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The Role and Perspective of Women in Military Personnel in UN Missions

Montenegrin example

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When I enrolled in master studies at the Faculty of Political Sciences I could not have imagined what an exciting journey it would be. My desire to conduct research and to improve myself was a major driving force, as was my need to address a topic of significance to the present moment Montenegro finds itself in. None of this would have been feasible, though, if it were not for the people who made this possible for me and helped make this educational journey happen.

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## The Role and Perspective of Women in Military Personnel in UN Missions

### Montenegrin Example

#### Summary

The paper primarily deals with the role and perspective of women as military personnel on UN missions and presents a case study of a young woman schooled and trained for the military profession, who participated in a mission in Afghanistan. It is based on the idea that it is possible for large and orderly systems such as the military to enable gender equality and to standardize it in accordance with the existence of certain socio-psychological, organizational and cultural assumptions (Višacki, 2016).

The research combines the methodology of a case study and the instrument of an in-depth interview complemented by the collected media coverage including interviews from the press, TV, news portals and the like. The subject matter in the case study is Major Snežana Korać and her participation in the military mission in Afghanistan, and aims to explore what potential impact an individual's life and professional story can have on the broader social, vocational and military scale. We have included a number of theories and approaches in order to grasp the scope and meaning, the importance and the social and professional echoes this example produced. To this end, we had to conduct comprehensive research to shed light on the complex occurrences that have resulted in this new reality. The methodology needed to be multidimensional and include contextual, cultural, historic, motivational, psychological and other components to support a viable analysis of the role and perspective of women in military personnel in UN and NATO missions, Snežana Korać in particular (Bešić, 2019). Special emphasis was placed on the social, political and philosophical components of the feminist movement and its repercussions and reflections upon gender and gender construction in general and in patriarchal societies in particular (Lončarević, 2016). The perspective of gender, and especially the aspect of gender equality and better visibility of women, was of necessity included in this analysis in view of its significance in the social sciences and because private never really means private, and is often public and political. One aspect of gender studies took us tangentially towards the vast study of gender and language as Snežana Korać created a new reality in the life of Montenegro, but also a new linguistic reality being the first woman soldier that went on a NATO mission and in Montenegrin being officially referred to as *vojnkinja* (woman soldier).

The phenomenon that Major Korać created by being what she is and by having made the professional choices she has is fascinating and complex enough. However, it would not have been possible without certain systemic political decisions and democratic tendencies, one of them being the state's decision to join the NATO forces, complementary to which was legislation, with a set of accompanying laws and acts. The research has shown that such

individual endeavours are possible if a positive political, democratic and emancipatory environment is created in the society and if that adequately meets individual efforts and aspirations. High professionalism and dedication to the military could be explained by the individual's stamina, sense of duty, determination and a high degree of responsibility originating in an upbringing that respected individuality and professional wishes.

The summary of this master thesis could be summed up in Major Korać's compressed statement: *I am honoured to wear the uniform and represent my country on such a mission.* That could be the initial position and the final outcome of our hypothesis – that changes in rigid societies or societies in transition towards more democratic systems are possible and that brave and special people can make those changes happen.

*Key words: military personnel, women, gender, Montenegro, UN missions, motivation, NATO*

## Uloga i perspektiva žena u vojnom osoblju u misijama UN-a

### Crnogorski primjer

#### Rezime

Ova magistarska teza bavi se ulogom i perspektivom žena i njihovim učešćem u misijama UN-a i predstavlja studiju slučaja mlade žene, školovane i obučene za vojnu profesiju, koja je učestvovala u misiji u Avganistanu. Rad zasnovan je na ideji da je moguće da veliki i uređeni sistemi poput vojske omoguće rodnu ravnopravnost i da je moguće standardizovati ih u skladu sa postojanjem određenih socio-psiholoških, organizacionih i kulturnih pretpostavki (Višacki, 2016)

Istraživanje kombinuje metodologiju studije slučaja sa instrumentom dubinskog intervjua, dopunjenu prikupljenim napisima i izveštajima u medijima, uključujući intervjue u štampi, na portalima i televiziji i ostalo. Predmet studije slučaja i analize je majorica Snežana Korać i njeno učešće u vojnoj misiji s ciljem da se istraži potencijal i razmjere uticaja koji takva pojedinačna životna i profesionalna priča može imati na širu društvenu, profesionalnu i vojnu sliku. Morali smo da uključimo nekoliko teorija i pristupa kako bismo obuhvatili domete i značenja, važnost i razmjere društvenog i profesionalnog odjeka koj takav primjer sa sobom nosi. U skladu sa time morali smo da sprovedemo sveobuhvatno istraživanje da osvijetlimo naizgled jednostavnu, a u suštini složenu pojavu koja rezultira u novoj stvarnosti, jer o novoj stvarnosti je riječ. Zahtijevala se multidimenzionalna metodologija koja uključuje kontekstualne, kulturne, istorijske, motivacione, psihološke i druge komponente da bi mogla sprovesti obuhvatna analiza uloge i perspektive žena u vojnom osoblju u misijama UN-a s naglaskom na slučaj Snežane Korać (Bešić, 2019). Poseban akcenat stavljen je na filozofske, socijalne i političke komponente feminizma i njegove posledice i refleksije na rod i rodnu konstrukciju uopšte, posebno u patrijarhalnim društvima (Lončarević, 2016). Perspektiva roda, posebno aspekt rodne ravnopravnosti i bolja vidljivost žena dio su ove analize zbog njihovog važnog statusa u društvenim naukama i zbog neposustale valjanosti tvrdnje da privatno nikada nije toliko privatno da ne bi bilo javno, odnosno, političko. Jedan aspekt rodnih studija bavi se proučavanju roda i jezika jer je Snežana Korać stvorila novu realnost u životu Crne Gore, ali i novu jezičku stvarnost – prva je žena vojnik koja je otišla u međunarodnu misiju (NATO-a), a na crnogorskom jeziku je nazvana *vojnikinja*.

Fenomen Snežane Korać koji proučavamo u ovoj magistarskoj tezi ne bi bi moguć bez određenih sistemskih, političkih odluka u skladu sa demokratskim tendencijama u državi. Jedna od takvih odluka je i pridruživanje Crne Gore NATO snagama i UN-u, što je propačeno setom zakona i akata. Istraživanje je pokazalo da su takvi pojedinačni naponi mogući ako se stvori pozitivno političko, socijalno i demokratsko okruženje u društvu i ako sve to podupire napore pojedinca u ostvarenju svojih ciljeva. Visoki profesionalizam i posvećenost vojnom pozivu mogli bi da se obrazlože pojedinačnim naporima i trudu koji izviru iz nečije čovjekove izdržljivosti, osećaja dužnosti, odlučnosti i visokog stepena odgovornosti odnjevovani u dobrim porodičnim vrijednostima gdje se poštuju lične i profesionalne želje.

Rezime ove magistarske teze može se postmatrati u sažetoj izjavi majorke Korać: *Počastvovana sam što nosim uniformu i predstavljam svoju zemlju u takvoj misiji*. To bi mogao biti početni stav i konačni ishod naše hipoteze da su moguće institucionalne i



društvene promene i u krutim društvima ili društvima u tranziciji i da hod ka demokratskom ustrojstvu mogu ostvariti hrabri i posebni ljudi. Oni ih svakako započinju.

*Ključne riječi: vojno osoblje, žene, rod, Crna Gora, misije UN, motivacija, NATO*

## **1. INTRODUCTION**

### *1.1 Preliminary note*

This study is an attempt to explore why women, and particularly women in Montenegro, participate in UN and NATO military missions, what their role is in such enterprises, what the driving force of their motivation is and what observable and non-observable benefits emerge from such a motivating force. We are also interested in investigating the possible incentives provided them, as the assignments and tasks on the ground often require additional effort, frequently in relation to physical fitness and psychological stability. The study proceeds with a review of literature relating to the legislation in Montenegro which made military missions abroad possible. The next step is an overview of the participation of women soldiers globally with an emphasis on their role in conflict prevention. This is followed by the postulates of feminist theory and the study of gender, followed by consideration of the effects that the global movement of women's emancipation has had in Montenegro in terms of the further development of the idea of women's inclusion in all spheres of life as equals, or at least as aspiring to that goal. Relevant for our study is the vast area of motivation and we shall focus on this many-faceted question in the following section of the paper as it explains many of a person's decisions and motives for particular behaviour and action. The method of analysis is that of a case study, the main instrument of which is in-depth interview based on a questionnaire (*Upitnik*) widely used in social sciences, and a thorough and multi-layered analysis obtained through it. The *Upitnik* is given in the Appendix in two versions, a template and the original document filled in by the interviewee.

The complementary and surrounding material is elicited in various ways, mostly through paper clippings and excerpts of TV clips. Research results and analysis comprise a comprehensive interpretation of the findings which allowed us neat classifications and a thorough examination of complex mechanisms that lie behind the individual's behaviour in given cultural scenarios and serve either to confirm them or to deny them. The conclusion will be a brief account of our research into a vastly interesting person and a thoroughly appealing personality and the influences her example has had on the broader social scene, possibly

changing vocational patterns and certainly making the military profession appealing to other young people, especially women. Epistemic and heuristic outcomes of the study constitute a special section of the conclusion.

## *1.2 Statement of problem*

Image 1



### [New contingent heads for Afghanistan: We will wear our uniforms with dignity - CdM](#)

The subject matter in this paper is a case study of a woman who ventured into the military profession in which there is a dominant pattern of division into male and female professions in the cultural scenario of rather strictly prescribed gender roles. Gradually, the sharp division into male and female has lost the rigidity of rule and obligation to comply. The subject of this study is Major Snežana Korać, member of the Army of Montenegro, who at the time we undertook this research had a lower rank, that of Lieutenant. There are several perspectives from which we want to approach the phenomenon of Snežana Korać. We shall start with her background, then explore her career path, after which we shall deal with her motivational patterns and psychological reactions, as hers is a very challenging and inspiring theme to elaborate on and she represents a very significant social factor capable of great influence. The fields of exploration in our research will comprise the domains of legal regulations in reference to the participation of our personnel in UN missions, followed by gender and gender equality in Montenegrin society and the military profession, as well as the motivational forces acting on the personal level of an individual, in this case, Major Korać. This young woman has created a new reality in the country much in the way the first women pilots did, West Point female graduates, all of them from Montenegro. She has made a

breakthrough into new dimensions of profession and career, leaving behind the prescription of the given social, gender, professional and familial roles in Montenegro. That detachment from the tradition did not mean disrespect, rather she has contributed to a better gender equality and greater visibility of women.

There is the old lore which says if you want to change the world change yourself. Snežana Korać must have had that intuitive knowledge when she set out to take up the vocation of a professional woman soldier and changed a microcosm the size of a country. In actual reality she has demonstrated that it is possible to change the face of Montenegro as traditional and static into something more modern and emancipated; she has stirred up the exclusivity of the military profession as a solely male arena, allowing women to participate. This daring young woman has set standards in the hierarchical gender order that hopefully cannot be reversed, proving that it is possible to have a dream and realise it, albeit her dream was to be professionally somewhat less standard. She wanted to become a professional soldier. All of the above correlated with the positive legal regulation and was aligned with the status of Montenegro as a UN and NATO member state. These political and strategic decisions have instigated some positive changes in the domain of everyday life but have also influenced social and professional changes, pertinent to individual lives and with the potential to become more general.

Snežana Korać has undergone full training and education, having graduated from military school; as a professional soldier she has accomplished all the intellectual assignments set her throughout her education, she has mastered field drills and demonstrated combat endurance in the simulated environment, following which she has perfected and affirmed all her many skills on a military mission in Afghanistan. In this paper we shall try to show that Ms Korać's example is of paramount importance for changing the perspective regarding gender roles and gender equality, attitudes relating to professional affiliation and overall gender scripts, demonstrating that change is necessary and possible. The change has been for the better, for a more democratic and more emancipated society and she has demonstrated that an individual act can easily contribute to change in the collective and possibly lead to the creation of different social practices in the vocational domain. Ms Korać has created a new and better reality. The result has been that other women soldiers have followed her example.

