

Motivational Factors for the Lithuanian Armed Forces Personnel

The aim of this paper is to present a literature review on motivational factors from the perspective of Lithuanian Armed Forces personnel. Based on the SCARF model, scientific sources, public information on the structure and activities of the Lithuanian Armed Forces, the paper discusses the effectiveness of the employee motivation system and analyses the factors that can enhance or reduce motivation of the Lithuanian Armed Forces personnel. It highlights important motivational factors such as rewards, career opportunities, leadership style, teamwork culture, hierarchy, and other organisational measures. Based on the literature review and the SCARF motivational framework, the paper provides recommendations for improving the motivation system of the Lithuanian Armed Forces.

Keywords: Lithuanian Armed Forces, motivation, motivation system SCARF.

Straipsnyje apžvelgiama literatūra apie motyvavimo veiksnius iš Lietuvos kariuomenės darbuotojų perspektyvos. Remiantis SCARF modeliu, moksliniais šaltiniais bei vieša informacija apie Lietuvos kariuomenės struktūrą ir veiklą, straipsnyje aptariamas darbuotojų motyvavimo sistemos efektyvumas, analizuojami veiksniai, galintys sustiprinti ar sumažinti Lietuvos kariuomenės personalo motyvaciją. Pabrėžiami svarbūs motyvavimo veiksniai, tokie kaip atlygis, karjeros galimybės, vadovavimo stilius, komandinio darbo kultūra, hierarchija ir kitos organizacinės priemonės. Straipsnyje, remiantis literatūros apžvalga ir motyvavimo sistema SCARF, pateikiama rekomendacijų, kaip būtų galima tobulinti Lietuvos kariuomenės motyvavimo sistemą.

Raktiniai žodžiai: Lietuvos kariuomenė, motyvacija, motyvavimo sistema SCARF.

Introduction

In today's modern society, organisations face the challenge of successfully managing and motivating their employees. This

is important not only in the business sector, but also in other areas such as the military, where employees perform unique and necessary tasks that directly affect the security and defence of the

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country. In the Lithuanian Armed Forces, as in any other organisation, the issue of motivation is relevant, and management tools and models can be used to ensure a high level of employee job satisfaction, performance, and loyalty. An unmotivated soldier may sometimes shy away from the tasks of the service and not seek professional development. These circumstances may result in a threat to the country, as unmotivated soldiers will not be able to adequately ensure the security and stability of the Lithuanian State.

Motivation is a popular topic among Lithuanian and foreign researchers. In their work, authors address various aspects of motivation: *motivation concepts* are analysed by L. Mullins and G. Rees (2023); *motivation from a public administration perspective* – A. Ritz, G. A. Brewer and O. Neumann (2016), J. L. Perry and W. Vandenabeele (2015), B. Bozeman and X. Su (2014), *motivation tools* – C. Cooper and R. Burke (2012); *employee motivation theories* – M. T. Lee and R. L. Raschke (2016), J. Honore (2009), *employee motivation models* – L. Marcinkevičiūtė (2010); *motivation of police officers* – K. Vitkauskas (2013), etc. However, it should be noted that there are far fewer works related to the motivation of personnel in the Lithuanian Armed Forces. This topic has been addressed by G. Baltutytė (2022), M. Trumpickienė and G. Kalvaitienė (2019), H. Šostakas and J. Guščinskienė (2019), A. Druskiienė and I. Šarkiūnaitė (2018), E. Vileikienė, A. Pocienė and J. Aleknevičienė (2015), etc.

One of the modern motivation management models that can be applied in the Lithuanian Armed Forces is the SCARF model (Rock, Cox, 2012). This model was developed by D. Rock (2008),

a specialist in neuroscience and management. The model draws on knowledge from social neuroscience, psychology, and management. The SCARF model provides an understanding of how people respond to social factors in the work environment and how these factors can influence their actions and behaviour. The model consists of five main dimensions: Status, Certainty, Autonomy, Relatedness, and Fairness. These dimensions can be applied in an organisation to improve employee motivation and job satisfaction.

In the Lithuanian Armed Forces, the issue of motivation is of particular importance due to the specific nature of the Armed Forces and the challenges they face. Military personnel must work in difficult and risky circumstances, constantly adapt to different situations, and make quick decisions. In addition, they are often exposed to long-term fatigue and stress, which can have a negative impact on their motivation and job satisfaction. Therefore, it is necessary to find effective motivation management tools that are tailored to the specificities and needs of the armed forces.

The aim of this theoretical study is to analyse publicly available information on the structure and activities of the Lithuanian Armed Forces and based on previous scientific research, to discuss the effectiveness of the motivation system, as well as to analyse the factors that influence the motivation of the Lithuanian Armed Forces personnel.

