiers to get the data required. The questionnaire arranged systematically and easily understood by the respondents. The personally administered questionnaires were conducted so that data can be collected fast and in the meantime, can build a good rapport with the respondents to get the cooperation and positive reaction for the research.

b)   Face-to-face Interview. To support the data, face-to-face interviews with few military officers who are the sub-unit commanders was conducted to gain more vital or confidential information pertaining to the subjects.

3.7   Data Analysis

Raw statistics that being collected from the survey was edited and coded. SPSS 12.0 (Statistical Package for Social Science) was used to process the data. By using this software, analyses are according to:

a)   Frequency Analysis This analysis being used to check the respondent responds towards the questions.

b)   Descriptive Analysis According to Zikmund (2000), descriptive analysis refers to adjustment of the data according to the survey questions for better understanding and interpretation of data. In descriptive analysis there are three entries which is min, median and mod. Data was also checked against data entry error by running descriptive statistic for minimum and maximum.

Editing was carried out to check and process the data. Necessary adjustments for the data were made to reduce the omission, increase legibility and to check the consistency. Then data coding was carried out for appropriateness, mutual exclusivity and single dimensions within category sets that existed in the questionnaire.

a)   Reliability Analysis Reliability analysis is important to check the reliable of the data. According to Sekaran 2000, all data entries have to be checked to ensure that subsequent analysis and findings were credible, this was to establish the reliability of the data. Cronbach alpha coefficient was used to measure the core reliability. The closer reliability coefficient gets to 1.0, the more reliable the instrument is.

b)   Regression Analysis According to Zikmund (2000), regression analysis can be used to view the impact of two or more independent variables to one dependent variable. Regression and correlation was performed to test the hypothesis and explain the relationship between the variables. The first issued before performing reliability is to differentiate between independent and dependant variables (Hair, Anderson, Tatham & Black, 1998). There are five assumptions according to the reliability analysis:

i.   Normality was checked using a histogram and the normal probability plot.

ii.   Homoscedasticity was verified using the scatter plots of regression.

iii.   Durbin-Watson test was used to validate the independence of error term assumption. Durbin-Watson index is acceptable if it is in the range of 1 to 3.

iv.   Multicollinearity happens when two or more independent variables are correlation. According to Hair, Anderson, Tatham & Black (1998), multicollinearity problem was assessed using the Variable Inflation Factor (VIF) and it is accepted if VIF < 10 (the threshold) while tolerance > 0.1. Hence, tolerance above 0.1, VIF value below 10 and also condition index below 30 signifies no major multicollinearity issues.

v.   Case wise diagnostics was used to identify any outlier in the sample. If there is an out liner, standard divisions will be deleted.

3.8   Summary

This chapter explains the research methodology, populations, types and design used in the research. The variables and instrument design for the study was also identifies. The population and samples for the research are stated in this chapter and how the items of the questions were included. Lastly, the data analysis and process were discussed.

CHAPTER 4

RESULTS AND FINDINGS

4.0   Introduction

This chapter presents the results of statistical analyses that were described in chapter three. The respondent's demographic were discussed in the beginning of this chapter. Next the results of the statistical analysis were discussed to show validity and reliability. Finally, the hypotheses were tested through regression and correlation, and were discussed to find out the relationship between the independent and dependent variables.

4.1   Profile Respondents

A total of 156 questionnaires were received at the end of the data collection process. Based on the initial expectation of 200 respondents, the respond rate is approximately 78%. The respondent profile was analyzed from 8 aspects namely the sex, age, race, academic qualification, salary, rank, length of service and marital status.

4.2   Survey responses

For this research, 200 questionnaires are sent to the particular unit but only 156 responded to the questionnaire that had been distributed. This is because soldiers in the unit were busy with their work, some were on outstation duty and others not willing to participate in this study. Data analyze were divided into 3 parts; first part will explain the respondent background or demographic factors which derived from part 1 of the questionnaire. The second part, will explain the part 2 of questionnaire according to the degree of reliability of the question it each variable groups in relation to lack of job satisfaction and poor working environment. The last part, will explain the relationship between variables in relation to the technology utilization (HRIS). SPSS was used to analyze this data and using such as ANNOVA, Pearson Chi-Square and Pearson correlation.

4.3   Respondent background

There were 156 respondents in this analysis that only consists approximately 78% of the total population of the particular military organization. The respondent's background can be as follows:

4.3.1   Respondent's Background According to Gender/Sex.   Of the 156 respondents in this research, 114 or 73.1% were male   and 42 or 26.9% were female. From the research it shows that male respondent are more by 72   than female respondent.

Gender/sex	Frequency	Percent
Male	114	73.1
Female	42	26.9
Total	**156**	**100**

Table 4.3.1.1 Frequency Distribution of Gender

4.3.2 Respondent's Age Group. Mode of respondent age was age below 25 years old with the frequency of 37 participants with 23.7%. Its follow by age group of 25-30 years, 56 participants with 35.9%, above 30 years having 63 participants with 40.4%.This shows that the majority of respondents are of the age above 30 years old.

Age Group	Frequency	Percent
Below 25 yrs	37	23.7
25 – 30 yrs	56	35.9
Above 30 yrs	63	40.4
Total	**156**	**100**

Table 4.3.2.1 Respondent Frequency According to Age Group

4.3.3 Respondent's Race/Ethnic. This frequency data shows that 134 or 85.9% participant was Malay, second higher was others at 16 or 10.3% participant and 3 or 1.9% participant was Chinese and 3 or 1.9 was Indian.

Race	Frequency	Percent
Malay	134	85.9
Chinese	3	1.9
Indian	3	1.9
Others	16	10.3
Total	**156**	**100**

Table 4.3.3.1 respondents Frequency According to Race

4.3.4   Respondent's year of service. Service of 5-10 years represents the majority respondent having frequency of 72 or 46 2%, followed by below 5 years of service at a total of 46 or 25.9%, 10-15 years have 37 or 23.7% and the lowest is those serving 15-22 years having only 1 or 0.6%.This will show that the unit is holding a majority of soldiers serving less than 15 years in the army.

Year of Service	Frequency	Percent
Below 5yrs	46	29.5
5-10 yrs	72	46.2
10-15 yrs	37	23.7
15-22	1	0.6
Total	**156**	**100**

Table 4.3.4.1 Respondent frequency According to length of service

4.3.4   Respondents According to Marital Status. 67 or 42.9% participants of this category were monopolized by married person. 46 or 29.5% was single (unmarried), 31 or 19.9% are widower and 12 or 7.7% are widows. Majority of the respondents are married.

Marital Status	Frequency	Percent
Married	67	42.9
Single	46	29.5
Widower	31	19.9
Widow	12	7.7
Total	**156**	**100**

Table 4.3.4.1 Respondent Frequency According to Marital Status

4.3.5   Respondent's Education Level. Respondents with SPM total to 143 or 91.7%, Diploma 7 or 4.5% and Degree 6 or 3.8%.This shows that the majority of the soldiers are school leavers having education up to SPM and 13 soldiers or 8.3% having higher learning at university or college.

Educational Level	Frequency	Percent
SPM	143	91.7
Diploma	7	4.5
Degree	6	3.8
Master	0	0
Total	**156**	**100**

Table 4.3.5.1 Respondent Frequency According to Education Level

4.4   Reliability Analysis

The internal consistencies of study variables were analyzed using Cronbach's alpha values as exhibited. Reliability is the accuracy or precision of a measuring instrument, to which the respondent can answer the same or approximately the same questions the same way each time (Staub, 1989). The closer the reliability coefficient gets to 1.0, the more reliable it is. In general, reliabilities less than 0.6 are considered to be poor, those in the range of 0.7 are acceptable and over 0.8 are good (Sekaran, 2000). The lowest reliability coefficients was for the variable of Stress at 0.605, hence all the measures used are reliable.

Variables	Total Items	Number of Items deleted	Alpha Coefficient
Lack of Job Satisfaction	8	-	0.783
Poor Working Environment	7	-	0.855
Technology Utilization	10	-	0.883
Stress	7	-	0.605

Table 4.4.1 Reliability Coefficients of Variables

Technology Utilization reaches the highest reliability at 0.883. Then again, Stress reaches the lowest alpha range at 0.605. All the measures used are reliable.

4.5   Descriptive Analysis

Descriptive analysis is the transformation proves of raw data into a form that is easy to understand and interpret (Zikmund, 2000). Mean measures the central tendency that offers an overall picture of the data without unnecessarily inundating one with each of the observations in a data set (Sekaran, 2000). Mean and standard deviation were used to describe the statistics in this study. All Variables were measured using a 5 point Likert scale with 5 being strongly disagree and 1 being strongly agree, followed by 5 being not good and 1 being very good, at least followed by 5 being not at all and 1 being very often.

Variables	Mean	Standard Deviation
Lack of Job Satisfaction	2.15	0.66
Poor Working Environment	2.10	0.81
Technology Utilization	2.08	0.65
Stress	2.12	0.58

Table 4.5.1 Descriptive Analysis

The table summarized the descriptive statistics of the variables used in the research. The descriptive statistics in the table indicated that all the values for variables measure in Likert Scale were above their midpoint with a standard deviation of 1 and below 1. As for variables measured using 5 point Likert scale, Lack of Job Satisfaction recorded the highest score mean of 2.15, followed by Stress at 2.12, Poor Working Environment at 2.10 and Technology Utilization at 2.08. Technology Utilization recorded the lowest mean score at 2.08.

4.6 Correlation Analysis

The Pearson's correlation analysis was conducted to examine the bivariate relationships among the independent, dependent and moderating variables. The detail of correlation analysis is shown in Table 4.9

		Stress	Lack of Job Satisfaction	Poor Working Environment	Technology Utilization
Stress	Pearson Correlation	1	.326(**)	.295(**)	.064
	Sig. (2-tailed)		.000	.000	.424
	N	156	156	156	156
Lack of Job Satisfaction	Pearson Correlation	.326(**)	1	.780(**)	-.043
	Sig. (2-tailed)	.000		.000	.598
	N	156	156	156	156
Poor Work Environment	Pearson Correlation	.295(**)	.780(**)	1	-.013
	Sig. (2-tailed)	.000	.000		.873
	N	156	156	156	156
Technology Utilization	Pearson Correlation	.064	-.043	-.013	1
	Sig. (2-tailed)	.424	.598	.873	
	N	156	156	156	156

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

Table 4.6.1 Correlations

Many variables in the table that were significant in the table were found to be positively related with each other, except Technology Utilization with Lack of Job Satisfaction and Poor Working Environment found to be negative correlated.

4.7 Regressions

Based on the discussion made in Chapter 2, 3 main hypotheses were formulated. In this data analysis, linear regression were used to estimates the coefficients of a linear equation, involving one or more independent variables that best predict the value of the dependent variable. For each value of the independent variable, the distribution of the dependent variable must be normal. The variance of the distribution of the dependent variable should be constant for all values of the independent variable. The relationship between the dependent variable and each independent variable should be linear, and all observations should be independent.

Constructs	Dependent Variables Intention to Share Knowledge
Independent Variables	
Lack of Job Satisfaction	0.251**
Poor Working Environment	0.100
Technology Utilization	0.076
R^2	0.166
Adjusted R^2	0.099
Sig.	0.000
F value	6.662***
Durbin-Watson	1.472

Note: *$p<0.10$, **$p<0.05$, ***$p<0.01$

Table 4.7.1 Relationships between Independent Variables and Stress (Dependent Variable)

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Linear regressions were performed in this study to examine the direct relationship between independent variables (Job Satisfaction, Working Environment, and Technology Utilization) and dependent variable (Stress). The regression results were presented in Table 4.10 This will explain hypotheses H1, H2 and H3. The SPSS outputs are attached in Appendix II.

The result obtained was a bell shape histogram, which indicates that the data is normally distributed. The p-p plot values fall along the diagonal line, indicating that it was normally distributed. Durbin Watson index was 1.472 and this indicated no autocorrelation problems.

Table 4.10 shows that regression test had presented inference statistics; approximately 16.6% of the Stress variable can be explained by the independent variables. The significant of F change is 0.000, thus this implies that there exist significant relationship between independent variables and Stress (dependant variable). The regression analysis supported 3 hypotheses namely H1, H2 and H3.

Lack of Job Satisfaction is found to be positively and significant correlated at 5% level for the Stress ($\beta = 0.251$). The beta value of 0.251 indicates that Job Satisfaction is the most influential variable in explaining Stress. As a result, hypothesis H1 is supported.

Poor Working Environment is found not statistically significant at 10% level for the Stress. The beta value of 0.100 indicates that anticipated reciprocal relationships have no significant value on the Stress. Hypothesis 2 was not supported for the dependant variable dimension of Stress.

Finally, independent variable such as Technology Utilization was found not statistically significant at 10% level for Stress. The beta value of 0.076 indicates that Technology Utilization has no significant value on Stress. Hence, hypothesis 3 shows no significant impact on the Stress.

4.8   Summary

This chapter explains the statistical results obtain and the interpretation of findings from the information gathered. The characteristics of the respondents in terms of Sex, age, race, academic qualification, salary, rank, length of service and marital status were explained from the statistical matrix compiled.

Not overall regression model was significant. Out of 3 hypotheses being tested, 1 hypothesis was supported and 2 were not supported. Table 4.11 shows the summary results of all the hypotheses testing.

