

Volunteers' Expectations and
Perceived Obligations in the
Danish Home Guard Compared
to the Estonian Defence League
Recommendations for Managing
Volunteers

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Introduction

In the current geopolitical situation, with the Ukrainian–Russian conflict threatening security in the whole of Europe, the role of military organisations has become more important than ever. In Ukraine, volunteers have played an extremely important part in standing up for the security of their families and the nation, and for the independence of their country. This poses challenges for the leaders of the voluntary organisations—it is the leaders' responsibility to ensure smooth cooperation between the organisation and its members, as well as the skilful application of the volunteers' potential. In this study, opportunities to maintain and enhance volunteers' performance are analysed via the theory of psychological contracts—a theory which in the last decade has attracted greater interest among researchers all over the world. The current analysis consists of four parts. First, it introduces the concept of the psychological contract. It discusses the content of the psychological contracts of volunteers in the Danish Home Guard, followed by a comparison with the contracts of volunteers in the Estonian Defence League. The final part contains recommendations for management.

This analysis follows a previous study on the Estonian Defence League, launched in April 2015.¹ These two military voluntary organisations have been chosen because of the programmes of close cooperation between them, as well as their slightly different geopolitical situation. Denmark has enjoyed long and stable development since World War II, while Estonia fell under Soviet occupation for almost five decades. Denmark's neighbourhood is friendly and it is surrounded by likeminded countries, so Danes do not feel an immediate threat from their neighbours. The proximity of Russia, the attitude of its political leadership and its sinister approach to democratic values, wedded to recent historical experience, makes Estonian society more wary and concerned.

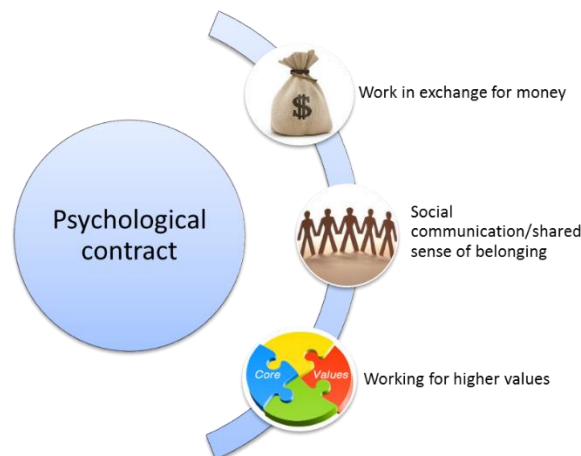
The study addresses the following questions.

- What are volunteers' expectations towards the Danish Home Guard and what obligations do they perceive—in other words, what does the psychological contract comprise?
- Do these expectations and obligations comply with the mission of the organisation?
- Are there any differences between the Danish Home Guard and the Estonian Defence League? If so, what are they?
- What can be done by the organisation to maintain and increase volunteers' motivation and commitment through fulfilling psychological contracts?

Theoretical background

A psychological contract is defined as the beliefs surrounding a reciprocal exchange agreement between a person and an organisation.² In an individual–organisation relationship, if the organisation succeeds in meeting the beliefs people hold, a psychological contract would lead to a positive outcome, such as job satisfaction and above-average job performance. A psychological contract is based on the social exchange theory, which manifests itself in the employee's beliefs about mutual agreements with the organisation and their conditions, such as working hours in exchange for fair remuneration, loyalty for career opportunities, and helpfulness and camaraderie for mutual good relations. The quality of the psychological contract, however, is determined by the organisational leadership and human resource practice rather than by its workforce, as employers rather than employees are in a dominant and advantageous position in designing and developing working conditions and employment relationships.³

Figure 1. The three components of a psychological contract: transaction-based, social, and value-based



The psychological contract has also been called a silent contract because its content is individual and subjective, and often not acknowledged by the parties involved. A survey carried out among Estonian enterprises in 2013 indicated that employees' expectations and perceived obligations differed significantly from what their leaders considered them to be.⁴ At the same time, a person's commitment to the organisation, motivation, loyalty, enthusiasm and overall satisfaction all depend on the content of the psychological contract and the fulfilment of expectations.⁵ In turn, the content of a psychological contract largely depends on the surrounding environment, cultural, historical and organisational background, and other environmental factors.⁶ Acknowledging the content of the psychological contract and fulfilling it becomes especially important in a volunteer organisation, where there are no written contracts and members contribute their free time and will without seeking payment.

Method

A total of 101 volunteer members of the Danish Home Guard participated in the survey. Two questions in the questionnaire required free responses:

1. Name two obligations that you feel you have towards the Danish Home Guard.
2. Name two obligations you think the Danish Home Guard has to you.