The Lithuanian Armed Forces as an organisation is special because of its strict hierarchy and the strictness of its statutes. This study examines motivational factors such as rewards, career

opportunities, leadership style, teamwork culture, hierarchy, and other organisational measures.

The paper presents recommendations for the improvement of the Lithuanian Armed Forces motivation system based on the literature review and the SCARF motivation framework.

This paper solves **the research problem** of how to motivate the personnel of the Lithuanian Armed Forces.

The object of the research is the motivation of the Lithuanian Armed Forces personnel.

To achieve the aim of the research, the following **objectives** are set:

1. To examine official documents on the characteristics of the Lithuanian Armed Forces.
2. To discuss the effectiveness of the employee motivational system based on the SCARF model.
3. To analyse the factors that can enhance or reduce the motivation of the Lithuanian Armed Forces personnel.

Research methods: literature review, analysis of the laws of the Republic of Lithuania on military conscription, SCARF model, analysis and comparison of previous research (Dzencevičius, 2017; Trumpickienė, Kalvaitienė, 2019).

Characteristics of the Lithuanian Armed Forces

The strength of the Lithuanian Armed Forces is based on motivated, high-combat spirit and well-trained soldiers. Only a fighting spirit and high motivation can be a powerful counterweight to the superior numbers or technological

superiority of hostile forces. Lithuania's warrior spirit is rooted in centuries of military traditions, matured in the hearts of the post-war partisan resistance, revived in the hearts of the heroes of January 13, 1991, and the defenders of the Parliament, the Vilnius Television Tower, and the Lithuanian Radio and Television Committee building, and fostered in modern international missions and operations.

Core values of the Lithuanian Armed Forces (Lithuanian Armed Forces, 2023):

- *Loyalty* – a soldier's dedication to the Independent Republic of Lithuania, its Armed Forces, his or her unit, brothers-in-arms, subordinates, and commander. Loyalty is reflected in the soldier's oath of allegiance to defend the people of Lithuania with one's own life if necessary.
- *Will to fight* – determination to withstand and prevail. This is the most important factor in warfighting that may determine the success of a battle and a war. Will to fight is inseparable from the ability to make sacrifices for the sake of the brothers-in-arms, family, nation, and the state.
- *Initiative* – each soldier, aware of the importance of his role, takes initiative in the absence of direct orders from his immediate superior. For this reason, every soldier must have a clear understanding of the main mission and the essential tasks. Initiative enables timely decisions sooner than the enemy does and enables the proper implementation of purposeful leadership.
- *Professionalism* – an obligatory individual competence of a service member and (or) a collective

competence of a unit which ensures efficiency and aptness of task completion across the various levels of warfighting.

The aim of Lithuanian defence policy is to ensure deterrence against an armed attack of Lithuania and, in the event of an armed aggression, to protect Lithuania's independence, sovereignty and territorial integrity (Ministry of National Defence of the Republic of Lithuania, 2023). This aim is pursued through the joint efforts of the Lithuanian Armed Forces, NATO allies, all state institutions and society. Lithuania also contributes to international stability and peace by seeking to shape an international security environment favourable to Lithuania and its allies.

The fundamental principle of Lithuania's defence is *total defence*, which means that all resources are mobilised for Lithuania's defence and all means – military and non-military – are used:

- Lithuania is defended by the armed forces and other institutions forming the armed forces.
- Lithuania's independent defence efforts are complemented by collective defence, with the national armed forces defending Lithuania together with NATO allies forces.
- All civilian authorities contribute to the defence by providing support to the armed forces and ensuring the performance of vital state functions.
- Citizens defend the state with arms and participate in unarmed civil resistance.

According to the Ministry of National Defence of the Republic of Lithuania (2023), the Lithuanian Armed Forces must first and foremost be prepared for

independent military defence and for action with the allies. In today's security environment, it must also be able to operate in unpredictable hybrid situations and support civilian institutions in peacetime tasks as required. The Lithuanian Armed Forces must therefore be equipped, equipped, and trained to the highest standards. The development of military capabilities focuses on:

- Development of ground combat capabilities.
- Staffing, improving conditions of service and social guarantees.
- The provision of modern equipment, weapons and supplies.
- The development of infrastructure to meet national and allied needs.

A key condition for strengthening the Armed Forces is a consistent and assured increase in defence funding, which allows for a steady and balanced planning of the development of military capabilities.

The security of NATO members is indivisible – a threat to the security of one NATO member is a threat to the security of the Alliance as a whole. Allies contribute to the strengthening Lithuania's security, and Lithuania stands ready to fulfil its commitments to Allies in solidarity. A strong and united Alliance, ready to ensure the security and defence of its members, is an important interest of Lithuania's defence policy. Lithuania encourages and supports the development of NATO's deterrence and collective defence capabilities.