Hypothesis	Variables	Results	β Value
H1	Job Satisfaction has significant effect on the Stress	Supported	β = 0.251**
H2	Working Environment has significant effect on the Stress	Not Supported	β = 0.100
H3	Technology Utilization has significant effect on the Stress	Not Supported	β = 0.076

Table 4.8.1 Summary of Hypotheses Analysis

4.9   Hypothesis Discussion

Hypothesis 1, The relationship between Job Satisfaction and stress in the lower ranks of the organization. Table 4.8.1 shows that the result of the analysis supported the hypothesis that there is an existence of stress. This may be due to nature of human being that they are not satisfied with their needs and wants; they tend to do whatever they like such as making many excuses for not performing efficiently. Therefore, this will effect the smooth running of daily operation because of short of staff in certain areas that requires many more staffs.

Hypothesis 2, the relationship between working environment and stress in the lower ranks of the organization. Table 4.8.1 shows that the results of the analysis do not support the hypothesis.

Hypothesis 3, the relationship between technology utilization and stress in lower ranks of the organization. Table 4.8.1 shows that the results of the analysis do not support the hypothesis.

CHAPTER 5

RECOMMENDATION AND CONCLUSION

5.0   RECOMMENDATION

The commander and his subordinate officers may consider organizational improvements to prevent work related stress and ill health, with regard to:

* Work schedules. Design work schedules to avoid conflict with demands and responsibilities unrelated to the job. Schedules for rotating shifts should be stable and predictable, with rotation in a forward (morning-afternoon-night) direction;

* Participation / control. Allow workers to take part in decisions or actions affecting their jobs;

* workload. Ensure assignments are compatible with the capabilities and resources of the worker, and allow for recovery from especially demanding physical or mental tasks;

* Content. Design tasks to provide meaning, stimulation, a sense of completeness, and an opportunity to use skills;

* Roles. Define work roles and responsibilities clearly;

* Social environment. Provide opportunities for social interaction, including emotional and social support and help between fellow workers;

* Future. Avoid ambiguity in matters of job security and career development; promote life-long learning and employability.

Stress can also be prevented through a good stress management program or stress awareness program that is done by organization to tackles the problem of stress among

lower ranks personnel especially those who are related with operations or involved in strategic duties. The purpose of stress management program or stress awareness programs is to develop a willingness on the part of all personnel to attend work regularly and to assist them in motivating their coworkers to attend work regularly. This can be done through;

- Addressing the physical and emotional needs of our personnel

- Communicating the roles and responsibilities of the organization so that personnel can understand and identify within them.

- Dealing with cases of excessive stress effectively and so deterrence can occur.

- Successful administration of stress management program requires Commanders and subordinates to be aware of, and create work environments in which the following can be actualized:

- The greater the extent to which individuals identify their goals with the goals of the organization and care what happens to it, the greater their motivation in performing their jobs The more people find their jobs meaningful to them, the greater their motivation. As soldiers workload increases due to insufficient personnel, commanders should take initiative to fulfill the strength of personnel according to the establishment of the organization.

- The more people like working for the organization the higher their motivation to work efficiently. Recognition of highly motivated personnel helps to lower stress in the organization.

- Have the lower rank soldiers feel free to discuss their on-the-job problems with their immediate leader.

- Develop team spirit amongst the lower rank soldiers and create a buddy-buddy system so that finally the feeling of esprit de corps will inculcate in the image and morale of the organization.

- Give the opportunity for promotion and upgrading for those soldiers who performed efficiently.

5.1 CONCLUSION

The factors that affect stress among the lower ranking personnel, according to the survey's respondents were mostly work-related. These factors on job dissatisfaction, morale that related to its job nature. With no exception, all personal characteristics (demographic factors) such as gender, marital status, and age were not perceived to affect stress. The factors that affect stress according to the survey's respondent's analysis of work-related with job dissatisfaction. However, the independent variables discuss earlier give a very strong relationship towards stress. The definition of stress, its causes, its affects on performance, and its costs in terms of finances and administrative effectiveness are not quite clear to the study area. The reason is that soldiers are assets to any military organization. Military organizations should take precautions and steps to look into the problem of stress. This is important because it can give a significant effect on performance if soldier's needs and wants are avoided by commanders.

Stress is normal parts of life that can either help us learn and grow or can cause us significant problems. Stress releases powerful neurochemicals and hormones that prepare us for action (to fight or flee). If we don't take action, the stress response can create or worsen health problems. Prolonged, uninterrupted, unexpected, and unmanageable stresses are the most damaging types of stress. Stress can be managed by regular exercise,

meditation or other relaxation techniques, structured time-outs, and learning new coping strategies to create predictability in our lives. Many behaviors that increase in times of stress and maladaptive ways of coping with stress—drugs, pain medicines, alcohol, smoking, and eating—actually worsen the stress and can make us more reactive to further stress. While there are promising treatments for stress, the management of stress is mostly dependent on the willingness of a person to make the changes necessary for a healthy lifestyle.

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Bilangan;..............

Serial no;..............

BAHAGIAN / PART1

Tandakan (X) di dalam petak berdasarkan skala di bawah.Terlebih dahulu diucapkan terima kasih diatas kerjasama anda.

Mark (X) in boxes applicable below. Thank you for your cooperation.

1. Bangsa : ☐ Melayu ☐ Cina ☐ India ☐ Lain-lain
   Race   Malay   Chinese   Indian   Others

2. Umur : ☐ Bawah 25 Thn ☐ 25-30 Thn ☐ Lebih 30 Thn
   Age   Below 25 yrs   25-30 yrs   Above 30 yrs

3. Akademik : ☐ SPM ☐ Diploma ☐ Ijazah
   Academic Qualification   SPM   Diploma   Degree

4. Gaji : ☐ Kurang RM 1000 ☐ Rm 1,000-Rm 2,000 ☐ Lebih RM 2000
   Salary   Less Rm 1000   More Rm 2000

5. Pangkat : ☐ Prebet ☐ LKpl/Kpl ☐ Sjn/PW
   Rank   Private   LCpl /Cpl   Sjn /WO

6. Perkhidmatan : ☐ Bwh 5 Thn ☐ 5-10 Thn ☐ 10-15 Thn ☐ 15-22 Thn
   Service   Less 5 yrs   5-10 yrs   10-15 yrs   15-22 yrs

7. Jantina : ☐ Lelaki ☐ Wanita
   Sex   Male   female

8. Status Perkahwinan : ☐ Kahwin ☐ Bujang ☐ Duda ☐ Janda
   Marital Status   Married   Single   Widower   Widow

BAHAGIAN / PART 2

Cuba fikirkan tentang pekerjaan anda sekarang. Adakah ia memberikan kepuasan terhadap kerja dan persekitaran tempat kerja anda. Bagi setiap pernyataan yang berikut, tandakan mana-mana ruangan dalam petak yang disediakan untuk menggambarkan pendapat anda tentang sejauh mana faktor-faktor berikut menyebabkan penglibatan perkara tersebut.

Think of your present job. Do you ever experience being being stressed. Mark any of the boxes applicable.

<u>Sila baca soalan-soalan dan tandakan (X) di dalam kotak jawapan</u>
<u>Please read and mark (X) boxes for your answer</u>

Skala(Scale) (1) - tersangat sering (very often)
Skala(Scale) (2) - sering (often)
Skala(Scale) (3) - sederhana (neutral)
Skala(Scale) (4) - kadang-kadang (seldom))
Skala(Scale) (5) - Tidak sama sekali (Not at all)

B2	Perkara	1	2	3	4	5
9.	Adakah Anda Pernah Mengalami Tekanan? Have you ever being stressed?					
10.	Berapa sering anda mengalami tekanan? How often do you have stressed?					
11.	Bagaimana perjumpaan anda dengan ketua? How often you meet with the Leader					
12.	Perjumpaan Anda Dengan Anggota Lain How often you meet your peers					
13.	Perjumpaan anda dengan keluarga How often you meet with family					
14.	sebarapa sering anda diberikan tugas How often yyou are given task					
15.	Perjumpaan gaul anda dengan masyarakat Socializing with society					

Cuba fikirkan tentang pekerjaan anda sekarang. Adakah ia memberikan kepuasan terhadap kerja dan persekitaran tempat kerja anda. Bagi setiap pernyataan yang berikut, tandakan mana-mana ruangan dalam petak yang disediakan untuk menggambarkan pendapat anda tentang sejauh mana faktor-faktor berikut menyebahkan penglibatan perkara tersebut.

Think of your present job. Do you ever experience being satisfaction in workplace. Mark any of the boxes applicable.

Sila baca soalan-soalan dan tandakan (X) di dalam kotak jawapan
Please read and mark (X) boxes for your answer
        Skala(Scale) (1) - Tersangat Baik (very Good)
        Skala(Scale) (2) - Baik (good)
        Skala(Scale) (3) - Serdahana Baik (Average)
        Skala(Scale) (4) - Kurang Baik (Low Average)
        Skala(Scale) (5) - Tidak Baik (Not Good)

CLASSIFICATION ON JOB SATISFACTIONS/KELASIFIKASI TERHADAP KEPUASAN KERJA

B3	Perkara	1	2	3	4	5
16.	Menerima pengiktirafan keatas kerja anda? Received appropriate recognition for your contribution?					
17.	Pencapaian peribadi terhadap kerja Your work give you sense of personal accomplishment					
18.	Latihan samble kerja On the job training					
19.	Peluang untuk peningkatan Opportunity for personal development					
20.	Laporan penilaian yang diterima Receiving performance appraisal					
21.	Alatan keperluan membuat kerja Facilities and needs for executing job provided					
22.	Perhubungan kerja dengan ketua Relationship with superiors					
23.	Arahan dari pihak ketua ditempat kerja Instruction from superior in workplace					

CLASIFICATION ON WORKING ENVIRONMENT/KELASIFIKASI SUASANA TEMPAT KERJA

		4				
24.	Keadaan tempat anda bekerja Condition of your working environment					
25.	Keadaan jaminan keselamatan ditempat kerja Safety and security at worplace					
26.	Berurusan dengan pihak pentadbir pasukan Dealing with Unit Administrative staff					
27.	Sikap dan tingkahlaku rakan setugas Attitude and conduct of peers					
28.	Perhubungan dengan rakan sekerja Relationship with peers in workplace					
29.	Sokongan rakan sekerja dalam pasukan Support from peers in workplace					
30.	Keadaan tempat riadah pasukan anda Recreational facilities available in workplace					

BAHAGIAN/PART 3

Directions:
- Respond to each question with whatever knowledge you have. There is no right or wrong answers. Be honest and realistic in your assessment.
- Please state your agreement/disagreement based on the following scale:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5
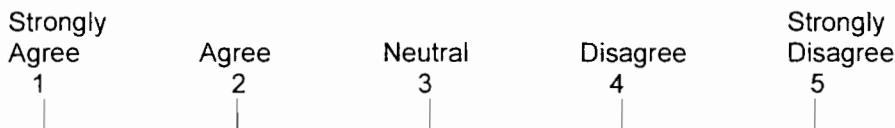
Sila Tandakan (x) Di dalam petak berdasarkan skala di bawah.

Mark (X) in boxes applicable below.

B4	Perkara	1	2	3	4	5
31.	Apakah cawangan anda bertugas menggunakan IS system ? Does your branch already using IS system?					
32.	Adakah anda telah didedahkan dengan penggunaan sistem maklumat dan teknologi berkomputer? Are you introduced to IS and IT?					
33.	Adakah dengan menggunakan sistem maklumat ini membantu kerja anda? Do use of IS is helping your daily work?					
34.	Adakah dengan menggunakan sistem maklumat ini membebankan kerja harian anda? Do use of IS overload your daily work?					
35.	Adakah anda berasa tertekan (Stress) dengan penggunaan sistem maklumat di dalam tugas harian? Do use of IS stress you in your daily work?					
36.	Apakah pendapat anda penggunaan sistem dan teknologi maklumat di tempat kerja anda ? What is your opinion on use of IS and IT in workplace ?					
37.	Adakah teknologi dan sistem maklumat membantu segi penjimatan bagi kewangan dan masa? Do use of IS and IT save cost and time ?					
38.	Adakah sistem ini membantu meningkatkan baik prestasi keupayaan hasil kerja anda? Does the system improve your productivity?					