To be a part of a UN or NATO mission is even more challenging for women in Montenegro since this is a newly-established practice, arising from recent international

conventions instituted between the UN, NATO and the Army of Montenegro. Montenegro was one of the nation members of the American Adriatic Charter (A5). The participation of the members of the Army of Montenegro in peace missions and operations was one of the priorities of the Ministry of Defence in 2011. The goal was to create favourable conditions for the successful preparation and safe engagement of individuals and troops of the Army of Montenegro in peace missions and operations.

The first women that participated and returned from the NATO mission (Resolute Support, Afghanistan),<sup>1</sup> proved that this professional and patriotic challenge is possible and that it is not beyond the scope of women's abilities, both personally and professionally.

### *1.3 Hypothesis*

The hypothesis of this master thesis is that the legislation at the national and international level grants women the same status as men, therefore the resultant activities, assignments and tasks that women are allocated are in no way different from those allocated to men, neither are they beyond the grasp of their professional abilities. We hypothesise that the personal motivation to perform military tasks to a standard of excellence is thus adequately established and consequently, the individual's own determination to deliver and accomplish goals is always in compliance with the established system. In addition, the new paradigm of women's emancipation, which affirms free choice of profession, contributes to broadening personal horizons and benefits democratic processes and the development of the society. Our additional hypothesis is that the positive experience women soldiers from Montenegro have had and the credibility of missions in which they have successfully participated will create a positive attitude towards such professional and career enhancement within the military vocation.

On the basis of the in-depth interview and media interviews, we would dare say that the basic elements of motivation towards the military profession of the woman soldier in question can be summarised in two categories. One is instigated by the negative aspects towards the military profession, drawbacks and obstacles regarding that career and the necessity to overcome these and to defeat them all – therefore in our terminology this is a negative emotion. The other springs from the positive aspects, the possibilities for

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<sup>1</sup> Major Korać was the first women soldier who returned from the NATO mission in Afghanistan. She was member of the VI contingent of the Montenegrin Army, Resolute Support Mission. This contingent had total of 18 members, including Sergeant Korać, from the Engineering troop. Until that moment, women from the Montenegrin Army went on missions only as medical technicians.

improvement and the chance to be the change that the person needs to see, therefore a positive emotion. Both have the capacity for stimulation, the first by its negative quality which is transferred into positive, the latter by supplying the necessary psychological and motivational impetus.

The results from the measurement device employed in the study are to be taken as tentative bearing in mind that they quantitatively indicate trends and directions or suggest possible positive changes in the society. Nevertheless, they may still serve as guidance towards sound conclusions on the topic of the military profession and motivation and open up the possibility of more in-depth research.

#### *1.4 Research purpose and aim*

The basic idea of the master thesis revolves round the professional choices women soldiers undertake and the role they play in conflict prevention, peacekeeping and peacebuilding in missions, with a focus upon the participation of women from Montenegro. The purpose is to show the situation on the ground, gather reliable data and show positive examples as well as new practices and new reality. The main concepts of this paper include those of gender and motivation, as socio-psychological categories, i.e. women, the military vocation, and the juxtaposition of the two in the category of motivation leading to the vocation of a professional soldier participating in a military mission as a member of the Army of Montenegro<sup>2</sup>. The research that combines the methodology of a case study and the instrument of the in-depth interview, along with the collected press clippings, allows us a detailed insight into the complex phenomenon of motivation based on the explication of several very perceptive theories leading to reasonably reliable data that could be used for further research and elaboration.

The fundamental presupposition is that women can “perform the same role as men, they can also deliver results that their male counterparts cannot”. These are the words of Megan Roberts, associate director of the International Institutions and Global Governance program at the Council on Foreign Relations, who continues: “To begin with, women peacekeepers help missions build stronger relationships with communities and gain more

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<sup>2</sup> For the purposes of this research, during the period of gathering materials for the questionnaire, I had access to soldier Snežana Korać, a returnee of the sixth contingent from the NATO mission in Afghanistan. The research part of the paper is focused on Korać's questionnaire, while the broader theoretical framework of the paper is focused on the UN and participation in UN missions.

access to information than all-male contingents can deliver. They serve as role models, inspiring women in host countries to enter the security services themselves”.<sup>3</sup>

The current situation regarding military personnel in Montenegro, with a focus upon women, is to comply with the highest standards in the developed world. In accordance with this there is an obligation on the part of the Army of Montenegro to provide gender advisers (GENADs) at every step and in every phase of strategic and operative planning and in all phases of operations<sup>4</sup>. A gender adviser must have broad experience from the gender perspective and bear responsibility for the development, implementation, and integration of the highest standards in the Army from the gender perspective. At the same time, this person will be an expert on gender issues and have an advisory role – she must be well-informed, be able to analyse all activities related to gender and ready to propose activities<sup>5</sup>.

The two aspects of motivation overlap: strong motivation for military service as a life vocation will, in all probability, constitute a good basis for the decision to undertake a UN or NATO mission abroad.

The *Upitnik* was thus structured into three sections. The first (A) provided the general background and vocational inputs pertinent for drawing conclusions regarding professional desires, vocational inclinations and the resultant choice of profession. The second part (B) specifically investigated participation in NATO missions, tasks, duties and the overall experience and impressions from this, whilst the last part (C) was intended to verify and justify the answers of the two previous parts by considering the linguistic dimension. We insisted on the precise wordings for some of the crucial aspects of the decision-making process and the motivation for (defence of) her own professional choices. This aspect includes reflection on interpersonal communication with the people closest to her and her response and reactions. The participants in the communication are her parents, her partner/boyfriend/husband, her superior (twice) and a friend.

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<sup>3</sup> <https://www.cfr.org/blog/un-peacekeeping-where-are-all-women>

<sup>4</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/](http://www.mod.gov.me/rubrike/zene_u_vojsci/)

<sup>5</sup> <https://www.gov.me/clanak/ujedinjene-nacije-un>

## **2. LITERATURE REVIEW**

### *2.1 Military service*

Each country defines and organises its defence system depending on the perceived and/or assumed forms that endanger its interests. The system needs to be in accordance with the human and material assets of the country, as well as with the level of cooperation with partner countries. Different sets of these factors determine the concepts of the defence system, assuming different methods of engagement of human resources for the purpose of achieving the planned goals. This variety is reflected, among other things, in the specific scope and modalities of women's involvement in the defence system, which is conditioned not only by the current security situation, but also by the built-in organisational culture of the defence system, the given social environment and inherited conditions (Višacki, 2016: 11).

### *2.2 Feminist theories and waves*

The need for a sound theoretical elaboration in this thesis invokes the necessity for thorough insights into the fields of feminist theory and gender, motivation, military profession and UN and NATO missions and the way they mutually interfere with and influence each other in the topic of this elaboration. As the subject of our case study is a woman soldier in a given institutional context, in a given cultural scenario, observed in compliance with the national and international legal regulation (of NATO) we find it necessary to define the framework of gender and gender roles. We shall relate them to the current theories of feminism, which is today understood as an umbrella term for many categories that define our lives. In this study feminism is not understood as a monolithic theory. There are many approaches to it depending on what theoretical framework it is founded, whether it is defined from a certain philosophical, political economic or other perspective and where it stands chronologically. Feminism in the twenty-first century shows its polyphonic nature as

a complex, conflicted, yet hopeful whole. Less identifiable as a single unified political movement that it once was, feminist theory and activism now comprise a matured but nonetheless fluid cacophony of ideas and practices, a movement whose influence on

the interpretation of history, the critique of capitalism, religion, science, medicine, and art, the theorizing of sexuality and race, and the revaluing of the environment and nonhuman animals is enormous (Lee, 2010: 5)

In her seminal work *Feminist Politics and Human Nature* (1983) Alison Jaggar includes the distinction among feminisms into the scope of analysis identifying liberal, psychoanalytic, Marxist, radical, cultural and socialist, opening paths to many directions of research. At the same time this diverse approach to the definition and study of feminism has meant a truly emancipatory trend, where more women have been included irrespective of their geography religion, ethnicity, culture, religion, economical status or sexual orientation. Feminism gave birth to the phrase *the personal is political* and this has stayed with us ever since, no matter how much one school is in favour of it and another is not. Our personal lives influence every location in which they take place, be it historical, geographical, economic or social. Such locations are gendered

‘all the way down’ to our concepts of the real, the rational, the ethical, the beautiful, then it cannot fail to be central to the way in which those ideas have informed our present attitudes and values. The implication of feminist historical critique for the ways in which we understand institutions – military, scientific, economic, cultural, medical, familial and so on – takes both our past and its omissions seriously, in the endeavour to imagine a future not beholden to the patriarchal past (Lee, 2010: 6).

We can say that in Wendy Lynne Lee’s optics from the quote above the future has come, it is the reality of our research and indeed, in military institutions, past and present as well as male and female meet in a favourable outcome by making boundaries less unyielding. The past does not so strongly influence the present and there are not such strict male and female professions.

On a more general level we find Lončarević’s definition of feminism very useful and broad enough, and coincidentally she uses Jaggar’s definition:

"Feminism is a movement that aims to end sexism, sexist exploitation and subjugation. Feminist politics aims to challenge and change patriarchy" (Jaggar in Lončarević, 2016: 1).



As a movement of a larger scope that supports women's empowerment and equality, it consists of many smaller and larger factions, all of them with a long history and still under development. Feminism is not a favoured word in Montenegro (or concept for that matter) nor does it have a prominent place in educational institutions or public discourse. Yet, the effect of that progressive movement is traceable and can be found in many documents that deal with women's rights and their position in the society, tendencies towards gender equality and the overall emancipation of Montenegro, with the NGO sector being very active and vocal (Raičević, 2016). It is frequently declarative and not of substantial meaning, nevertheless the situation in real life and in institutions, in places where decisions are made and in the language used in media exhibit the presence of the idea of gender awareness. We can say efforts towards the betterment of women's position and situation in the society are present and alive. There are positive trends and tendencies visible in legal regulations, in institutions and in language, in a word, everywhere that general gender policy is created – all of it is in favour of women's emancipation, their advancement and a more satisfactory attitude towards women.

But it has not always been like that.

Feminism is usually discussed in terms of the three main waves – that is, the three ways in which we distinguish generations of feminism. The feminism of the first wave dates from the mid-1850s to 1949, when Simone de Beauvoir's ground-breaking revolutionary book *The Second Sex* was published. The first wave was marked by debates and political activism on universal suffrage, and women's right to self-determination, access to higher education and property ownership. Second-wave feminism refers to the resurgence of feminist and political activism and literature in the late 1960s.<sup>6</sup> It was defined by the liberal agenda – a vision of women's solidarity and political involvement in the spheres of reproduction, sexuality and employment. During the second wave, feminist theory emerged as a field of cultural criticism and its presence was felt in various academic disciplines. Throughout this period, a large number of departments for women's studies were established – a new trend that tried to address the absence of women in male-centric academic circles. Feminist activity in the late twentieth and early twenty-first centuries is considered third-wave feminism or post-

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<sup>6</sup> <https://www.encyclopedia.com/environment/encyclopedias-almanacs-transcripts-and-maps/feminism-feminism-gender-studies-and-religion>

feminism.<sup>7</sup> Its emergence was a reaction to the failures of the previous generations with an emphasis on intersexuality. The third wave tended to abolish all binaries and reject oversimplified and essentialist descriptions of female and male identity in the context of class, ethnicity, sexuality, and economic status. In academic circles, the focus has shifted from women's studies to gender studies. The different socio-economic and socio-cultural circumstances in which feminist orientations emerged have guided different analyses of the political, cultural and economic structures of society, gender roles, and regimes.

Although the classification of feminism into liberal, Marxist and radical was formulated only in the 1970s, the beginnings of classical liberal feminism date back to the 18th century. The dominant perceptions of that period about the striking social differences between men and women resulted in girls being denied education and women being denied participation in political life and equal opportunities for equal or any payment at all (Višacki, 2016).