The military presence of Lithuania's strategic allies, the United States and Germany, in the region is of critical importance for deterrence and defence, which is why Lithuania is making every effort to ensure the continued and long-term

deployment of the military capabilities of these countries, as well as to strengthen political, military and defence industries (Ministry of National Defence of the Republic of Lithuania, 2023).

Lithuania participates in international operations to contribute to the resolution of common challenges faced by allies, and to ensure international peace and stability. Priority is given to NATO and US-led international operations, but contributions to EU and UN operations and missions are maintained. Of particular importance is Lithuania's national military training operation in Ukraine, which contributes to the strengthening of Ukraine's armed forces and demonstrates our solidarity with Ukraine's Euro-Atlantic orientation.

Employee motivation system of the Lithuanian Armed Forces

The Lithuanian Armed Forces' motivation system is open to all and publicly accessible, which allows to identify the means used by the organisation to motivate its employees (soldiers). There are several types of employees (soldiers), classified according to the nature of their service: soldiers of permanent compulsory initial military service (conscripts), volunteer soldiers, soldiers of voluntary non-permanent military service, soldiers of the reserve of active military personnel and soldiers of professional military service. The latter group of soldiers perform permanent military service in an organisation and can be considered as employees of that organisation.

The current incentive system for professional soldiers is based on social

guarantees, formal incentives, and financial bonuses. The existing measures are described in the Law on the Organization of the National Defence System and Military Service of the Republic of Lithuania (1998) and in the Concept of the Personnel Policy of the National Defence System (2007).

One of the important aspects of the soldiers' motivation system is the health and social insurance of soldiers, where they are covered for illnesses, injuries, and accidents at work. Soldiers are also entitled to a state pension after 25 years of service, and in the event of death, the family may receive a benefit. All soldiers are entitled to 30 calendar days' leave per year, increasing by an additional 3 days every three years after five years' service. All soldiers are also entitled to pregnancy, parental, parental care, education, rehabilitation, resettlement, and unpaid leave.

Career-seeking soldiers can study at the General Jonas Žemaitis Military Academy of Lithuania in undergraduate or graduate level studies, to improve in career and specialty courses, traineeships, and seminars at foreign learning institutions. Soldiers wishing to obtain more complex tasks shall have the right to apply to their commanders for such tasks to be granted.

Financially, soldiers are motivated in various ways, such as bonuses for exemplary service, holidays, special merit, severance pay or material allowances. Loyal, long-serving soldiers are entitled to bonuses for their service in the Lithuanian Armed Forces, based on their service record. Soldiers receive bonuses for qualification categories of specialties, reimbursement of meal expenses (if they

do not eat in the unit canteen). One of the newest cash incentives for soldiers is the compensation for the cost of residential rental, which ranges from EUR 279 to EUR 539, depending on the city where the soldier rents the premises. This allowance is available to soldiers who do not own their own home in the municipality where they are stationed and who do not receive a travel allowance, and there are additional safeguards in place to ensure that this benefit is not abused.

One of the financial incentives is the reimbursement of travel expenses when soldiers live more than 20 km from their place of duty and commute to work by private transport. In this case, soldiers are paid EUR 0.1 per kilometre travelled to and from their place of duty. The reimbursement is based on official documents provided by the soldier and received from other public authorities.

In addition to these motivational measures, which depend on the organisation itself, various institutions may also offer various incentives to soldiers. Vilnius City Municipality allows soldiers rotated (transferred) from other municipalities to Vilnius to apply to the commission for the right to enrol a pre-school child in a pre-school education institution in order of priority (Vilnius City Municipal Council, 2023).

Methodology

According to D. Rock (2008), the SCARF model can be applied (and tested) in any situation where people collaborate in groups, including all types of workplaces, educational environments, family settings and general social event. The

SCARF model involves five domains of human social experience: Status, Certainty, Autonomy, Relatedness and Fairness. Status refers to one's sense of importance compared to others. Certainty pertains to the perceived ability to know and predict future outcomes. Autonomy exemplifies one's sense of control over social stimuli and how the perception of behaviours could affect the outcome of situations. Relatedness refers to security and the overall connection of the environment, people, and social conditions. Finally, fairness describes the perceived relative expected balance between people (Rock, 2008). Though the SCARF model has received wide attention from practitioners over the years, few empirical studies provided support for this model (Javadizadeh, Aplin-Houtz, Casile, 2022).

In this paper the SCARF model will be used to assess the effectiveness of the Lithuanian Armed Forces system, considering status, certainty, autonomy, relatedness, and fairness. The methodology of this paper is based on an analysis of two surveys: 1. on a survey of soldiers previously conducted at the Lithuanian Grand Duke Algirdas Mechanised Infantry Battalion (Dzencevičius, 2017); and 2. on a survey of professional service members of the Lithuanian Navy (Trumpickienė, Kalvaitienė, 2019), personal experience of one of the authors of this paper, and the legislation regulating the military service of the soldier.