39.	Adakah menggunakan IS dan IT lebih baik dari Bekerja secara manual? Do use of IS and IT better than working manually?						
40.	Adakah anda menghadapi masalah di dalam pengurusan penggunaan Sistem Maklumat Teknologi berkomputer Do you face problem in using IS and IT?	6					

	Name	Type	Width	Decimals	Label	Values
1	Race	Numeric	8	2		{1,00, Malay}...
2	Age	Numeric	8	2		{1,00, Below 2
3	A.Qualificati	Numeric	8	2		{1,00, SPM}...
4	Salary	Numeric	8	2		{1,00, Less R
5	Rank	Numeric	8	2		{1,00, Private}.
6	Service	Numeric	8	2		{1,00, Less 5 Y
7	Sex	Numeric	8	2		{1,00, Male}...
8	MaritalStatu	Numeric	8	2		{1,00, Married}
9	BeingStres	Numeric	8	2		{1,00, sangat s
10	OftenStress	Numeric	8	2		{1,00, sangat s
11	Relationshi	Numeric	8	2		{1,00, sangat s
12	RelationPe	Numeric	8	2		{1,00, sangat s
13	Relationshi	Numeric	8	2		{1,00, sangat s
14	OftenTask	Numeric	8	2		{1,00, sangat s
15	Relationshi	Numeric	8	2		{1,00, sangat s
16	Recognition	Numeric	8	2		{1,00, very goo
17	PersonalAc	Numeric	8	2		{1,00, very goo
18	JobTraining	Numeric	8	2		{1,00, very goo
19	Opportunity	Numeric	8	2		{1,00, very goo
20	Appraisal	Numeric	8	2		{1,00, very goo
21	JobProvide	Numeric	8	2		{1,00, very goo
22	Superiors	Numeric	8	2		{1,00, very goo
23	Superiorin	Numeric	8	2		{1,00, very goo
24	WorkEnviro	Numeric	8	2		{1,00, very goo
25	Security	Numeric	8	2		{1,00, very goo
26	Administrati	Numeric	8	2		{1,00, very goo
27	AttitudePee	Numeric	8	2		{1,00, very goo
28	Relationshi	Numeric	8	2		{1,00, very goo
29	Support	Numeric	8	2		{1,00, very goo
30	Recreatuin	Numeric	8	2		{1,00, very goo
31	OfficeIS	Numeric	8	2		{1,00, strongly
32	ISandIT	Numeric	8	2		{1,00, strongly
33	IShelping	Numeric	8	2		{1,00, strongly
34	ISoverload	Numeric	8	2		{1,00, strongly
35	ISstress	Numeric	8	2		{1,00, strongly
36	Opiniononl	Numeric	8	2		{1,00, strongly
37	ISandITsav	Numeric	8	2		{1,00, strongly
38	Productivity	Numeric	8	2		{1,00, strongly
39	ISandITbett	Numeric	8	2		{1,00, strongly
40	ProblemInl	Numeric	8	2		{1,00, strongly
41	Stressavg	Numeric	8	2		{1,00, sangat s
42	JobSatisfac	Numeric	8	2		{1,00, very goo
43	WorkEnviro	Numeric	8	2		{1,00, very goo

	Missing	Columns	Align	Measure
1	None	8	Right	Ordinal
2	None	8	Right	Ordinal
3	None	8	Right	Ordinal
4	None	8	Right	Ordinal
5	None	8	Right	Ordinal
6	None	8	Right	Ordinal
7	None	8	Right	Ordinal
8	None	8	Right	Ordinal
9	None	8	Right	Scale
10	None	8	Right	Scale
11	None	8	Right	Scale
12	None	8	Right	Scale
13	None	8	Right	Scale
14	None	8	Right	Scale
15	None	8	Right	Scale
16	None	8	Right	Scale
17	None	8	Right	Scale
18	None	8	Right	Scale
19	None	8	Right	Scale
20	None	8	Right	Scale
21	None	8	Right	Scale
22	None	8	Right	Scale
23	None	8	Right	Scale
24	None	8	Right	Scale
25	None	8	Right	Scale
26	None	8	Right	Scale
27	None	8	Right	Scale
28	None	8	Right	Scale
29	None	8	Right	Scale
30	None	8	Right	Scale
31	None	8	Right	Scale
32	None	8	Right	Scale
33	None	8	Right	Scale
34	None	8	Right	Scale
35	None	8	Right	Scale
36	None	8	Right	Scale
37	None	8	Right	Scale
38	None	8	Right	Scale
39	None	8	Right	Scale
40	None	8	Right	Scale
41	None	8	Right	Scale
42	None	8	Right	Scale
43	None	8	Right	Scale

	Name	Type	Width	Decimals	Label	Values
44	ISavg	Numeric	8	2		{1,00, strongly

	Missing	Columns	Align	Measure
44	None	8	Right	Scale

	Race	Age	A.Qualificati on	Salary	Rank	Service
1	1,00	2,00	1,00	2,00	2,00	2,00
2	1,00	3,00	1,00	3,00	3,00	3,00
3	4,00	2,00	1,00	2,00	1,00	1,00
4	1,00	3,00	1,00	3,00	3,00	3,00
5	1,00	3,00	1,00	3,00	2,00	2,00
6	1,00	1,00	1,00	2,00	1,00	1,00
7	1,00	1,00	1,00	2,00	1,00	1,00
8	1,00	2,00	1,00	2,00	2,00	2,00
9	1,00	3,00	1,00	2,00	2,00	2,00
10	1,00	2,00	1,00	3,00	2,00	2,00
11	1,00	2,00	1,00	1,00	2,00	2,00
12	1,00	2,00	1,00	1,00	1,00	1,00
13	1,00	2,00	1,00	2,00	1,00	1,00
14	1,00	2,00	1,00	2,00	2,00	2,00
15	1,00	3,00	3,00	3,00	3,00	3,00
16	1,00	3,00	1,00	3,00	3,00	3,00
17	1,00	3,00	2,00	2,00	2,00	2,00
18	4,00	3,00	1,00	2,00	2,00	2,00
19	1,00	2,00	1,00	2,00	2,00	2,00
20	1,00	2,00	1,00	2,00	2,00	2,00
21	1,00	3,00	1,00	2,00	2,00	2,00
22	1,00	2,00	1,00	2,00	1,00	1,00
23	1,00	2,00	1,00	2,00	2,00	2,00
24	1,00	3,00	1,00	3,00	3,00	3,00
25	1,00	3,00	1,00	3,00	3,00	3,00
26	1,00	3,00	1,00	3,00	3,00	3,00
27	1,00	2,00	1,00	2,00	2,00	2,00
28	4,00	3,00	1,00	3,00	2,00	2,00
29	1,00	1,00	1,00	2,00	1,00	1,00
30	1,00	3,00	1,00	3,00	3,00	3,00
31	1,00	3,00	1,00	3,00	2,00	2,00
32	1,00	1,00	1,00	2,00	1,00	1,00
33	1,00	3,00	1,00	3,00	3,00	3,00
34	1,00	2,00	1,00	1,00	2,00	2,00
35	1,00	3,00	1,00	2,00	2,00	2,00
36	1,00	3,00	1,00	3,00	3,00	3,00
37	4,00	1,00	1,00	1,00	1,00	1,00
38	1,00	3,00	1,00	3,00	2,00	2,00
39	1,00	2,00	1,00	2,00	1,00	1,00
40	1,00	3,00	1,00	3,00	3,00	3,00
41	1,00	3,00	3,00	3,00	3,00	3,00
42	1,00	1,00	1,00	2,00	1,00	1,00

	Sex	MaritalStatus	BeingStressed	OftenStress	RelationshipLeader	RelationPeers
1	1,00	1,00	2,00	1,00	1,00	1,00
2	1,00	1,00	2,00	1,00	1,00	1,00
3	2,00	2,00	3,00	3,00	3,00	3,00
4	1,00	1,00	2,00	2,00	2,00	2,00
5	1,00	1,00	2,00	2,00	2,00	2,00
6	2,00	2,00	2,00	3,00	2,00	1,00
7	1,00	1,00	2,00	3,00	2,00	3,00
8	1,00	1,00	2,00	3,00	1,00	2,00
9	1,00	1,00	1,00	1,00	1,00	1,00
10	2,00	1,00	2,00	1,00	1,00	1,00
11	1,00	1,00	2,00	1,00	1,00	1,00
12	1,00	1,00	3,00	3,00	3,00	3,00
13	2,00	2,00	2,00	2,00	2,00	2,00
14	1,00	2,00	2,00	2,00	2,00	2,00
15	1,00	1,00	2,00	3,00	2,00	1,00
16	1,00	1,00	1,00	1,00	1,00	1,00
17	1,00	1,00	1,00	1,00	1,00	1,00
18	2,00	2,00	4,00	3,00	2,00	3,00
19	2,00	2,00	2,00	2,00	2,00	3,00
20	1,00	1,00	1,00	1,00	1,00	1,00
21	1,00	1,00	2,00	2,00	2,00	1,00
22	1,00	1,00	1,00	2,00	2,00	1,00
23	1,00	1,00	4,00	3,00	3,00	1,00
24	1,00	1,00	4,00	3,00	2,00	1,00
25	1,00	1,00	2,00	1,00	1,00	1,00
26	1,00	1,00	3,00	2,00	1,00	1,00
27	2,00	2,00	2,00	1,00	3,00	3,00
28	1,00	1,00	2,00	2,00	2,00	1,00
29	1,00	2,00	1,00	2,00	2,00	1,00
30	1,00	1,00	3,00	3,00	3,00	3,00
31	1,00	1,00	2,00	1,00	2,00	2,00
32	1,00	2,00	1,00	1,00	1,00	1,00
33	1,00	1,00	1,00	1,00	3,00	2,00
34	2,00	1,00	1,00	1,00	2,00	3,00
35	1,00	1,00	1,00	2,00	1,00	2,00
36	1,00	1,00	2,00	1,00	1,00	1,00
37	2,00	2,00	2,00	4,00	1,00	2,00
38	1,00	1,00	3,00	2,00	2,00	1,00
39	2,00	1,00	1,00	1,00	2,00	1,00
40	1,00	1,00	2,00	2,00	1,00	2,00
41	1,00	1,00	2,00	1,00	2,00	1,00
42	1,00	2,00	1,00	5,00	5,00	1,00

	Relationshi pFamily	OftenTask	Relationshi pSociety	Recognition forContribut ion	PersonalAc complishm ent	JobTraining
1	1,00	2,00	1,00	2,00	2,00	1,00
2	1,00	2,00	1,00	2,00	2,00	1,00
3	2,00	2,00	3,00	3,00	3,00	2,00
4	3,00	2,00	2,00	3,00	2,00	1,00
5	2,00	2,00	3,00	2,00	3,00	1,00
6	3,00	3,00	3,00	3,00	3,00	1,00
7	3,00	3,00	3,00	2,00	4,00	1,00
8	2,00	3,00	2,00	3,00	3,00	2,00
9	1,00	1,00	1,00	5,00	4,00	1,00
10	1,00	2,00	1,00	2,00	3,00	2,00
11	1,00	2,00	1,00	3,00	3,00	3,00
12	2,00	2,00	3,00	3,00	3,00	2,00
13	3,00	2,00	2,00	3,00	3,00	2,00
14	2,00	2,00	3,00	1,00	3,00	1,00
15	3,00	3,00	3,00	1,00	1,00	1,00
16	1,00	1,00	1,00	1,00	1,00	1,00
17	1,00	1,00	1,00	3,00	3,00	1,00
18	3,00	4,00	2,00	3,00	3,00	3,00
19	4,00	4,00	3,00	1,00	1,00	1,00
20	2,00	1,00	1,00	2,00	2,00	2,00
21	2,00	1,00	1,00	3,00	3,00	1,00
22	2,00	2,00	1,00	3,00	3,00	3,00
23	4,00	4,00	2,00	3,00	2,00	3,00
24	1,00	3,00	3,00	3,00	2,00	1,00
25	1,00	2,00	3,00	1,00	3,00	1,00
26	2,00	4,00	1,00	4,00	1,00	2,00
27	4,00	3,00	3,00	1,00	1,00	1,00
28	2,00	1,00	1,00	3,00	4,00	1,00
29	2,00	2,00	1,00	3,00	3,00	1,00
30	3,00	3,00	3,00	3,00	2,00	1,00
31	4,00	4,00	2,00	1,00	1,00	1,00
32	1,00	1,00	1,00	2,00	1,00	1,00
33	2,00	2,00	1,00	1,00	3,00	3,00
34	2,00	5,00	1,00	3,00	1,00	2,00
35	3,00	1,00	2,00	2,00	1,00	1,00
36	1,00	1,00	1,00	2,00	1,00	1,00
37	1,00	3,00	4,00	3,00	3,00	2,00
38	2,00	4,00	4,00	3,00	3,00	3,00
39	1,00	1,00	1,00	2,00	2,00	1,00
40	1,00	1,00	2,00	2,00	2,00	1,00
41	2,00	2,00	2,00	3,00	2,00	1,00
42	1,00	1,00	2,00	5,00	5,00	1,00

	Opportunity	Appraisal	JobProvided	Superiors	Superiorin Workplace	WorkEnvironment
1	2,00	2,00	1,00	1,00	1,00	2,00
2	2,00	2,00	1,00	1,00	1,00	2,00
3	3,00	3,00	2,00	3,00	4,00	3,00
4	2,00	2,00	3,00	2,00	2,00	2,00
5	2,00	2,00	3,00	2,00	3,00	2,00
6	3,00	3,00	3,00	2,00	3,00	2,00
7	3,00	3,00	3,00	1,00	2,00	2,00
8	3,00	3,00	1,00	1,00	2,00	2,00
9	1,00	1,00	3,00	3,00	1,00	1,00
10	3,00	3,00	3,00	2,00	3,00	3,00
11	4,00	3,00	4,00	2,00	4,00	3,00
12	3,00	3,00	3,00	2,00	2,00	2,00
13	3,00	3,00	3,00	2,00	2,00	2,00
14	1,00	2,00	1,00	2,00	1,00	1,00
15	1,00	1,00	2,00	1,00	1,00	1,00
16	1,00	1,00	2,00	1,00	1,00	1,00
17	3,00	4,00	2,00	4,00	2,00	4,00
18	3,00	4,00	4,00	3,00	3,00	2,00
19	1,00	1,00	2,00	1,00	2,00	1,00
20	1,00	3,00	3,00	3,00	2,00	2,00
21	1,00	2,00	3,00	1,00	1,00	1,00
22	3,00	3,00	3,00	3,00	3,00	3,00
23	4,00	3,00	1,00	3,00	1,00	2,00
24	1,00	1,00	2,00	1,00	1,00	1,00
25	3,00	3,00	2,00	1,00	3,00	1,00
26	1,00	3,00	2,00	3,00	5,00	1,00
27	1,00	1,00	1,00	2,00	2,00	1,00
28	1,00	1,00	4,00	1,00	3,00	2,00
29	4,00	1,00	2,00	1,00	1,00	2,00
30	1,00	2,00	2,00	3,00	3,00	3,00
31	1,00	1,00	2,00	2,00	3,00	1,00
32	2,00	2,00	2,00	1,00	2,00	2,00
33	4,00	3,00	5,00	5,00	5,00	5,00
34	3,00	2,00	4,00	3,00	4,00	3,00
35	3,00	2,00	4,00	3,00	4,00	3,00
36	3,00	2,00	4,00	3,00	4,00	3,00
37	3,00	3,00	3,00	2,00	3,00	3,00
38	2,00	2,00	4,00	3,00	4,00	3,00
39	1,00	3,00	2,00	2,00	2,00	1,00
40	1,00	2,00	3,00	3,00	3,00	3,00
41	1,00	1,00	3,00	1,00	2,00	1,00
42	1,00	1,00	1,00	1,00	1,00	5,00

