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Analysis of Volunteer Soldiers' Attitudes to Service in the Lithuanian Military

The article presents an analysis of volunteer soldiers as a link between the Lithuanian military and society, their attitudes towards military service and their motivation to serve in the Lithuanian army. The authors looked at soldiers' dedication to defend their Homeland and motives for serving in the Lithuanian army, presenting an assessment of the situation in the ranks and their overall satisfaction with military service. Volunteer soldiers' expectations are also discussed, as well as their motives to remain in service, plus there are also recommendations for attracting new soldier recruits. The article concludes with the statement that Lithuanian volunteer soldiers are an important unifying link between the Lithuanian army and society, and can significantly contribute to the formation of the image of the soldier's profession in society. Besides the social status that comes with military service and the satisfaction of financial needs, volunteer soldiers are exclusively characterised by strong patriotic feelings which determine their motivation to serve and defend their Homeland. The article's findings rest on data from the complex sociological research study "Motivation to serve in the Ministry of Defence Volunteer Forces of the Lithuanian Military" which was conducted in April–November, 2014 by the Strategic Research Centre at the Institute of Military Science of the General Jonas Žemaitis Military Academy of Lithuania.

Introduction

Lithuania's National Defence Volunteer Forces (henceforth – NDVF) are a uniting link between the Lithuanian military and society giving Lithuanian citizens the opportunity to combine a civil profession with military service. Aside from professional soldiers, the NDVF also have soldiers from different professions, education and age groups. Service in the defence volunteer forces

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is outlined in the Law on the Organization of the National Defence System and Military Service¹.

In 2003 the NDVF were integrated into the Lithuanian military land forces and orientated towards a modern active reserve structure which could carry out a broad spectrum of tasks and participate in international operations. At the time the NDVF consisted of ten land-based units and an Aviation unit. At present, the volunteer forces consist of six units. From 2000 the number of soldiers has decreased a little over two times. According to data from 2015, the LDVF had 4,470 volunteer soldiers and around 600 professional soldiers in military service.²

The importance of volunteer soldiers as a means of strengthening mutual links between the Lithuanian military and society became especially evident with the 2011 edition of the Law on Military Conscription where it was foreseen that youths would be called up for preliminary military service only on a volunteer basis, and if the need arose, to carry out random conscription for military service without any expressions of a desire to volunteer³. That is why, when assembling military units on a volunteer basis, the military became an equal market participant and had to go to efforts to make military service attractive to eligible youths.

The problem in assembling military units that emerged in the period 2009–2014⁴ demonstrated not only that the profession of a soldier was less than attractive and that the existing recruitment strategy was possibly unsuitably selected, but also that there needed to be closer relations between the military and society, echoed in the NDVF. This situation dictated the importance of a scientific analysis of volunteer soldiers' attitudes and experiences.

Taking into consideration the fact that in 2013 the NDVF were the most widely known part of the Lithuanian military in society⁵, it can be presumed that the attitudes of volunteer soldiers towards service, and their motivation can contribute to forming the image of the Lithuanian military, and being a

¹ Republic of Lithuania Parliament, *Law on the Organisation of the Defence System and Military*. http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_l?p_id=416354, 20 97 2015.

² Information about the Republic of Lithuania's Ministry of Defence. Internet access: http://www.kam.lt/lt/personalo_politika_512/skaiciai_ir_faktai_537.html, 08 08 2015.

³ The new Law on Military Conscription of the Republic of Lithuania came into effect on September 1, 2011. The law outlined the possibility of replacing compulsory preliminary military service with basic military training organized on a volunteer basis.

⁴ Delfi, *VGT sprendimas: atėjo laikas grąžinti privalomąją karo tarnybą* [The time has come to bring back compulsory military service], 24 Feb. 2015, <http://www.delfi.lt/news/daily/lithuania/vgt-sprendimas-atejo-laikas-grazinti-privalomaja-karo-tarnyba.d?id=67259680>, 23 05 2015.

⁵ 82 % of the population indicated that they have information about volunteer soldiers. Lithuanian population survey (N=1010) was conducted by „Batijos tyrimai“ on 9-17 December 2013.

soldier as a profession in society and the population's approach towards defence in general.

That is why, in order to clarify volunteer soldiers', as an important link between the military and society, attitudes towards service and their motivation to serve in the Lithuanian military, the Strategic Research Centre of the Institute of Military Science at the General Jonas Žemaitis Military Academy of Lithuania conducted a scientific sociological research study in April–November, 2014 called “Motivation to serve in the Ministry of Defence Volunteer Forces of the Lithuanian Military”⁶.

In the first stage of this complex research a qualitative sociological study was carried out – two focused group discussions with the NDVF company captains and 22 semi-structured interviews with volunteer soldiers and company captains. In the second stage of the research volunteer soldiers from all six units were asked to complete a questionnaire, during which a total of 1,031 volunteer soldiers were surveyed⁷. Although the research selection was not strictly probability based, comparing the general population and sampling, it should be noted that soldier groups were rather well represented in the scope of the research in terms of rank, family situation, gender and number of soldiers in the units. All the authors of this article participated in separate stages of this research.

Thus, by combining qualitative and quantitative research methodology, the authors aimed to clarify volunteer soldiers' attitudes towards military service in order to answer the question of what motivates Lithuanian citizens to join the NDVF and remain in service, what their expectations were in terms of service, what the situation was in the NDVF companies, and how to attract new soldiers into military service.

For the analysis of these questions, the article's authors selected Italian sociologist Fabrizio Battistelli's theoretical and empirical insights about different types of factors motivating soldiers. Battistelli, basing his insights on another Italian scientist Charles Moskos' typology of the development of de-

⁶ Staff from the Strategic Research Centre of the General Jono Žemaitis Military Academy of Lithuania participated in different stages of this research study – Prof. J. Novagročkienė, Dr. J. Aleknevičienė, Dr. E. Vileikienė, Dr. A. Pocienė, B. Aldonienė, A. Visockaitė and R. Junevičius plus E. Vasiljevas who was completing scientific work experience at the Strategic Research Centre at the time.