For liberal feminists, laws and prejudices – influenced by both men and women – have shaped the circumstances that have defined women's lives in a way that has excluded them from the public sphere. Liberal feminists fought against differences so that the social order should be based on reason. They insisted that men and women were equal, and that their capabilities were the same. The solution for this inequality liberal feminists saw in obtaining the right to education.

At the beginning of the 20<sup>th</sup> century, for the first time, anarchist women clearly identified the sources of female subordination in the patriarchal family and in an unjust society. They stressed the double dimension of such a position: the subordination of women and the subordination of female citizens. Since they believed that the roots of inequality were found in the power relations rooted in state institutions, they saw the solution in eliminating all forms of dominance with the ultimate goal of forming a society based on anarchist principles. The principles were those of examining traditional gender roles, presenting arguments against marriage and in favour of free love, discussing women's sexual life, speaking publicly for the first time about the taboo of contraception and imposed motherhood, prostitution and homosexuality. Anarcho-feminists were the first to insist that the private and personal is in fact a political issue. These ideas became relevant again a little later (the 1970s

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<sup>7</sup> <https://voxfeminae.net/pravednost/vodic-kroz-pravce-i-valove-u-feminizmu-za-pocetnice-ke/>

and 1980s) in different social circumstances, when the second wave of feminism came into force under the slogan *personal is political* (Višacki, 2016: 27-29).

Under the influence of Simone de Beauvoir, existential feminism emerged in France as a philosophical direction that saw the cause of female subordination in the philosophy of existence. In the book *The Other Sex*, Simon de Beauvoir shows how women are viewed and treated as “Others” because of the patriarchal system that has methodically placed/defined women in an inferior position, but also because of women’s consent to the imposed “Otherness” (Bahovec, 2007: 2).

Radical feminism, which emerged at the end of the 1960s, tended towards eradication of the traditional patriarchal power system in order to bring balance to gender inequality. Radical feminists proposed reproductive and sexual freedom, the celebration of female diversity and they questioned the male-centred world and thinking. Other forms of cultural feminism emerge from this feminist theoretical framework.

Socialist feminism, with its focus on capitalist patriarchy as the source of the system of power, was a combination of the theses of Marxist and radical feminism. It aimed to expand the role of women beyond the private sphere, and to fundamentally transform society. Socialist feminists used the concept of reproduction and unpaid work by women in the family as a useful analytical weapon because they believed that in this way they could show how the subordination of women was related to the political economy of the capitalist society (economic contributions to maintaining the very essence of capitalism).

### 2.3 Gender

Gender is often understood in terms how a person identifies themselves, usually in binary oppositions, but the modern time requires a broader spectrum not necessarily coinciding with people’s natal sex. Gender is, as they say, “a social construct”, and its definition presupposes constructed roles, attributes and behaviours whereas “sex is a biological categorisation based primarily on reproductive potential” (Eckert and McConnell-Ginet 2003: 10).

To define and study gender, especially gender juxtaposed to language, until recently meant to select one of several theories that were at disposal. The *dominance theory* of Robin Lakoff (1975), with which the study of (language and) gender started, has been significantly

altered in the meantime. It was complemented, yet not theoretically surpassed, by the *difference theory* of Deborah Tannen (1991) who insisted upon understanding between the sexes, or shall we say, genders, rather than confrontation. In the meantime, the concepts of sex and gender had to receive a philosophical perspective for additional elucidation, also the theory had to be upgraded and somewhat ameliorated. We find the following definitions of gender modern and broad enough for this paper. West and Zimmerman claim that gender is not something we are born with, and not something we *have*, but something we *do* (1987). Philosopher and linguist Judith Butler upgraded the whole new paradigm of gender by introducing the key concept of *performative* – we are something we *perform*, not something somebody labels us as such (1990). Eckert and McConnell-Ginet summarised all of those ideas in the definition:

gender is the social elaboration of biological sex. Gender builds on biological sex, it exaggerates biological difference into domains in which it is completely irrelevant (2003: 10).

Numerous gender theories prove that there are no simple answers and solutions to gender and sex gender issues. On the other hand, there are few theories which can explain and interpret the concept of gender as non-disputable, consistent and determining (Višacki, 2016: 28).

Today, the scope of examination is broader and includes interdisciplinary studies in the academic field of social sciences, often devoted to gender identity and gendered representation, but also to gender and sexuality, relevance of gender in religion and notably language and gender (Eckert & McConnell-Ginet, 2003; Coates & Pichler, 2011). It includes women's studies, which relate to women, gender and politics, men's studies, queer studies, transgender studies, often having a different theoretical perspective or angle. These disciplines study gender and sexuality in the fields of literature, linguistics, human geography, history, economics, sociology, anthropology, media studies and some other social sciences (Lončarević, 2016; Višacki, 2016; Bešić, *Tranzizione traume*). In the subsequent research

a provisional distinction can be made between the naturalist, social constructivist, and postmodernist approach to gender on the understanding that considerable overlap exists among these general categories, and furthermore, that such labels can only serve as umbrella terms for realms of thought that can be further differentiated into a great many

distinct theoretical models ([www.encyclopedia.com](http://www.encyclopedia.com)).

The naturalist approach to social construction – gender included – achieved predominance in the modern sciences and gained authority through proliferated fields of study in different disciplines. The approach refers to the individual's innate qualities in reference to personal experiences in determining what constitutes their *self*, regarding the differences in physical aspect and behaviour.

Social “construction,” “constructionism” and “constructivism” are terms in wide use in the humanities and social sciences, and are applied to a diverse range of objects including the emotions, gender, race, sex, homo- and hetero-sexuality, mental illness, technology, quarks, facts, reality, and truth<sup>8</sup>.

In accordance with the above, the naturalist approach instigated many versions of gender understanding, defining and redefining it; it also generated many treatises on the topics of sex, homo- and hetero-sexuality in reference to race, language or philosophical orientation.

Most of the theoretical underpinnings of gender theory have stood the test of time and they are understood to function concurrently and in a mutually connected way. Initially there was the concept of gender seen through the traditional binary lenses: male vs. female, masculine vs. feminine, gay vs. straight, though this was deconstructed and the dismantling of that viewpoint gave birth to several new fields of interdisciplinary study, for example, queer studies. Secondly, gender is observed as a subjective category, meaning that people experience and conceive themselves in a gendered manner either as individuals or collectively. Thirdly, gender is culturally defined and conditioned and societies tend to designate the cultural representation of what it means to be a man or a woman (Coates & Pichler, 2011: 2-3; [www.encyclopedia.com](http://www.encyclopedia.com)). These three basic postulates of the modern concept of gender gave impetus to the birth of many schools of thought (above) and very fruitful theoretical discussions towards the end of the twentieth and the beginning of the twenty-first century. These theoretical stands broadened the nomenclature of genders.

Today in the social sciences the definition of gender is complemented by the fruitful postmodernist philosophical contribution of Judith Butler: “gender is doing, not being”, defining it as a process that constructs the internal coherence of sex, (hetero)sexual desire, and

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<sup>8</sup> ([Naturalistic Approaches to Social Construction \(Stanford Encyclopedia of Philosophy\)](#))

(hetero)sexual practice in the subject (Butler, 1990; [www.encyclopedia.com](http://www.encyclopedia.com) ). This view gave legitimacy to the existence of many people of various sexual orientations who are unable to fit into the binary sex/gender system yet wish to have recognition and a satisfactory life as such. The binary system presupposed the hierarchy of its members and had ingrained in itself the dominance of one. This used to be the male, but that which throughout history has been considered appropriate to each gender is now changing and becoming dependent on the culture.

In the early years (the 1970s), research into the interaction of language and gender relied on a predominantly essentialist paradigm which categorised speakers primarily according to biological sex, and used mainly quantitative methods. Next, in the late 1970s and the 1980s, came a period which recognized the cultural construction of categories such as gender; during this period, more qualitative, ethnographic approaches predominated. In recent research a more dynamic social constructionist approach has emerged which makes possible the combination of quantitative and qualitative approaches and which views gender as performative and as constantly “in formation” (Butler, 1990; Coates & Pichler 2011: 3).

Everything related to gender is also reflected in language, as language shapes the way we speak thus creating a new reality. If you use gender-sensitive names for female professions, a new legality of a better and greater visibility of women is created, as Foucault in his seminal work on discursive practices convincingly explains (Foucault, 1972). This is closely related to the political component of knowledge, what is important what is not, what is put aside, who has the power to decide about it and where that power comes from. Along those lines Višacki (2016: 43) claims that power relations are reflected through language as a medium which is not value-neutral and that the language of a society is not a direct and complete replica of the reality of that society but that it reflects and represents the constructed reality of that society. That is the reason why communication is not to be understood solely as a means of communication but as a set of tools which allow us to detect the relationship of the participants in communication, and above all, the power relationship they engage in (Bešić, 2019).

In Montenegro, modern gender theory, legislature and proclaimed principles of gender equality are in better shape than the practice springing from them. Gender non-parallelism is still present in the public and private spheres and finds good soil in the Montenegrin

mentality, behaviour and overall cultural script of patriarchy, which is still alive and kicking, as this recent example from the press confirms.<sup>9</sup> A very convincing example from the anthropological field of study researching into domestic violence confirms the same vitality of patriarchal values viewed through the observations of a social worker who had to deal with violence over women:

One worker with a long career in the Center stated that it seems to her that violence is more reported today, because "domestic violence" has long been an "acceptable way of behaving for Serbs", but that today the circle of violence is difficult to break, because the "principle of silence and suffering" applies (Simić & Skočajić, 2020).<sup>10</sup>

As Bešić says, changes in the family and family relations took place in the eighties and they were accompanied, not to say caused by changes in the economic reproduction of society. These changes encompass all the aspects of late modernity that shape contemporary society that we have identified in this study through the concepts of postmodernisation, urbanisation, secularisation, detraditionalisation, and individualisation (*Tranzicione traume*: 362). Yet the theory of performativity has proved that the social scene is very multiplex and reflects real life in all its complexity allowing for various manifestations of gender and gender identities. As it reinforces and insists on the state of doing and performing, rather than being, it is a suitable theoretical framework for the investigation of motivational aspects of women's entry into the military profession (Bešić, *Tranzicione traume*). It is broad enough to eliminate oddity or stigma from such a vocational choice. On the one hand it allows for full professional scope, as it is largely dependent upon personal skills. On the other hand, as mentioned, Montenegro's legal system has incorporated equality of the genders in institutions which has proven to have resulted in satisfactory practice.

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<sup>9</sup> [https://www.vijesti.me/v/556269?utm\\_source=vijesti\\_ios&utm\\_medium=app\\_ios&utm\\_campaign=vijesti\\_share\\_counter](https://www.vijesti.me/v/556269?utm_source=vijesti_ios&utm_medium=app_ios&utm_campaign=vijesti_share_counter)

<sup>10</sup> Jedna radnica sa dugim stažem u Centru, navela je da da joj se čini da se danas nasilje više prijavljuje, jer je „nasilje u porodici” dugo bilo „prihvatljiv način ponašanja u Srba”, ali i da se danas krug nasilja teško razbija, jer važi „princip ćuti i trpi” (Simić & Skočajić, 2020).

## 2.4 Military profession – male vs. female vocation

Image 2



[60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube](#)

Despite huge cultural and legal progress in the reduction or minimising of gender inequality there are still sectors in the army where the presence of women is somewhat under scrutiny. One of them is the security sector where a certain level of segregation on the basis of sex can be noted. This is supposedly explained by women's anatomy and their reproductive function which occasionally make them vulnerable, whereas men can cope with the challenges of tough situations more successfully. Such a strict and somewhat anachronous stand is founded upon women's bodily posture, physiological functions as well as physical predispositions, which, along with their sensitivity, might supposedly affect performance in specific professional tasks. So despite the proclaimed principle that the public space must be opened for both sexes, a somewhat different meta-message has been sent.<sup>11</sup>

Overall there are two somewhat pessimistic aspects that seem to prevent Montenegrin women soldiers from being more satisfactorily represented in UN and/or NATO missions.