	Security	Administrati fStaff	AttitudePee rs	Relationshi pPeers	Support	Recreatuin al
1	1,00	1,00	1,00	1,00	2,00	1,00
2	1,00	1,00	1,00	1,00	2,00	1,00
3	3,00	3,00	3,00	2,00	2,00	3,00
4	2,00	2,00	2,00	3,00	2,00	2,00
5	2,00	2,00	2,00	2,00	2,00	3,00
6	3,00	2,00	1,00	3,00	3,00	3,00
7	3,00	2,00	3,00	3,00	3,00	3,00
8	3,00	1,00	2,00	2,00	3,00	2,00
9	1,00	1,00	1,00	1,00	1,00	1,00
10	3,00	2,00	2,00	3,00	3,00	4,00
11	4,00	3,00	1,00	2,00	3,00	2,00
12	2,00	3,00	2,00	2,00	3,00	2,00
13	2,00	3,00	2,00	2,00	3,00	2,00
14	1,00	1,00	1,00	1,00	2,00	1,00
15	1,00	1,00	1,00	1,00	1,00	1,00
16	1,00	1,00	1,00	1,00	1,00	1,00
17	3,00	2,00	3,00	3,00	4,00	2,00
18	2,00	2,00	3,00	4,00	4,00	3,00
19	1,00	1,00	1,00	2,00	1,00	1,00
20	2,00	2,00	1,00	2,00	1,00	1,00
21	2,00	2,00	1,00	2,00	2,00	1,00
22	3,00	3,00	3,00	3,00	3,00	3,00
23	1,00	2,00	2,00	4,00	4,00	2,00
24	1,00	1,00	1,00	1,00	1,00	1,00
25	1,00	3,00	2,00	2,00	2,00	1,00
26	1,00	2,00	3,00	2,00	5,00	1,00
27	2,00	1,00	2,00	3,00	1,00	2,00
28	1,00	1,00	1,00	1,00	1,00	1,00
29	4,00	1,00	2,00	1,00	3,00	4,00
30	2,00	2,00	1,00	2,00	4,00	4,00
31	1,00	2,00	1,00	1,00	1,00	1,00
32	2,00	1,00	2,00	1,00	1,00	2,00
33	2,00	2,00	4,00	5,00	5,00	5,00
34	4,00	1,00	2,00	3,00	3,00	3,00
35	4,00	1,00	2,00	3,00	3,00	3,00
36	4,00	1,00	2,00	3,00	3,00	3,00
37	4,00	1,00	2,00	3,00	3,00	3,00
38	4,00	3,00	3,00	3,00	3,00	3,00
39	1,00	2,00	1,00	1,00	2,00	1,00
40	2,00	2,00	2,00	2,00	2,00	2,00
41	1,00	3,00	3,00	1,00	3,00	1,00
42	5,00	1,00	1,00	5,00	5,00	5,00

	OfficeIS	ISandIT	IShelping	ISoverload	ISstress	OpiniononI SandIT
1	2,00	2,00	1,00	2,00	2,00	1,00
2	2,00	2,00	1,00	2,00	2,00	1,00
3	3,00	3,00	2,00	3,00	3,00	2,00
4	3,00	2,00	1,00	2,00	2,00	3,00
5	2,00	3,00	1,00	2,00	2,00	3,00
6	3,00	3,00	1,00	3,00	3,00	3,00
7	2,00	3,00	1,00	3,00	3,00	3,00
8	2,00	3,00	2,00	3,00	1,00	2,00
9	3,00	3,00	3,00	3,00	1,00	3,00
10	3,00	3,00	2,00	4,00	1,00	3,00
11	3,00	2,00	3,00	3,00	2,00	3,00
12	2,00	3,00	2,00	1,00	3,00	3,00
13	5,00	4,00	5,00	5,00	5,00	4,00
14	2,00	2,00	2,00	1,00	2,00	2,00
15	3,00	4,00	2,00	1,00	4,00	5,00
16	4,00	4,00	1,00	4,00	3,00	2,00
17	1,00	1,00	1,00	1,00	1,00	1,00
18	1,00	3,00	1,00	2,00	3,00	1,00
19	2,00	1,00	1,00	1,00	2,00	1,00
20	2,00	2,00	2,00	4,00	2,00	3,00
21	3,00	2,00	2,00	5,00	4,00	2,00
22	1,00	1,00	1,00	2,00	2,00	2,00
23	4,00	3,00	1,00	1,00	2,00	4,00
24	2,00	3,00	1,00	4,00	2,00	4,00
25	2,00	3,00	1,00	4,00	2,00	4,00
26	4,00	5,00	3,00	3,00	2,00	3,00
27	3,00	3,00	1,00	3,00	3,00	3,00
28	2,00	4,00	1,00	3,00	3,00	3,00
29	2,00	3,00	2,00	3,00	1,00	2,00
30	3,00	3,00	3,00	3,00	1,00	3,00
31	3,00	3,00	2,00	4,00	1,00	3,00
32	3,00	2,00	3,00	3,00	2,00	3,00
33	2,00	3,00	2,00	1,00	3,00	3,00
34	2,00	3,00	2,00	3,00	3,00	3,00
35	3,00	2,00	2,00	1,00	1,00	2,00
36	3,00	2,00	2,00	1,00	1,00	2,00
37	3,00	2,00	2,00	1,00	1,00	2,00
38	3,00	1,00	2,00	1,00	1,00	2,00
39	2,00	2,00	2,00	1,00	1,00	2,00
40	3,00	2,00	2,00	1,00	1,00	2,00
41	3,00	2,00	2,00	1,00	2,00	2,00
42	2,00	2,00	2,00	1,00	1,00	2,00

	ISandITsavecost	Productivity	ISandITbetter	ProblemIniSandIT	Stressavg	JobSatisfactionavg
1	1,00	1,00	2,00	1,00	1,30	1,50
2	1,00	1,00	2,00	1,00	1,30	1,50
3	3,00	4,00	3,00	3,00	2,70	2,90
4	2,00	2,00	2,00	2,00	2,10	2,10
5	2,00	3,00	2,00	2,00	2,10	2,30
6	2,00	3,00	2,00	3,00	2,40	2,60
7	1,00	2,00	2,00	3,00	2,70	2,40
8	2,00	3,00	2,00	3,00	2,10	2,30
9	3,00	3,00	2,00	3,00	1,00	2,40
10	3,00	3,00	1,00	2,00	1,30	2,60
11	3,00	1,00	1,00	2,00	1,30	3,30
12	3,00	3,00	3,00	1,00	2,70	2,60
13	4,00	3,00	1,00	5,00	2,10	2,60
14	2,00	2,00	1,00	2,00	2,10	1,50
15	5,00	4,00	5,00	5,00	2,40	1,10
16	3,00	3,00	4,00	2,00	1,00	1,10
17	1,00	1,00	1,00	1,00	1,00	2,80
18	2,00	1,00	1,00	1,00	3,00	3,30
19	1,00	1,00	2,00	3,00	2,90	1,30
20	2,00	3,00	2,00	2,00	1,10	2,30
21	3,00	3,00	2,00	1,00	1,60	1,90
22	1,00	1,00	1,00	2,00	1,60	3,00
23	1,00	1,00	4,00	3,00	3,00	2,50
24	1,00	3,00	3,00	4,00	2,40	1,50
25	1,00	3,00	3,00	4,00	1,60	2,10
26	3,00	3,00	4,00	2,00	2,00	2.60
27	2,00	3,00	2,00	3,00	2,70	1,30
28	1,00	2,00	2,00	3,00	1,60	2,30
29	2,00	3,00	2,00	3,00	1,60	2,00
30	3,00	3,00	2,00	3,00	3,00	2,10
31	3,00	3,00	1,00	2,00	2,40	1,50
32	3,00	1,00	1,00	2,00	1,00	1,60
33	3,00	3,00	3,00	1,00	1,70	3,60
34	3,00	2,00	4,00	1,00	2,10	2,80
35	2,00	1,00	1,00	1,00	1,70	2,50
36	2,00	1,00	1,00	1,00	1,10	2,50
37	2,00	1,00	1,00	1,00	2,40	2,80
38	2,00	1,00	1,00	1,00	2,60	3,00
39	3,00	1,00	1,00	1,00	1,10	1,90
40	2,00	1,00	1,00	1,00	1,60	2,10
41	3,00	1,00	1,00	1,00	1,70	1,80
42	3,00	1,00	1,00	1,00	2,30	2,00

	WorkEnvironmentavg	ISavg
1	1,30	1,50
2	1,30	1,50
3	2,70	2,80
4	2,10	2,10
5	2,10	2,20
6	2,40	2,60
7	2,70	2,30
8	2,10	2,30
9	1,00	2,70
10	2,90	2,60
11	2,60	2,40
12	2,30	2,30
13	2,30	4,20
14	1,10	1,90
15	1,00	3,50
16	1,00	2,80
17	3,00	1,10
18	2,90	1,70
19	1,10	1,50
20	1,60	2,40
21	1,60	2,70
22	3,00	1,50
23	2,40	2,20
24	1,00	2,60
25	1,70	2,60
26	2,10	3,00
27	1,70	2,60
28	1,10	2,40
29	2,40	2,30
30	2,60	2,70
31	1,10	2,60
32	1,60	2,40
33	4,00	2,30
34	2,70	2,40
35	2,70	1,70
36	2,70	1,70
37	2,70	1,70
38	3,10	1,60
39	1,30	1,70
40	2,10	1,70
41	1,90	1,90
42	3,90	1,70

	Race	Age	A.Qualificati on	Salary	Rank	Service
43	1,00	1,00	2,00	2,00	1,00	1,00
44	4,00	2,00	1,00	2,00	3,00	3,00
45	1,00	3,00	1,00	3,00	3,00	3,00
46	1,00	1,00	1,00	1,00	1,00	1,00
47	1,00	1,00	1,00	1,00	1,00	1,00
48	1,00	2,00	1,00	2,00	2,00	2,00
49	1,00	2,00	1,00	2,00	2,00	2,00
50	1,00	3,00	1,00	3,00	3,00	3,00
51	1,00	2,00	1,00	2,00	1,00	1,00
52	1,00	3,00	1,00	2,00	3,00	3,00
53	1,00	2,00	1,00	1,00	2,00	2,00
54	1,00	2,00	1,00	2,00	1,00	1,00
55	1,00	3,00	3,00	3,00	2,00	4,00
56	1,00	2,00	1,00	2,00	2,00	2,00
57	1,00	2,00	1,00	1,00	1,00	1,00
58	1,00	3,00	1,00	2,00	3,00	3,00
59	1,00	2,00	1,00	2,00	2,00	2,00
60	1,00	3,00	1,00	2,00	2,00	2,00
61	4,00	2,00	1,00	1,00	1,00	1,00
62	1,00	1,00	1,00	1,00	1,00	1,00
63	1,00	2,00	1,00	2,00	2,00	2,00
64	1,00	2,00	1,00	1,00	1,00	1,00
65	1,00	2,00	1,00	2,00	2,00	2,00
66	4,00	1,00	1,00	1,00	1,00	1,00
67	1,00	2,00	1,00	2,00	1,00	1,00
68	1,00	3,00	1,00	3,00	2,00	2,00
69	1,00	1,00	1,00	1,00	1,00	1,00
70	4,00	2,00	1,00	1,00	1,00	1,00
71	1,00	3,00	1,00	3,00	3,00	3,00
72	1,00	3,00	1,00	2,00	2,00	2,00
73	1,00	3,00	1,00	3,00	3,00	3,00
74	1,00	3,00	1,00	2,00	2,00	2,00
75	1,00	3,00	1,00	3,00	2,00	2,00
76	1,00	1,00	1,00	2,00	1,00	1,00
77	1,00	2,00	1,00	2,00	2,00	2,00
78	1,00	2,00	1,00	2,00	1,00	1,00
79	1,00	3,00	1,00	3,00	3,00	3,00
80	1,00	1,00	1,00	1,00	1,00	1,00
81	1,00	3,00	1,00	3,00	2,00	2,00
82	1,00	1,00	1,00	2,00	2,00	2,00
83	1,00	3,00	1,00	3,00	2,00	2,00
84	1,00	2,00	1,00	2,00	2,00	2,00

