

PSYCHOLOGICAL FACTORS DETERMINING HIGH INTENTIONS TO JOIN DEFENCE SERVICES AMONG ADOLESCENTS

Somasundaram Subramanian*, Kruthika J**

*Professor and Head, Department of Psychology, Bharathiar University, Coimbatore, India

**Doctoral Scholar, Department of Psychology, Bharathir University, Coimbatore, India

Abstract The comparison of the adolescents with high Intentions to join Defence Services to those with low Intentions to join can help the authorities to identify the key determinant factors in choosing Defence as career. A thorough investigation of exploring such key determinant factors will facilitate to plan for suitable strategies for providing proper solutions to enhance youth's strong Intention to join Defence Services. A sample of 300 Pre-University students studying in the vicinity of Bangalore city was approached to provide data on their career Intentions using a Career Choice Schedule. Data on Mental Toughness, Life Values, and Adjustment and Personality traits were collected from these two groups (High Intention and Low Intention) of respondents. The statistical analysis of "t" tests revealed that the High Intention group tends to have low adjustment in dimensions of family, social and educational fields comparing to Low Intention group adolescents. Similarly, the High Intentions group and Low Intention group differ significantly on Mental Toughness factors such as focus and goal commitment. Regarding life values dimensions the High Intention group is likely to show more importance to values such as belonging, concern for environment, responsibility, humility, independence and less importance on privacy than Low Intention group. The Personality traits also differ significantly between the two groups of adolescents. The High Intention group is more agreeable and conscientious comparing to their counterparts and low on extroversion comparing to Low Intention group. The implications of the study in terms of policy making and orientation programme to enhance competency to join Defence Forces are suggested.

Keywords Mental Toughness, Life Values, Adjustment, High Intention to Join Defence

Increasingly, educators, employers, and policymakers are placing a greater emphasis on the necessity for developing life and employability skills as a way to prepare young people for their success in today's rapidly changing business environment. Building such competencies will help young people to be motivated, reliable and confident decision makers at their work. Further, they are able to overcome any adversity arising from their work and realize their full potential. Life and employability skills are very much essential to reach and remain successful stage in the global marketplace, where employers always demand workers to possess sound judgment, think divergently, have strong self esteem, work well in teams, and possess effective communication skills.

Employability skills involve propensity of a prospective candidate to exhibit attributes that employers anticipate for the future effective functioning of their organization (Lee Harvey, 1999). It implies that employers grope for necessary attributes and desirability, which is linked to future requirements. In recent times, the concept has received increasing attention with distinction between the training for employment and training for employability and between trained recruit for workforce and a trainable recruit. On the

flip side of the spectrum, the Defence environment posits challenge to the system in terms of retention of such skilled personnel and attracting the potential enlistee who are able to withstand such stressors with risk of injury and death, work pace, and control, which collectively make defence work environment unique (Bogg & Cooper, 1995; Bourg & Segal, 1999; Castro & Adler, 1999).

Defence Service represents a pervasive and varied experience in men's lives in this century. Some entered the armed forces by choice or conscription; others knew only through family members or friends who served. Considering all of these influences, it is striking how little is known about the skills and the psychological competencies that the young need to possess to get employed in the defence services.

The enrollment of youth to the defence services has crunched drastically over the years and it could be attributed to a range of factors externally and internally. The comparison of the adolescents with high Intentions to join defence services to those with low Intentions to join can help the authorities to identify the key determinant factors in choosing defence as a career. Identifying life skills to join defence forces can be the product of many psychological and sociological factors. Research on Intention showed that the stronger a

person's Intention, the harder a person is expected to try, and hence the greater the likelihood the behavior will actually be performed. Intention refers to "the degree to which a person has formulated conscious plans to perform or not to perform some specified future behavior" (Warshaw & Davis, 1985). According to Fishbein & Ajzen (1975), Intention is defined as "a person's location on a subjective probability dimension involving a relation between himself and some action". Propensity to join Defence Service is defined as one's 'interest and desires, as well as plans and expectations regarding Defence Service' (Segal et al., 1998a, p. 67).