Research methods involve literature review, analysis of the laws of the Republic of Lithuania on military conscription, SCARF model, analysis and comparison of previous research conducted by M. Dzencevičius (2017), and M. Trumpickienė and G. Kalvaitienė (2019).

With this research, we hope to expand our understanding of how increased status, certainty, autonomy, relatedness, and fairness enhance the motivation of soldiers in the Lithuanian Armed Forces.

The effectiveness of the employee motivation system based on the SCARF model

When assessing the effectiveness of the Lithuanian Armed Forces' motivation system under the first point (*Status*) of the SCARF model, one of the ways to increase soldiers' motivation is to provide them with the opportunity to increase their status in the military hierarchy. According to the documents (Law on the Organization of the National Defence System and Military Service of the Republic of Lithuania, 1998) justifying a soldier's service, the only way to achieve a higher status in such a strongly hierarchical structure is by obtaining a higher military rank. In this structure, all personnel have a commander, ranging from the ordinary soldier, whose immediate superior is the commander of the unit, to the commander of the Lithuanian Armed Forces, who is subordinate to the President of the Republic of Lithuania.

For soldiers to gain status among their peers in the team, there are regulated criteria on how soldiers can advance their careers, receive awards or other incentives. One of the ways of gaining status among others is by wearing special badges on the soldier's field uniform, such as a military rank, a unit emblem, additional badges indicating that the soldier has passed the military physical fitness tests with the maximum score for

four consecutive years, the combat self-defence test with the maximum score, a certain number of skydiving jumps, a qualification in bombing, or others.

The motivations of the soldiers studied in the surveys (Dzencevičius, 2017; Trumpickienė, Kalvaitienė, 2019) show that soldiers are motivated by being a soldier, which can be equated to a status where soldiers are proud to be the defender of the country. Soldiers were motivated by being one of the first to react to enemy aggression, serving in one of the best battalions in the Lithuanian Armed Forces, with as many as 92% of soldiers stating that their motivation for choosing to serve in the Navy was that they are patriots of their country and 87% stating that they chose to serve because they want to defend their country in the face of threats.

In terms of the *certainty* factor, in an organisation such as the military, uncertainty can be a common factor in day-to-day activities and on the battlefield, which is why it is important for soldiers to feel a sense of certainty and stability. To maintain order and control, the military often relies on strict hierarchies and procedures to provide a sense of certainty for soldiers.

Certainty is based on the fact that units have daily, weekly, quarterly and annual plans with planned activities and exercises, which allow soldiers to plan their personal time and leave. Various events directly related to national defence or other tasks may affect a soldier's service and may lead to adjustments or cancellation of existing plans.

Various military exercises and training can increase the confidence of soldiers that they will not get lost and will

know what to do during certain tasks. Exercises can provide a variety of fast-moving situations from which soldiers can learn, and post-exercise feedback on how well a soldier or unit coped with a task, which could increase confidence in performing a similar task appropriately next time.

The research of M. Dzencevičius (2017), and M. Trumpickienė and G. Kalvaitienė (2019) have shown that one of the factors that reduce soldiers' motivation is unexplained decisions and ambiguous interpretation of legislation, which could reduce their sense of certainty. Certainty in this organisation is enhanced by timely payment of salaries, known criteria for promotion to higher military rank, awards and commendations. Some respondents in M. Dzencevičius' (2017) research mentioned that they are motivated by clear instructions, orders, and incentives from their commanders.

Autonomy is about determining how employees in an organisation perceive that they can control or influence their work, the environment, and decision-making processes. In the military, factors such as military rank and position can have an impact on the autonomy of soldiers. For example, a high-ranking commander may have more freedom to make decisions and delegate tasks when planning a military manoeuvre, such as taking over an area, than a lower-ranking soldier tasked with being a grenade launcher and destroying enemy armoured vehicles.

In the surveys conducted by M. Dzencevičius (2017), and M. Trumpickienė and G. Kalvaitienė (2019), some respondents cited incompetence of higher headquarters in purchasing

equipment, poor organisation of exercises, and resource planning as reasons for decreasing motivation. As mentioned above, hierarchy and responsibilities have an impact on autonomy, as soldiers cannot wear any other clothing or equipment than what they are issued, which reduces autonomy, and there is also a dependency on the HQ units, which create the exercise plans, which are outside the control of the participants and cannot be influenced by them in any way.

It is also worth mentioning that the conduct of soldiers is regulated by the Law on the Approval of the Code of Ethics for Lithuanian Military (2005) and the rules of wearing uniforms (Law on the Approval of the Description of the Procedure for the Wearing of the Uniform by the Soldiers of the Real Military Service, 2013). Failure to comply with these rules may result in service inspections and possible penalties as regulated by law. It may seem that soldiers' autonomy is being undermined, as they are instructed on how to behave, train, and interact with their commanders, subordinates, and civilians, but it must be borne in mind that discipline plays an important role in a structure such as the armed forces.