⁷ From the surveyed research participants, 87% were males and 13% were females. In terms of age, the majority of the research participants were youths under 22 (40%), around one third were aged from 23 to 30, and around one fifth (19%) were aged from 31 to 40. Those older than 41 made up 6% of the total research participants. Two thirds (66%) of the research participants were unmarried. Respectively, a large part (72%) of the group did not have underage children.

mocratic states' militaries⁸, discerned the pre-modern, modern and post-modern soldier motivation systems. The pre-modern soldier is typified by being useful and wanting to improve their state's image at the international level, the modern soldier wishes to earn additional income and to learn skills that would be beneficial for a career as a soldier or upon returning to civilian life, and the post-modern soldier mostly wanted to satisfy their desire for adventure and to acquire meaningful personal experiences⁹.

Conducting his research where he analysed the opinions of professional and conscripted Italian soldiers serving on peace-keeping missions, Battistelli noticed that modern reasons to serve in the military were equally reflected in both research groups. Pre-modern motives – wanting to be useful and to improve one's state's image at the international level, were more characteristic of professional soldiers than conscripts, while post-modern motives were more prevalent amongst conscripts than professionals¹⁰. The article authors' attempt at applying Battistelli's soldier motivating factor types to Lithuanian volunteer soldiers is substantiated by the fact that in being a part of the Lithuanian military, volunteer soldiers carry out essentially the same tasks as regular soldiers in professional service – they are trained for general action with other military units, to protect the state's territory, to maintain public order in peace time, and to defend it in the case of war¹¹.

The analysis of volunteer soldiers' needs was supplemented with the classic theory of 20th-century American psychologist Abraham Harold Maslow¹² about the hierarchy of personal needs. Explaining the nature of an individual's motivation, in his theory Maslow claimed that a person had to satisfy their needs in line with the following hierarchical order: physiological (food, sleep, activity, pleasurable, sexual), security (peace, order, rights, support), belonging and love (to be loved, to feel a closeness to others), prestige (acceptance, significance, future prospects, social status) and self-realization (realization of one's abilities, self-confidence, success, talents). Only having satisfied the needs lower down in the hierarchy could the higher ones be realized. Maslow's theoretical approach is useful in interpreting the motives for service identi-

⁸ Moskos C. C., "Institutional and occupational trends in armed forces: An update", *Armed Forces & Society*, 12 (3), 1986, p. 377–382.

⁹ Battistelli, E., "Peacekeeping and the Postmodern Soldier", *Armed Forces & Society* 23 (3), 1997, p. 467–484.

¹⁰ *Ibidem*, p. 474.

¹¹ Republic of Lithuania Parliament, Law on the Organisation of the Defence System and Military Service. Article 12, Point I, and Article 17 Point IV. http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_l?p_id=416354, 20 07 2015.

¹² Maslow A. H., "A theory of human motivation" in *Psychological Review*, 50, 1943, p. 370–396.

fied by soldiers, as the volunteer soldiers' motives revealed in the empirical research reflect their needs, which soldiers either satisfy or expect to satisfy in serving for the NDVF.

It should be noted that the scientific research of Lithuanian soldiers' attitudes and experiences and military actualities are related to academic studies initiated at the General Jonas Žemaitis Military Academy of Lithuania and the research of scientists who work there. The first complex study of the profession of a soldier in Lithuania was written by J. Novagrockienė¹³. In her scientific publication "The image of a soldier's profession in Lithuania: the approach of soldiers, society and young people", Novagrockienė rested on the theoretical insights of Inglehart and Battistelli to create value classification schemes and to determine soldier profession types, and also to collect volumes of data from three different sociological studies about the attitudes of soldiers, society and young people. The following authors of scientific research and articles are also worthy of a mention: G. Miniotaitė¹⁴, A. Maslauskaitė¹⁵, E. Vileikienė¹⁶, D. Janušauskienė¹⁷, J. Aleknevičienė¹⁸, R. Smaliukienė¹⁹, D. Šlekys²⁰, R. Kazlauskaitė-Merkelienė, and A. Petrauskaitė²¹. Scientists from other countries who have studied relevant matters in the armed forces are also worth noting: the already

¹³ Novagrockienė, J., "Kario profesijos įvaizdis Lietuvoje: karių, visuomenės ir jaunimo požiūris" [The image of a soldier's profession in Lithuania: the approach of soldiers, society and young people]. *Lietuvos metinė strateginė apžvalga 2009-2010*, Vilnius: Generolo Jono Žemaičio Lietuvos karo akademija, 2010, p. 193–216, file:///C:/Users/mgi/Downloads/strategine_apzv_2009-10_liet-internetui[1].pdf, 01 03 2015.

¹⁴ Miniotaitė, G., "Kariuomenės modelio konstravimas Lietuvos politiniame diskurse" [Construction of the military model in the Lithuanian political discourse], *Lietuvos metinė strateginė apžvalga 2008*, Vilnius: Generolo Jono Žemaičio Lietuvos karo akademija, 2009, p. 197–214.

¹⁵ Maslauskaitė, A., "Moteryų padėtis ir karjeros galimybės Lietuovos krašto apsaugos sistemoje" [The situation of women and career opportunities in the Lithuanian National Defence system], *Karo archyvas XXI*, Vilnius: Generolo Jono Žemaičio Lietuvos karo akademija, 2006, p. 227–315. Also one of the authors of scientific works conducted at the Strategic Research Centre of the General Jonas Žemaitis Military Academy of Lithuania, Institute of Military Studies in 2004–2012.

¹⁶ Co-author of scientific works conducted at the Strategic Research Centre of the General Jonas Žemaitis Military Academy of Lithuania, Institute of Military Studies in 2003–2008 and 2014–2015.

¹⁷ Co-author of scientific works conducted at the Strategic Research Centre of the General Jonas Žemaitis Military Academy of Lithuania, Institute of Military Studies in 2002–2005.

¹⁸ Co-author of scientific works conducted at the Strategic Research Centre of the General Jonas Žemaitis Military Academy of Lithuania, Institute of Military Studies in 2012–2015.

¹⁹ Gruževskis B.; Maslauskaitė A.; Korsakienė R.; Novagrockienė J.; Smaliukienė R.; Šakočius A. *Pareigūnų ir karių antroji karjera: monografija* [The second career of officers and soldiers: a monograph]. Vilnius: Generolo Jono Žemaičio Lietuvos karo akademija, 2014.