The shortage of qualified defence personnel can adversely affect missions of the branches of the defence. High-technology ships, planes, and tanks must be staffed by intelligent operators to execute their defence missions successfully, especially those humanitarian missions that require more intellectual prowess. Over a period of time, a shortage of defence personnel may result in base closures that may cause economic hardships for their host cities. Therefore, further empirical evidence is needed to address such issues surrounding decline in propensity to join defence service and more in terms of enhancement of employability skills tailored to defence services. Methods of forecasting success in adapting to the challenges of defence career could support critical personnel selection and policy decisions. Individual differences may provide clues to the likelihood of success in defence career (Vickers, Hervig, Booth, 1996). Soldier's social adaptation includes his interpersonal relationships with others at his working environment, integration into the defence community and the ability to fulfill his role in the defence environment and to function adequately outside of it (Dedić, G, 2004).

The existence of substantial body of evidence indicated that personality affects job performance (Barrick & Mount, 1991; Kamp & Hough, 1986) and further, a mismatch between job and personality might adversely affect motivation and performance (Holland, 1985). This supports the strong claim that Intention to join the defence could also be contingent upon the individual's characteristics. Not to disregard personality disorder which is the major factor contributing to the attrition from the defence (Klein, Hawes-Dawson, & Martin, 1991). Plethoras of studies have established the link between personality traits such as extroversion and neuroticism to goal orientation (Wang, M.Erdheim, J, 2007). A study on air crew personnel revealed that psychological well being is directly linked to the intensity of coping efforts and performance (Chaturvedula, S.Joseph, C, 2007).

Also, decrease in readiness to enlist to defence services was associated with reporting more strain during war and less confidence in one's ability to cope with the expected difficulties during defence service (Israelashvili, M.Aviv, U. T, 1994). Kamrowska, A, and Florkowski, (2008) found that adjustment disorders in soldiers of mandatory defence

Service are one of the most frequent causes of early defence discharges. And more than a half of the soldiers revealing symptoms of adjustment disorder lived in the country or in big urban agglomerations.

McAllister, I, (1999) indicated that generalized life values had significant impact on defence enlistment such as, (1) *Institutional* – making defence as a career, to do something worthwhile for one's country; (2) *Vocational* - gaining new skill, experience adventure; (3) *Social* – enhancing social life, (4) *Occupational* – directing towards financial support, and secure job. Among the four values, the Institutional views of the defence have significant impact on defence enlistment. This confirmed that those Service personnel who joined for Institutional reasons have a greater commitment to the profession in terms of expected length of Services; those who strongly endorse in Institutional Values are much more likely to serve for longer period of time.

In light of the above mentioned studies, this current research argues that the Intention to join defence service is a product of psychological and sociological skills. Hardly any research studies have been reported in Indian context exploring the impact of the following four factors viz. Mental Toughness, Life Values, Adjustment and Personality on Youths strong Intention to join Defence Services. Therefore, it is logical to investigate the extent to which the psychological factors determine high intentions to join defence services. The current study attempts to address this gap by linking these variables as potential employability skills to join defence services. Previous research studies found that young adult's Intention could be determined through various demographic characteristics and it may lead to different patterns of enlistment behavior (Dicks, D.A, 1988); institutional motivation and patriotic motives (Woodruff, Kelty, R. Segal, D.R, 2005); other influencing factors include service benefits, enlistment incentives, and opportunity to travel etc.

Therefore, young adolescents who show high intention to join the defence services are more likely to be the prospective recruits and the defence authorities should target them for enlistment and initiate vital skill enhancement programs for those categories of personnel.

RESEARCH METHODOLOGY

Participants

The data obtained for this study is a part of the major research project sponsored by DRDO, New Delhi. The descriptive research design was employed to collect the required data from 300 adolescents belonging to the age group of 18-24 hailing from different parts of Karnataka. All of them are

male students studying Pre-University course in Junior colleges. The description of the sample is given as below;

Description of Survey Sample

(N=300)

Age	(N) f	%
16	107	35.7
17	155	51.2
18	38	13.2
Total	300	
Class		
I Pre University	158	52.7
II Pre University	142	47.3
Total	300	
Strata		
Urban	134	44.7
Rural	166	55.3
Total	300	
Birth Order		
1	186	62
2	58	19.3
3	56	18.7
Total	300	

Measures

Mental Toughness Inventory - The Mental Toughness Inventory developed by S. Subramanian and Kruthika .J, (2009) was used to assess robust psychological perseverance and conviction towards some goal despite pressure or adversity. It examines one's emotional endurance to sustain in a challenging situation. The Mental Toughness Inventory consisting of 24 items of key dimensions such as; *Tolerance to Pressure, Focus, Self Efficacy and Goal Orientation*.