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<sup>11</sup> (cf. [Primjena Rezolucije 1325 SB UN - zene, mir i bezbjednost u CG.pdf](#))



One reason is the general and global underrepresentation of women in those missions and the Montenegrin case is not exceptional here. The other is Montenegro's specific position in this respect on the international map. At the international level it is not high, women comprise a "meager proportion of 4% of soldiers and 10% of police deployed to UN missions and the pace of change is achingly slow. Ten years ago the comparable figures were 2% and 6% respectively. Although women make up a greater proportion of the UN's deployed civilian staff, around 22%, they are still underrepresented"<sup>12</sup>. Notwithstanding, these figures can be encouraging for Montenegro to bridge the gap of non-participation as one of the signatory countries of the American-Adriatic Initiative (A5) and on the basis of the fact that a certain number of soldiers are being sent on international military missions. One of those missions is ISAF/Resolute support – Afghanistan<sup>13</sup>.

Given that democracy is at young stage in Montenegro, all the recommendations received from more experienced or more developed countries create the predispositions and environment for Montenegrin women to have equal rights to men where military service is concerned. The Montenegrin Action Plan for the implementation of UN resolution 1325 states: "The representation of women and men should be equal in decision-making processes at all levels and in all areas of social life, ranging from standardization to application through concrete activities defined by action plans in specific areas"<sup>14</sup>.

Another aspect of women's specific engagement in UN missions is their role in conflict prevention. Though they are nominally equal to men, due to women's innate ability to negotiate rather than start a conflict, women have tremendously contributed in reinforcing and establishing the culture of peace. In May 2015, the Conference "Women, Peace and Security" was held and gender equality policy in the process of European and NATO integration was one of the issues. One of the panel speakers at the conference was Marriët Schuurman<sup>15</sup> who said that the exploitation of the stronger sides of both sexes is today's reality and that true equality is a goal that can be reached.

## *2.5 UN missions – peacekeeping and peacebuilding*

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<sup>12</sup> <https://www.cfr.org/blog/un-peacekeeping-where-are-all-women>

<sup>13</sup> [http://www.mod.gov.me/rubrike/Mirovne\\_misije/isaf\\_resolutesupport](http://www.mod.gov.me/rubrike/Mirovne_misije/isaf_resolutesupport)

<sup>14</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/170288/AKCIONI-PLAN-ZA-PRIMJENU-REZOLUCIJE-1325-SAVJETA-BEZBJEDNOSTI-UJEDINJENIH-NACIJA-zENE-MIR-I-BEZBJEDNOST-U-CRNOJ-GORI-2017-2018.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/170288/AKCIONI-PLAN-ZA-PRIMJENU-REZOLUCIJE-1325-SAVJETA-BEZBJEDNOSTI-UJEDINJENIH-NACIJA-zENE-MIR-I-BEZBJEDNOST-U-CRNOJ-GORI-2017-2018.html)

<sup>15</sup> <http://www.vijesti.me/vijesti/surman-rodna-ravnopravnost-izazov-za-sve-831986>

United Nations peacekeeping is a unique global partnership that brings together the legal and political authorities of the Security Council, the personnel and financial contributions of the Member States, the support of host countries and the vast experience of the Secretariat in managing operations in the field. This kind of partnership gives UN peacekeeping its global reach and legitimacy. Since 1948, UN peace keeping has contributed to the prevention and management of conflicts (between and within) states and supporting national actors in protecting and building peace after conflict<sup>16</sup>.

As stated on the official web page of the UN<sup>17</sup> – *peacekeeping has proven to be one of the most effective tools available to the UN to assist countries to navigate the difficult path from conflict to peace. Today's multidimensional peacekeeping operations are called upon not only to maintain peace and security, but also to facilitate political processes, protect civilians, assist in the disarmament, demobilization and reintegration of former combatants; support constitutional processes and the organization of elections, protect and promote human rights and assist in restoring the rule of law and extending legitimate state authority.*

According to the previously mentioned source, there are 12 UN peacekeeping operations currently deployed and there have been 71 deployed in total since 1948. In 2019, the Secretary-General launched the Action for Peacekeeping Initiative (A4P) to renew mutual political commitment to peacekeeping operations.

Peacekeeping has proved to have at least three basic functions: firstly, it is one of the most potent tools that the UN uses to help countries to reach peace, available to the UN in assisting countries in navigating the difficult path from conflict to peace. Secondly, multidimensional peacekeeping operations exist not only to maintain peace and security, but also to facilitate political processes, protect civilians and assist in the disarmament,

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<sup>16</sup> UN – A new partnership agenda, Charting new horizons for UN peacekeeping, 2009

<sup>17</sup> (<https://www.un.org/en/our-work/maintain-international-peace-and-security>) –

The United Nations was created in 1945, following the devastation of the Second World War, with one central mission: the maintenance of international peace and security. The UN accomplishes this by working to prevent conflict, helping parties in conflict make peace, deploying peacekeepers, and creating the conditions to allow peace to hold and flourish.

*Peacekeeping operations* get their mandates from the UN Security Council; their troops and police are contributed by Member States; and they are managed by the Department of Peace Operations and supported by the Department of Operational Support at UN Headquarters in New York.

United Nations *peacebuilding* activities are aimed at assisting countries emerging from conflict, reducing the risk of them relapsing into conflict and laying the foundation for sustainable peace and development. The UN peacebuilding architecture comprises the Peacebuilding Commission, the Peacebuilding Fund and the Peacebuilding Support Office. The Peacebuilding Support Office assists and supports the Peacebuilding Commission with strategic advice and policy guidance, administers the Peacebuilding Fund and serves the Secretary-General in coordinating United Nations agencies in their peacebuilding efforts.

demobilisation and reintegration of former combatants. Thirdly, they assist in supporting constitutional processes and the organisation of elections, they protect and promote human rights and assist in restoring the rule of law and extending legitimate state authority<sup>18</sup>

Since the adoption of the Beijing Declaration and Platform for Action (1995) the focus has been on the chapter “Women in armed conflict”. It is stated that peace is inseparably connected to gender equality and development. The role of women as promoters and advocates of lasting peace is connected to women’s right to protection, since they are particular targets in the context of conflict and violence and forced movement. Following the adoption of UN Security Council Resolution 1325 in 2000, was crucial for establishing the connection between gender and security, and positioning women’s role through the conflict cycle. (EIGE – Sectoral Brief: *Gender and security*, 2020: 15).

According to the document – Uniformed Women in Peace operations –

In the decade since the report from the UN Department of Peacekeeping Operations and Department of Field Support (2009) was published, mission mandates have become increasingly broad and complex, and UN peacekeepers have increasingly come under threat. Furthermore, peacekeeping missions have been given more explicit mandates related to the protection of civilians, conflict-related sexual violence (CRSV), and children and armed conflict (2020: 3).

(The report mentioned in the quote is “A new partnership agenda: Charting a new Horizon for UN Peacekeeping“ from July 2009).

With UN Security Council Resolution 1325 adopted in 2000, an accent was placed on a gender perspective on the maintenance and promotion of international peace and security, peacekeeping operations included. It was not easy in the beginning and progress was slow. According to UN Peacekeeping statistics

In 1993, women made up 1% of deployed uniformed personnel. In 2020, out of approximately 95,000 peacekeepers, women constitute 4.8% of military contingents and 10.9% of formed police units and 34% of justice and corrections government-provided personnel in UN Peacekeeping missions. The 2028 goal for women serving

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<sup>18</sup> <https://www.un.org/en/our-work>

in military contingents is 15%, and 25% for military observers and staff officers (2020: 1).

Many of the deployed women work in non-combat positions, set by stereotypes for women in the military – such as nurses and administrative assistants. Some of the choices are made because women are not allowed to undergo combat training at the national level, or combat-trained women are not deployed or given administrative roles while on missions – the mission environment was deemed dangerous by military commanders and decision-makers. Even though this may seem to keep women safe, according to Toolkit 3 by DCAF (2019) – Defence and Gender, this form of “benevolent sexism” challenges women’s important participation and undermines operational performance – all male patrols are less equipped to communicate with the host community, with women especially, and cannot perceive situations in the same way mixed-gender teams can. The following question arises – can the UN reach its goals for gender equality on peacekeeping missions and why is it important to have women peacekeepers?

## *2.6 Women soldiers – globally*

Women’s participation in peacekeeping missions has proven valuable. They can access populations and locations that are unreachable by men and in doing so improve intelligence about security risks. A visible presence of uniformed women can empower local women and girls to increase numbers in local police and military forces, or take part in peace and political processes.

UN WOMEN POLICY BRIEF from January 2015 is a good example of that:

Women’s participation in the security sector has been recognized as a critical component of mission success, both in the UN normative frameworks on peacekeeping and Women, Peace and Security, as well as by commanders on the ground themselves. They note that women peacekeepers broaden the range of skills among the personnel, enhance the operational effectiveness of all tasks, and improve the mission’s image, accessibility and credibility. Female military officers are in great demand in mixed staff protection teams, drive strong civil-military coordination, and can more effectively reach out to and interact with civilians in the host country.

Targeted outreach to women in host communities is particularly needed to capitalize on their familiarity with local protection strategies, early warning on patterns of attack that affect women and girls disproportionately, the flow of small arms and light weapons, tensions in social relations and in the community, and threats to personal, family, and community security. Although military women's professional competence spans beyond these tasks and activities, commanders have identified that female military officers also have a comparative advantage in house and body searches, interacting with survivors of gender-based violence, working in women's prisons, or screening women in disarmament and demobilization sites.<sup>19</sup>

Having in mind the above-mentioned, integrating a gender perspective into military operations is a relatively new focus, however it is necessary. In order to increase the number of women from 4.8% in military contingents to 15%, the goal set for 2028 (UN Peacekeeping statistic, (2020:1)), women could be broadly integrated across diverse roles and ranks. However due to the structures of peace operations, training and strategies for women's integration are different for each UN mission. In order to enable this, as stated in DCAF Toolkit 3 – Defence and Gender (2019) many militaries have developed staff with specialised gender expertise.

Many states, multinational forces and peacekeeping missions have appointed Gender Advisers (sometimes referred to as “GENADs”) to support the command in implementing the provisions of the WPS Agenda at strategic, operational and sometimes tactical levels. A Gender Adviser is ideally a full-time position held by someone with gender subject-matter expertise who has received additional education and training for this purpose. Gender Advisers usually give guidance to a network of Gender Focal Points serving in the different branches (DCAF, 2019:41).

In addition to GENADs, further efforts to increase the numbers of women in military uniforms across different posts – individual and contingent, women's integration has taken the form of female engagement teams (FETs).

FETs are a model wherein female soldiers are assigned and trained to engage with the local population. Developed primarily in operations in Afghanistan, the purposes of

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<sup>19</sup> <https://wps.unwomen.org/resources/briefs/financial.pdf>

FETs are to increase local support for a mission and understand better how it could respond to the security needs of the local population (DCAF, 2019: 41).

However, FETs represent only a small role that women play in military peace operations, and there is still no official UN policy on them. According to the publication *Uniformed women in peace operations* (2020: 6) there is no preparation for missions for FET teams. Usually they are formed after the training is done and troops are deployed. Subsequently, mixed engagement teams (mixed-gender) were formed and were active in several peacekeeping missions. Mixed engagement teams are trained to interact with all members of a host community and intended to increase situational responsiveness for the battalion commander, since community interaction has become a very important aspect of peacekeeping.

However, the lack of clear structure of FETs, whether the team should be made up of women, or 50% men and 50% women and which would be more effective in reaching the entire host community, leads us to the fact that there are gaps in the implementation of policies and that troop training is done by external actors. Lack of policy support and difficulties in standardising training can lead to varying degrees of readiness amongst members of the team when deployed. As stated in *Uniformed women in peace operations* (2020: 7) some women peacekeepers reported that they were not adequately trained to directly engage with traumatised members of the host community.

For these gender structures to function, it is important that those in command provide support.