²⁰ Šlekys D., *Mąslaus Vyčio beieškant. Lietuviškos karinės minties raida ir būklė po Nepriklausomybės atkūrimo (1990–2014 m.)*, 2015, Generolo Jono Žemaičio Lietuvos karo akademija.

²¹ Kazlauskaitė Merkelienė, R., Petrauskaitė, A., "Akademinio ir profesinio tapatumų sąveika" [Interaction of academic and professional identities]. *Socialinių mokslų studijos*, 2013, 5 (1), p. 151–164.

mentioned C. Moskos²², F. Battistelli²³ and Y. Levy²⁴, G. Caforio²⁵, T. Ph. Manigart²⁶, T. S. Tresch²⁷, etc.

The first part of the article gives an analysis of the dedication to defend one's Homeland and motives for wanting to serve in the Lithuanian military. In the second part there is an analysis of satisfaction with service and an assessment of the situation in the NDVF companies. The third presents soldiers' expectations and motives for remaining in service. The fourth looks at information sources about the NDVF and ways of attracting new soldiers into service. The conclusions are given at the end. This collective of authors has more thoroughly analysed the results of the mentioned sociological research in the scientific study "Motivation for service in the Lithuanian military"²⁸.

1. Dedication to defend one's Homeland and motives for service in the Lithuanian military

Lithuania's military doctrine notes that motivation encompasses "the personal duty to defend one's Homeland, understanding of one's purpose and the feeling of belonging to a group. <...> The possibility of defending friends in a soldier's unit, close ones and their whole country motivates each Lithuanian soldier, and that kind of soldier is not useful to any enemy"²⁹. Thus, a soldier's duty and dedication to defend their Homeland is an important indicator that makes it possible to evaluate volunteers' motivation to serve in the armed forces.

²² Moskos Ch. C., Williams J., Segal D., eds., *The Postmodern Military: Armed Forces after the Cold War*, New York: Oxford: Oxford University press, 2000.

²³ Battistelli F., „Peacekeeping and the Postmodern Soldier“, *Armed Forces & Society*, Vol. 23 no. 3, 1997, p. 467–484.

²⁴ Levy Y., Soldiers as laborers: A theoretical model. *Theory and Society*, Vol. 36, No. 2, Apr., 2007, pp. 187–208.

²⁵ Caforio G., ed., *Handbook of the Sociology of the Military*, New York: Kluwer Academic, 2003.

²⁶ Manigart Ph., „Risks and Recruitment in Postmodern Armed Forces: The Case of Belgium“, *Armed Forces & Society*, Vol. 31 no. 4, 2005, p. 559–582.

²⁷ Tresch T. S., Recruitment of Military Professionals by European All-Volunteer Forces as Exemplified by Belgium, the Netherlands and Slovenia, <http://www.vtg.admin.ch/internet/vtg/de/home/schweizerarmee/organisation/hkaneu/milak/militaerwissenschaftliche/militaersoziologie/publikationen.parsys.93405.download.List.55440.DownloadFile.tmp/519szvircevrecruitmentofmilitaryprofessionalsbyeuropean2009.pdf>, 24 08 2015.

²⁸ Vileikienė, E., Pocienė, A., Aleknevičienė, J. *Motyvacija tarnauti Lietuvos kariuomenėje* [Motivation to serve in the Lithuanian military], 2015. Generolo Jono Žemaičio Lietuvos karo akademija.

²⁹ Lithuania's military doctrine, confirmed by the Commander of the Lithuanian Military on March 10, 2010, Order no. V-193, 2010, p. 31, file:///C:/Users/mgi/Downloads/lietuvos%20karine%20doktrina.pdf, 04 05 2015.

Over half of all soldiers (64%) were completely certain that they would go into war to defend their Homeland, just over a quarter (28%) would most probably agree, and less than one in ten soldiers (8%) were either undecided or would not agree to defend their Homeland. Intentions to defend Lithuania in the case of a threat correlated with demographic indicators such as *gender* and *age*. Females more often than males denoted that they would definitely go to defend their Homeland. Also, the oldest soldiers with the most experience were more certain of their intentions, whereas their younger counterparts were more often hesitant. Albeit a small portion (8%), but there were soldiers who were uncertain as to whether they would dutifully serve their Homeland. In other words, they were unsure whether they would uphold the oath they made upon joining the armed forces. Compared to the other groups, these soldiers more often identified that their decision to serve in the NDVF was based on material motives.

The kind of attitude regarding defence of the Homeland that was held by a soldier was also related to their satisfaction with service. Volunteer soldiers who were certain that they would defend their Homeland in the threat of war gave a better assessment of many aspects of the military than those who doubted or did not endeavour to defend their Homeland, and mentioned several things regarding the NDVF: salary, career opportunities, the general atmosphere in the company, relations with leaders and other volunteer soldiers. These received a lower assessment. These soldiers were also more disappointed with the theoretical and practical training.

As determination to defend one's Homeland, according to Battistelli, is a feature of a patriotically inclined pre-modern soldier, it was interesting to determine what motives lay behind volunteers' decision to serve in the armed forces. The questionnaire presented 13 statements which had to be ranked based on how they influenced the volunteer's decision to serve in the NDVF (see Fig. 1). Almost all (94%) soldiers indicated that they chose to serve in the NDVF because they wanted to experience adventure and challenges. A rather significant number (81%) also expressed that they wanted to defend their Homeland in the case of a threat, and the same amount (81%) signed up driven by patriotic feelings. Almost three quarters (72%) wanted to spend their weekends in a worthwhile way. Seven out of ten (69%) had always been interested in the military and the same amount (68%) had been encouraged to join the NDVF by their friends or acquaintances who already served there. The desire to earn additional funds was important to 66% of respondents, the possibility of staying on to serve in the army was of significance to 64%, and the desire

to venture out on international operations was of interest to 64%. The least commonly mentioned reasons for joining were unemployment (13%), family tradition (18%), circumstances (23%) and the social security guarantees offered to volunteer soldiers (40%).