Life Values Inventory (LVI) - The Life values Inventory developed by Duane Brown and R. Kelly Crace (1996), was used to assess the respondents values that guides behavior and decision making. It consisted of 42 items that measure 14 relatively independent values viz. *Achievement, Belonging, Concern for the Environment, Concern for Others, Creativity, Financial Prosperity, Health and Activity, Humility, Independence, loyalty to family, Privacy, Responsibility, scientific understanding and Spirituality*.

Adjustment Inventory - The Adjustment Inventory developed by Dr. Penni Jain, was used to measure respondents adjustment level in five key dimensions viz. *Family Adjustment, Social Adjustment, Educational Adjustment, Financial Adjustment, and Emotional Adjustment*. This scale consisted of fifty items.

The NEO – Five Factor Inventory - developed by Paul t. Costa, Mc. Crae (1994) was used to measure five dimensions of Personality traits viz *Neuroticism, Extroversion, Openness to Experience, Agreeableness & Conscientiousness*. The scale consisted of 60 items.

Procedures

The data collection process was carried out in two different phases:

Phase I – Classification of Two Criterion Groups

In order to form the two distinctive criterion groups of respondents – those who have (i) High Intention to join defence services and those who have (ii) Low Intention to join defence services, the Career Rank Order Sheet was administered to around 4800 respondents studying in 20 Junior college in and around Bangalore. They were asked to indicate their choices of career/occupation as the most preferred by assigning 1 (The Most Preferred), 2 (The Next Most Preferred) and so on for the given 10 broad categories of professions. Based on their given choices , those who had assigned the top rankings 1,2,3 as their most preferred categories will be considered as High Intention Group (N= 200) and those who had given the bottom three 8,9, or 10 as their least preferred categories as the Low Intention Group (N=100).

To ensure whether the career preference of respondents cited as per the Rank Order sheet is reliable, the same two categories of respondents were asked to provide date on career preference schedule developed by Vivek Bhargava and Rajshree Bhargava (2003). The 10*10 matrix of career preference schedule filled by respondents in the forced - choice format provided the profile of their career choices. Based on the profiles drawn by the schedule, only those who had secured a score of 16 and above for the Defence Services will be categorized as the High Intention Group and those who had secured the score of less than 5 in the Defence Services will be categorized as Low Intention Group. Only those respondents who had shown their preference consistently in both the scales – Rank Order Sheet and Career Preference Schedule were selected as sample for this study.

The sample for these two distinctive High Intention and Low Intention criterion groups are 200 and 100 respectively.

Phase II – Administering Psychological Questionnaires to these two High and Low Intention Criterion Groups

During this second phase, the following batteries of psychological tools were administered to the respondents belonging to these two criterion groups – (i) Mental Toughness Inventory (ii) Life Values Inventory (iii) Adjustment Inventory (iv) NEO- Five Factor Inventory. The respondents were given adequate time to respond to all those items which were translated in their mother tongue of Karnataka (Kannada) language. The subjects were briefed about the purpose of the study.

Analysis

The 't' test were computed to find out the significant difference between the High Intention and Low Intention groups with respect to Mental Toughness, Adjustment and Personality Traits.

Results

The Table 1 presents the differences between the two criterion groups – High Intention and Low Intention to join defence services on Adjustment, Mental Toughness, Life Values, and Personality. With regard to Adjustment, the High Intention group of adolescents tend to have significantly higher level of social adjustment ($t = 3.650$) < 0.01 , educational adjustment ($t = 2.131$) < 0.05 , and emotional adjustment ($t = 5.641$) < 0.01 than the low intention group of adolescents. However, with respect to family adjustment, the high intention group of adolescents tend to exhibit lower level of scores significantly than the Low Intention group ($t = 1.992$) < 0.05 . Perhaps, the dissatisfaction with the home environment, expression of stress induced motivation to deviate from parental normative standards may contribute to expressing high intention to join

defence services. Also prolonged adoption to this distress can induce family escaping from parental control. Hence, it is inferred that the poor family adjustment will force the adolescents to divert their interest to get into defence services.

Similarly, with respect to Mental Toughness, the High Intention group tend to be significantly high on two dimensions – focus ($t = 2.679$) < 0.01 and goal orientation ($t = 2.44$) < 0.05 than the Low Intention group. The high intention group youths exhibit strong desire to attain goals and be able to maintain and improve the intensity of the concentration and are less likely to get distracted from their set goals and objections. Also, they tend to dedicate time and energy to reach the given goal by putting much more effort above one's odds.