Additional questions asked about background, reasons for joining and level of contribution (see Appendix 1).

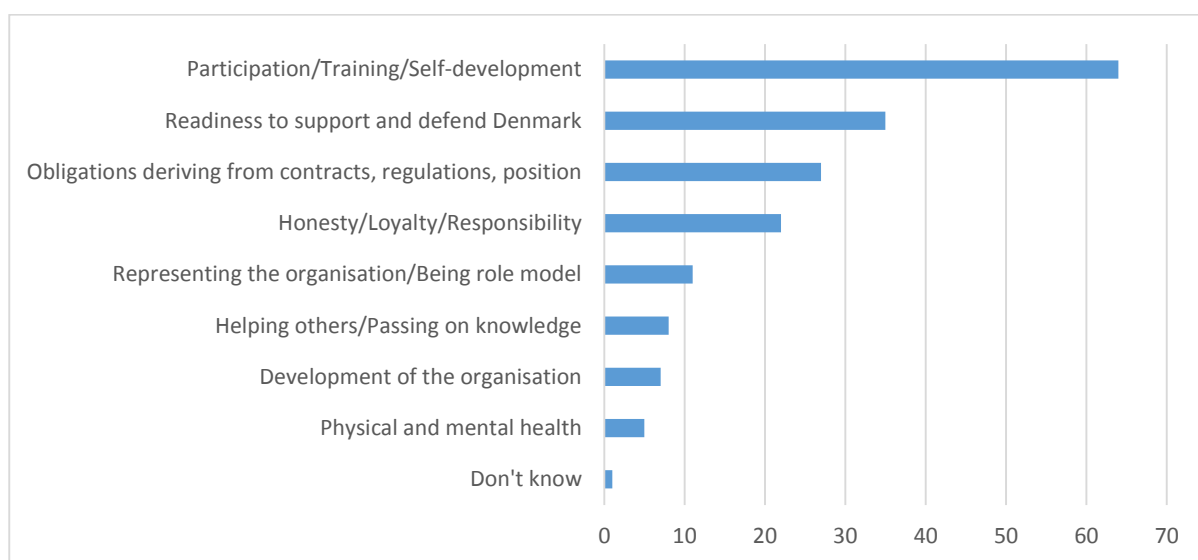
Content analysis was used in studying the psychological contracts. By its nature, content analysis involves processing, codifying and grouping free responses given to open questions on the basis of certain parameters. The main advantage of this type of analysis is that, while the answers are processed, it is possible to group similar answers, while paying attention to answers that are given less often but may still contain important elements.

Results of the survey

1. Volunteers' obligations

Figure 2 shows the obligations towards the Danish Home Guard perceived by volunteers, and is followed by an explanation on a group basis.

Figure 2. Volunteers' obligations (actual numbers)



1.1 Obligation to train, participate and self-develop

Responses highlighted the obligation to be active (“be present by being present 100%”), participate in training and meetings, be flexible and behave professionally (“to be professional by applying military bearing”). One response was about preserving the skills acquired in the Defence Forces, and one mentioned contributing more than 100 hours. In many cases, using members’ personal abilities and skills for the good of the organisation was stated. Support in recruiting new members was also mentioned in some cases. Some noted contributing even more than asked. One response mentioned the military aspect (“To attend, when needed, in resolving relevant and timely tasks, which have a preferably military nature”).

1.2 Readiness to support and defend Denmark

Responses brought out the readiness to serve Denmark (“I am in the Home Guard for the sake of the country, not for the sake of the Home Guard”); to support and defend the state and the nation if needed (“to be prepared and available in times of war and crisis”; “to defend Denmark in case of war”); to provide confidence of security to Danes in assisting police forces and defence forces and being available to contribute in environmental emergency cases; and to be ready to act 24/7 (“My father was a member of the resistance during WWII, so it is obvious for me to be a member of the Home Guard. We were raised in line with the motto: ‘never again 9th April!’”; “To be loyal to the cause of resistance – in 1949 the resistance surrounded their weapons

and accepted the Defence Forces' lead in the state after they were promised that Home Guard members' weapons and equipment would be provided for defence readiness").

1.3 Obligations deriving from contracts, regulations and position

Specific obligations delegated by a leader were also listed. In many cases the importance of the high quality of the work was mentioned. The obligation to fulfil at least contract responsibilities was brought out in some answers ("to meet at least the minimum requirements of the contract"). One answer said that the contract responsibilities in some way limited personal interests in contributing to the organisation ("the obligations limit my contribution; my interest is to be an enabler of civilian activities, and these are greatly reduced").