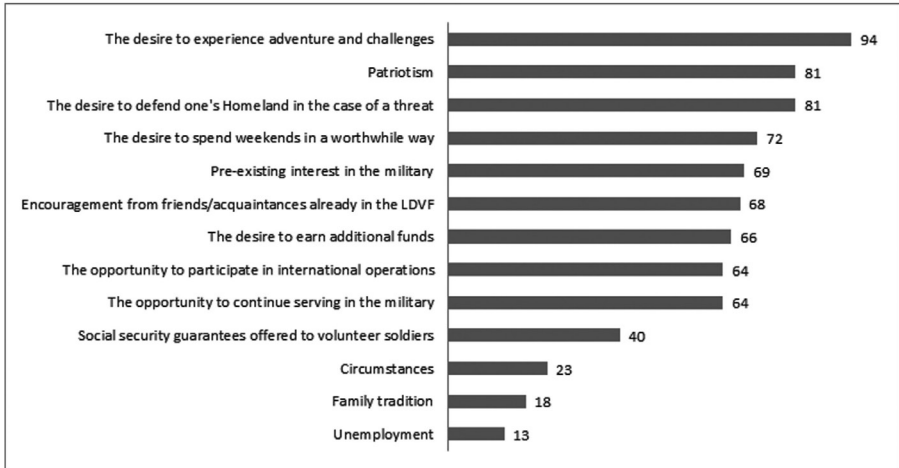


Fig.1. What influenced your decision to become a volunteer soldier? (%)

Applying a statistical factor analysis procedure, it was possible to group soldiers based on their motives that had influence on their decision to become volunteers. Based on what motive combinations were usually given by particular soldier groups, five factors stood out (Table 1).

The first factor could be identified as *patriotic motives*. The statements that came under this heading were associated with things that dominated in *pre-modern* armies according to

Battistelli. The main statements in this factor identified by a majority of those surveyed were the desire to defend one's Homeland in the case of a threat, patriotism and pre-existing interest in the military. These were mostly selected by those soldiers who were more inclined to defend their Homeland and the oldest among the total volunteer group.

The second factor encompasses *professional career motives* that can be associated with Battistelli's *post-modern soldier motives*. They were shown by two-thirds of all soldiers surveyed – the possibility of later staying on to serve in the armed forces and the desire to participate in international operations. Interestingly, compared to the other statements, these were more often identified by women rather than men.

The third factor comprises of *material motives* that dominate in *modern*

armies. They are associated with social security guarantees, material wellbeing and the resolution of certain financial problems. They include the desire to earn some additional funds, the social security guarantees offered to volunteers, certain circumstances and unemployment avoidance. This group of statements is mostly related to the satisfaction of one's basic needs, according to Maslow: physiological and security needs. These motives were of most relevance to the youngest enrolled soldiers. In addition, unemployment as one of the motives was indicated more often by women than men. Also, those who doubted most whether they would actually defend their Homeland in the threat of danger chose statements from this group.

As part of the qualitative research, volunteer soldiers, when speaking about their colleagues in service, highlighted the *material motives* which encouraged them to enter the NDVF. According to the research participants, this could have encouraged those people to sign up who were experiencing financial difficulties, had lost their jobs or were studying at university and wished to be independent of their parents; for some, income from service in the NDVF could have even become a way of earning a living:

"... the main reason why many join is for the money". (Interview 6); "... it is more of a motivating factor for those who are unemployed". (Interview 16); "... the main interest among young people is money" (*Interview 17*).

The fourth factor, like the second, consisted of *post-modern motives*. It is the *search for challenges and self-realization*. These statements were selected by soldiers who identified that they wanted to experience adventure and challenges, to spend their weekends in a worthwhile way, and who signed up for service encouraged by friends or acquaintances who had or were serving in the NDVF. During the interviews it became clear that for many of these respondents, service *had become a way of life*, a hobby, a pleasant way of spending time with friends and like-minded people. Also, for them service was a way of maintaining a link with the military, of staying fit and in good physical condition, and of spending time in the outdoors:

"...now it has become a way of life". (Interview 2); "... you get out of the house, away from routine, from your family, in other words, you get a break". (Interview 5); "...your circle of friends grows, new faces, you get together <...> and these people become your friends". (*Interview 10*).

The fifth factor consisted of just the one motive – *family tradition*. Every fifth soldier marked this as their reason. This motive is illustrated in the thoughts offered by the research participants: "...my father, and grandfather defended Lithuania. I felt it was my duty as well". (*Interview 6*).

Other research participants did not hide the fact that at the time of their joining the NDVF it was simply a way of avoiding compulsory military service, aside from pursuing higher education studies: “At the time it was a way of getting out of primary [compulsory military service – authors’ comment] if I wasn’t accepted into university” (*Interview 17*).

Table 1. Results of the factor analysis of soldiers’ motives³⁰

| | Factors | | | | |
|---|---------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 |
| Desire to defend one’s Homeland in the case of a threat | 0.830 | | | | |
| Patriotism | 0.816 | | | | |
| Pre-existing interest in the military | 0.560 | | | | |
| Desire to participate in international operations | | 0.812 | | | |
| Possibility to continue serving in the army | | 0.799 | | | |
| Desire to earn additional funds | | | 0.708 | | |
| Unemployment | | | 0.677 | | |
| Social security guarantees offered to volunteer soldiers | | | 0.619 | | |
| Circumstances | | | | | |
| Desire to experience adventure and challenges | | | | 0.691 | |
| Desire to spend weekends in a worthwhile way | | | | 0.682 | |
| Encouragement from friends and acquaintances who were already serving in the LDVF | | | | 0.589 | |
| Family tradition | | | | | 0.871 |
| Descriptive power // (dispersion, %)* | 13.7 | 12.3 | 11.8 | 11 | 8.2 |

Thus, a majority of volunteers are completely or more or less certain that they would defend their Homeland in the case of a threat. Women and older soldiers show more determination in this regard. However, a small portion of soldiers nevertheless exists that doubt whether they would or have no intentions of actually defending their Homeland.

* The distinguished factors explain 57.1 % of all responses.

³⁰ Rotated component matrix, calculation method – main component analysis, rotation method: Varimax with Kaiser standardization.

The analysis of research results showed that when speaking in Battiselli's terms, among volunteer soldiers we come across: *pre-modern* patriots who are determined to defend their Homeland, to stay on and serve in the army or be sent to international operations; *modern* soldiers who consider professional skills and, despite not always being openly declared as such, the qualitative research revealed that material motives were also important; *post-modern* soldiers who sought challenges and opportunities for self-realization, and wanted to experience something new and spend their weekends in a worthwhile way.