Correspondingly, regarding Life Values the High Intention group adolescents compared to Low Intention group are significantly high with respect to six key dimensions such as belonging ($t = 2.929$) < 0.01 , concern for environment ($t = 2.119$) < 0.05 , Independence ($t = 3.655$) < 0.01 , Loyalty to Family ($t = 3.777$) < 0.01 , Privacy ($t = 2.087$) < 0.05 , Responsibility ($t = 2.272$) < 0.05 . High Intention group adolescents tend to exhibit certain key important values by being polite and loyal with others, frequently engaging in environmental protective behavior, humble to others and modest to accomplishments, strive for freedom, follow traditional systems of family norms, perceive themselves as being responsible, honest and self controlled.

With regard to Personality Traits, the High Intention group adolescents compared to Low Intention group tend to be significantly high with respect to Neuroticism ($t = 2.971$) < 0.01 , extroversion ($t = 3.001$) < 0.01 , conscientiousness ($t = 2.130$) < 0.05 . Whereas the Low Intention group tend to have high score significantly in only one of the dimensions openness to experience ($t = 2.223$) < 0.05 .

TABLE 1 t test between High Intention group and Low Intention group to join the Defence Service on Psychological Variables

	Variables	Mean (SD) High Intention	Mean (SD) Low Intention	t
Adjustment Inventory	Family Adjustment	3.68 (2.14)	4.26 (2.49)	1.992*
	Social Adjustment	15.23 (2.99)	14.01 (2.59)	3.650**
	Educational Adjustment	10.09 (2.63)	9.40 (2.73)	2.131*
	Financial Adjustment	10.0(3.33)	9.59(3.06)	1.312
	Emotional Adjustment	10.76 (3.33)	8.09 (4.71)	5.641**

Mental Toughness Inventory	Tolerance to Pressure	12.3(3.72)	11.94(4.02)	.869
	Self Confidence	10.79(2.49)	11.23(2.50)	1.44
	Focus	11.96 (2.69)	11.00 (3.03)	2.679**
	Goal Orientation	11.97 (2.80)	11.09 (2.98)	2.441*
Life Values Inventory	Achievement	10.91(2.47)	11.01(2.44)	.365
	Belonging	11.09 (2.98)	10.42 (2.50)	2.929**
	Concern for Environment	10.04 (2.97)	10.79 (2.82)	2.119*
	Concern for Others	11.11(2.91)	10.76(2.64)	1.05
	Creativity	9.42(2.60)	9.12(2.87)	.874
	Financial	11.38(2.35)	10.98(2.59)	1.32
	Health	11.47(2.80)	11.19(2.38)	.882
	Humility	10.54 (2.53)	11.48 (2.49)	3.058**
	Independence	11.30 (2.39)	10.25 (2.31)	3.655**
	Loyalty to Family	12.15 (2.36)	10.90 (2.88)	3.777**
	Privacy	11.28 (2.66)	10.53 (3.06)	2.087*
	Responsibility	11.61 (2.74)	10.87 (2.67)	2.272*
	Scientific Understanding	11.21(2.70)	10.87(2.64)	1.05
	Spiritual	9.91(2.65)	9.43(2.63)	1.47
NEO Five Factor Inventory	Neuroticism	22.58 (6.19)	21.87 (8.06)	2.971
	Extroversion	28.38 (5.46)	26.25 (5.97)	3.001**
	Openness to Experience	24.80 (4.57)	26.07 (4.78)	2.223*
	Agreeableness	26.30(5.23)	25.71(4.80)	2.511
	Conscientiousness	31.35 (6.36)	30.68 (6.48)	2.130

* $P < 05$ ** $P < 01$

Discussion

The analysis of results revealed that some of the core life values, personality factors and adjustment pattern are more likely to facilitate the youths to exhibit high intention to join defence services. The very same behaviors and resources that is vital as employability skills for High Intention group, which serves as a buffer and facilitates sustainability to defence environment and alleviates harsh experience of stress, risk of injury and death, work pace, and control (Bogg & Cooper, 1995; Bourg & Segal, 1999; Castro & Adler, 1999) are moderately higher among High Intention group than Low Intention group. Since, most discussions concerning today's workforce eventually turn to employability skills, it is evident that those who show High Intention to enlist are to be provided the required skills requisite to bring a match between the job and personality, otherwise which might adversely affect motivation and performance (Holland, 1985). The personality factors have become a benchmark to evaluate the incremental and unique contributions of other intrapersonal and contextual factors to career decision making (Lounsbury et al., 2005). Defence planners throughout the

history have incorporated a component of consistency and responsibility as a major training tool to all the cadres of staff who can solve problems, as defence context is ever evolving and changing than technology itself. It is imperative that those who intent to join the defence are multi-skilled, who can comprehend and encompass emotional regulation in order to be successful in their job. Although, goal orientation is said to be a predictor of future behavior or enlistment (Ian McAllister, 1995) lack of goal-orientation is also evident of more characteristic of men who entered the Service.