1.4 Responsibility, honesty and loyalty

Loyalty was mentioned in most answers in this subgroup ("The unit depends on volunteers' individual contributions, so with insufficient effort I betray my colleagues"), followed by responsibility, honesty ("I am obligated to be fair/honest and precise", "I am obligated to refrain from violating rules and committing abuse") and confidentiality ("I am obligated to adhere to the confidentiality requirement").

1.5 Representing the organisation

Being a dignified member, behaving properly, and being a role model ("to be a role model for new members of the group as well as for the Home Guard in general when present in a public place", "wear the uniform with dignity and pride"); explaining the mission of the Home Guard (doing public relations work) and maintaining positive attitudes towards the organisation ("Foster a trustworthy reputation for the Home Guard, both in terms of having vision and as a cooperation partner, an organisation whose members are always prepared to act for the good of the Danish people").

1.6 Helping others and passing on knowledge

Passing on knowledge and skills to newcomers, the support and care of friends and colleagues, and upholding team spirit were mentioned.

1.7 Development of the organisation

The respondents in this subgroup considered it their obligation to provide ideas and proposals for fostering the development of the organisation. Some concrete suggestions were given, for example: "I feel I am obligated to develop the Home Guard so that we can continue to distinguish the military and civilian aspects"; and "Readiness to deal with tasks where volunteer qualifications can also be used internationally".

1.8 Health

Some answers brought out the obligation to keep oneself healthy, both mentally and physically.

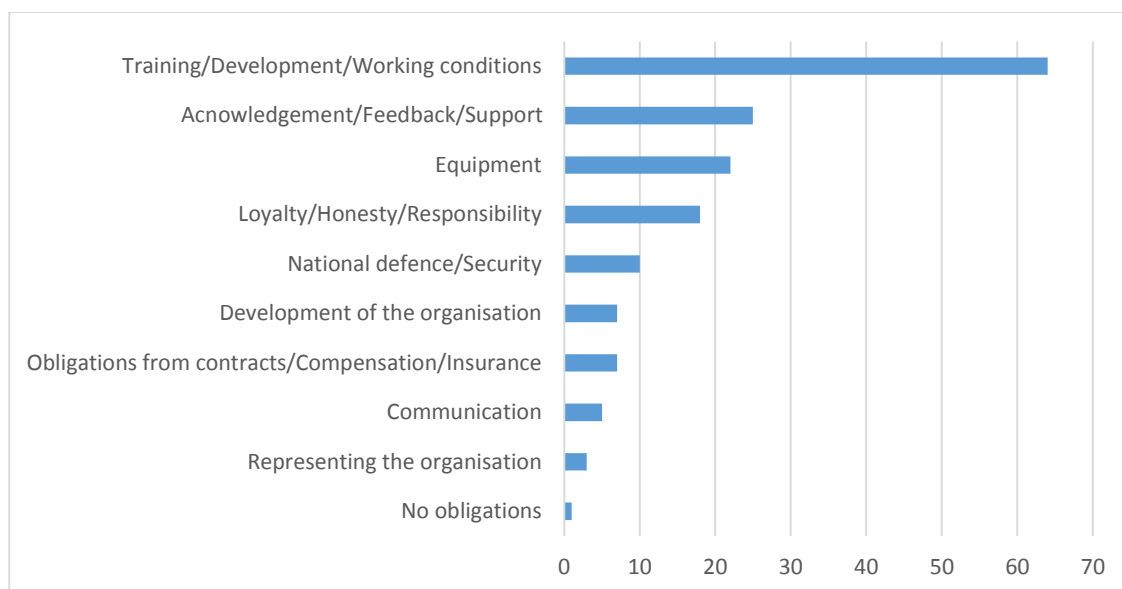
1.9 Don't know

One respondent claimed not to know his/her obligations.

2. Obligations of the organisation

Figure 3 shows the obligations volunteers perceive the Danish Home Guard to have, and is followed by explanations on a group basis.

Figure 3. Obligations of the organisation (actual numbers)



2.1. Training, possibilities for development, and working conditions

Most respondents said that one of the organisation's obligations was to ensure that volunteers had clear training goals and relevant training for coping with future assignments and creating the right conditions for this; other issues considered important were the exchange of theoretical and practical skills and experiences, and personal development. Respondents said that courses geared to volunteers should take place at different times and be organised so that everyone could participate, and that materials should correspond to the assignment. It was also mentioned that the guidelines for training mastered should be provided in hard copy ("For example, if the requirements for KOMGASTER or inflatable boat procedures for OGF, etc. have changed, it isn't fair for volunteers to have to print out 100-page-long guidelines at home."). One response contained the expectation that members

receive training for vehicles – something that is required from the organisation's cooperation partners. It was often expected that the organisation establish a relevant framework and clear, individual procedures for volunteer activity; it was also mentioned that the life of volunteers could be made easier – e.g. less expensive, less time-consuming, and with reduced bureaucracy (“Over the years, many restrictions and requirements have accrued, and it should be possible to simplify some of them”; “Introducing a clear framework to make it possible to do volunteer work without requiring so much input that it makes people just give up”). One response mentioned an expectation of work conditions that make it possible to be in the Home Guard without spending 70% of one's free time on it.