In order to transform missions and improve the experience of women peacekeepers, missions should be made an attractive workplace for both genders. This includes basic aspects such as accommodation, available health resources and protective equipment in the right sizes, as well as more challenging aspects such as an atmosphere in which diversity is supported. As Nina Wilen stated in the brief on *What's the Added Value of Male Peacekeepers* (2020: 6) – the military is an environment dominated by men and made for men. It is their *natural habitat* with very little or no space for women. Men are dominantly present in most uniformed professions, therefore if the number of uniformed women is to be increased, the focus should be set on their integration into the working environment. Because these environments understand *feminine* as subordinate to *masculine*, it is additionally difficult for women to be accepted and integrated completely. The previously stated can be mirrored in the fact that peacekeeping military contingents are mainly constituted by the

masculine national-level military structures that deploy them. This gendered *hierarchy*, of international peace and security, does not include women, and many would argue that this system does not work particularly well. (Uniformed women in peace operations, 2020: 12) Furthermore, arguments about the increasing number of women in peacekeeping missions usually come from what women

could add instead of what they actually do add, depending on the culture, the context and conditions in which they deeply. This leads to unrealistic expectations of female peacekeepers' performances – expectations that male peacekeepers do not have to carry (Wilen, 2020: 5).

If the primary objective is an efficient and effective military in the ever-changing security environment, then it is important to include both men and women equally. By recruiting and training female and male leaders, who value diversity and inclusion, these new leaders will add value and create an environment attractive for al

### 3 HISTORICAL OVERVIEW

#### 3.1 *Historical background*

This chapter deals with the historical component of the topic of the role and perspective of women in military missions. The genesis of that development is important insofar as the historical development shows the beginnings and role of women in the army, the dynamics of the presence of women in military formations and their number. When it comes to the mentioned dynamics, numbers are an important indicator and they always stand in correlation with global social trends, and are a response to the historical, political, economic, but also emancipatory opportunities and challenges that Montenegrin society is going through. The phenomena of our time are always a product and continuation of former times, and thus the phenomenon (we will freely use that word) that is Snežana Korać is also the result of a historical course and opportunities that have matured.

We will divide this review into *historical development* and the development of a *legal framework* that represents regulations that enable the participation of female soldiers in military missions. We will look at the legal framework through *domestic* and *international regulations*. A historical perspective with well-supported figures serves us for comparative reasons, for diagnostic reasons, and for developmental reasons. Diagnostic reasons help us to compare the times, epochs and degree of development of gender relations and the state of gender correlations. We need a diagnostic procedure to understand the speed of development within Montenegrin society, especially the gender aspect, while we need a diagnostic approach to determine what is good in the development part and what is not, which aspects of



progress are satisfactory and which should be worked on. Reasons related to development arise from the knowledge we gain by comparative and diagnostic means.

### *3.2 Women in Montenegro – A brief survey*

According to Bulatović, Montenegrin women should be viewed as part of the historical development of Montenegro and its stagnation in progress due to its five centuries of war. While Europe was opening universities, and the other provinces of the South Slavs were in turn dominated by the Venetian Republic, the Ottoman Empire, Austro-Hungary and France, Montenegro was left to deal with a five-century struggle against its invaders after the collapse of the mediaeval Serbian states. Isolated, it maintained, for a long period of time, lifestyles that have long been outdated in most of Europe. Montenegro maintained the organisational structure typical of tribes until the middle of the 20<sup>th</sup> century, when these outdated forms began to dissolve (2010: 10).

Montenegrin society was based on a warrior culture. Men, who were warriors, were idolised and had a greater role and position in the society. Constant wars and a lifestyle that came out of the culture of war modelled Montenegrin women, their role and position in the society. The position and upbringing of women in Montenegro was influenced by several factors. The primary one was the constant warfare and the warrior mentality/society of Montenegro and Montenegrins. Another determining factor was the patriarchal way of life and understanding of the tribal/social lifestyle in Montenegro. Then there was the influence of the church and its canons, which biblically defined the position of a woman – “under the rule of your husband and he will be your good master” (Bulatović, 2010: 10). The family, the church and the school were the agencies/institutions that ensured male rule in Montenegrin society. The dominant value of this society in view of the constant conflicts that threatened the extinction of families, was the continuation of the family line.

A low level of production and financial culture, economic backwardness and scarce land for cultivation through primitive agriculture and livestock breeding, could not meet the most basic needs of the population. This was the environment in which Montenegrin women were raised, formed and lived. As stated in Bulatović (2010) in the last decades of the 20<sup>th</sup> century, the position of women was significantly influenced by the Europeanisation of legal life. This had its origin in the first codification starting with the Code of Peter the Great and the Code of Danilo the First – Danilo's Code, the General Property Code by Valtazar Bogišić

and followed on by modern legal norms. The legal predecessor to the first two laws was the Customary law, which left its mark, both moral and ethical, on how to treat women.

Danilo's Code was a significant and radical step towards the emancipation of the person of the spouses. On the one hand, the social collective and the family respected the will of future spouses as the only condition for marriage, and on the other hand, women's free will to choose was the only precondition for marriage. However, the Code enforced subjection of a woman to her husband. This subordination was expressed in the most basic way. Relationships in marriage were based on the property supremacy of the husband, and this supremacy was openly guaranteed by the Code to the husband and protected him from his wife. This supremacy was ground for husband's right to absolute authority over a woman, who was subjected to him. The person of the wife was prevailed over by the person of the husband.

In the history of Montenegro, no legislative act has subjugated women's rights to those of men to the extent Danilo's Code did. The understanding of the Common law was abandoned regarding the inviolability of a woman's life and body. Respect for a woman's personality has taken another form – it was replaced by contempt. Women were treated as a thing.

### *3.2.1 Education of Montenegrin women, 18<sup>th</sup> and 19<sup>th</sup> centuries*

In August 1834, the first school was founded at the monastery in Cetinje. It was attended by 30 boys from prominent families and from all over the Montenegro. Since the schools were connected to monasteries, the gender structure of the students was clearly defined – girls were not allowed to enter schools at that time. Bulatović (2010: 25) details this situation supplying facts, figures and chronology emphasising that with the emergence of civic schools, and the further development of education, priority was given to male children. The number of schools increased by the year of 1863/4, but the number of girls in schools grew slowly. In Cetinje elementary school in 1867 there were 12 girls, and by the year 1869 there was 31 schools with a total of 1424 students, of which 23 were girls. In the same year, the first “high school” for girls was opened – the Girls' Institute.

The opening of the Girls' Institute, or the Institute of the Empress Maria, was a special moment in the cultural and educational history of Montenegro. According to the first Constitution, the Institute was obliged to admit 24 students. However due to a lack of

understanding of the importance of educating female children, the first generation of this school was attended by only 12 students, who acquired basic literacy there and were aged 9 years and above. In terms of social background, these were girls from well-off families. The aim of the institute was primarily to nurture and develop the virtues that a good mother should possess – in other words, to prepare them for family life.

Besides Montenegrin girls, the Institute was attended by girls from other South Slavic countries that were under Turkish or Austrian rule. During the years of its operation (1869 - 1910) 450 girls enrolled in the institute, out of whom 205 were from Montenegro. 140 girls graduated from the institute, 86 of whom were Montenegrin. It was the first Montenegrin high school institution to produce the first educated Montenegrin women.

Montenegro was a poor country and thus it was only by marriage that females could acquire their elementary status – that of being wives or mothers. However, the mission of the Institute was primarily to prepare girls for family life, and the possibilities of their further influence on the environment in which they lived and the possibility of their further education was only of secondary importance.

In 1870, 20 schools were built, and three years later the number of schools increased to 41. In total 1,744 students attended schools, of whom only 39 were girls. In the same year, the first law on schools (the School Code) was passed, which recommended that parents should send female children to school. This meant that the education of girls depended on the will of the parents. The first female primary school was founded in Cetinje in 1871: the private school of Jelena Vicković, attended by 30 students. This school became a civic school in 1874. The second female primary school was opened in Podgorica in 1880, and the third in Bar in 1901. The number of female students in schools grew, albeit very slowly.

In the Voice of the Montenegrins (Glas Crnogoraca) 1879, the Law on General School Duty of the Principality of Montenegro, was published. It introduced compulsory education from the age of 7 till the age of 12. Compulsory classes applied to female children only in places where there were female schools. If there were no female schools, parents would decide whether to send their female children to male schools. This schooling could last up to the age of ten. After the age of ten, a female child was prohibited from attending a male school. In this way, female children were actually legally excluded from regular schooling.

The number of female children grew slowly in schools. Despite all the efforts, until the First World War, there were few female children in schools. Illiteracy strengthened a woman's connection to the family and her isolation from public life. Locked up in a rural household and limited to housework, the woman remained the bearer of family conservatism.

### 3.2.2 *The right to vote*

The first elections for the National Assembly of Montenegro were held in November 1905. Women did not have a right to vote at the time. Prince Nikola mentioned the oppression of women and the need for equal recognition. He sought to make the social position of women more civilized among his compatriots. Under his influence, age-old patterns of behaviour toward women started to change. Women were given the right to vote in 1946. During the first Constitution of the Federal People's Republic of Yugoslavia (FPRY) on January 31, 1946, Article 24 states: "Women are equal to men in all areas of state, economic and socio-political life." For an equal amount of work, women should legally have the same salary as men and enjoy special protection during employment (*Institut za javnu politiku, Primjena Rezolucije 1325 u CG*, 2015: 11)

### 3.3 *Historical development – Women soldiers in Montenegro*

The defence system has its idiosyncrasies and as such it has its own direction of development and change. However, it does not act outside space and time so it is only possible to see changes in the tradition of the Montenegrin army through the prism of changes in Montenegrin society.

A study carried out by the Institute for Public Policies, ("Implementation of UN Security Council Resolution 1325 – Women, Peace and Security in Montenegro", 2015) provided, among other data, that on the development dynamics of police and military growth in old Montenegro. Furthermore, it discussed the historical circumstances that enabled women to join the Army and actively participate.

According to the study, Montenegro, following the example of Europe, began work on setting up the first police unit. During Šćepan Mali, an armed formation of 18 to 50 people was established, which also represented "the guard" of the false emperor Peter III. In 1819, Bishop Petar I formed his own unit of bodyguards consisting of 18 (25) soldiers (called the *perjanici*). During the time of Peter II Petrović Njegoš, the first professional police unit was

formed – the *gvardija*. This police unit, among other things, participated in building the Montenegrin state. The tasks of the police unit were to preserve internal order and peace, to conduct national security and, as the executive body of the senate, to implement its decisions. During the reign of Danilo Stankov Petrović, the police unit was reorganised into an elite unit of the Montenegrin army – the guards. Throughout the reign of Nicholas I, at the National Assembly held in 1879, the Directorate for Internal Affairs and the Directorate for Military Affairs were formed. Since the guard was already established as a military unit, the only police formation was the *perjanici*. The *perjanici* unit was terminated in 1899. Although it ceased to legally exist, the unit continued to perform its duties till 1918. At the beginning of the 20<sup>th</sup> century, they took on a ceremonial role at the court.

During the time of the Principality of Montenegro, police regulations stated that the police authority was one of the oldest, most important and most useful state institutions, born at the same time as the state of Montenegro. According to the regulations of that time, a member of the police authority could only be male.

Gendarmes are a state-level police authority, who are recruited on a voluntary basis according to specified conditions. Gendarmes should be Montenegrin citizens, literate, have completed military service, be between 20 and 40 years old, be of good conduct (with official evidence), excellent health (written document confirming mental and physical ability), be single or widower, know a foreign language, and be suitably financially situated (Spalević, 2013: 126)<sup>20</sup>.

Establishing the ministries began with the formation of the Kingdom of Serbs, Croats and Slovenes (SHS) 1918. At the end of 1918, the Ministry of Interior Affairs was established as the administrative and supervisory body for all administrative and police authorities. This historical chronology points to the fact that women were not included, publicly or in any other legal way in the security sector of (old) Montenegro.