According to M. Dzencevičius (2017), soldiers cited as a motivating factor that they are motivated by the fact that the battalion's discipline is flexible in administrative (day-to-day) activities and strict in tactics.

Relatedness is particularly emphasised in the day-to-day activities of the Lithuanian Armed Forces. As soldiers serve in battalions with different traditions, they are included in the life of the battalion and considered as their own as

soon as they join the unit. In informal interactions between units, soldiers refer to each other by the name of the battalion, for example, the Lithuanian Grand Duke Algirdas Mechanised Infantry Battalion is referred to as “Algirdiečiai” and the Lithuanian Grand Duke Vaidotas Mechanised Infantry Battalion as “Vaidotėnai”.

When a soldier joins the battalion, he is assigned a mentor to help him with various service issues. The soldier is involved in the activities of the unit and a sense of community is fostered through shared tasks. Depending on the unit, ceremonial formations are held periodically to award acknowledgements, higher military ranks and commemorate national holidays. The Lithuanian Armed Forces organise various events to which family members and civilians are invited.

M. Trumpickienė and G. Kalvaitienė's (2019) research results confirm that relatedness is an important motivational factor, because 80% of the respondents in their survey mentioned friendly relations with colleagues as one of the motivations for continuing professional military service.

The last criterion, *fairness*, is also equivalent in the system of motivating soldiers, but can be difficult to implement due to the very nature of the service, which requires a strict hierarchy and unquestioning obedience to higher ranks and orders.

Fairness in professional military service and career advancement is attempted to be ensured by objective criteria, such as a soldier's service record or qualifications, annual evaluation, etc. Soldiers who perceive unfairness, wrongly imposed disciplinary sanctions

or violations of soldiers' rights have the right to contact the Inspectorate General.

According to M. Dzencevičius' (2017) survey, several respondents questioned the fairness of the payment of bonuses, as “the bonus is often given to people who are not ‘working’, who are only listed on the rolls and do not do any real work” (p. 42). There is also a lack of fairness in the reimbursement of housing costs, where soldiers who rent a home in Vilnius may receive a reimbursement of 539 euros (Vilnius City Municipal Council, 2023), while other soldiers who have bought a home in Vilnius and are paying high bank instalments receive no reimbursement.

Soldiers who have lost their sense of fairness may be hostile, disengaged, passive in their tasks or abuse the temporary sick leave they are given. According to one respondent in M. Dzencevičius' (2017) research, “if the grenade launcher team in a unit is not motivated, the unit is not capable of fighting armoured vehicles” (p. 43). It is worth noting that loss of fairness can be caused by unclear expectations, unstated objectives, and unfulfilled promises of commanders. It should be noted that the results may vary from one type of unit to another, or from one type of permanent compulsory initial military service to another.

Analysis of factors that enhance employee motivation

The analysis of previous research (Dzencevičius 2017; Trumpickienė, Kalvaitienė, 2019) on soldier motivation has identified a range of motivational tools, and this chapter identifies the five most powerful motivators for soldiers:

1. Patriotism.
2. A thirst for adventure and challenge.
3. Career opportunities.
4. Clear instructions and incentives from commanders.
5. Higher salary and benefits.

Patriotism, as a motivational act, is a strong, intangible driving force, as soldiers become emotionally attached to their country and want to serve and defend it. This sense of loyalty and commitment to their country can motivate soldiers to perform at their best, even in the face of adversity. Patriotism can also foster a sense of camaraderie and unity among soldiers, as they all share the same goal – to defend Lithuania.

It is also important to note that excessive reliance on patriotism as a motivational tool can have negative consequences, as patriotism itself can be subjective and perceived differently by everyone, and therefore may not resonate equally with all individuals, especially as a motivational tool.

The thirst for adventure and challenge is a powerful motivator for soldiers, as it responds to the innate human need for excitement, innovation, and personal development (Trumpickienė, Kalvaitienė, 2019). This motivational drive can be particularly strong for young soldiers who are looking to test the limits of their capabilities and prove to themselves that they can achieve more.

However, it is important to note that the thirst for adventure and challenge may not be equally strong in all soldiers. Some soldiers may be more motivated by other factors, such as a quiet duty station, but even a quiet duty station can offer

unique adventures and challenges that cannot be experienced in any other job.