2.2. Involvement, acknowledgement, support and feedback

Here, it was mentioned that volunteers who contribute their scarce free time to the organisation should be treated with respect, taking into account flexible schedules and personal opportunities (compatibility with civilian work schedule), skills and wishes, and should be provided a role in accordance with their abilities (enabling the person to do what they have been trained for). Respondents said there should be safeguards to keep the use of volunteers as individuals from being excessive and thus ruining private lives; “no” should be an acceptable answer; and time-wasting should be minimised. Several respondents said they expected more active involvement of volunteers in the preparation and public disclosure of the organisation's decisions and plans (i.e. not being ambushed by a “hidden” agenda); it was also proposed that future training be structured as modules that can be added freely, thus making training more flexible. One response noted the expectation that moral support be ensured in connection with the relationship with the press and social relationships in society (shielding volunteers from media criticism).

2.3. Equipment

It was stressed that the organisation had an obligation to ensure the best possible equipment, uniforms and weaponry for volunteers to allow them to fulfil duties for the use of the police, military and other parts of society (national defence, civil unrest), and that the use of equipment should conform to the current rules and be effective (implementation of control measures). Respondents mentioned that personnel should also assist (e.g. as teachers, instructors, and auxiliary personnel for more active operations).

2.4. Loyalty, honesty and responsibility

In this category, it was mentioned that volunteers should be treated with respect and trust, listened to and their opinion accepted (as a loyal “earpiece”), and their skills and commitment should not be questioned (“I have better weapons training than policemen!”; “Assignments with a high level of responsibility could also be entrusted to volunteers!”). Respondents

said they expected more a serious attitude from employees and the organisation as a whole. A number of responses mentioned the importance of accepting responsibility (people shouldn't fear criticism from the Defence Forces) and sticking to agreements (breaking promises should not go unpunished).

2.5. Providing a sense of security, national defence

Here, it was outlined that it was the obligation of the Home Guard to stick to the basic mission—the military defence of the country (maintaining military systems and training)—and to create the environment (through training, equipment and well-trained personnel) for volunteers to contribute to the defence of the state. Many answers also mentioned the obligation to react quickly and professionally in supporting civilian activities (missing people searches, natural disasters etc.) and ensuring support on missions. One respondent expected an agreement to be achieved with the Defence Force regarding the necessary framework for allowing volunteers to be part of the solution for assignments at the local, national and international levels.

2.6. Development of the organisation

Here it was mentioned that decision-making processes, offers, recruiting procedures and activity standards should be periodically reassessed and adjusted (fewer passive members, greater demands imposed on volunteers at an activity level of a minimum of 100 hours). One answer said that there was no need to impose yearly standards on instructors ("Not everyone can be expected to perform GME for being an active member. After all, we come voluntarily and it has to be possible to use us."). It was also stated that closer and more open cooperation between the Home Guard and Defence Forces could be useful (to avoid rumours about volunteers taking over the responsibilities of paid staff). There was one specific suggestion about the regulations: "Employers should allow free time for service in the Home Guard, and a call-up by the Home Guard for one 14-day period of training a year should be possible without being sacked from work". Another response concerned the registration system: "Registration on [Home Guard website] HJV.dk would be simpler". One reply complained about "wrong" priorities: "More than 85% of the budget goes to paid staff, which lets down volunteers".

2.7. Obligations from contracts, compensation, insurance

Here, it was expected that the organisation would fulfil the obligations that flow from contracts. Providing satisfactory compensation (no more than normal working hours, higher tax-free compensation for transport) and health insurance in case of accidents on duty was also mentioned.

2.8. Communication

Here, the obligation of the organisation to pass on information in a timely manner by electronic means was brought out. Also mentioned were expectations for adequate information concerning different possibilities, policies, activities and leadership issues.

2.9. Representing the organisation

It was suggested that the Home Guard had an obligation to represent Denmark as a whole ("Denmark is a state with a strong popular power, and is able to cope with external and internal attacks against security and justice and to remain free and democratic"); to introduce activities (what assistance activities are dealt with, how many hours are devoted to national defence training in society to ensure support, and also that volunteers carry out their duties without payment) and development (volunteers support and develop national defence, and assist in the event of disasters).

