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**TRAINING EXPECTATION FULFILMENT AND ITS
INFLUENCE ON THE ORGANIZATIONAL COMMITMENT OF
TERRITORIAL FORCE ARMY RECRUITS**

**A thesis presented in partial fulfilment of the requirements for the degree of
Master of Arts in Psychology at Massey University.**

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1995

ABSTRACT

Territorial Force army recruits (N=184) participated in this study which aimed to determine the influence of pre-training expectation fulfilment on organizational commitment (OC) at the conclusion of, and six weeks after, their basic recruit training course. The study also aimed to identify what aspects of basic training recruits perceived as being better or worse than expected. Recruits filled out three questionnaires over a period of approximately nine weeks and the data was subjected to two hierarchical regression analyses. Results of the first regression analysis showed that the extent of training fulfilment was a significant positive predictor of OC at the end of basic training. More positive affective reactions to recruit training and higher levels of initial OC were also found to be predictive of OC at the conclusion of basic training. In the second regression analysis lower age and greater OC at the conclusion of basic training were found to be significantly predictive of greater OC six weeks after basic training. Fulfilment of expectations during basic training was not found to be predictive of OC at that point. A principal components analysis was conducted on the training fulfilment items in order to identify underlying dimensions of training fulfilment. Results showed that aspects associated with higher order needs (personal development, staff approachability, and physical challenge) were less fulfilled than those associated with lower order needs (living / working conditions, equipment adequacy). Overall, the results tend to question how pervasive the influence of fulfilled expectations during army basic training is on the attitudes of part time recruits after they leave the training environment. Implications for military advertising and realistic recruitment are also discussed.

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude and warm thanks to my supervisors, Dr Ross Flett and Professor Nigel Long. Their encouragement, interest, sound advice, and continual good humour has made the conduct of this thesis particularly enjoyable.

My gratitude also goes out to Major Kate Mirfin of Army Training Group Headquarters, Waiouru for her support of the project. I am particularly indebted to her for 'going into bat' for me when the project was still in the process of being approved by the army.

I would also like to thank Captain Chris Lawrence and the staff of Recruit Company for providing me with access to recruits, and the use of their facilities for the administration of questionnaires at Waiouru. Quite often this was arranged at very short notice and I am greatly appreciative of the efforts of the staff of Recruit Company.

I would also like to acknowledge the assistance of Major Al McCone for allowing me to use the Survey of Recruit Expectations and for giving me access to his research on expectation and perceptions in army recruits.

To the recruits on Territorial Force Recruit Courses 101 and 102, I am greatly indebted to you for your participation in the study, and the (generally) supportive comments that were written on the questionnaires.

Finally, I would like to thank my family and friends who have supported and encouraged me throughout the year.

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