2. Satisfaction with military service and assessment of the situation in the companies

The most significance when serving in the army and deciding whether to continue service rests on how the actual soldier feels in the military and how they assess separate aspects of service. During the research, attempts were made to ascertain and assess the situation in the companies through the eyes of a volunteer.

An absolute majority of soldiers (93%) were satisfied that they had joined the NDVF. There were no negative assessments. Only 7% still expressed some doubts. This doubtful group of soldiers also had a more skeptical view of the NDVF in general as well as separate aspects of the system. Also, of this group only a smaller portion were ready to defend their Homeland. And these differences are statistically important compared to the majority. However it is interesting that they do not differ in terms of their social demographic characteristics from soldiers who were satisfied with serving in the NDVF.

It was also found that the general assessment of the NDVF depended on soldiers' *age*, *education* and *where they lived*. The very youngest soldiers gave the most favourable assessment of the NDVF, who had a middle or lower level of education and lived in small towns or rural areas.

In order to examine soldiers' attitudes towards different aspects of service in the NDVF, 16 statements were presented for assessment with a request to show whether the soldiers were satisfied with them (see Fig. 2). Volunteer soldiers were most satisfied with the interpersonal relations (with their company leader, commissary and other soldiers) and the general atmosphere in the company. Meanwhile the military technical equipment, their accoutrements, weapons, uniform/clothing and footwear received the poorest assessment. Soldiers' *gender* and *education* had an influence on the assessments given. For example, women were most often satisfied with their income, accoutrements, weapons

and technical equipment, while men were most satisfied with their clothing and footwear, their physical preparation and appearance as a soldier, and the order by which they had to wear their uniforms. Soldiers with a higher or university education, in a majority of aspects, except for the positions they held, interpersonal relations and the general atmosphere, gave the most critical of assessments.

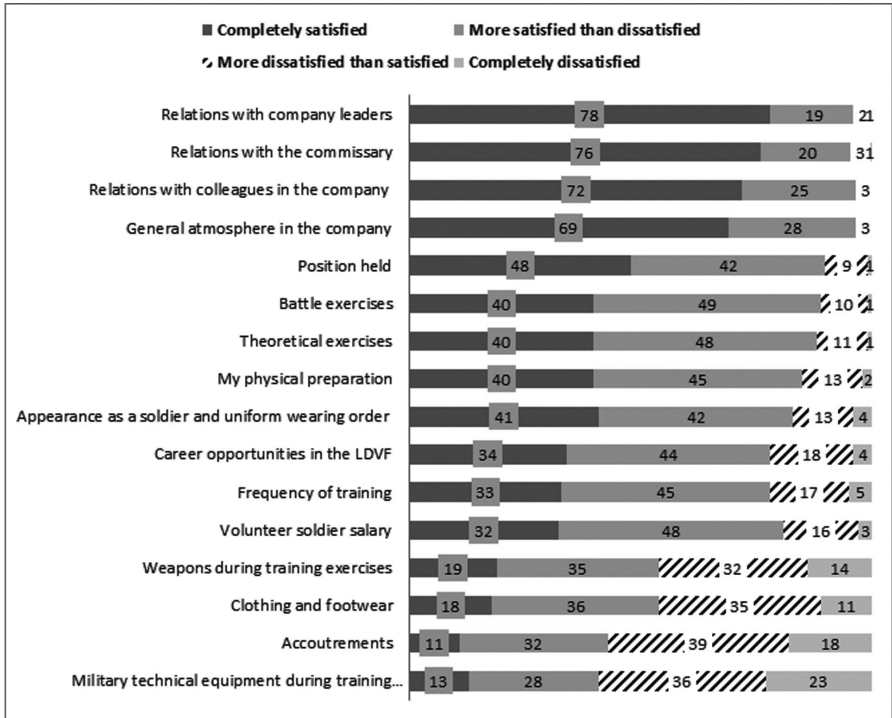


Fig. 2. Are you satisfied or dissatisfied with the aspects listed? (%)

Applying the statistical factor analysis procedure (Table 2) three statement groups (factors) were distinguished. The distinguished factors explain more than half (52.3%) of all the research participants' answers.

The first factor was related to *material technical provision of the military and the internal order*. Aspects that are attributed to this factor are accoutrements, military technical equipment during training exercises, clothing and footwear, weapons during training, salary, career opportunities in the NDVF and a soldier's appearance and order for wearing their uniform. These aspects received the poorest assessment from soldiers. Accoutrements and military technical equipment were given the most negative assessment of all aspects. In terms of soldiers' clothing and footwear, and their weapons during training,

the number of positive and negative assessments was almost the same.

The second factor can be called the *assessment of interpersonal relations*. These aspects come under this heading: the general atmosphere in the company, relations with the company leader, relations with the commissary, relations with service colleagues in the company and satisfaction with the position one holds. Most soldiers were satisfied with these aspects, with barely 2–4% giving a negative assessment of this factor group.

The third factor is related to *training and self-assessment*. It includes soldiers' satisfaction with military training exercises, theoretical exercises, frequency of training and their own physical preparation. The number of soldiers who were completely or partly satisfied with these aspects was similar, with only the frequency of training being viewed less favourably – it caused dissatisfaction amongst 22% of soldiers.

Table 2 . **Results of the factor analysis of attitudes towards service in the LDVF³¹**

| | Factors | | |
|--|---------|-------|-------|
| | 1 | 2 | 3 |
| Accoutrements | 0.800 | | |
| Clothing and footwear | 0.780 | | |
| Weapons during training exercises | 0.726 | | |
| Military technical equipment during training exercises | 0.723 | | |
| Soldiers' appearance and the order for wearing the uniform | 0.508 | | |
| Volunteer soldiers' salary | 0.480 | | |
| Career opportunities in the NDVF (participation in courses, changing one's position) | 0.422 | | |
| Relations with military colleagues in the company | | 0.770 | |
| General atmosphere in the company | | 0.769 | |
| Relations with the commissary | | 0.680 | |
| Relations with the company leader | | 0.665 | |
| Position held | | 0.485 | |
| Battle exercises | | | 0.798 |
| Theoretical exercises | | | 0.781 |
| Frequency of training | | | 0.564 |
| Personal physical preparation | | | 0.457 |
| Descriptive power (dispersion %)** | 20.5 | 17.2 | 14.7 |

** The distinguished factors explain 52.3 % of all responses.

³¹ Rotated component matrix, calculation method – main component analysis, rotation method: Varimax with Kaiser standardization.