2.10. No obligations

Some respondents said that the Home Guard currently had no obligations to volunteers in reserve (40 years of Home Guard).

Comparison between the psychological contracts of the Estonian Defence League and of the Danish Home Guard

In comparing these two military volunteer organisations, it is important to note that there were about four times as many respondents in the Estonian Defence League survey as in that of the Danish Home Guard. However, the background of respondents in the surveys represented all interest groups in the organisation; and responses to the open questions in the Danish organisation's survey were fully covered and explained at length and with examples from members' experiences. Most Estonian volunteers highlighted their obligation to participate in military exercises and other events, and to continue self-development, expecting the organisation in return to offer opportunities for development, and to provide feedback and equipment⁷ (Appendix 2 Figure 2.1 and Figure 2.2). The same result was evident in the Danish Home Guard, where volunteers felt an obligation to train and develop themselves, and participate in activities, while in exchange expecting from the organisation relevant action and development programmes, feedback and proper equipment.

Furthermore, using the same method—content analysis—on data from both organisations, it appeared that the content settings created similar graphical patterns. Similarities occurred in the frequency of mentioning and pattern of positioning the content of answers about volunteers' obligations and the perceived obligations of the organisations. There were, however, some exceptions, such as communications issues, where informing volunteers about the situation in the country and passing information in a timely manner was mentioned among Estonians more often than was the case in Denmark. The explanation may be that problematic movements are taking place close to the Estonian border, and the organisation is therefore expected to deliver information about the situation and follow-up reactions quickly. Representing the organisation was also mentioned more often among Estonians. Furthermore, it appeared that in general there were much more diverse expectations and perceived obligations from volunteers in the Estonian Defence League. This may partly be due to the much higher number of respondents from the Estonian Defence League. For example, quite often Estonian respondents felt the obligation from both sides to contribute to developing teams, motivating others and creating a sense of belonging. They expected paid staff to be more involved in voluntary activities. It was also mentioned that both sides bore responsibility for educating young people (the Estonian Defence League also involves youth organisations). There was a difference concerning equipment issues; the lack of uniforms and personal equipment fragments among Estonian volunteers was mentioned quite often.

However, the perception of being responsible for the security of the country and the population is clearly reflected in the answers of respondents in both organisations. This certainly fits with the mission of the organisations, which is

to ensure the defence and security of the country's population through the help of flexible and competent volunteers.⁸

To sum up, in analysing the differences between the content of the psychological contract among volunteers in the Danish Home Guard and the Estonian Defence League the expectations and perceived obligations turned out to be comparable and formed relatively similar patterns.

Recommendations about managing volunteers

The recommendations given in this paper are built up generically, based on current concepts about volunteers' job-related attitudes, their motivation, and effective leadership issues in voluntary organisations. The main theoretical model, however, which has recently gained attention among researchers studying volunteers, is based on the concept of value-based psychological contracts. The recommendations presented here are linked to the findings that emerged from the empirical study of volunteers' psychological contracts in the two military volunteer organisations.

The psychological contract is a powerful tool that can help managers to understand and manage volunteers;⁹ such contracts play a key role in strengthening commitment in the workplace.¹⁰ The first and most important step towards better cooperation with volunteers is the simple need to understand the essence of the psychological contracts.¹¹ The findings that emerged from analysing the volunteers' answers thus convey vital information to the governing bodies, the leaders of the organisations and their lower-level management.

Psychological contracts begin to form even before people join an organisation.¹² People gather information from the organisation's representatives, through the media and social networks, from friends and family. Hence, clear messages and realistic promises must be delivered via appropriate and well-informed communication channels. It is important to note that not all expectations are obligations. For example, a volunteer expecting activities to be exciting who finds actual events to be less than this may be disappointed, but does not necessarily believe that a promise has been broken. Conversely, promises given by the management—declared via media channels or distributed by human resources departments—certainly are obligations, which, if unfulfilled, can lead to a breach of the contract. For example, failing to train and equip volunteers as promised can indeed cause negative reactions.

According to the literature, volunteers' personal values certainly play an important role in the formation of the psychological contract.¹³ When comparing the value-based obligations among members of these two organisations—preparedness for the defence and security of the nation—to the mission of the organisation, a clear overlap can be seen.¹⁴ The organisations' mission is to ensure the defence and security of the country's population through the help of flexible and competent volunteers. Volunteers who joined to contribute their personal time to pursue these values want to know how well things are going. It is extremely important to indicate the organisation's commitment to its promoted mission through its policies and leadership practices. These policies and practices need to be communicated as openly as possible, whereas "perceived failure to uphold organisational values may be just as damaging as an actual failure".¹⁵ Leaders must keep in

mind that value-driven volunteers are looking for clear and visible indications that their work is actually contributing to the overall mission and goals of the organisation, and help them to see the connections between their efforts and the results they value.¹⁶ Management and volunteers need to arrive at a shared vision regarding the goals of the organisation.¹⁷ Ernst van den Bergh expressed a related view with regard to the German armed forces at the beginning of the 20th century: "We [the German Army] have no use for soldiers without a will of their own who will obey their leaders unconditionally. We need self-confident men [and women] who use their whole intelligence and personality on behalf of the senior commander's intent."¹⁸