Career opportunities are a common motivation for soldiers, especially when career prospects are clear and the criteria for achieving them are given. In the military, soldiers have the opportunity to move up the career ladder, to be promoted to a higher post, to obtain a higher rank. This can give a sense of pride as well as increase the earning potential of soldiers. In addition, career opportunities in the military also provide new challenges and experiences. Some respondents in M. Trumpickienė and G. Kalvaitienė's (2019) survey identified opportunities for development and learning as motivating factors. This shows that many soldiers value the opportunity to learn new skills and acquire knowledge that can be applied both in their current role and in future careers elsewhere. As a soldier progresses up the career ladder, responsibility and recognition also increase.

The importance of *clear instructions and incentives from commanders* as a motivating factor cannot be underestimated. Soldiers are often expected to be able to perform tasks under high stress, and clear guidance from their commanders can help them stay focused and motivated. According to M. Dzencevičius (2017), clear instructions give soldiers a clear direction and a clear objective, allowing them to perform tasks confidently and clearly. Soldiers need to know what is expected of them, how to carry out their tasks and what their objectives are. Soldiers who feel that their efforts are noticed and rewarded may be more likely to stay motivated and continue to perform under difficult conditions. On

the other hand, unclear instructions and lack of incentives can have a demotivating effect on soldiers. Soldiers may not understand what is expected of them, may feel unappreciated and find it difficult to stay motivated.

Financial stability is an issue for many people, not least soldiers. Respondents in both M. Dzencevičius (2017), and M. Trumpickienė and G. Kalvaitienė's (2019) research cited *higher salaries and benefits* as motivating factors. Soldiers pointed to the importance of competitive salaries and additional social guarantees as a suggestion for what the Lithuanian Armed Forces could do to attract more soldiers. Having a stable income and benefits, a secure pension can increase job satisfaction and overall motivation to stay in the organisation. In addition, the provision of financial incentives can also boost morale and loyalty to the organisation. Soldiers who feel that their efforts are recognised and rewarded are likely to be more committed to their duties and feel loyalty to the organisation. This can also lead to a positive image of the organisation, which can help in recruitment and retention.

All these motivational factors mentioned above are important in motivating soldiers to serve in the armed forces. Each of these factors corresponds to different aspects of soldiers' needs, but soldiers also have different needs, which may lead them to prioritize motivational measures differently. When all measures are enabled together, the Lithuanian Armed Forces can create a highly motivating and supportive environment for its soldiers, leading to higher morale and better performance.

Analysis of factors that reduce employee motivation

Based on M. Dzencevičius (2017), and M. Trumpickienė and G. Kalvaitienė's (2019) research, four most motivation factors can be distinguished (they are mentioned in the list below). One of the authors of this paper, who is serving in armed forces, identified an additional factor (which is marked fifth in the list) that reduces motivation:

1. Equipment (equipment, weapons, transport, infrastructure).
2. The lack of free time after exercises and weekend duty.
3. Poor planning.
4. Uncompetitive salary.
5. Prohibition of early termination of military service.

With reference to M. Dzencevičius (2017), the quality of *equipment, weapons, transport, and inadequate infrastructure* can have a significant impact on a soldier's ability to perform his duties and on his morale in the performance of his tasks. When soldiers feel that their equipment is inadequate, outdated, or unreliable, they can become frustrated and demotivated. In addition, poor infrastructure and transport can make it difficult for soldiers to conduct their tasks, further frustrating them and decreasing their motivation. Lack of essential resources can also mean that there is insufficient investment in the welfare and security of soldiers, which can leave them feeling neglected and even more demotivated. Ensuring that soldiers have access to the necessary and up-to-date equipment, transport and infrastructure

is therefore crucial to maintaining their motivation and well-being.

The lack of free time after exercises and weekend duties can be a demotivating factor for soldiers. Exercises and standby duty can be physically and psychologically exhausting, and the volume of assignments and the inability to take days off without enough time to rest can lead to burnout and thus lower morale. This can be particularly difficult for soldiers with families or other personal commitments outside the organisation. In addition, not having enough time for leisure or hobbies can make the military seem like a restrictive environment, which further reduces motivation (Dzencevičius, 2017).

Poor planning is a demotivating act that can have a negative impact on soldiers. When there is a lack of clear guidance or inefficient allocation of resources, it can lead to frustration and mistrust of leadership. Soldiers may feel that their efforts are being used inefficiently or that they are being asked to conduct tasks that are unreasonable or impossible to complete (Dzencevičius, 2017). This may lead to a deterioration in morale, a loss of motivation and a deterioration in overall performance. It is important for commanders to prioritize effective planning to ensure that soldiers feel valued and that their efforts are used efficiently and effectively. It is important to give soldiers the opportunity to give feedback to those planning exercises or purchasing equipment, even though they may be at a much higher rank.