	Sex	MaritalStatus	BeingStressed	OftenStress	RelationshipLeader	RelationPeers
43	1,00	2,00	3,00	3,00	3,00	2,00
44	1,00	1,00	1,00	1,00	2,00	1,00
45	1,00	1,00	2,00	2,00	2,00	1,00
46	1,00	3,00	3,00	3,00	3,00	4,00
47	1,00	2,00	3,00	4,00	4,00	3,00
48	1,00	1,00	4,00	3,00	4,00	1,00
49	1,00	2,00	2,00	3,00	2,00	2,00
50	1,00	1,00	5,00	5,00	4,00	2,00
51	1,00	2,00	3,00	2,00	1,00	1,00
52	1,00	1,00	1,00	1,00	2,00	1,00
53	1,00	1,00	3,00	3,00	1,00	1,00
54	1,00	3,00	2,00	3,00	3,00	1,00
55	1,00	3,00	4,00	3,00	1,00	3,00
56	2,00	3,00	4,00	3,00	3,00	1,00
57	1,00	2,00	2,00	1,00	2,00	1,00
58	1,00	3,00	3,00	2,00	2,00	1,00
59	2,00	1,00	2,00	1,00	2,00	1,00
60	1,00	3,00	5,00	3,00	4,00	1,00
61	2,00	3,00	1,00	2,00	2,00	2,00
62	1,00	1,00	3,00	2,00	2,00	2,00
63	1,00	2,00	2,00	3,00	2,00	2,00
64	1,00	2,00	4,00	3,00	1,00	3,00
65	1,00	1,00	4,00	3,00	3,00	1,00
66	2,00	1,00	2,00	1,00	2,00	1,00
67	1,00	2,00	3,00	2,00	2,00	1,00
68	1,00	1,00	2,00	1,00	2,00	1,00
69	1,00	2,00	5,00	3,00	4,00	1,00
70	1,00	3,00	1,00	2,00	2,00	2,00
71	1,00	3,00	3,00	1,00	2,00	1,00
72	2,00	1,00	2,00	1,00	2,00	1,00
73	1,00	2,00	2,00	1,00	1,00	1,00
74	1,00	1,00	2,00	1,00	2,00	1,00
75	2,00	3,00	4,00	1,00	2,00	1,00
76	1,00	2,00	2,00	2,00	5,00	2,00
77	2,00	2,00	2,00	2,00	1,00	1,00
78	1,00	3,00	2,00	2,00	3,00	1,00
79	1,00	1,00	2,00	4,00	2,00	3,00
80	1,00	3,00	1,00	1,00	2,00	2,00
81	1,00	3,00	5,00	4,00	3,00	2,00
82	1,00	2,00	2,00	2,00	4,00	2,00
83	1,00	1,00	5,00	4,00	3,00	2,00
84	1,00	4,00	2,00	1,00	2,00	2,00

	Relationshi pFamily	OftenTask	Relationshi pSociety	Recognition forContribut ion	PersonalAc complishm ent	JobTraining
43	4,00	3,00	4,00	3,00	3,00	2,00
44	4,00	3,00	4,00	2,00	2,00	1,00
45	4,00	2,00	3,00	1,00	2,00	1,00
46	5,00	3,00	4,00	1,00	2,00	1,00
47	4,00	3,00	4,00	2,00	1,00	1,00
48	3,00	4,00	2,00	3,00	1,00	1,00
49	2,00	4,00	3,00	2,00	2,00	2,00
50	3,00	1,00	1,00	4,00	4,00	2,00
51	2,00	1,00	3,00	1,00	1,00	1,00
52	3,00	1,00	3,00	2,00	2,00	1,00
53	3,00	2,00	2,00	1,00	1,00	1,00
54	3,00	1,00	3,00	3,00	3,00	1,00
55	2,00	1,00	3,00	3,00	1,00	3,00
56	2,00	2,00	2,00	1,00	3,00	1,00
57	1,00	3,00	3,00	1,00	2,00	1,00
58	1,00	2,00	4,00	2,00	2,00	1,00
59	3,00	2,00	5,00	4,00	2,00	1,00
60	2,00	5,00	2,00	3,00	4,00	1,00
61	3,00	1,00	1,00	3,00	2,00	2,00
62	2,00	1,00	3,00	2,00	2,00	2,00
63	4,00	2,00	4,00	2,00	2,00	2,00
64	2,00	1,00	3,00	2,00	2,00	2,00
65	2,00	2,00	2,00	2,00	2,00	1,00
66	1,00	3,00	3,00	1,00	1,00	1,00
67	1,00	2,00	4,00	1,00	3,00	1,00
68	3,00	2,00	5,00	1,00	2,00	1,00
69	2,00	5,00	2,00	2,00	2,00	2,00
70	3,00	1,00	1,00	1,00	2,00	1,00
71	4,00	2,00	3,00	2,00	2,00	1,00
72	1,00	1,00	4,00	2,00	2,00	1,00
73	3,00	1,00	2,00	2,00	1,00	1,00
74	1,00	1,00	3,00	1,00	2,00	1,00
75	2,00	3,00	1,00	1,00	2,00	1,00
76	2,00	1,00	1,00	1,00	5,00	2,00
77	1,00	1,00	1,00	1,00	1,00	1,00
78	3,00	1,00	1,00	1,00	3,00	1,00
79	3,00	1,00	2,00	3,00	2,00	3,00
80	3,00	1,00	2,00	2,00	2,00	2,00
81	5,00	1,00	2,00	2,00	3,00	2,00
82	1,00	1,00	2,00	2,00	4,00	2,00
83	2,00	1,00	2,00	2,00	3,00	2,00
84	2,00	2,00	2,00	3,00	2,00	2,00

	Opportunity	Appraisal	JobProvided	Superiors	Superiorin Workplace	WorkEnvironment
43	3,00	3,00	3,00	2,00	3,00	3,00
44	1,00	2,00	2,00	1,00	1,00	1,00
45	2,00	2,00	4,00	1,00	2,00	2,00
46	2,00	2,00	4,00	1,00	2,00	2,00
47	1,00	2,00	2,00	1,00	1,00	1,00
48	1,00	2,00	3,00	2,00	1,00	1,00
49	4,00	3,00	2,00	1,00	2,00	3,00
50	4,00	3,00	5,00	3,00	5,00	5,00
51	1,00	3,00	1,00	1,00	3,00	2,00
52	1,00	1,00	3,00	2,00	1,00	1,00
53	1,00	2,00	2,00	2,00	3,00	3,00
54	2,00	2,00	2,00	1,00	2,00	2,00
55	1,00	3,00	1,00	1,00	3,00	1,00
56	3,00	3,00	1,00	1,00	1,00	2,00
57	2,00	2,00	2,00	1,00	2,00	3,00
58	2,00	1,00	2,00	1,00	2,00	1,00
59	3,00	3,00	4,00	3,00	4,00	3,00
60	3,00	3,00	4,00	3,00	4,00	4,00
61	2,00	2,00	3,00	1,00	3,00	2,00
62	3,00	3,00	4,00	3,00	4,00	2,00
63	3,00	3,00	4,00	3,00	4,00	2,00
64	2,00	4,00	2,00	3,00	2,00	2,00
65	1,00	4,00	3,00	1,00	1,00	3,00
66	1,00	1,00	1,00	1,00	1,00	1,00
67	2,00	1,00	3,00	1,00	3,00	2,00
68	3,00	1,00	3,00	1,00	3,00	2,00
69	1,00	2,00	2,00	3,00	2,00	3,00
70	2,00	1,00	3,00	1,00	3,00	2,00
71	3,00	1,00	3,00	1,00	2,00	2,00
72	1,00	2,00	2,00	1,00	2,00	1,00
73	2,00	3,00	3,00	1,00	3,00	4,00
74	1,00	2,00	4,00	3,00	3,00	2,00
75	2,00	2,00	5,00	2,00	5,00	3,00
76	1,00	5,00	2,00	2,00	5,00	3,00
77	1,00	1,00	1,00	1,00	1,00	1,00
78	2,00	1,00	3,00	1,00	3,00	2,00
79	3,00	2,00	4,00	3,00	2,00	4,00
80	2,00	3,00	1,00	1,00	1,00	1,00
81	3,00	3,00	4,00	4,00	5,00	4,00
82	1,00	3,00	3,00	2,00	2,00	2,00
83	3,00	3,00	3,00	4,00	5,00	4,00
84	3,00	2,00	2,00	3,00	2,00	1,00

	Security	Administrati fStaff	AttitudePee rs	Relationshi pPeers	Support	Recreatuin al
43	4,00	3,00	4,00	4,00	4,00	4,00
44	1,00	1,00	1,00	1,00	1,00	1,00
45	2,00	1,00	1,00	2,00	2,00	2,00
46	2,00	1,00	1,00	1,00	3,00	2,00
47	2,00	2,00	3,00	2,00	1,00	1,00
48	1,00	1,00	2,00	3,00	2,00	1,00
49	1,00	1,00	2,00	2,00	2,00	2,00
50	4,00	4,00	2,00	4,00	5,00	5,00
51	4,00	1,00	2,00	1,00	1,00	1,00
52	1,00	2,00	1,00	1,00	1,00	2,00
53	3,00	2,00	2,00	2,00	3,00	3,00
54	3,00	2,00	2,00	3,00	2,00	2,00
55	1,00	1,00	3,00	1,00	2,00	2,00
56	1,00	1,00	1,00	2,00	2,00	2,00
57	4,00	1,00	1,00	1,00	2,00	2,00
58	1,00	2,00	2,00	2,00	1,00	2,00
59	5,00	2,00	3,00	4,00	2,00	3,00
60	5,00	3,00	2,00	3,00	3,00	3,00
61	1,00	3,00	1,00	3,00	3,00	1,00
62	4,00	3,00	3,00	2,00	2,00	1,00
63	4,00	3,00	3,00	2,00	2,00	1,00
64	2,00	3,00	1,00	2,00	3,00	1,00
65	2,00	1,00	3,00	2,00	4,00	2,00
66	1,00	1,00	1,00	1,00	1,00	1,00
67	1,00	3,00	1,00	2,00	1,00	1,00
68	1,00	2,00	1,00	2,00	1,00	2,00
69	4,00	2,00	1,00	1,00	1,00	1,00
70	1,00	2,00	1,00	3,00	1,00	2,00
71	1,00	1,00	1,00	2,00	1,00	2,00
72	1,00	2,00	1,00	2,00	2,00	1,00
73	4,00	1,00	4,00	3,00	4,00	4,00
74	2,00	2,00	2,00	5,00	1,00	1,00
75	2,00	5,00	5,00	2,00	2,00	5,00
76	3,00	3,00	4,00	2,00	1,00	2,00
77	1,00	1,00	1,00	1,00	1,00	1,00
78	1,00	3,00	1,00	2,00	1,00	1,00
79	2,00	3,00	2,00	3,00	2,00	4,00
80	1,00	1,00	1,00	1,00	1,00	1,00
81	2,00	2,00	2,00	2,00	3,00	3,00
82	2,00	1,00	3,00	2,00	3,00	2,00
83	3,00	2,00	2,00	2,00	3,00	3,00
84	1,00	1,00	2,00	1,00	2,00	2,00

	OfficeIS	ISandIT	IShelping	ISoverload	ISstress	Opiniononl SandIT
43	2,00	1,00	2,00	1,00	1,00	2,00
44	2,00	2,00	2,00	1,00	1,00	2,00
45	2,00	2,00	2,00	1,00	1,00	2,00
46	2,00	5,00	4,00	5,00	5,00	5,00
47	2,00	2,00	2,00	2,00	1,00	2,00
48	2,00	3,00	4,00	2,00	1,00	4,00
49	2,00	4,00	4,00	1,00	4,00	3,00
50	2,00	1,00	1,00	1,00	1,00	1,00
51	2,00	1,00	3,00	1,00	2,00	3,00
52	2,00	2,00	1,00	1,00	1,00	2,00
53	3,00	2,00	2,00	2,00	4,00	2,00
54	2,00	3,00	2,00	2,00	5,00	4,00
55	2,00	1,00	1,00	1,00	2,00	2,00
56	2,00	4,00	3,00	1,00	1,00	2,00
57	3,00	2,00	3,00	1,00	4,00	2,00
58	2,00	2,00	3,00	1,00	4,00	2,00
59	3,00	4,00	5,00	3,00	3,00	2,00
60	3,00	2,00	2,00	2,00	2,00	2,00
61	2,00	2,00	2,00	1,00	1,00	2,00
62	2,00	1,00	1,00	1,00	1,00	2,00
63	2,00	1,00	1,00	1,00	1,00	2,00
64	1,00	2,00	2,00	1,00	1,00	2,00
65	1,00	2,00	2,00	1,00	1,00	2,00
66	1,00	2,00	2,00	1,00	1,00	2,00
67	1,00	2,00	2,00	2,00	1,00	2,00
68	1,00	2,00	2,00	2,00	1,00	2,00
69	1,00	1,00	2,00	2,00	1,00	1,00
70	1,00	2,00	2,00	1,00	1,00	2,00
71	1,00	2,00	2,00	1,00	1,00	2,00
72	2,00	2,00	2,00	1,00	1,00	2,00
73	2,00	2,00	2,00	1,00	1,00	2,00
74	2,00	2,00	2,00	1,00	1,00	2,00
75	2,00	2,00	2,00	1,00	1,00	2,00
76	2,00	2,00	2,00	1,00	1,00	2,00
77	3,00	2,00	2,00	1,00	1,00	2,00
78	1,00	2,00	2,00	2,00	1,00	2,00
79	1,00	2,00	2,00	2,00	1,00	2,00
80	1,00	2,00	2,00	2,00	1,00	2,00
81	1,00	2,00	2,00	2,00	2,00	2,00
82	1,00	2,00	2,00	2,00	1,00	1,00
83	1,00	2,00	2,00	1,00	1,00	2,00
84	3,00	2,00	2,00	1,00	1,00	2,00