When we talk about values we are also talking about ethical behaviour. In an organisation people have preconceived notions of what "ought" and "ought not" to be, notions that contain interpretations of right and wrong.¹⁹ Maintaining ethical behaviour in accordance with social values and beliefs, and recognising social responsibility, has become essential in order to sustain an organisational "licence to operate",²⁰ where the outcome has to be consistent with ethical and social values, i.e. with peoples' psychological contracts. This is only possible if it rests on two fundamental principles: motivation and effective leadership. For instance, if authorities (political/military or senior civil servants) express doubts about volunteers' contributions and question the quality of their service, or create artificial obstacles, be it legal or administrative in nature, the volunteers could take this as an offence and a violation of their right to defend their country, and this could be perceived as unethical behaviour and may seriously affect volunteers' motivation.

Leaders play a key role in the organisation. According to the leader–member exchange theory, leaders develop different exchange relationships with their followers, whereby the quality of the relationship affects the impact on leader and member outcomes,²¹ i.e. willingness to contribute and job satisfaction. These relationships are central to an organisation's effectiveness.²² This requires leaders who possess a moral consistency to serve as their compass. This is of course impossible in a command where micro-management and a "zero-defects mentality" are prevalent.²³ Value-based obligations, however, may have the potential to stabilise work relationships, but only if obligations regarding an organisation's core values are fulfilled.²⁴ In the surveys, values like family security and national security were mentioned quite often, so it may be that, even if the relationships between the volunteer and the immediate leader are not satisfactory, delivering the mission—the security of the family and the nation as a whole—will continue and may even improve the relationships.

One issue that the leaders (and governing body) of the voluntary organisation must keep in mind is the delegation of responsibilities and imposing an

increased workload on volunteers. It becomes vital for the management of the organisation to accept the importance of its vital services taking account of the capacity and limits of the volunteers. It is the leaders' responsibility to avoid overexploitation of volunteers. Volunteers cannot be seen as a low-cost labour force; on the contrary, they form an incredibly valuable human-resources asset that should not be wasted.²⁵ To recognise their contribution, their feeling of greater autonomy and enthusiasm needs to be handled with great care.²⁶

Volunteers are especially sensitive to the challenges in changing the values, objectives and aims of the organisation. Ian Cunningham, in his research exploring the resilience of value-based psychological contracts in the third sector, found that the exploitation of volunteers is not like "drawing from a bottomless well".²⁷ He argues that, although in the event of a breach of contract volunteers use a "wait and see" approach,²⁸ there are clear limits to how far value-based aspects of the psychological contract compensate for unfulfilled obligations. Breaches were most common as a consequence of "value interpenetration". Fundamental changes to organisation objectives and traditional values may seriously undermine the commitment of volunteers. For instance, if the Estonian Defence League became primarily a law enforcement organisation, its members who wanted to be fighters would probably quit. Hence, for the leaders and governing bodies it is imperative to convey strategic decisions and activities tied to the mission and values of the organisation. However, in today's rapidly changing world—with the duty to manage the growing flow of refugees and to deal with acts of terrorism—there are challenges for both the organisation and the volunteers. From the volunteers' perspective, even changing personal values can come into consideration. The boundary between law enforcement, civil and military tasks is increasingly blurred, but human perspectives are resistant to rapid changes. The emerging hybrid nature of the threat requires universal actors with a broad skillset, and quick-witted, decisive leaders who can negotiate required changes between the organisation and its members so that it meets challenges posed by the security environment.

Volunteer members who have started giving their time free of charge do not require or want organisations to impose excessive bureaucratic and administrative restrictions or commands.²⁹ At the same time, this can prove to be a source of conflict, as military structures are, after all, regimented organisations that follow the chain of command. Over-bureaucratisation, however, must be managed by the organisation.

Breach of the psychological contract can cause serious negative reactions. When people perceive an organisation to have failed to fulfil the promised obligations, their reaction can lead to poor performance or resignation, as well as aggressive behaviour, theft or even sabotage.³⁰ Value-based obligations can set off certain "moral hot buttons" and thereby create intense

emotional reactions,³¹ even more emotional than the consequences of transactional and relational breaches.³² Hence, promises made by the organisation's leaders must be thoroughly examined and endorsed before being promulgated.