Uncompetitive salary can make soldiers feel undervalued, even devalued, which again leads to low morale and motivation. This is a factor that reduces

motivation, as soldiers may feel that their sacrifices and efforts are not adequately compensated, which may lead to a lack of commitment to their duties and may lead them to seek alternative employment opportunities. In addition, low pay can affect a soldier's financial stability and quality of life, which further contributes to demotivation. The soldiers in M. Dzencevičius' (2017) study cite this reason as one of the most important reasons why soldiers leave the service and do not renew their service contract. According to M. Dzencevičius (2017), "about 90% of those who retire receive job offers abroad" (p. 43), and "low salary is also a factor in staff turnover" (p. 43). It should be noted that although the study was conducted by M. Dzencevičius in 2017, in the 2019 study (Trumpickienė, Kalvaitienė, 2019), the same reasons were given by the Navy.

Another very important factor reducing motivation is the *prohibition of early termination of a military service contract* on the grounds that soldiers wishing to terminate their professional military service contract are unable to do so for personal or family reasons. This can lead to soldiers feeling almost confined, which could lead to frustration and resentment. Soldiers may also feel a loss of control over their lives when the termination of a professional military service contract is by way of exception. One of the authors of this paper observed this motivation-diminishing effect among service brothers-in-arms, when soldiers felt frustrated after a law (Law on the Suspension of the Termination of the Professional Military Service Contract at the Member's Own Initiative before the Committed Term of the Contract, 2022)

was issued, suspending the termination of the professional military contract before the committed term, on a member's own initiative, in the light of the tasks assigned to the national defence system, and in order to ensure the proper staffing of the military units.

The analysis shows that there are factors that may reduce the motivation of soldiers, but once these problems are identified it is possible to take action to address them. By prioritising soldiers' needs and ensuring that they have the resources and support they need, the military can boost morale and create more motivated, engaged soldiers.

Conclusions

In summary, the SCARF model can be an effective framework for understanding the determinants of employee motivation. It highlights the importance of employees feeling safe, certain, autonomous, related to the organisation and a sense of fairness in the workplace. Creating a positive work environment that prioritizes the needs of employees and encourages open communication can lead to more motivated and engaged soldiers.

The surveys from M. Dzencevičius (2017), and M. Trumpickienė and G. Kalvaitienė's (2019) research show that all soldiers are aware of the ways in which they can increase their *status* to increase their motivation, and the majority of them strive for higher military rank, special badges or additional patches on their uniform, unit insignia, etc.

Regarding the criterion of *certainity*, it can be said that the regular (daily, weekly, quarterly and yearly) planning of various

activities allows soldiers to increase their motivation. However, there are also factors that reduce the sense of certainty, such as possible unplanned events and unforeseen activities related to service, defence, etc., which may adjust the soldier's plans and affect his personal life. Unclear instructions, requirements, orders, decisions of commanders and their ambiguous interpretation reduce their motivation to feel more confident.

When studying *autonomy*, it must be considered that in the military, discipline is a very important element of daily activities. Various protocols, codes, rules, etc. strictly regulate the behaviour and dress of each soldier, and autonomy depends on the position and rank held.

Relatedness is one of the most important and emphasised criteria in the Lithuanian Armed Forces. M. Dzencevičius (2017), and M. Trumpickienė and G. Kalvaitienė's (2019) surveys show that it is friendly and supportive relationships that motivate soldiers and encourage them to pursue a career in military service.

The final criterion is *fairness*. Like autonomy, it is often contingent on position and military rank. The soldiers may feel unfairness due to non-competitive salaries, penalties, or incentives. To increase the criterion of fairness and motivation, various objective criteria are used for evaluation.

In summary, actions to motivate soldiers include recognition and reward programmes, professional development and promotion opportunities, positive and effective communication, fair and transparent career progression, and understandable procedures.

On the other hand, the following actions reduce soldiers' motivation: poor

equipment and infrastructure, lack of free time after exercises and on weekends, poor planning, uncompetitive pay, and the prohibition of early termination of military service. The poor quality of equipment, weapons vehicles and infrastructure has a direct impact on soldiers' motivation, making it difficult or impossible for them to carry out their day-to-day activities, and does not guarantee their safety and well-being. The lack of free time after exercises and weekend duties is very frustrating for soldiers, disruptive to their personal lives, and has a major impact on the psychological health of the soldier, resulting in demotivation.

The quality of equipment, weapons, transport, and inadequate infrastructure can have a significant impact on a soldier's ability to perform his duties and on his morale in the performance of his tasks. When soldiers feel that their equipment is inadequate, outdated, or unreliable, they can become frustrated and demotivated. In addition, poor infrastructure and transport can make it difficult for soldiers to carry out their tasks, further frustrating them and decreasing their motivation. Lack of essential resources can also mean that there is insufficient investment in the welfare and security of soldiers, which can leave them feeling neglected and even more demotivated. Ensuring that soldiers have access to the necessary and up-to-date equipment, transport and infrastructure is therefore crucial to maintaining their motivation and well-being.