During World War II, the partisan movement began establishing its own authorities and rejecting all previous authorities established by the Kingdom of Yugoslavia. World War II was a turning point in terms of women's presence in the security sector. Women's participation in the People's Liberation War (NOR) was determined by the affirmation of

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<sup>20</sup> "Organ policijske vlasti na državnom nivou su žandari koji se primaju u službu na dobrovoljnoj osnovi uz odgovarajuće uslove. Žandar treba da je crnogorski podanik, da je pismen, da je odslužio vojsku, da ima između 20 i 40 godina života, da je dobrog vladanja (sa uvjerenjima vlasti), da ima ljekarsko uvjerenje o psihofizičkoj sposobnosti, da je neoženjen ili udovac, da zna strani jezik i odgovarajućeg imovinskog stanja."

women in the military profession and the elimination of the traditional segregation that had trapped them in a domain that was considered exclusively reserved for women. 2,546 women from Montenegro participated in the National Liberation War, and 483 were killed in enemy prisons; 12,108 women spent time in the camps and 171 women died in them, while 1,754 were shot or hanged. Eight women from Montenegro were awarded the Order of National Hero. The participation of women in the National Liberation War resulted in most of the rights enjoyed today by the female population in Montenegro, above all gender equality.

The first congress of the Anti-Fascist Women's Front (AFŽ) Montenegro and Boka, was attended by 400 delegates from all over Montenegro, and was held 12<sup>th</sup> May, 1943 in Kolašin. The AFŽ operated until 1953 and showed that women's power, as an organised resource, can bring new values and a liberating spirit. This new, liberating spirit, which, through anti-fascist war brought about the collective liberation of people, as well as individuals, amidst whom were women as equal participants in the social processes, was able to give new meaning to politics. The tasks of this organisation were expanding and strengthening the network of women's organizations and promoting the AFŽ, increasing the participation of women in the building of a people's government, strengthening the government, raising women's political awareness, women's literacy, establishing a special AFŽ association and establishing close connections with the Central Committee of the AFŽ of Yugoslavia. However, only a small number continued to serve in the Yugoslav People's Army (JNA). Mostly performed administrative duties and helped at medical institutions. During the Socialist Federative Republic of Yugoslavia (SFRY) women with a civil degree could, after a short period of training, be recruited into active service in the JNA with the rank of officer. Since the late 1980s, women have been employed in the armed forces, but in very small numbers. After the dissolution of SFRY, women continued to serve in the armed forces (UNDP/SEESAC 2014: 13).

### *3.4 Legal framework*

The following data obtained in Višacki (2016) support the historical background and development of the UN idea of women rights and UN Resolution 1325, which is required for the legal framework for this study. For five decades the United Nations (the UN) has been encouraging the development of institutional mechanisms for achieving gender equality. In 1962, the UN Commission on the Status of Women recommended that member states should appoint national commissions for the position of women. These were bodies with an advisory

role. At the First UN World Conference on Women, in Mexico City in 1975, the Decade of Women was proclaimed and the World Action Plan was adopted. The action plan related to the further development of national mechanisms for achieving gender equality and accelerating the processes of integrating women into the life of the nation. However, these measures were not binding for the governments of UN member states. Therefore it was necessary to make recommendations that would be binding and that would lead to the introduction of gender equality in all state policies at all levels. These binding recommendations were reached by adopting the so-called Beijing Declarations and Platforms for Action, adopted at the Fourth UN World Conference on Women, held in Beijing in 1995. At that time, UN member states pledged to establish institutions for the advancement of women rights and implementation of policies of gender equality and equal opportunities. The main tasks of these institutions were defined as guiding and supporting the executive branch of government, at all levels, in implementing and enforcing programmes, projects, actions and laws that promote the position of women and contribute to gender equality.

United Nations Security Council Resolution 1325 – Women, Peace and Security established the binding nature of the Beijing Declaration and Platform for Action for all members of the United Nations. This Resolution was adopted unanimously on 31<sup>st</sup> October 2000. UN Security Council Resolution 1325 highlighted the consequences that armed conflicts and conflicts have on women and girls and pointed to the importance of the role of women in peacebuilding and in the period of post-conflict recovery of the country. It is considered one of the most important UN resolutions in the area of peace and security policy. Stressing the importance of the role of women in conflict prevention and resolution and peacebuilding, the significance of their equal participation and full involvement in all efforts to maintain and promote peace and security is emphasised, as well as the need to increase their role in conflict prevention and resolution decisions. UN Security Council Resolution 1325 specifically calls for the expansion of the role and contribution of women in UN field operations, especially among military observers, civilian police, and human rights and humanitarian personnel (Višacki, 2016: 47-48).

Furthermore, this resolution requires the Secretary-General to provide Member States with guides and training materials on the protection, rights and special needs of women, as well as on the importance of involving women in all peacekeeping operations and peacebuilding measures. UNSCR 1325 emphasises that a significant target group in need of gender training are staff working in conflict areas, and points to the need for the UN to share its expertise with Member States so that they can better prepare troops and personnel for

specific areas and tasks. The nature of the training should be such as to prepare staff for the cultural differences they will encounter when performing work in the area of operation. The Resolution also cites certain formal legal documents relating to the rights and protection of women and girls, emphasising that the parties to the conflict must respect international law as it relates to the protection of women and girls as civilians in armed conflict. The resolution also calls on all parties to the armed conflict to respect the civilian and humanitarian character of refugee camps and settlements and to take into account the special needs of women and girls, including in planning. An important point that needs to be pointed out in the Resolution is to encourage all those “involved in disarmament planning, demobilization and reintegration to consider the different needs of women and men ex-soldiers, and to take into account the needs of their family members (Višacki, 2016: 47-48).

#### 3.4.1 *Women soldiers and NATO*

In order to implement Resolution 1325, the Security Council in 2002 encouraged member states, civil society and other relevant actors to develop strategies and action plans, while the UN Secretary-General, in a report written in October 2004, called on all member states to prepare national action plans in order to implement Resolution 1325 in a more determined manner<sup>21</sup>. The first action plan for the implementation of the Resolution in Montenegro (2017-2018) was adopted by the Government of Montenegro in February 2017; measures and activities were defined for the integration of gender equality issues in the process of defence reform and at all levels where decisions are made, and policies were created and implemented. The aim of this action plan was to elaborate *three key areas* for the implementation of the Resolution and its accompanying resolutions. The three key areas were increasing women's *Participation* in decision-making and peace processes, the *Protection* of women in conflict zones, and the *Integration* of a gender perspective and gender education into peacekeeping missions as stated in the Action Plan for the Implementation of UN Security Council Resolution 1325 in Montenegro, Ministry of Defence, Government of Montenegro, Implementation Program (2019-2020: 4), hereafter the Action Plan.

In order to implement the Resolution, the Montenegrin Ministry of Defence and the Army are implementing gender equality policy through the training of women for peacekeeping missions and their deployment to them, the employment of women as civil

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<sup>21</sup> Action Plan for the Implementation of UN Security Council Resolution 1325 in Montenegro, Ministry of Defence, Government of Montenegro, Implementation Program 2019-2020



servants, professional military personnel and civilians, and their professional development at home and abroad. The authorities have also enabled women to work in the military diplomatic missions of Montenegro, in international security organisations and diplomatic missions of Montenegro abroad, as well facilitating the education of young women as cadets at prestigious military academies around the world. The military vocation is actively promoted as a career path. As stated in the Action Plan for the Implementation of UN Security Council Resolution 1325 - Women Peace and Security in Montenegro 2019-2022 (the Action Plan), the Ministry of Defence has issued guidelines for the recruitment and retention of women in the Montenegrin Army which are intended for the army command staff, organisational units dealing with human resources, planning and development, education and training, operations and public relations, and for all structures within the Ministry of Defence and the army that are responsible for the recruitment, admission, selection, and professional development of army personnel. Attracting and retaining women in the military and facilitating their career advancement promotes more efficient and accountable armed forces, and women's participation in peacekeeping missions and operations contributes to making peace processes around the world more effective and efficient.

Montenegro joined NATO on 5<sup>th</sup> June, 2017 as the 29<sup>th</sup> member state. Since then our country has recognised its potential in this collective security system, and the fact that we have become a relevant international player that contributes to key NATO policies<sup>22</sup>. As stated in the “Action Plan – participation of women in the army, police and peacekeeping missions”, the Ministry of Defence implement Security Council Resolution 1325 through NATO Directive BI-SCI 40-1 NATO / EAPC policy and the Action Plan on the implementation of Security Council Resolution 1325, by introducing a gender advisor at the strategic level of the Ministry of Defence and the army. Furthermore, the Ministry implements the Resolution through constant education of army personnel, as well as part of the army command staff, on gender equality and Resolution 1325 and its nine accompanying resolutions (1820, 1888, 1889, 1960, 2106, 2122, 2422, 2467 and 2493). The emphasis is placed on gender-based violence, sexual violence, violence against women, increasing the number of trainers for gender equality in the Army, military operations, who conduct training in units of the army in-depth, as well as serving in the NATO command structure by appointing a female officer of the Montenegrin army to the duty of gender adviser to the

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<sup>22</sup> <https://www.gov.me/clanak/nato-2>

commander of NATO Allied Command Operations Monsoon-Kingdom of Belgium. (The Action Plan, 2019-2020: 13).

Based on the report on the situation in the Montenegro army for 2012 the participation of its members in peacekeeping missions and operations was one of the priority tasks of the Ministry of Defence and the army during 2011. The goal was to create conditions for successful preparation of individuals and units of the Army of Montenegro for peacekeeping missions and operations and their safe deployment to them. On July 28<sup>th</sup>, 2009, the Parliament of Montenegro adopted a decision on sending members of the Montenegrin Army to the United Nations International Security Assistance Force (ISAF) peacekeeping mission in Afghanistan, up to 40 of them<sup>23</sup>, with the possibility of rotation.

The first contingent of the Montenegrin Army was sent in August 2010 comprising 29 soldiers. Senior Sergeant Elvira Cvrk<sup>24</sup> was the first woman in Montenegro to participate in the ISAF mission in Afghanistan as a member of the medical team within the Montenegrin contingent.

### 3.5 Gender in numbers in Montenegro

According to the UNDP study – *Position of women in the armed forces in the Western Balkans*, 2014, the statistics show that today women make up between 5.69% and 8.97% of the armed forces in the Western Balkans, and therefore represent a minority in those institutions. By comparison, the representation of women in the armed forces of NATO countries is between 2.55% and 21%.

The study additionally stated that in Montenegro women have been recruited since 2006. In 2008 female candidates were selected, for the first time, for military academies abroad. This was made possible due to the establishment of cooperation with military academies in partner countries. Since military education has only recently become available to them, women are consequently most present at the lowest positions in the defence sector. According to statistics from the UNDP / SEESAC study (2014), in the countries of the Western Balkans women in the armed forces are most represented in other services – as

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<sup>23</sup> At its session on 5<sup>th</sup> July 2011, the Parliament of Montenegro adopted a new Decision recommending members of the Montenegrin Army take part in the UN ISAF peacekeeping mission in Afghanistan. This decision allows up to 45 members of the Montenegro army to be designated, instead of the previous 40. The need to amend the decision was based on the proposal of the Defence and Security Council to extend the mission of Montenegrin soldiers to the training segment of the Afghan National Army (ANA).

<sup>24</sup> <https://old.dan.co.me/?nivo=3&rubrika=Drustvo&clanak=476715&najdatum=2015-02-16&datum=2015-02-17>

civilians in the military service, medical and administrative staff and military police. A recent statistic from the Montenegrin army (Ministry of Defence website) shows that as of 2021 there are 14.7% of women, and in the Ministry of Defence 55.6%.<sup>25</sup> Of that number, 45 are officers, or 15.5%, 37 are non-commissioned officers, or 12.7%, 86 are contract soldiers, or 29.5%, and 123 are civilian women, or 42.3%. Currently, 14 female cadets or 25.92% of the total number of cadets are being educated at military academies. The Ministry of Defence provides scholarships to two female students, which represents 40% of the total number of scholarship holders. (The same statistics produced by MONSTAT for 2015 indicated that there were 9.3% women in public administration and defence, while there were no women soldiers in the army).

### 3.6 Cultural stimulation and drawbacks

The fight against prejudice and stereotypes, education and the introduction of gender sensitive statistics, (the continuous implementation of national gender equality policies and Security Council Resolution 1325 and other applicable and accepted regulations) are the preconditions for overcoming gender inequality. Stereotypical views still prevail that the military vocation is only for men, and that women cannot perform equally with their male colleagues.