Many survey responses mention support. It has been found that a powerful tool within the psychological contract is the level of support provided by the organisation, which can increase participation in various events;³³ conversely, failing to provide support can lead to a breach.

In the literature, trust has been found to be closely linked to a breach of the psychological contract;³⁴ perceptions of trust increase the likelihood of volunteer satisfaction and retention.³⁵ *Auftragstaktik* is greatly respected as a command principle and developed a specific organisational culture where trust, initiative (an essential condition of competence among commanders) and a strong sense of responsibility were very highly valued. According to General Hans von Seeckt's definition of military leadership, a leader must have the "trust and the respect" of his troops. Besides knowledge and ability, "strong will and a forceful character" were prerequisites, as well as joy in taking responsibility (*Verantwortungsfreudigkeit*).³⁶

Scheel and Mohr, when researching value-based obligations among volunteers in a religious context, pointed out that "effectively managing value-oriented obligations on the job is important, not only to prevent unfavourable outcomes, but also because of the great potential to promote, for example, loyalty that lies in mutually fulfilled obligations".³⁷ Obligations, if endorsed as volunteers' rights, promote the latter's performance and strengthen their motivation. For instance, some volunteers in the Estonian Defence League suggested that the constitutional requirement to defend one's country was their right rather than an obligation. If that opinion is also advocated by leadership, it has great potential to be mutually understood as one of the keystone elements in the psychological contract and a multiplier of an organisation's effectiveness.

Volunteers' attitudes and behavioural reactions have important consequences for the organisation as a whole, as the combined efforts of the volunteers influence the organisation's performance, reputation and service provision.³⁸ Volunteers take precautionary steps, communicate problems openly and admit mistakes, but this in turn requires leaders' readiness to tolerate them.³⁹ It also entails a fundamental realisation that in a volunteer organisation where members possess extensive and diverse personal experience there cannot be ideal and ready solutions, and thus there is no point agonising over solutions that are not "textbook". The skill to utilise that vast experience and direct it to achieve desired outcomes is a real multiplier of potential embedded in a volunteer organisation.

Conclusion

"It is the Danish Home Guard's obligation to support me so I can fulfil my obligations."

A member's activity can be influenced through the perception of mutual obligations—the more an organisation is aware of its members' expectations and the reasons for them, the more skilfully those expectations can be fulfilled, and, in turn, the members' perceived obligations used to the organisation's advantage. Recognising the contents of the psychological contract is therefore the first step to understanding volunteers' motivation. This paper has presented the findings of the content of the psychological contracts among volunteers in the Danish Home Guard. The findings have been analysed and compared to the mission of the organisation and to psychological contracts of volunteers in the Estonian Defence League. Recommendations to maintain and enhance the volunteers' motivation and commitment have been proposed.

The comparison of the two military organisations showed no significant differences between the views of volunteers in the Danish Home Guard and those in the Estonian Defence League. The results revealed that, although there are slightly dissimilar expectations and perceived obligations among the volunteers, the most often mentioned obligation was to acquire and to exercise the skills needed to serve. The related expectations were that the organisation should provide corresponding training and development opportunities. The perception of being responsible for the security of the country and its population was clearly reflected in the answers of respondents from both organisations—this is firmly in line with the mission of the organisations.

To maintain volunteers' motivation and increase their commitment, leaders should communicate clear messages and realistic promises to the volunteers. Value-driven volunteers are looking for strong and visible indications that their work is actually contributing to the overall mission and goals of the organisation. At the same time, it is the leaders' responsibility to avoid overexploitation of the volunteers and to keep bureaucracy to a minimum. Being trustful and respecting the members' goodwill and personal free time, as well as offering proper equipment, are also factors influencing the development and well-being of the psychological contract.

Last but not least, although members with higher personal motivational values—the security and well-being of the family and the nation as a whole—are able to overcome unsatisfactory relations between the leaders and their followers, leaders' management style and ethical behaviour certainly play a important role in creating a healthy environment and contributing to the members' feeling of satisfaction about their contribution.