When analysing soldiers' motivation to serve in the military, it is important to draw attention to problems in the company that soldiers encounter directly. They reveal the weakest and most sensitive areas of military service. In this regard, we examined what soldiers would want to change in their companies. It became evident that they considered it was very important that the military would view volunteer soldiers seriously and not consider them as second-rate soldiers (93%). This assessment or recognition of a volunteer soldier's service could be expressed by a greater degree of attention and concern: "... a person has to see the quality of their service <...> they have to see that they are valued and that they are being looked after". (*Interview 17*).

A majority (90%) of soldiers would prefer that the company leader would stay with their company for as long as possible, while only 30% would have preferred a more friendly collective. As the qualitative interviews revealed, the psychological climate in the company depended most on the leader who united (or should unite) the company and was its core. "... the company leader <...> is a genius <...> And he truly is: in body, in soul, in his blood, in his ability to motivate us, in his ideas". (*Interview 1*); "He is the axis that everything depends on. If he carries out interesting, meaningful and worthwhile activities, he will always have soldiers in his company". (*Interview 2*).

The soldiers also offered their suggestions for the content of training exercises: 94% would have wanted more varied exercises, 61% would have liked less theory and more battle exercises, and 58% wanted less repetition. "... something else I don't like is that we have the same themes each year. <...> The same year after year <...> then there's no motivation". (*Interview 6*); "... there could be more new themes". (*Interview 15*). The volunteer soldiers also highlighted that they would like to have more exercises with other military units of the armed forces, not just the LDVF (85%) and more firing exercises (86%). "... there could be more varied and more frequent battle preparation themes, where there's more excitement, and explosions <...> that's why people come after all". (*Interview 13*). "It's much more interesting to learn how to shoot". (*Interview 10*).

In summary it should be noted that a majority of soldiers give a good or even a very good assessment of the LDVF in general and of many of the aspects related to military service. They are most satisfied with the interpersonal relations and the general atmosphere in the companies, however they do feel some disappointment in the technical material provision of military service. This aspect has a great impact on the quality of training exercises. While the exercises and their content are one of the main elements why volunteer sol-

diers sign up for military service in the first place. It is as much the frequency of exercises as their quality and nature that is important to soldiers. In general, exercises – if they are held, are interesting, are not just theoretical, and involve shooting or are organised with other military units – are viewed by soldiers favourably or even very favourably. Note that volunteer soldiers place special significance on the need for symbolic recognition in the military, i.e., they do not want to be considered as second-rate soldiers in the defence system.

3. Expectations and motives for continuing military service

In order to understand why soldiers are satisfied or dissatisfied with their service in the NDVF it is important to pay attention to their pre-existing expectations. Overly large or inadequate expectations can lead to disappointment in service and in extreme cases, withdrawal from service.

As the research showed, a quarter (26%) of soldiers viewed service in the NDVF better than expected, and over half (64%) thought it was as good as they had expected. So a majority were satisfied. However one tenth were disappointed. Those who were disappointed with service in the military or had a poor assessment of service from the very beginning had much less motivation to serve in the NDVF than others. As reasons for choosing to serve, they would more often mention circumstances and much less frequently – the desire to spend weekends in a worthwhile way, the desire to participate in missions or to defend their Homeland.

Qualitative interviews with volunteer soldiers confirmed the optimistic trends seen in the survey results of volunteer soldiers where a majority said they felt satisfied with military service and that their expectations were fully met. These expectations were to acquire new knowledge and the opportunity to travel up the career ladder, or to be sent on a mission. Young soldiers who had spent a shorter time in service mentioned they saw the opportunity to transfer to professional military service. Older soldiers claimed that they did not have any clear expectations as they joined when the NDVF were just forming, however their longer experience allowed them to feel satisfied with their service.

Those whose expectations were only partially met were usually disappointed with the *material provision*, which was directly related to the execution of training exercises: “... this is the worst supplied part of the army”. (*Interview 17*). Inadequate expectations usually formed as a result of the adver-

tisement of the NDVF that did not correspond with reality: "... from the very beginning I saw <...> that everyone was driving around in Hummers. I hoped that there would be many more tactical exercises, more forests, but it appears that that makes up a very small part of volunteering". (*Interview 6*).

Over a longer period of time, disappointment can determine a soldier's decision to leave military service. And this is a rather objective indicator reflecting satisfaction with service. Asked whether volunteer soldiers had not considered leaving military service during the last 12 months, a majority (88%) responded that they hadn't. The other 12% who had considered this option were asked to give the main reasons why. Around one fifth claimed that it was difficult to combine service in the NDVF with their regular work, one tenth said that changes in their personal life had occurred, and the same amount mentioned the salary they received for volunteering was too small. Less frequent reasons were health reasons, poor attention from the leadership of the NDVF towards an ordinary volunteer soldier, training that was too exhausting or not interesting enough, or disapproval from within the family over weekend training exercises.

The wish to leave military service correlated with other general assessments of the NDVF and one's determination to defend their Homeland. Those soldiers who would truly defend Lithuania considered leaving military service much less often. Also, those whose expectations were met thought much less about the possibility of withdrawing from military service.

In soldiers' opinions, they were most motivated by or would be motivated to continue service in the NDVF by the opportunity for improvement (54%), an actual threat to Lithuania (47%), interesting training exercises (44%), and the opportunity to earn some money (41%) and the friendly relations with other volunteers (39%). Here, according to Battistelli, we can see the characteristics of both modern and post-modern soldiers' motivating factors. In addition, the assumption can be made that in the case of an actual threat to Lithuania, the pre-modern military soldier type would be expressed, one who was ready to sacrifice themselves for others. These insights were confirmed by soldiers' comments during the interviews as well: "... yes, I am motivated, to test myself, the money <...> my sense of duty to my homeland". (*Interview 1*); "You get to shoot and learn new themes". (*Interview 4*); "... if you can find some benefit from this, you <...> will dedicate your time to serving in the LDVF <...> The number 1 motivating factor is the content of the exercises and the degree to which we are provided for". (*Interview 17*).