The motif such as adaptability is generally viewed as an indication of career success in many defence studies (Shulman, R, S.Levy-Shiff, M Scharf, 2000). In a defence context, "family" is people significant to the soldier that may serve as both a source of coping with stress and a source of continued stress. Given the defence lifestyle which demands the positive association between family support, commitment, and retention (Bourg & Segal, 1999), active support from families appears to be essential for soldiers to cope. Life satisfaction is one of the global indicators of adjustment. Satisfaction with the fundamental principles

of defence Service and daily defence life and environment of recruits, acts as a good indicator of adjustment, and it is considered to be affected by the attitudes of individuals towards defence Service and expectations from the position, the educational level of soldiers and the age of the soldier at the start of defence Service (Çetin.et.al, 2003).

The literature on the cushion effect of social support on health showed that there is a clear association between perceptions of social support and positive outcomes such as enhancing one's sense of belonging and self-efficacy (Berkman, 1995). Yet for many soldiers, "unhelpful" social support appears to be a source of stress rather than a buffer of the negative effects of stress. Lack of adequate support or limited access to the providers of support (i.e., family) can lead to ineffective and negative types of coping, such as withdrawal and rumination (Nolen-Hoeksema & Davis, 1999). Eling,T.W. et. al (1986) instituted that one of the most complex enlistment motivation seem to encompass a need to escape from one or more of variety of problems like economic or environmental. The need for social support varied among different strata which could be attributed to the culture and lifestyles pursued in that given location. The Rural strata places greater value to social support and belonging when compared to urban strata of population. Gorman, L., Thomas, G.W, (1993) observed that enlistment Intentions depend heavily on intellectual achievement.

The privacy factor may be one of the crucial elements for adolescents in today's world, however; the adolescents who intend to enlist defence services place less value for privacy, which could be an indication of readiness to a much more amalgamated environment. Other enlistment factors could also be family responsibility or economic crisis that brings to enlistment (Pliske, R.M, 1986; Rabecca, K.et. Al, 1986).

These findings lead to the conclusion that prospective defence recruits who indicate high Intention to join Defence Services possess the general readiness and employability skills and competencies which can be nurtured consistently.

IMPLICATIONS OF THE STUDY

These findings may have practical implications for the Defence Services. The results of this study provide defence policymakers with useful information to effectively formulate their Orientation and Employability Skills enhancement programs and also Personnel Selection Strategies. Indeed, the defence should consider directing its skills enhancement and selection efforts to those young youths Indian with High Intention to join Defence Services. These young Indians can contribute to the defence's missions. This practice may go a long way in ensuring that recruits are endowed with the psychological qualities identified as being essential and

predictive of their propensity for Defence Service. This study demonstrated that intention to join defence service studies can indeed provide some insights. Based on the insights gained through the current findings, the Defence services can incorporate ideal profile based selection system that comprises of norms-reference criterions. Those identified skills can also be included in educational curriculum such as NCC and NSS where, Defence Service is the future employment target for the young.

Limitations of the Study

It is important to examine the limitations of the present study. First, the results are limited to young adolescents belonging to the age group of 16–18 years. Thus, generalizability is limited to this age group, and therefore the propensity for Defence Service of older Indians outside this age group is not feasible.