APPENDIX 1. Respondents' background (Danish Home Guard)

Table 1: Respondents' background, activity and attitudes

Total number of respondents	101 voluntary members
Age	20–39: 39 members 40–59: 46 60 and above: 16
Length of service	Less than one year: 6 members 1–10 years: 31 10–20 years: 23 More than 20 years: 41
Level of education	Higher 51, Secondary 31, Basic 19
Family status	Committed (marriage/cohabitation) 67, single 34
Rank	Private/district unit member: 36 Officer/Non-commissioned officer: 65
Position	Managerial 61, non-managerial 40
Nationality	Danish 100, other 1
Gender	Male 89, female 12
Members having underage children	None: 52 members 1–3 years old: 42 More than three children: 7
Family members in the Home Guard	None: 64 members Some: 35 Don't know: 2
Proud of being a member of the Home Guard?	Yes: 94 members No: 2 Don't know: 5
Activity in past three weeks	Participated in more than three activities: 88 members 1–3 activities: 7 None: 6
Implementing members' own knowledge and skills for the good of the Home Guard	Can implement almost all: 18 members Sufficient: 59 Some: 19 Insufficient: 5
Would you like to contribute more?	Wouldn't change anything: 39 members Would like to contribute ... <ul style="list-style-type: none"> • a little more: 35 • significantly more: 21 • a little less: 5 • significantly less: 1 The main reason given for not contributing was lack of time (25 responses).
Reason for joining the Home	To contribute to the security of the state: 54

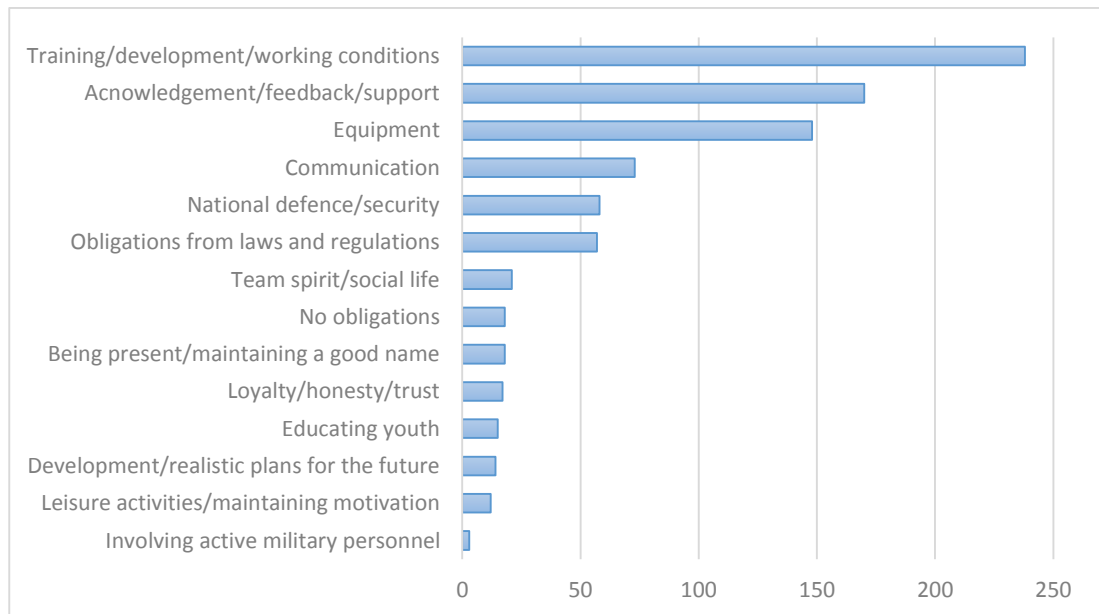
Guard	<p>members</p> <p>To learn and develop themselves: 18</p> <p>To contribute to the security of the community: 17</p> <p>To make a career: 3</p> <p>To be physically active: 1</p> <p>Sense of belonging to the company/ community: 1</p> <p>Another reason: 6</p> <p>Acquiring a rifle licence: 0</p> <p>The main reason given for staying with the organisation was the wish to contribute to the security of the state (54 cases).</p>
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APPENDIX 2. Volunteers' perceived obligations and expectations in the Estonian Defence League

Figure 2.1: Volunteers' obligations (actual numbers)



Figure 2.2: Obligations of the organisation (actual numbers)



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- ¹ S. Kiili, "Volunteers' perceived obligations in the Estonian Defence League". Analysis, ICDS, 2015. <http://www.icds.ee/publications/article/volunteers-perceived-obligations-in-the-estonian-defence-league/>
- ² D. M. Rousseau, "New Hire Perceptions of their own and their employer's obligations: a study of psychological contracts". *Journal of Organisational Behaviour*, 12, 287–299, 1989.
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- ⁴ *Ibid.*
- ⁵ C. van de Ven, "The Psychological Contract: a Big Deal!" in "Recruiting and Retention of Military Personnel", RTO Technical Report TR-HFM 107, NATO Research & Technology Organisation, 2007.
- ⁶ J. M. Puente, "The Psychological Contract", HFM 180 Technical Course on Strategies to Address Recruiting and Retention in the Military, Madrid, October 2009. <http://dtic.mil/dtic/tr/fulltext/u2/a567630.pdf>
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