Montenegro has achieved a big step – at the legal and cultural level when it comes to overcoming gender inequality, according to research done by the Institute for Public Policy – *Primjena Rezolucije 1325 Savjeta Bezbjednosti u Crnoj Gori (2015)*. However, when it comes to the representation of women in the security system there is gender segregation.

A woman's anatomy and reproductive function often make a woman more vulnerable, while a man can be more easily connected with physically more demanding conditions. Numerous studies have shown that the body *per se* its physiological functions, as well as physical predispositions, often affects sensibilities when it comes to professional orientation (Institute for Public Policy, 2015: 14).

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<sup>25</sup> <https://www.gov.me/clanak/zene-u-sistemu-odbrane>

The mixing of genders was never fully accepted. However, the inclusion of women in the security sector is a right in regard to which the public sphere must be open and diverse, and all forms of monopoly must be excluded. Nevertheless, in the study “The position of women in the armed forces of the Western Balkans” carried out by the Montenegrin Ministry of Defence together with the ministries of the region in 2014, it was stated that there are positions inaccessible to women due to their physical predisposition:

In BiH, Macedonia, Serbia and Montenegro, all services and jobs within the Ministries of Defence and the Armed Forces are formally and legally open to women. Gender is not a condition for any job or formation position. However, there are jobs that involve increased physical effort (e.g. in armoured mechanized units), which women are familiar with, so they generally do not opt for such jobs. The representation of women in any type of job depends exclusively on the personal choice of the women themselves and on whether they meet the legally prescribed conditions for performing a specific job. Women working as professional military personnel are represented in the Air Force of Montenegro, the Army Brigade, the Navy, the Logistics Base, the Military Police Company, the Honour Guard and the Training Centre (UNDP/SEESAC 2014: 79).

The inclusion of women in the security system requires a range of reforms and restructurings that will broaden the field for the advancement of equality. In the 21<sup>st</sup> century, women have been given a choice of activities that are important to society. By overcoming cultural barriers, with the support of the system and lifelong education, women are proving that it is possible to have a society based on gender equality.

### *3.7 Setting positive examples*

A cultural turning point – where the polarisation into “men’s and women’s jobs” was overcome – can be seen in the testimony of the Montenegrin army major Sanja Pejović, as can the reconstruction of these divisions that is being made by women every day.

According to the Analitika portal, in an interview with Sanja Pejović on May 8<sup>th</sup>, 2019,<sup>26</sup>

...the highest-ranking Montenegrin officer is responsible for breaking the traditional perception of the army as an exclusively “male job”, at least in our country. More than

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<sup>26</sup> <https://www.portalanalitika.me/clanak/333737--bez-izuzetka-vojska-otvorena-za-zene>

a decade ago, she was the first woman in Montenegro with an officer's rank. Much has changed since then: the military vocation is increasingly being opted for by women, whether as soldiers or as cadets at military academies.

From the interview with Major Pejović, we learn that she was among the first women to begin changing perceptions by being a uniformed woman in the army, especially one with officer's epaulets. She said that it was not easy and it took time – for her and for the system, which was changing and constantly improving. Major Pejović said:

Society must monitor developments at the international, regional and national level and must be aware of all security risks and threats, accepting gender equality both in thinking about possible challenges and threats, and in the ranks of the military at all levels. The stereotypically clear division of the roles of men and women, from the not-so-distant past, was an unwritten rule, recognising a woman in the military solely in the context of administrative roles. Today I am extremely proud of my colleagues who are part of the defence system, the numbers are rising when it comes to the presence of women in various positions and who proudly wear the uniform of the Army of Montenegro<sup>27</sup>

The example of Major Pejović, and many other women that have come after her and accepted the duty and life of the Montenegrin Army, are positive examples of the ongoing struggle for equality in one of the most male dominant professions.

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<sup>27</sup> <https://www.portalanalitika.me/clanak/333737--bez-izuzetka-vojska-otvorena-za-zene>

## **4. MOTIVATION**

### *4.1 Introduction*

Another major dimension of this study, the question of motivation, can be said to be a complex phenomenon that has been studied within several comprehensive theories, each of them convincing in its originality and the scope of influence it has had in regard to the set of categories and phenomena it has comprised and its utility in supporting practical research.

To be able to draw viable conclusions on work motivation for the purpose of this research we devised the methodology of a case study through an in-depth interview complemented by media coverage in such a manner as to inform us regarding motivation for military service and for the UN missions.

There are numerous definitions of motivation depending on the theoretical focus, so work motivation can be need-based, cognitive process, behavioural, and job-based. Not all motivation theories are work theories nor do they comprise the same and equal number of components that constitute a theory. Baron, for example, defines motivation as the internal process which activates, guides and reflects overall behaviour (special behaviour leading to a certain goal) (Baron in Hadžić & Nedeljković, 2009). According to *Motivation Theories*

(Beck, 2000) motivation is a very complex concept and an important factor in every work context. It represents a wide and heterogeneous class of biological, psychical and environmental factors that condition human behaviour (Beck, 2000). In Reeve's definition motivation is closely related to emotions as an integral part of internal processes that define and cause the individual's behaviour. He says that motivation refers to a person's wishes, wills, desires and aspirations – both our own and the aspirations and desires of those we care about. The study of motivation refers to all conditions within a person or conditions in the environment and culture that explain why we want what we want and why we do what we do (Reeve, 2010: v). The definition of motivation depends on the number of variables included in it, so the basic definition can be what we metaphorise it for: motivation is \_\_\_\_: desire, feeling, the way of thinking, aspiration, a need or a set of needs, a process or a set of processes (Reeve, 2010: 1). In Reeve's understanding motivation is defined as internal motives comprising needs, cognition and emotions accompanied by external events (Reeve, 2010: 6). A motive is an integral part of the motivation cycle. People are always motivated in many ways, so their behaviour is conditioned by a variety of motives (Beck, 2003; Hadžić & Nedeljković, 2009; Reeve, 2010). Consequently, a motive is every initiative which stirs human behaviour towards a certain aim or aims. It reflects its behaviour and defines the intensity of the initiative.

Bešić connects the evaluation of the work with two concepts, extrinsic and intrinsic, which can completely fit into the theoretical division of motivation.

We measure extrinsic orientation by valuing a job that provides a good salary, absence of pressure at work, job security, favourable working hours and long vacations. All these characteristics of the job are valued by accepting work as a 'means' of living, not as the primary source of identity (Bešić, 2014: 339)<sup>28</sup>.

On the other hand, the intrinsic evaluation of work that can be viewed as intrinsic motivation (corresponding to Herzberg's distinction of types of motivators and the division of motivation into motivator factors and hygiene factors) in Bešić's parallel is presented as follows:

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<sup>28</sup> "Ekstrintričku orijentaciju merimo vrednovanjem radnog mesta koje omogućuje dobru platu, odsustvo pritiska na poslu, sigurnost radnog mesta, povoljno radno vreme i dug godišnji odmor. Sve ove osobine radnog mesta predstavljaju vrednovanje tako što se rad prihvata kao 'sredstvo' za život, a ne kao primarni izvor identiteta."

Intrinsic evaluation of work was identified by factor analysis as a dimension/concept that includes job evaluation that has the following characteristics: enables self-initiative and achievement, is a responsible and interesting job that is aligned with the employee's abilities, work that is useful for society, work that allows acquaintances and learning new skills, a job that allows the employee to participate in decision-making. All of these are characteristics of the workplace that indicate that those who value work in this way expect an important and powerful source of their own identity from it (2014: 347)<sup>29</sup>.

The theories of motivation can be classified in several ways and one often found in the literature divides them into two broad sections: content theories and process theories. Motivation theories pertinent for our research into an individual's motivation for the military service and motivation for UN missions belong mainly to the category of content theories and they comprise needs-based theories, job-based theories and cognitive process theories. Skinner's organisational behavioural motivation theory also belongs to this division, but it will not be of great relevance for our research.

The following motivation theories are the most valid and constitute the theoretical ground for the motivational platform in this thesis, so we shall be using and combining elements or whole theories from the following list of authors for the elucidation and explanation of overt and covert drives in women soldiers to serve in UN or NATO missions, taking into account both the positive and negative motivation of our interviewed subjects.

#### *4.2 Maslow's hierarchy of needs*

Maslow's hierarchy of needs is a need-based theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in Psychological Review. The essence of the theory is that the needs of a person must be met before he or she will be motivated to move to the next or a higher level. The pyramid has five levels:

- Physiological needs – all that is needed to survive (food, water, shelter)
- Safety – personal and financial, health and stability

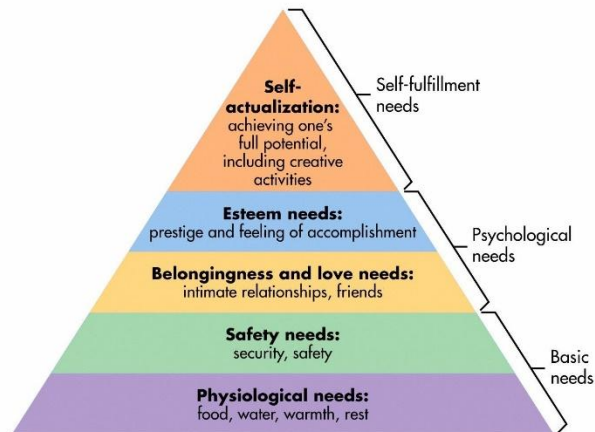
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<sup>29</sup> "Intrinzičko vrednovanje rada identifikovali smo faktorskom analizom kao dimenziju/koncept koji podrazumeva vrednovanje radnog mesta koje ima sledeće karakteristike: omogućava samoinicijativu i postignuće, predstavlja odgovoran i zanimljiv posao koji je usklađen sa sposobnostima zaposlenog, rad koji je koristan za društvo, posao koji omogućava poznanstva i učenje novih veština, posao koji omogućava zaposlenom da učestvuje u donošenju odluka. Sve su ovo osobine radnog mesta koje ukazuju da oni koji na ovaj način vrednuju rad, od njega očekuju važan i snažan izvor vlastitog identiteta."



- Love/belongingness – friendship, emotional life and family
- Respectability – the need to be respected and recognised by others
- Self-esteem – the desire to achieve the personal maximum

Image 3 – Maslow’s pyramid of needs



[Maslow's pyramid - Google Search](#)

Maslow's theory on the hierarchy of needs has never lost its relevance, it has merely been complemented and upgraded over time and along other lines of thought on motivation. This theory has had great resonance and has played a pioneering role in the development of theories of motivation. Its special value is because it is a work-based theory. Two concepts and two categories are particularly significant in his theory. These are the hierarchy of needs and self-actualisation. The hierarchy of needs can be viewed as descending or ascending, where physiological needs represent a set of existential needs and are found at the very bottom of the hierarchy. They include basic needs such as food, water, sleep, rest, shelter, clothes, shoes and the like. Next on the scale is the need for security, that is, protection from danger, greed, it can also be cold, heat etc. This includes security against losing a job, because that thing is high on the fear scale of each individual. The next step on the ladder is the need to belong, to work in a group and with other people. The goal can be friendship, acceptance or love (Hadžić & Nedeljković: 2009). Esteem needs belong to psychological needs and by their nature they are universal – everybody needs esteem. In the work environment, self-actualisation is very important, it represents a person's need to express and develop their abilities so that they can become a self-realised person. An individual who manages to realise themselves in this way and demonstrate their aspirations and abilities obtains reward and self-reward through self-actualisation. Therefore, such activities do not require external stimuli – a

person finds it in themselves. According to Maslow, all people have this tendency, but only a small number achieve it. Self-actualisation implies a set of traits that are not always equally present in a person. These are: realism, self-acceptance, spontaneity and simplicity, focus on the problem, the need for privacy, autonomy, interpersonal relations, value attitudes, creativity (Hadžić & Nedeljković: 2009). We shall examine many of these motives and motivators in our respondent. His theory underwent several amendments as he made it more flexible, mainly because he rejected the claim that to go up on the needs hierarchy you need to fully satisfy basic ones. The order is not fixed and it is highly susceptible to individual needs. Reeve says that Maslow's hierarchy of needs was, and still is, very widely accepted. It has been accepted as a *modus operandi* in education, entrepreneurship, management, the workplace, psychotherapy, and in medical fields such as nursing and geriatrics (Cox, 1987). A hierarchy of needs can still be found in virtually all psychology textbooks. Among other things, common sense affirms its validity (Reeve, 2010: 425).