	ISandITsavecost	Productivity	ISandITbetter	ProblemInISandIT	Stressavg	JobSatisfactionavg
43	2,00	1,00	1,00	1,00	3,10	2,80
44	2,00	1,00	1,00	2,00	2,30	1,50
45	2,00	1,00	2,00	2,00	2,30	1,90
46	4,00	4,00	3,00	1,00	3,60	1,90
47	2,00	2,00	2,00	1,00	3,60	1,40
48	5,00	5,00	4,00	5,00	3,00	1,80
49	2,00	3,00	3,00	4,00	2,60	2,30
50	1,00	1,00	1,00	1,00	3,00	3,80
51	1,00	2,00	1,00	1,00	1,90	1,50
52	1,00	1,00	1,00	2,00	1,70	1,60
53	3,00	2,00	3,00	2,00	2,10	1,60
54	2,00	3,00	3,00	2,00	2,30	2,00
55	2,00	1,00	1,00	1,00	2,40	2,00
56	4,00	1,00	1,00	4,00	2,40	1,80
57	4,00	1,00	3,00	3,00	1,90	1,60
58	4,00	1,00	3,00	3,00	2,10	1,60
59	3,00	3,00	3,00	4,00	2,30	3.00
60	2,00	1,00	1,00	2,00	3,10	3,10
61	2,00	1,00	1,00	2,00	1,70	2,30
62	1,00	2,00	2,00	2,00	2,10	2,90
63	1,00	2,00	2,00	2,00	2,70	2,90
64	3,00	1,00	1,00	1,00	2,40	2,40
65	3,00	1,00	1,00	1,00	2,40	1,90
66	3,00	1,00	1,00	2,00	1,90	1,00
67	3,00	1,00	1,00	2,00	2,10	1,90
68	2,00	1,00	1,00	1,00	2,30	1,90
69	2,00	2,00	1,00	1,00	3,10	2,00
70	2,00	1,00	1,00	1,00	1,70	1,80
71	2,00	1,00	1,00	2,00	2,30	1,90
72	3,00	1,00	1,00	1,00	1,70	1,60
73	3,00	1,00	1,00	1,00	1,60	2,00
74	2,00	1,00	1,00	1,00	1,60	2,10
75	2,00	1,00	1,00	2,00	2,00	2,50
76	2,00	1,00	1,00	2,00	2,10	2,90
77	3,00	1,00	1,00	1,00	1,30	1,00
78	3,00	1,00	1,00	2,00	1,90	1,90
79	2,00	1,00	1,00	2,00	2,40	2,80
80	2,00	1,00	1,00	1,00	1,70	1,80
81	2,00	1,00	1,00	2,00	3,10	3,30
82	2,00	1,00	1,00	1,00	2,00	2,40
83	3,00	1,00	1,00	2,00	2,70	3,10
84	3,00	1,00	1,00	1,00	1,90	2,40

	WorkEnviro nmentavg	ISavg
43	3,70	1,50
44	1,00	1,70
45	1,70	1,70
46	1,70	3,70
47	1,70	1,80
48	1,60	3,30
49	1,90	2,90
50	4,10	1,20
51	1,70	1,80
52	1,30	1,50
53	2,60	2,40
54	2,30	2,70
55	1,60	1,50
56	1,60	2,40
57	2,00	2,50
58	1,60	2,40
59	3,10	3,20
60	3,30	2,00
61	2,00	1,70
62	2,40	1,50
63	2,40	1,50
64	2,00	1,60
65	2,40	1,60
66	1,00	1,70
67	1,60	1,80
68	1,60	1,60
69	1,90	1,50
70	1,70	1,50
71	1,40	1,60
72	1,40	1,70
73	3,40	1,70
74	2,10	1,60
75	3,40	1,70
76	2,60	1,70
77	1,00	1,80
78	1,60	1,80
79	2,90	1,70
80	1,00	1,60
81	2,60	1,80
82	2,10	1,50
83	2,70	1,70
84	1,40	1,80

	Race	Age	A.Qualificati on	Salary	Rank	Service
85	1,00	3,00	1,00	3,00	2,00	2,00
86	1,00	3,00	1,00	3,00	3,00	3,00
87	1,00	3,00	1,00	1,00	3,00	3,00
88	1,00	1,00	1,00	2,00	1,00	1,00
89	2,00	1,00	1,00	2,00	2,00	2,00
90	1,00	1,00	1,00	2,00	2,00	2,00
91	1,00	2,00	1,00	1,00	2,00	2,00
92	1,00	1,00	1,00	1,00	1,00	1,00
93	1,00	1,00	1,00	1,00	1,00	1,00
94	1,00	1,00	1,00	2,00	2,00	2,00
95	1,00	1,00	1,00	2,00	1,00	1,00
96	1,00	3,00	1,00	3,00	3,00	3,00
97	1,00	2,00	1,00	2,00	2,00	2,00
98	2,00	3,00	1,00	3,00	2,00	2,00
99	1,00	2,00	1,00	2,00	2,00	2,00
100	1,00	3,00	1,00	3,00	3,00	3,00
101	1,00	3,00	1,00	3,00	3,00	3,00
102	1,00	3,00	1,00	3,00	3,00	3,00
103	1,00	2,00	1,00	2,00	2,00	2,00
104	1,00	1,00	1,00	2,00	1,00	1,00
105	1,00	1,00	1,00	1,00	1,00	1,00
106	4,00	2,00	1,00	2,00	2,00	2,00
107	1,00	1,00	1,00	2,00	1,00	1,00
108	1,00	3,00	1,00	3,00	3,00	3,00
109	1,00	1,00	1,00	2,00	1,00	1,00
110	1,00	3,00	1,00	3,00	2,00	3,00
111	1,00	2,00	1,00	1,00	2,00	1,00
112	1,00	2,00	1,00	2,00	3,00	2,00
113	4,00	1,00	1,00	3,00	2,00	3,00
114	1,00	1,00	1,00	1,00	2,00	2,00
115	3,00	2,00	1,00	2,00	2,00	3,00
116	1,00	2,00	1,00	2,00	2,00	1,00
117	1,00	2,00	1,00	2,00	2,00	3,00
118	4,00	2,00	1,00	2,00	2,00	2,00
119	1,00	3,00	1,00	3,00	3,00	3,00
120	2,00	2,00	2,00	3,00	3,00	3,00
121	4,00	1,00	1,00	2,00	1,00	1,00
122	4,00	1,00	1,00	2,00	2,00	2,00
123	1,00	2,00	1,00	2,00	2,00	2,00
124	1,00	2,00	1,00	2,00	2,00	2,00
125	1,00	2,00	1,00	2,00	2,00	2,00
126	1,00	3,00	2,00	3,00	3,00	3,00

	Sex	MaritalStatus	BeingStressed	OftenStress	RelationshipLeader	RelationPeers
85	1,00	4,00	3,00	2,00	2,00	2,00
86	1,00	4,00	2,00	2,00	2,00	1,00
87	1,00	3,00	1,00	2,00	1,00	1,00
88	2,00	3,00	4,00	2,00	1,00	1,00
89	1,00	3,00	1,00	1,00	4,00	1,00
90	1,00	3,00	1,00	1,00	1,00	1,00
91	1,00	2,00	1,00	1,00	2,00	1,00
92	2,00	2,00	1,00	1,00	1,00	1,00
93	1,00	1,00	1,00	1,00	2,00	1,00
94	1,00	4,00	1,00	1,00	1,00	1,00
95	2,00	3,00	3,00	2,00	1,00	1,00
96	1,00	2,00	4,00	2,00	1,00	1,00
97	2,00	1,00	1,00	1,00	2,00	1,00
98	2,00	4,00	1,00	1,00	2,00	1,00
99	2,00	4,00	1,00	1,00	2,00	1,00
100	1,00	4,00	3,00	2,00	2,00	1,00
101	1,00	3,00	1,00	1,00	1,00	1,00
102	2,00	3,00	2,00	1,00	2,00	1,00
103	2,00	3,00	2,00	1,00	3,00	1,00
104	2,00	3,00	2,00	1,00	3,00	1,00
105	2,00	1,00	2,00	1,00	3,00	1,00
106	1,00	3,00	1,00	1,00	1,00	1,00
107	1,00	4,00	4,00	4,00	3,00	1,00
108	2,00	3,00	3,00	3,00	1,00	2,00
109	2,00	1,00	2,00	2,00	2,00	2,00
110	1,00	4,00	3,00	3,00	2,00	1,00
111	1,00	1,00	3,00	1,00	3,00	1,00
112	2,00	1,00	3,00	4,00	2,00	1,00
113	1,00	4,00	1,00	3,00	4,00	4,00
114	1,00	3,00	2,00	5,00	3,00	3,00
115	2,00	2,00	3,00	3,00	3,00	2,00
116	1,00	1,00	4,00	1,00	1,00	1,00
117	2,00	1,00	2,00	5,00	1,00	1,00
118	1,00	1,00	3,00	3,00	2,00	1,00
119	1,00	1,00	5,00	2,00	3,00	1,00
120	1,00	2,00	2,00	3,00	4,00	4,00
121	1,00	2,00	5,00	4,00	4,00	2,00
122	1,00	2,00	4,00	3,00	5,00	4,00
123	1,00	1,00	2,00	2,00	3,00	2,00
124	2,00	1,00	4,00	4,00	3,00	2,00
125	2,00	2,00	4,00	2,00	4,00	3,00
126	1,00	1,00	2,00	2,00	3,00	3,00

	Relationshi pFamily	OftenTask	Relationshi pSociety	Recognition forContribut ion	PersonalAc complishm ent	JobTraining
85	1,00	1,00	1,00	3,00	2,00	2,00
86	3,00	1,00	3,00	2,00	2,00	1,00
87	1,00	1,00	3,00	4,00	1,00	1,00
88	2,00	1,00	3,00	1,00	1,00	1,00
89	2,00	1,00	3,00	1,00	4,00	1,00
90	2,00	1,00	1,00	1,00	1,00	1,00
91	2,00	2,00	2,00	1,00	2,00	1,00
92	2,00	4,00	3,00	1,00	1,00	1,00
93	1,00	3,00	1,00	2,00	2,00	1,00
94	2,00	3,00	3,00	1,00	1,00	1,00
95	2,00	1,00	3,00	1,00	1,00	1,00
96	3,00	2,00	3,00	1,00	1,00	1,00
97	1,00	3,00	4,00	1,00	2,00	1,00
98	1,00	4,00	1,00	2,00	2,00	1,00
99	4,00	2,00	4,00	1,00	2,00	1,00
100	1,00	1,00	2,00	2,00	2,00	1,00
101	2,00	4,00	1,00	1,00	1,00	1,00
102	3,00	2,00	4,00	1,00	2,00	1,00
103	3,00	3,00	4,00	2,00	3,00	1,00
104	1,00	4,00	4,00	2,00	3,00	1,00
105	1,00	4,00	5,00	2,00	3,00	1,00
106	1,00	3,00	4,00	1,00	1,00	1,00
107	1,00	3,00	3,00	4,00	3,00	1,00
108	1,00	3,00	2,00	3,00	1,00	2,00
109	2,00	3,00	3,00	2,00	2,00	2,00
110	4,00	3,00	2,00	2,00	2,00	1,00
111	3,00	4,00	3,00	2,00	3,00	1,00
112	3,00	3,00	3,00	2,00	2,00	1,00
113	1,00	2,00	3,00	5,00	4,00	4,00
114	2,00	2,00	2,00	1,00	3,00	3,00
115	3,00	1,00	2,00	5,00	3,00	2,00
116	4,00	2,00	1,00	1,00	1,00	1,00
117	2,00	2,00	1,00	5,00	1,00	1,00
118	1,00	1,00	3,00	4,00	2,00	1,00
119	4,00	2,00	2,00	4,00	3,00	1,00
120	2,00	1,00	3,00	5,00	4,00	4,00
121	3,00	1,00	2,00	5,00	4,00	2,00
122	4,00	1,00	4,00	5,00	5,00	4,00
123	4,00	1,00	1,00	3,00	3,00	2,00
124	3,00	1,00	1,00	2,00	3,00	2,00
125	3,00	2,00	2,00	3,00	4,00	3,00
126	3,00	2,00	2,00	3,00	3,00	3,00