Another factor that reduces motivation is poor planning. Soldiers stress that unclear or ambiguous orders and instructions significantly reduce their

motivation and overall performance. Inefficient allocation of resources and impossible tasks are equally influential.

Uncompetitive pay is a factor in soldiers' motivation and willingness to pursue a career. Many pointed to the lack of financial appreciation of effort as a major demotivator. Many soldiers have left the armed forces and retired for this reason.

A final and very important factor that reduces motivation is the prohibition on early termination of military service. Regardless of the circumstances, it is not possible to terminate the contract before the scheduled date. This leads to dissatisfaction, frustration and has a significant impact on the decision to pursue a career in the military.

The *recommendations* noted that: priority should be given to the needs of soldiers, ensuring that they have access to the necessary and up-to-date equipment, transport, and infrastructure; allowing soldiers to rest and recuperate after exercises and weekend duties to avoid burn-out; emphasise effective planning and give soldiers the opportunity to provide feedback to those who plan exercises or purchase equipment; ensure that soldiers are paid a competitive and appropriate salary to make them feel valued and avoid staff turnover; allowing soldiers to terminate their professional military service contract for personal or family reasons, thus giving them control over their lives; promote positive communication and effective recognition and reward programmes to increase engagement and motivation; develop opportunities for professional development and promotion so that soldiers feel that they are growing and progressing in their careers; military exercises can provide a variety

of fast-moving situations from which soldiers can learn; a given post-exercise feedback on how well a soldier or unit

coped with a task could increase confidence in the ability to perform a similar task the next time.

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LIETUVOS KARIUOMENĖS DARBUOTOJŲ MOTYVAVIMO VEIKSNIAI

S a n t r a u k a

Šiandienėje modernioje visuomenėje organizacijos turi susidurti su iššūkiais, kaip sėkmingai valdyti ir motyvuoti savo darbuotojus. Tai svarbu ne tik verslo sektoriuje, bet ir kariuomenėje, kurioje darbuotojai vykdo unikalius ir reikalingus uždavinius, tiesiogiai veikiančius šalies saugumą ir gynybą. Lietuvos kariuomenėje, kaip ir bet kurioje kitoje organizacijoje, aktuali motyvacijos problematika, o valdymo priemonės ir modeliai gali būti naudojami siekiant užtikrinti aukštą darbuotojų pasitenkinimo darbu, kompetencijos ir lojalumo lygį.

Vienas iš šiuolaikinių motyvacijos valdymo modelių, kuris gali būti taikomas Lietuvos kariuomenėje, yra modelis SCARF. Šis modelis padeda suprasti, kaip žmonės reaguoja į socialinius veiksnius darbo aplinkoje ir kaip šie veiksniai gali paveikti jų veiksmus bei elgesį. Modelis susideda iš penkių pagrindinių dimensijų: tai – statusas (angl. *status*), užtikrintumas (angl. *certainty*), autonomiškumas (angl. *autonomy*), ryšys (angl. *relatedness*) ir teisingumas (angl. *fairness*). Šios dimensijos gali būti taikomos organizacijoje, siekiant pagerinti darbuotojų motyvaciją ir pasitenkinimą darbu.

Lietuvos kariuomenėje motyvacijos problema ypač svarbi dėl kariuomenės specifiškumo ir

patiriamų iššūkių. Kariuomenės personalas turi dirbti sudėtingomis ir rizikingomis aplinkybėmis, nuolat prisitaikyti prie įvairių situacijų ir greitai priimti sprendimus. Be to, jis dažnai susiduria su ilgalaikiais nuovargio ir streso išbandymais, o tai gali neigiamai paveikti motyvaciją ir pasitenkinimą darbu. Todėl būtina ieškoti veiksmingų motyvacijos valdymo priemonių, kurios atitiktų kariuomenės specifiką ir poreikius.

Šio teorinio tyrimo tikslas – išanalizuoti viešai prieinamą informaciją apie Lietuvos kariuomenės struktūrą ir veiklą bei, remiantis moksliniais tyrimais, aptarti darbuotojų motyvacijos sistemos efektyvumą ir išanalizuoti veiksnius, kurie daro įtaką Lietuvos kariuomenės darbuotojų motyvacijai.

Lietuvos kariuomenė, kaip organizacija, yra ypatinga dėl hierarchijos ir statuto griežtumo. Šiame tyrime apžvelgiami tokie motyvavimo veiksniai kaip atlygis, karjeros galimybės, vadovavimo stilius, komandinio darbo kultūra, hierarchija ir kitos organizacinės priemonės. Straipsnyje, remiantis literatūros apžvalga ir motyvavimo sistema SCARF, pateikiama rekomendacijų, kaip būtų galima patobulinti Lietuvos kariuomenės motyvavimo sistemą.