REFERENCES

- Arbor, A. MI: Ann Arbor Institute for social research, Michingan University.
- Bogg, J., & Cooper, C. (1995). Job satisfaction, mental health, and occupational stress among senior civil servants, *Human Relations*, 48, 327–341.
- Bourg, C., & Segal, M.W. (1999). The impact of family supportive policies and practices on organizational commitment to the Army, *Armed Forces & Society*, 25, 633–652.
- Berkman, L. F. (1995). The role of social relations in health promotion, *Psychosomatic Medicine*, 57, 245–254.
- Bachman, J. G. (1974). Values, preferences and peceptions concerning defence Services: Part II.
- Berkowitz (Eds) *Altruism and Helping Behavior*, 251–268. Academic Press.
- Chaturvedula, S., & Joseph, C. (2007). Dimensions of psychological well-being and personality in defence aircrew: A preliminary study, *Indian Journal of Aerospace Medicine*, 51(2).
- Castro, C. A., & Adler, A. B. (1999). The impact of operations tempo on soldier and unit readiness. *Parameters*, 29, 86–95.
- Dolan, C. A. & Ender, M. G. (2008). The Coping Paradox: Work, Stress, and Coping in the U.S. Army. *Defence Psychology*, 20, 151-169.
- Cetin, Ebrinc, Basoglu, Semiz, Cobanoglu, Can, Karaduma (2003). Factors Affecting the Satisfaction of Recruits with the Defence Environment, *Türk Psikiyatri Dergisi*, 14, 2, 125 -133.
- Dicks, D. A. (1988). A longitudinal analysis of Intentions to

- enlist: impact on subsequent enlistments and performance of U.S. Marines. Unpublished master's thesis, Monterey, CA, Naval post graduate school.
- Dr. Robinson, J. P. (2000). The Workplace, Alabama Cooperative Extension System, 1, 3.
- Eling, T. W., Johnson, R. M., Gade, P. A., & Hertzback, A. (1986). The Army enlistment decision: An overview of the ARI recruit surveys, 1982 and 1983 (ARI research report (1371), Alexandria, VA: Human Resources Research Organization.
- Faris, J. H. (1995). The looking-glass army: patriotism in the post-cold war era, *Armed Forces and Society*, 21, 411-435.
- Glen, H. & Elder, J. (1986). Defence Times and Turning Point in Men's Lives, *Developmental psychology*, 22, 2, 233-245.
- McAllister, I.** (1995). Schools, Enlistment, and Defence Values: The Australian Services Cadet Scheme, *Armed Forces & Society*, 22, 1, 83-102.
- Legree, P. J., Gade, P. A., Martin, D. E., Fischl, M. A., Wilson, M. J., Nieva, V. F., McCloy, R. & Laurence, J. (2000). Defence enlistment and family dynamics: youth and parental perspectives, *Defence Psychology*, 12, 31-49.
- Moskos, C. C. Jr. (1970). The American enlisted man: The rank and file in today's defence. New York: Russell Sage Foundation.
- Nelson, P. D. (1976). Biographical constructs as predictors of adjustment to organizational environments, In N. L. Goldman & D. R. Segal (Eds.), *Sage Research Progress Series on War, Revolution and Peacekeeping*, The social psychology of defence Service, 6, (89-115). Beverly Hills, CA: Sage Publications.
- Hoeksema, N. S., & Davis, C. G. (1999). Thanks for sharing that : Ruminators and their social support networks, *Journal of Personality and Social Psychology*, 77, 801-814.
- Rabecca, K. P., Elig, T. W., & Johnson, R. M. (1986). Towards an understanding of Defence enlistment motivational patterns, Alexandria, VA. US Army Research Institute for the behavioral and social sciences (Report No. ARI -TR-702).
- Rosenhan, D. (1970). The natural socialization of altruistic autonomy, in: L. Macaulay & L. Segal, M. W. Segal, D. R. & Bachman, J. G. (1998a) Gender and propensity to enlist in the US defence, *Gender Issues*, 16, 65-88.
- Shulman, S., Shiff, L. R., & Scharf, M. (2000). Family relationships, leaving home, and adjustment to defence Service, *The Journal of psychology*, 134(4):392-400.
- Brown, U. J. III & Dharma S. R. (2005). Generalized Exchange and Propensity for Defence Service: The Moderating Effect of Prior Defence Exposure, *Journal of Applied Statistics*, 32, 3, 259-270.
- Vickers, Jr., R. R., Hervig, L. K. & Booth, R. F. (1996). Personality and Success among Defence Enlisted Personnel: An Historical perspective study of U.S Navy Corpsmen. Naval Helath Research Center.
- Woodruff,, T., Kelty, R. & Segal, D. R. (2005). Propensity to Serve and Motivation to Enlist among American Combat Soldiers, *Armed Forces & Society*, 32, 1, 1-15.
- Wang, M., & Erdheim, J. (2007). Does the Five-Factor Model of Personality Relate to Goal Orientation? *Personality and Individual Difference*, 43, 1493-1505.