	Opportunity	Appraisal	JobProvided	Superiors	Superiorin Workplace	WorkEnvironment
85	2,00	3,00	2,00	1,00	3,00	2,00
86	1,00	2,00	4,00	2,00	2,00	2,00
87	2,00	2,00	3,00	1,00	1,00	2,00
88	1,00	1,00	4,00	2,00	4,00	2,00
89	1,00	1,00	2,00	1,00	1,00	1,00
90	1,00	1,00	3,00	1,00	1,00	1,00
91	3,00	3,00	1,00	1,00	1,00	1,00
92	1,00	1,00	1,00	1,00	1,00	1,00
93	1,00	1,00	1,00	1,00	1,00	1,00
94	1,00	1,00	1,00	1,00	1,00	1,00
95	1,00	1,00	2,00	1,00	3,00	2,00
96	1,00	1,00	2,00	1,00	4,00	2,00
97	1,00	1,00	2,00	1,00	1,00	1,00
98	1,00	1,00	2,00	1,00	1,00	1,00
99	1,00	1,00	2,00	1,00	1,00	1,00
100	1,00	2,00	2,00	2,00	3,00	2,00
101	1,00	1,00	1,00	1,00	1,00	1,00
102	1,00	1,00	3,00	2,00	2,00	1,00
103	1,00	1,00	3,00	2,00	2,00	1,00
104	1,00	1,00	3,00	2,00	2,00	1,00
105	1,00	1,00	3,00	2,00	2,00	1,00
106	1,00	1,00	1,00	1,00	1,00	1,00
107	3,00	2,00	2,00	3,00	4,00	4,00
108	3,00	4,00	3,00	4,00	3,00	3,00
109	2,00	3,00	1,00	1,00	1,00	2,00
110	2,00	3,00	3,00	2,00	4,00	3,00
111	1,00	1,00	3,00	2,00	2,00	1,00
112	3,00	2,00	3,00	3,00	4,00	4,00
113	3,00	3,00	4,00	2,00	2,00	3,00
114	1,00	4,00	1,00	3,00	5,00	5,00
115	2,00	2,00	4,00	2,00	2,00	3,00
116	1,00	1,00	2,00	1,00	5,00	1,00
117	1,00	4,00	1,00	5,00	2,00	5,00
118	2,00	2,00	4,00	2,00	3,00	3,00
119	3,00	3,00	4,00	3,00	5,00	2,00
120	2,00	4,00	4,00	2,00	2,00	3,00
121	1,00	4,00	5,00	3,00	5,00	4,00
122	4,00	3,00	4,00	4,00	4,00	3,00
123	2,00	3,00	3,00	2,00	2,00	2,00
124	3,00	3,00	2,00	3,00	4,00	4,00
125	2,00	3,00	3,00	3,00	4,00	2,00
126	2,00	3,00	2,00	3,00	2,00	2,00

	Security	Administrati fStaff	AttitudePee rs	Relationshi pPeers	Support	Recreatuin al
85	1,00	1,00	3,00	1,00	3,00	1,00
86	1,00	1,00	1,00	1,00	1,00	1,00
87	1,00	1,00	1,00	2,00	4,00	1,00
88	1,00	1,00	2,00	4,00	4,00	2,00
89	2,00	1,00	1,00	1,00	1,00	1,00
90	2,00	2,00	2,00	2,00	1,00	1,00
91	5,00	1,00	1,00	4,00	5,00	5,00
92	1,00	1,00	1,00	1,00	1,00	1,00
93	1,00	1,00	1,00	1,00	1,00	1,00
94	1,00	1,00	1,00	1,00	1,00	1,00
95	2,00	1,00	1,00	1,00	1,00	1,00
96	2,00	1,00	1,00	1,00	1,00	1,00
97	1,00	1,00	1,00	1,00	1,00	1,00
98	1,00	1,00	1,00	1,00	2,00	1,00
99	1,00	1,00	1,00	1,00	1,00	1,00
100	1,00	1,00	2,00	2,00	3,00	2,00
101	1,00	1,00	1,00	1,00	1,00	1,00
102	2,00	1,00	2,00	2,00	2,00	1,00
103	2,00	1,00	2,00	2,00	2,00	1,00
104	2,00	1,00	2,00	2,00	2,00	1,00
105	3,00	1,00	2,00	2,00	2,00	1,00
106	1,00	1,00	1,00	1,00	1,00	1,00
107	3,00	3,00	4,00	3,00	3,00	5,00
108	3,00	4,00	3,00	3,00	3,00	2,00
109	1,00	1,00	2,00	3,00	3,00	2,00
110	2,00	3,00	3,00	2,00	3,00	4,00
111	3,00	2,00	2,00	2,00	2,00	1,00
112	3,00	3,00	3,00	3,00	2,00	4,00
113	5,00	4,00	2,00	2,00	4,00	5,00
114	4,00	1,00	4,00	2,00	5,00	1,00
115	4,00	3,00	2,00	2,00	3,00	5,00
116	4,00	1,00	1,00	2,00	2,00	1,00
117	4,00	2,00	1,00	4,00	1,00	2,00
118	2,00	1,00	3,00	3,00	5,00	2,00
119	2,00	3,00	4,00	2,00	4,00	2,00
120	5,00	3,00	2,00	2,00	2,00	3,00
121	4,00	2,00	2,00	4,00	4,00	3,00
122	5,00	4,00	2,00	4,00	4,00	3,00
123	3,00	1,00	1,00	3,00	3,00	2,00
124	3,00	2,00	3,00	3,00	2,00	3,00
125	2,00	3,00	2,00	2,00	3,00	2,00
126	3,00	3,00	3,00	2,00	3,00	2,00

	OfficeIS	ISandIT	IShelping	ISoverload	ISstress	OpiniononI SandIT
85	2,00	2,00	2,00	1,00	1,00	2,00
86	1,00	2,00	2,00	1,00	1,00	2,00
87	1,00	2,00	2,00	1,00	1,00	2,00
88	2,00	2,00	2,00	1,00	1,00	2,00
89	2,00	2,00	2,00	1,00	1,00	2,00
90	2,00	2,00	2,00	1,00	2,00	2,00
91	2,00	2,00	2,00	1,00	1,00	2,00
92	2,00	2,00	2,00	1,00	1,00	2,00
93	2,00	2,00	2,00	1,00	1,00	2,00
94	3,00	2,00	2,00	1,00	1,00	2,00
95	2,00	2,00	2,00	1,00	1,00	2,00
96	2,00	2,00	2,00	1,00	1,00	2,00
97	2,00	2,00	2,00	1,00	1,00	2,00
98	2,00	2,00	2,00	1,00	1,00	2,00
99	2,00	2,00	2,00	1,00	1,00	2,00
100	5,00	4,00	5,00	5,00	5,00	4,00
101	2,00	2,00	2,00	1,00	2,00	2,00
102	3,00	4,00	2,00	1,00	4,00	5,00
103	4,00	4,00	1,00	4,00	3,00	2,00
104	1,00	1,00	1,00	1,00	1,00	1,00
105	1,00	3,00	1,00	2,00	3,00	1,00
106	2,00	1,00	1,00	1,00	2,00	1,00
107	2,00	2,00	2,00	4,00	2,00	3,00
108	3,00	2,00	2,00	5,00	4,00	2,00
109	1,00	1,00	1,00	2,00	2,00	2,00
110	4,00	3,00	1,00	1,00	2,00	4,00
111	2,00	3,00	1,00	4,00	2,00	4,00
112	2,00	3,00	1,00	4,00	2,00	4,00
113	4,00	5,00	3,00	3,00	2,00	3,00
114	1,00	2,00	2,00	2,00	2,00	2,00
115	2,00	2,00	2,00	1,00	2,00	2,00
116	2,00	2,00	2,00	1,00	1,00	2,00
117	2,00	2,00	1,00	1,00	2,00	1,00
118	2,00	1,00	2,00	1,00	1,00	2,00
119	3,00	2,00	2,00	2,00	1,00	2,00
120	2,00	2,00	2,00	1,00	2,00	2,00
121	2,00	2,00	2,00	1,00	2,00	2,00
122	2,00	2,00	2,00	1,00	2,00	2,00
123	1,00	2,00	2,00	2,00	1,00	2,00
124	2,00	2,00	2,00	2,00	2,00	2,00
125	1,00	2,00	2,00	2,00	1,00	2,00
126	1,00	2,00	2,00	2,00	1,00	2,00

	ISandITsav ecost	Productivity	ISandITbeter	ProblemInl SandIT	Stressavg	JobSatisfac tionavg
85	3,00	1,00	1,00	1,00	1,70	2,30
86	2,00	1,00	1,00	1,00	2,00	2,00
87	3,00	1,00	1,00	1,00	1,40	1,90
88	2,00	1,00	1,00	1,00	2,00	1,90
89	3,00	1,00	1,00	1,00	1,90	1,50
90	3,00	1,00	1,00	1,00	1,10	1,30
91	3,00	1,00	1,00	1,00	1,60	1,60
92	3,00	1,00	1,00	1,00	1,90	1,00
93	3,00	1,00	1,00	1,00	1,40	1,30
94	2,00	1,00	1,00	1,00	1,70	1,00
95	2,00	1,00	1,00	1,00	1,90	1,40
96	2,00	1,00	1,00	1,00	2,30	1,50
97	2,00	1,00	1,00	1,00	1,90	1,30
98	2,00	1,00	1,00	1,00	1,60	1,40
99	2,00	1,00	1,00	1,00	2,10	1,30
100	4,00	3,00	1,00	5,00	1,70	1,90
101	2,00	2,00	1,00	2,00	1,60	1,00
102	5,00	4,00	5,00	5,00	2,10	1,60
103	3,00	3,00	4,00	2,00	2,40	1,90
104	1,00	1,00	1,00	1,00	2,30	1,90
105	2,00	1,00	1,00	1,00	2,40	1,90
106	1,00	1,00	2,00	3,00	1,70	1,00
107	2,00	3,00	2,00	2,00	2,70	2,80
108	3,00	3,00	2,00	1,00	2,10	2,90
109	1,00	1,00	1,00	2,00	2,30	1,80
110	1,00	1,00	4,00	3,00	2,60	2,40
111	1,00	3,00	3,00	4,00	2,60	1,90
112	1,00	3,00	3,00	4,00	2,70	2,50
113	3,00	3,00	4,00	2,00	2,60	3,40
114	1,00	1,00	2,00	1,00	2,70	2,60
115	3,00	1,00	1,00	1,00	2,40	2,80
116	3,00	1,00	1,00	1,00	2,00	1,60
117	3,00	1,00	1,00	1,00	2,00	2,50
118	1,00	1,00	1,00	1,00	2,00	2,50
119	2,00	1,00	1,00	1,00	2,70	3,30
120	3,00	1,00	1,00	1,00	2,70	3,40
121	3,00	1,00	1,00	1,00	3,00	3,60
122	3,00	1,00	1,00	1,00	3,60	4,10
123	3,00	1,00	1,00	1,00	2,10	2,50
124	2,00	1,00	1,00	1,00	2,60	2,80
125	2,00	1,00	1,00	1,00	2,90	3,10
126	3,00	1,00	1,00	1,00	2,40	2,60

	WorkEnviro nmentavg	ISavg
85	1,70	1,70
86	1,10	1,50
87	1,70	1,60
88	2,30	1,60
89	1,10	1,70
90	1,60	1,80
91	3,10	1,70
92	1,00	1,70
93	1,00	1,70
94	1,00	1,70
95	1,30	1,60
96	1,30	1,60
97	1,00	1,60
98	1,10	1,60
99	1,00	1,60
100	1,90	4,20
101	1,00	1,90
102	1,60	3,50
103	1,60	2,80
104	1,60	1,10
105	1,70	1,70
106	1,00	1,50
107	3,60	2,40
108	3,00	2,70
109	2,00	1,50
110	2,90	2,20
111	1,90	2,60
112	3,10	2,60
113	3,60	3,00
114	3,10	1,60
115	3,10	1,80
116	1,70	1,70
117	2,70	1,60
118	2,70	1,40
119	2,70	1,80
120	2,90	1,80
121	3,30	1,80
122	3,60	1,80
123	2,10	1,70
124	2,90	1,80
125	2,30	1,60
126	2,60	1,70

	Race	Age	A.Qualificati on	Salary	Rank	Service
127	1,00	3,00	2,00	3,00	3,00	3,00
128	1,00	1,00	1,00	1,00	1,00	1,00
129	1,00	3,00	1,00	2,00	2,00	2,00
130	1,00	3,00	2,00	3,00	2,00	2,00
131	1,00	3,00	1,00	2,00	2,00	2,00
132	1,00	3,00	1,00	3,00	2,00	2,00
133	1,00	3,00	1,00	3,00	2,00	2,00
134	1,00	3,00	1,00	3,00	2,00	2,00
135	1,00	3,00	1,00	3,00	2,00	2,00
136	1,00	2,00	1,00	1,00	2,00	2,00
137	1,00	3,00	3,00	3,00	2,00	2,00
138	1,00	2,00	1,00	2,00	2,00	2,00
139	1,00	2,00	1,00	2,00	2,00	2,00
140	1,00	3,00	1,00	3,00	2,00	2,00
141	3,00	1,00	1,00	2,00	1,00	1,00
142	1,00	2,00	1,00	1,00	1,00	1,00
143	1,00	1,00	1,00	2,00	1,00	1,00
144	1,00	3,00	1,00	3,00	2,00	2,00
145	3,00	1,00	1,00	2,00	2,00	2,00
146	1,00	3,00	1,00	3,00	2,00	2,00
147	4,00	2,00	2,00	2,00	2,00	2,00
148	4,00	1,00	1,00	1,00	1,00	1,00
149	1,00	2,00	1,00	1,00	1,00	1,00
150	4,00	2,00	1,00	2,00	2,00	2,00
151	1,00	1,00	1,00	1,00	1,00	1,00
152	1,00	2,00	1,00	2,00	2,00	2,00
153	1,00	3,00	1,00	2,00	1,00	1,00
154	1,00	3,00	3,00	3,00	3,00	3,00
155	1,00	3,00	3,00	3,00	3,00	3,00
156	1,00	1,00	1,00	1,00	2,00	2,00