So, although a majority do not intend to withdraw from military service

in the NDVF, it is important to pay attention to those soldiers who are considering leaving the NDVF. Unsatisfied expectations often lead to dissatisfaction in military service. Often this is the result of having a misleading understanding or inadequate “advertisement” of the NDVF. The decision to withdraw from service is usually due to difficulties in combining service with civilian life. Finding ways of motivating employers and family members would make it easier for volunteer soldiers to remain in the NDVF. Other means of motivating continued service are opportunities for development, quality training exercises and a good microclimate in the companies.

4. Information sources about the NDVF and opinions about attracting new soldiers

The main source from which the research participants found out about the opportunity to become a volunteer soldier was personal contacts. Usually these were friends or acquaintances who were currently or had been in service in the NDVF. This information source was indicated by 76% of respondents, another 13% showed that they learnt about volunteering from family members who had served or were serving in the NDVF.

Other sources of information such as the Internet, events about the activities of the NDVF or leaflets, posters and advertising were indicated by almost a quarter of volunteers. The press and television were the least popular – only every tenth volunteer soldier mentioned this source (see Fig. 3). It could be that these means of spreading information, at least in the case of current volunteers, were not justified – they would often find out about the NDVF through direct personal contacts.

During the qualitative research, volunteer soldiers mentioned campaigns presented in schools, however they also acknowledged that there was not enough information in the media about the NDVF. According to the research participants, the NDVF were not advertised sufficiently in public, “random” people did not know about the volunteer forces, which is why it was usually friends or acquaintances of soldiers already in service who would join the NDVF.

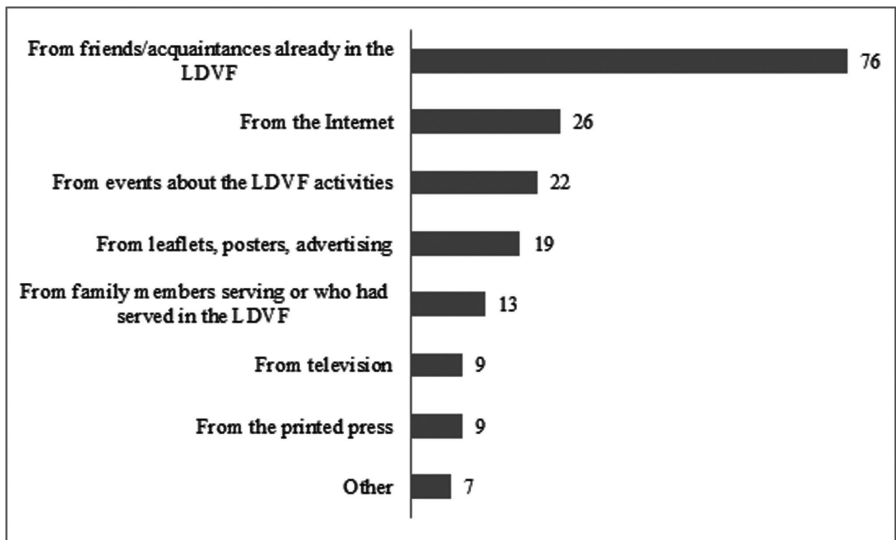


Fig. 3. Where did you learn about the opportunity to become a volunteer soldier?(%)

During the research volunteer soldiers were asked what in their opinion could attract other people to join the NDVF. This was a relevant open type question to which soldiers gave 1,111 suggestions. The answers received were divided into seven groups (see Table 3). Some are related to internal aspects of the NDVF, others lie outside the boundaries of the defence system altogether.

The main suggestion group (46%) is *better public information*. It was stressed that the NDVF had to make more use of their existing volunteers and spread information through them. Information had to reach specific target groups – potential soldiers (school pupils, university students, etc.). Also, harnessing the media, attention had to be drawn to informing the public about the NDVF and the military at a national level. Closely associated to these suggestions are the comments made about *improving the image of the NDVF and raising the prestige of a soldier's profession* (13%). It was stressed that both the image of the NDVF had to be improved, as well as the prestige of the army in general. This suggestion should be taken seriously, as interpreted in the context of Maslow's theory, if those who considered prestige important were to join the military – i.e., needs higher than simply physiological or security-related – the military would only benefit, as it would be filled with soldiers exhibiting a higher level of motivation.

Soldiers' suggestions also unavoidably revealed the importance of *additional social security guarantees and a larger salary* (25%). On the one hand,

this result should not come as a surprise, because, according to Maslow, it is related to the satisfaction of basic needs. So long as they remain unsatisfied, a soldier naturally does not exhibit higher level needs, such as self-realization, recognition, etc. On the other hand, we could pose the rhetorical question of whether the military is an institution that needs to satisfy needs that could be offered by any other employer. It is hard to give a definitive answer. In this case it would be worthwhile returning to Battistelli's soldiers' motive types. If a volunteer is a modern type of soldier for whom service is a source of income and a place to acquire professional skills, his needs for a salary and social security guarantees cannot be ignored. However there were also some post-modern soldier types among the body of respondents, which is why 10% of the suggestions were about how the NDVF had to be presented as a place where one could experience adventure and challenges.

Soldiers' suggestions about the *technical material provision of the NDVF* (16%) explained the other research data. This provision was also important because it directly affected the quality of exercises and because, expecting something better, it was what disappointed soldiers the most. The soldiers named another problem as well – *unmotivated soldiers* (10%). This was a group that had signed up accidentally, without having made a conscious decision, simply based on their circumstances at the time. They were responsible for deflating the company's spirit and demotivating other soldiers. As company leaders mentioned in the qualitative research, it would be better if there were less albeit genuinely motivated soldiers in the NDVF.

Another suggestion group overstepped the boundaries of the NDVF system – that was *patriotism, the sense of duty to one's Homeland and nurturing a civil society* (15%). This task should most probably befall on state institutions (especially education) and society in general.