	Sex	MaritalStatus	BeingStressed	OftenStress	RelationshipLeader	RelationPeers
127	1,00	1,00	2,00	2,00	3,00	2,00
128	1,00	2,00	2,00	2,00	2,00	5,00
129	1,00	1,00	4,00	2,00	1,00	3,00
130	1,00	1,00	2,00	1,00	2,00	5,00
131	2,00	2,00	2,00	2,00	2,00	5,00
132	2,00	3,00	1,00	1,00	1,00	1,00
133	1,00	1,00	2,00	2,00	2,00	1,00
134	1,00	2,00	3,00	2,00	2,00	2,00
135	2,00	1,00	1,00	1,00	1,00	1,00
136	1,00	2,00	2,00	1,00	2,00	1,00
137	1,00	3,00	1,00	1,00	5,00	2,00
138	2,00	2,00	3,00	2,00	3,00	3,00
139	1,00	4,00	1,00	1,00	1,00	1,00
140	2,00	3,00	3,00	1,00	2,00	1,00
141	1,00	1,00	1,00	1,00	1,00	1,00
142	1,00	3,00	2,00	1,00	2,00	1,00
143	1,00	2,00	1,00	1,00	5,00	2,00
144	1,00	2,00	2,00	2,00	2,00	1,00
145	1,00	4,00	1,00	1,00	1,00	1,00
146	1,00	2,00	2,00	1,00	2,00	1,00
147	2,00	2,00	1,00	1,00	5,00	2,00
148	1,00	2,00	2,00	2,00	2,00	1,00
149	1,00	2,00	3,00	2,00	3,00	3,00
150	2,00	2,00	1,00	1,00	1,00	1,00
151	1,00	3,00	3,00	1,00	1,00	1,00
152	2,00	1,00	2,00	1,00	2,00	1,00
153	1,00	2,00	1,00	1,00	5,00	2,00
154	1,00	1,00	2,00	2,00	2,00	1,00
155	1,00	2,00	3,00	2,00	2,00	2,00
156	1,00	3,00	2,00	2,00	2,00	1,00

	Relationshi pFamily	OftenTask	Relationshi pSociety	Recognition forContribut ion	PersonalAc complishm ent	JobTraining
127	3,00	5,00	4,00	4,00	3,00	2,00
128	3,00	2,00	2,00	5,00	2,00	2,00
129	4,00	3,00	4,00	2,00	1,00	1,00
130	3,00	4,00	4,00	1,00	2,00	1,00
131	2,00	1,00	1,00	4,00	2,00	1,00
132	2,00	1,00	3,00	4,00	1,00	1,00
133	2,00	2,00	1,00	4,00	1,00	1,00
134	4,00	2,00	2,00	5,00	1,00	1,00
135	3,00	3,00	1,00	3,00	2,00	1,00
136	4,00	2,00	2,00	5,00	2,00	1,00
137	5,00	1,00	1,00	5,00	1,00	1,00
138	4,00	2,00	4,00	1,00	3,00	2,00
139	1,00	1,00	1,00	5,00	1,00	1,00
140	1,00	1,00	1,00	3,00	2,00	1,00
141	3,00	3,00	1,00	3,00	2,00	2,00
142	4,00	2,00	2,00	2,00	2,00	1,00
143	5,00	1,00	1,00	2,00	2,00	1,00
144	2,00	2,00	1,00	2,00	2,00	2,00
145	3,00	3,00	1,00	1,00	1,00	1,00
146	4,00	2,00	2,00	3,00	2,00	2,00
147	5,00	1,00	1,00	1,00	2,00	1,00
148	2,00	2,00	1,00	1,00	3,00	1,00
149	4,00	2,00	4,00	1,00	1,00	1,00
150	1,00	1,00	1,00	2,00	1,00	1,00
151	2,00	1,00	1,00	2,00	4,00	1,00
152	4,00	2,00	2,00	2,00	1,00	1,00
153	5,00	1,00	1,00	1,00	2,00	1,00
154	2,00	2,00	1,00	3,00	3,00	1,00
155	4,00	2,00	2,00	3,00	3,00	1,00
156	2,00	2,00	1,00	2,00	1,00	1,00

	Opportunity	Appraisal	JobProvided	Superiors	Superiorin Workplace	WorkEnviro nment
127	3,00	4,00	3,00	3,00	2,00	2,00
128	2,00	3,00	3,00	1,00	2,00	2,00
129	3,00	2,00	3,00	1,00	4,00	2,00
130	1,00	2,00	2,00	2,00	2,00	1,00
131	2,00	1,00	2,00	1,00	2,00	2,00
132	1,00	2,00	1,00	1,00	1,00	1,00
133	1,00	2,00	1,00	1,00	1,00	1,00
134	1,00	1,00	3,00	1,00	1,00	3,00
135	1,00	2,00	2,00	1,00	2,00	1,00
136	2,00	1,00	3,00	1,00	2,00	2,00
137	1,00	1,00	2,00	3,00	4,00	2,00
138	4,00	1,00	4,00	3,00	5,00	3,00
139	2,00	1,00	1,00	1,00	3,00	1,00
140	2,00	1,00	1,00	1,00	5,00	2,00
141	3,00	2,00	2,00	2,00	5,00	1,00
142	1,00	2,00	2,00	1,00	1,00	2,00
143	5,00	5,00	4,00	5,00	5,00	5,00
144	1,00	2,00	2,00	2,00	1,00	2,00
145	4,00	3,00	4,00	2,00	1,00	4,00
146	3,00	4,00	4,00	1,00	4,00	3,00
147	1,00	1,00	1,00	1,00	1,00	1,00
148	1,00	1,00	3,00	1,00	2,00	3,00
149	1,00	2,00	1,00	1,00	1,00	2,00
150	2,00	2,00	2,00	2,00	4,00	2,00
151	3,00	3,00	2,00	2,00	5,00	4,00
152	1,00	1,00	1,00	1,00	2,00	2,00
153	3,00	4,00	3,00	1,00	1,00	2,00
154	3,00	2,00	3,00	1,00	4,00	2,00
155	3,00	2,00	3,00	1,00	4,00	2,00
156	3,00	4,00	5,00	3,00	3,00	2,00

	Security	Administrati fStaff	AttitudePee rs	Relationshi pPeers	Support	Recreatuin al
127	2,00	3,00	3,00	4,00	3,00	2,00
128	3,00	3,00	2,00	2,00	1,00	1,00
129	4,00	2,00	2,00	2,00	2,00	2,00
130	1,00	2,00	1,00	1,00	1,00	1,00
131	2,00	2,00	2,00	2,00	2,00	1,00
132	1,00	1,00	1,00	1,00	1,00	1,00
133	1,00	1,00	1,00	1,00	1,00	1,00
134	1,00	1,00	2,00	4,00	3,00	2,00
135	2,00	1,00	1,00	1,00	2,00	1,00
136	1,00	1,00	1,00	3,00	1,00	1,00
137	2,00	2,00	1,00	2,00	2,00	1,00
138	2,00	2,00	2,00	4,00	2,00	2,00
139	1,00	1,00	1,00	3,00	3,00	1,00
140	1,00	2,00	1,00	4,00	2,00	2,00
141	1,00	5,00	2,00	5,00	1,00	1,00
142	1,00	2,00	1,00	1,00	2,00	1,00
143	4,00	4,00	3,00	1,00	5,00	5,00
144	2,00	2,00	2,00	1,00	2,00	1,00
145	5,00	5,00	4,00	5,00	5,00	5,00
146	2,00	3,00	3,00	4,00	2,00	4,00
147	1,00	1,00	1,00	1,00	1,00	1,00
148	1,00	2,00	1,00	1,00	1,00	1,00
149	1,00	1,00	1,00	2,00	3,00	4,00
150	3,00	2,00	3,00	2,00	2,00	2,00
151	2,00	3,00	3,00	2,00	1,00	3,00
152	2,00	1,00	1,00	1,00	2,00	2,00
153	4,00	1,00	1,00	4,00	3,00	3,00
154	4,00	1,00	3,00	3,00	4,00	2,00
155	4,00	1,00	3,00	3,00	4,00	2,00
156	3,00	3,00	3,00	4,00	2,00	3,00

	OfficeIS	ISandIT	IShelping	ISoverload	ISstress	Opinionon1 SandIT
127	5,00	4,00	5,00	5,00	5,00	4,00
128	2,00	2,00	2,00	1,00	2,00	2,00
129	3,00	4,00	2,00	1,00	4,00	5,00
130	4,00	4,00	1,00	4,00	3,00	2,00
131	1,00	1,00	1,00	1,00	1,00	1,00
132	5,00	4,00	5,00	5,00	5,00	4,00
133	2,00	2,00	2,00	1,00	2,00	2,00
134	3,00	4,00	2,00	1,00	4,00	5,00
135	4,00	4,00	1,00	4,00	3,00	2,00
136	1,00	1,00	1,00	1,00	1,00	1,00
137	1,00	3,00	1,00	2,00	3,00	1,00
138	2,00	1,00	1,00	1,00	2,00	1,00
139	2,00	2,00	2,00	4,00	2,00	3,00
140	3,00	2,00	2,00	5,00	4,00	2,00
141	1,00	1,00	1,00	2,00	2,00	2,00
142	4,00	3,00	1,00	1,00	2,00	4,00
143	2,00	3,00	1,00	4,00	2,00	4,00
144	2,00	3,00	1,00	4,00	2,00	4,00
145	4,00	5,00	3,00	3,00	2,00	3,00
146	2,00	2,00	2,00	1,00	2,00	2,00
147	3,00	4,00	2,00	1,00	4,00	5,00
148	4,00	4,00	1,00	4,00	3,00	2,00
149	1,00	1,00	1,00	1,00	1,00	1,00
150	1,00	3,00	1,00	2,00	3,00	1,00
151	2,00	1,00	1,00	1,00	2,00	1,00
152	2,00	2,00	2,00	4,00	2,00	3,00
153	3,00	2,00	2,00	5,00	4,00	2,00
154	1,00	1,00	1,00	2,00	2,00	2,00
155	4,00	3,00	1,00	1,00	2,00	4,00
156	2,00	3,00	1,00	4,00	2,00	4,00

	ISandITsavecost	Productivity	ISandITbetter	ProblemIniSandIT	Stressavg	JobSatisfactionavg
127	4,00	3,00	1,00	1,00	3,00	3,00
128	2,00	2,00	1,00	1,00	2,60	2,50
129	5,00	4,00	5,00	2,00	3,00	2,10
130	3,00	3,00	4,00	1,00	3,00	1,60
131	1,00	1,00	1,00	1,00	2,10	1,90
132	4,00	3,00	1,00	5,00	1,40	1,50
133	2,00	2,00	1,00	2,00	1,70	1,50
134	5,00	4,00	5,00	5,00	2,40	1,80
135	3,00	3,00	4,00	2,00	1,60	1,80
136	1,00	1,00	1,00	1,00	2,00	2,10
137	2,00	1,00	1,00	1,00	2,30	2,30
138	1,00	1,00	2,00	3,00	3,00	2,90
139	2,00	3,00	2,00	2,00	1,00	1,90
140	3,00	3,00	2,00	1,00	1,40	2,00
141	1,00	1,00	1,00	2,00	1,60	2,60
142	1,00	1,00	4,00	3,00	2,00	1,50
143	1,00	3,00	3,00	4,00	2,30	3,60
144	1,00	3,00	3,00	4,00	1,70	1,80
145	3,00	3,00	4,00	2,00	1,60	2,10
146	2,00	2,00	1,00	2,00	2,00	2,90
147	5,00	4,00	5,00	5,00	2,30	1,10
148	3,00	3,00	4,00	2,00	1,70	1,60
149	1,00	1,00	1,00	1,00	3,00	1,10
150	2,00	1,00	1,00	1,00	1,00	2,00
151	1,00	1,00	2,00	3,00	1,40	2,80
152	2,00	3,00	2,00	2,00	2,00	1,30
153	3,00	3,00	2,00	1,00	2,30	2,00
154	1,00	1,00	1,00	2,00	1,70	2,50
155	1,00	1,00	4,00	3,00	2,40	2,50
156	1,00	3,00	3,00	4,00	1,70	2,80

	WorkEnviro nmentavg	ISavg
127	2,70	3,80
128	2,00	1,80
129	2,30	3,20
130	1,10	2,70
131	1,90	1,10
132	1,00	4,20
133	1,00	1,90
134	2,30	3,50
135	1,30	2,80
136	1,40	1,10
137	1,70	1,70
138	2,40	1,50
139	1,60	2,40
140	2,00	2,70
141	2,30	1,50
142	1,40	2,20
143	3,90	2,60
144	1,70	2,60
145	4,70	3,00
146	3,00	1,90
147	1,00	3,50
148	1,40	2,80
149	2,00	1,10
150	2,30	1,70
151	2,60	1,50
152	1,60	2,40
153	2,60	2,70
154	2,70	1,50
155	2,70	2,20
156	2,90	2,60