Table 3. **Suggestions made by volunteer soldiers that could attract others to join the LDVF**

| Category title | Examples of volunteer soldiers' answers | % |
|---|--|----|
| 1. Public information | "Informing the public about the NDVF: TV programs, films, its history, stands, posters"; "Publicizing the NDVF activities on the Internet, television, in the press"; "Recruitment and campaigns (events, lectures at education institutions, in state institutions)"; "More public events"; "Broader information about the Lithuanian military: about its purpose, its activities, what it actually does"; "More information in towns and rural areas because people don't even imagine that it exists"; "Children's camps together with soldiers"; "Friends who are volunteer soldiers"; "Word of mouth"; "Positive experiences and responses of other volunteers"; etc. | 46 |
| 2. Improving the image of the NDVF | "Highlighting the attractiveness and honour of the NDVF"; "Society's support and understanding"; "Displaying the image of existing volunteers: the warmth of the collective, friendliness, meeting with actual soldiers"; "Respect for volunteer soldiers: not considering them as second-rate soldiers"; "Respect from civilians"; "A more serious approach towards volunteers"; etc. | 13 |
| 3. Nurturing patriotism | "Patriotism, public-spirit: encouraging it from an early age in the family and at school"; "Knowing, showing that service in the NDVF is meaningful and beneficial"; "The desire to serve one's country"; "Declarations of the threat of war (Russia)"; "The present political situation"; etc. | 15 |
| 4. Better technical material provision | Better provision with contemporary, faster, newer accoutrements, clothing, weapons, technical equipment, etc. | 16 |
| 5. Additional social security guarantees | "The possibility of receiving compensation for one's studies"; "Preferential treatment in entering higher education institutions"; "Social security privileges for the families of volunteer soldiers"; "Pension supplements for those who served in the volunteer forces"; "Preferential conditions in applying for loans"; "A larger salary"; etc. | 25 |
| 6. Increasing motivation | "Those who are unsuitable, who join just for the money, need to be dismissed; accept only those who are skilled and join not just for the salary"; "People should not be encouraged to join, only motivated, physically capable people should serve, not those who were drawn in by the advertising"; "Stricter selection procedures"; etc. | 10 |

| | | |
|---|---|----|
| 7. Self-realization and new challenges | “More variety where people could realize themselves”; “The potential (desire) to improve/career opportunities”; “The opportunity to learn something new, unique, e.g., military skills, shooting”; “The opportunity to test yourself”; “Experiencing new things”; “New acquaintances”; “A worthwhile way to spend one’s time”; etc. | 12 |
| 8. Other suggestions | “A more amicable approach towards newcomers”; “Friendly leaders”; “The company leader’s psychological communication with volunteers”; “Better conditions”; “Service has to correspond with the ‘advertisement’”; “The creation of more companies (positions)”; “The actual capability of the NDVF to contend with enemy forces”; “Use of the allocated funds”; “Employers’ obligations to view volunteers more responsibly”; etc. | 5 |

To summarize it could be said that the suggestions given by the research participants to attract new soldiers are closely associated with the motives of actual volunteer soldiers that encouraged them to join the NDVF in the first place. The mentioned ways of attracting new soldiers were varied, ranging from material (provision, salaries, social security guarantees) to raising the prestige of the profession of a soldier and nurturing patriotism. In addition, according to the research participants, the main source of information about the NDVF is personal contacts, i.e., friends and acquaintances who currently serve or have served in the NDVF. That is why positive responses from existing volunteer soldiers could be one of the most effective ways of spreading information about and attracting new soldiers into the NDVF.

Conclusions

The theoretical and empirical insights presented in the article reveal that there is no one single dominating model for what motivates soldiers in the Lithuanian military. For volunteer soldiers to choose military service and to remain in service, especially in the face of the threat of war, a strong civil position is a primary motivating factor, i.e., in terms of Italian sociologist Battistelli’s terms, pre-modern motives such as patriotism, the desire to serve and defend one’s Homeland. Post-modern motives take on a rather significant position as well – the desire to escape routine, to experience adventures, self-expression and interesting activities. Also important is the status of a volunteer soldier in the defence system and the state as a part of volunteer soldiers’ symbolic recognition. Financial and social security is also just as important to volunteer soldiers.

The results of the analysis of volunteer soldiers' motives confirmed and enhanced the analysis of soldiers' comprehended needs and expectations in line with Maslow's theory. Volunteer soldiers highlighted the importance of all needs, from the lowest physiological needs to the highest self-realization needs. Among those that soldiers accentuated most were self-realization needs – interesting activities, the chance to experience adventures, the realization of abilities via personal development and the creation of social networks. The need for prestige proved to be just as critical, i.e., recognition of the service of volunteer soldiers as soldiers who were strongly motivated to serve and were highly patriotic within the defence system and in Lithuanian society. The importance of this need for prestige is similarly revealed in volunteer soldiers' suggestions on how to attract new recruits in which informing the public about the NDVF, the prestige of the soldier's profession, and the formation of the NDVF's image in society is given significance

Another aspect that was discovered when analysing the volunteer soldiers' complex sociological research data was the factors that strengthened and weakened soldiers' motivation to serve in the military. Firstly, the main factor to weaken motivation to serve that was noted by an absolute majority of the research participants was the provision of poor quality clothing, technical equipment, ammunition and weapons for the NDVF, which was seen by volunteer soldiers as depreciation of the significance of their service and status in the defence system. Secondly, the significance of the company leader as an axis around which the whole company's activities were centred, and on whom volunteer soldiers' motivation to serve in the military depended. This was a factor strengthening soldiers' motivation. Thirdly, the relevance of quality content in service, comprising of interesting and varied exercises and lectures, plus the attention of the company leader. All these factors strengthening and weakening motivation come under the understanding of volunteer soldiers' term in service as a kind of way of life, offering the chance to perform one's duty for their Homeland, to "test themselves" and to develop as an individual and a soldier.

These insights allow us to claim that the Lithuanian National Defence Volunteer Forces as a specific structure within the Lithuanian military are an important link between the Lithuanian armed forces and society, which can significantly contribute to the formation of the image of a soldier's profession in society. Aside from satisfying needs such as the social status afforded by military service and financial needs, volunteer soldiers are exclusively charac-

terised by strong patriotic feelings which determine their motivation to serve and defend their Homeland. The positive responses by motivated volunteer soldiers who are satisfied with their service can be one of the most effective means of attracting new soldier recruits.

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