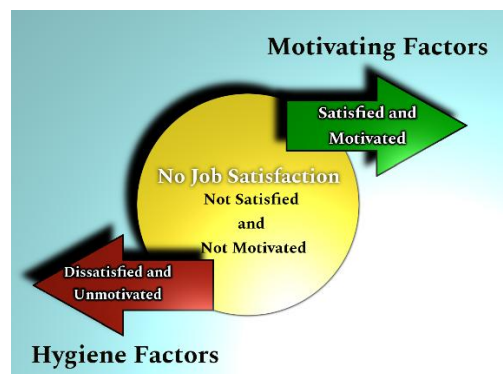
#### 4.3 Herzberg's Two-Factor Theory of Motivation

The Two-Factor Theory of Motivation is job-based, and is also called motivation hygiene theory. It was established by behavioural scientist, Frederick Herzberg (1950/1964). According to Herzberg there are some job factors that result in satisfaction, while other job factors prevent dissatisfaction. His views are especially relevant for our discussion and argumentation as he elaborates on the rewards and incentives in the somewhat risky profession of soldier.

Herzberg established his theory in the late 1950s and its postulates were often used for the creation of questionnaires for examining job satisfaction in the corporate milieu. At that time, attitudes about organisational management were significantly different to today's, especially when one considers how complex the situation in the labour market is, how complex businesses are and how sensitive interpersonal relations are in an atmosphere of sophisticated information technologies and working at a distance over Zoom and other platforms. The standard interpretation is that until the appearance of Herzberg's theory it was considered that the same factors affected job satisfaction and dissatisfaction, but according to his theory, the optics of this problem are different. Namely, job satisfaction is a continuum and is influenced by a group of parameters that he calls motivators. According to his views, dissatisfaction with work is another continuum influenced by another group of factors called hygiene factors in his nomenclature.

According to his theory the factors that cause positive feelings due to good job performance are called motivators. As he emphasises, the content of work, responsibility, recognition, responsibility, autonomy, the possibility of creativity at work and the possibility of advancement are the factors that in the long run have the greatest effect on job satisfaction. If the motivator is absent, it still does not cause dissatisfaction because it primarily comes from another group of factors and relates to working conditions. This second group of factors is called hygiene factors, and if they are at a satisfactory level they eliminate dissatisfaction with work but do not affect overall job satisfaction. This second group of factors covers status, salary, working conditions, secure work and work per se (Hadžić & Nedeljković, 2009; Bezzina et al, 2013). It is important to note that recent research suggests that interpersonal relationships as well as relationships with superiors are far more important than hygienic motivators because one of the important dimensions of job satisfaction is job satisfaction in the work environment and what this theory emphasises is the importance of feedback. “How was it? What was I like?” (Hadžić & Nedeljković, 2009: 101)

Image 4 Herzberg’s Two-Factor Theory of Motivation



[Herzberg's Theory of Motivation - Google Search](#)

#### 4.4 McClelland's Theory of Needs

McClelland's Theory of Needs is need-based and states that human behaviour is affected by three needs – the needs for power, achievement and affiliation (Ibid. p. 392). The pursuit of achievement is the desire to achieve a certain standard of excellence. This need motivates people to strive for “success in competing with a certain standard of excellence”

(McClelland et al. 1953). The standard of excellence is broad and includes competition with a task, competition with oneself, and competition with others (Reeve, 2010: 172-173). The need for *achievement* is the urge to excel, to achieve in relation to a set of standards, to struggle to achieve success. The need for *power* is the desire to have control over others and to be influential. The need for *affiliation* is the desire for relationship based on co-operation and mutual understanding.

Image 5 Illustration for McClelland's Theory of needs



[McClelland Theory of Motivation image - Google Search](#)

As the instrument of the in-depth interview should show, all of these are pertinent for the inner stimulus of each individual in their need to demonstrate accomplishment in their assigned tasks, prove themselves capable and powerful while demonstrating belonging, which means affiliation with the mission they constitute a part of. All three needs – power, connection and achievement – are of special importance for working in teams, given that these needs must be recognised in order for the overall performance of the organisation or institution to be good. Of the three listed, the need for power is the least relevant for our respondent as she is not interested in establishing power in her military establishment. But the other two, in particular the need for achievement, are highly expressed by Major Snežana Korać.

People with a high degree of need for achievement are not motivated to work on routine tasks and in the implementation of tasks that are not challenging. They highly value a reward system that respects individual contribution. ... They have a sense of

satisfaction when they were the initiators of successful work (Hadžić & Nedeljković, 2009: 135)<sup>30</sup>.

Hadžić & Nedeljković also say that achievement is more important to those people than financial reward and that the realisation of a goal or of a complex work task gives them greater satisfaction than the recognition of others. It is important to note that the type of people who are motivated by the need to achieve do not consider financial compensation as a measure of success, or an end in itself. They constantly want to improve their work and they look for a job that will enable them to fulfil the need for achievement (2009: 135). To become a deminer certainly has something to do with such a need<sup>31</sup>.

#### 4.5 Vroom expectancy motivation theory

Vroom expectancy motivation theory is a cognitive process theory and assumes that behaviour results from conscious choices among alternatives, the purpose of which is to maximise pleasure and to minimise pain (Vroom, 1964). He stated that effort, performance and motivation are linked in a person's motivation. A person is most motivated if he or she awaits a reward at the end, and if there are no set goals a person will not be productive.

Vroom's expectancy motivation theory complements McClelland's Theory of Needs as a certain kind of reward is always expected in the military profession. This can be a promotion, a financial benefit, the chance of a better job or simply a relevant item in the CV. This theory connects the strength of motivation to work with certain goals and it instrumentalises certain behaviour to achieve a certain goal. Thus, work is only an instrument or a means to achieve a certain goal. According to his theory, according to Hadžić and Nedeljković, the individual will choose the occupation and organisation that will enable him to satisfy some of his own desires and needs, that is for a job that has a positive valence for him (2009: 138). The advantage of Vroom's theory is that it recognises the importance of different individual needs and motivations and fits into the concept of harmony of goals, which is that individuals have personal goals that are different from organisational or

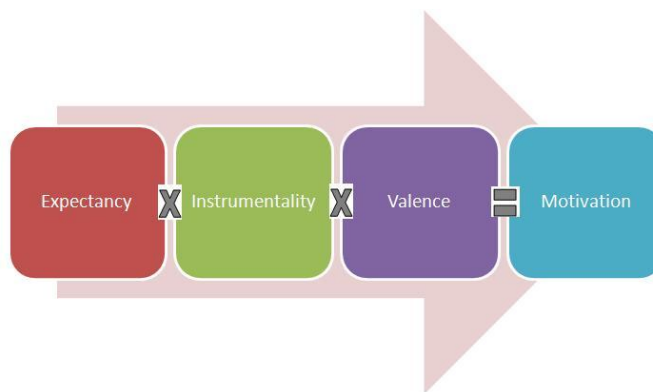
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<sup>30</sup> "Osobe sa visokim stepenom potrebe za postignućem nisu motivisane za rad na rutinskim poslovima i u realizaciji zadataka koji nisu izazovni. Visoko vrednuju takav system nagrađivanja koji uvažava individualan doprinos. ... Osećaj zadovoljstva imaju kada su bili inicijatori posla koji se uspešno realizovao"

<sup>31</sup> [60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube](#)

formation goals. When a woman soldier chooses non-standard behaviour and joins the army of Montenegro, then she chooses to be a deminer as a narrow specialisation.

Image 6 Vroom's Expectancy motivation theory



[Motivational force vroom images - Google Search](#)

We shall combine some elements of these theories as no single one *per se* is complete enough, and will not question Maslow's theory on the hierarchy of needs as it is an inherent and constituent part of all other theories.

## 5. RESEARCH METHODS AND METHODOLOGY

### 5.1 Methodology

We now give a brief overview of the research methodology of our research. The methodology of this paper is consistent with the general division into a qualitative and quantitative approach to analysis and measurement in the social sciences. The choice is of paramount importance when it comes to the point of how to solve practical research problems since the quantitative approach is based on objectivism, and the qualitative is mainly based on constructionism (Bešić, 2019: 38; Kleut, 2010; Šamić, 1990). In the social sciences, however, not everything is so clear nor is it easy to draw the line between quantitative and qualitative methods in the methodology of studying social events, occurrences and phenomena. If the

clarity of the division of these methods was a feature of the second half of the twentieth century, it is no longer because the social sciences have developed a number of sophisticated measuring instruments that detect the porosity of boundaries between methods and the intertwining worlds of these two large research groups.

There is an opinion that quantitative research searches for *causality* and quantitative research for *meaning*. This difference seems dramatic at first glance. If it were true, and it is unlikely that it is, because everyone wants to get an answer to the question “why?” it would mean that the positivist and phenomenological perspectives set different hypotheses, i.e. that they interpret differently what they see around them. If we believe that there is only one truth, then this probably is not the case (Miljević, 2007: 331)<sup>32</sup>.

## 5.2 Quantitative method

The quantitative method in research primarily deals with the collection and analysis of data that can be counted, sorted, classified or in any way serve to establish a pattern or calculate averages, make predictions, possibly suggest trends or indicate a generalisation and with operations on the data within the corpus come to causal relationships that can be tested and refuted or affirmed. They are often used in natural and social sciences such as sociology, chemistry, physics, medicine etc., utilising experiments, surveys, secondary research or systemic observations or other well-structured protocols where the statistical method is obligatory in assessing the validity and reliability of the data.<sup>33</sup> Those who advocate the quantitative method assume that in reality there are elements that can be counted and that such reality can serve to be subsumed under patterns, figures or graphs that would thus explain its phenomena. This is not suitable for our research as we have nothing to count, sort or systematise into a pattern as would be the case with a larger corpus. Conversely, our findings could easily lead to a case study becoming a quantitative study with a different corpus.

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<sup>32</sup> “Postoji mišljenje da kvantitativna istraživanja tragaju za uzročnošću a kvalitativna za značenjem. Ta razlika na prvi pogled izgleda dramatična. Kada bi bila tačna, a nije verovatno da jeste, jer svi žele da dobiju odgovor na pitanje “zašto”, to bi značilo da pozitivistička i fenomenološka perspektiva postavljaju različite hipoteze, tj. da drugačije tumače ono što vide oko sebe. Ako verujemo da je stina samo jedna, onda verovatno nije tako” (Miljević, 2007: 331).

<sup>33</sup> What Is Quantitative Research? | Definition, Uses and Methods (scribbr.com).

### 5.3 Qualitative method

The intricate social phenomena of the rise of a new profession performed and executed by a young woman determined that we would opt for a qualitative research method and conduct an in-depth interview and exploration of that social phenomenon in the given context.

... those who use qualitative methods, view reality as a product of social action, i.e. as a construction that is the result of that action. Epistemologically, those who use quantitative methods rely on one of the objectivist epistemologies, so their position is positivist or realistic..., while the supporters of the qualitative approach mainly rely on phenomenology and interpretivism, as two dominants of the constructionist school (Bešić, 2019: 38)<sup>34</sup>

Qualitative research is well suited to providing answers to questions related to social flows, organisations and processes. Researchers engaged in qualitative research in the social sciences are mainly concerned with illustrating the richness and expressiveness of social interactions when they occur in specific contexts. In this way, they point to the possibility of developing a typology, or to some current phenomena that may develop into a mass trend (Cuba & Cocking, 2003: 131). In contrast, researchers who study phenomena or behaviours in order to understand the motives, perceptions and meaning that people give to social phenomena and their own behaviour believe that the world is a set of individuals who change and regulate the world around them (Bešić, 2019). Furthermore, Bešić says:

The qualitative approach rests on a constructionist ontology, which means that the idea of the existence of an objective reality that, as such, we can objectively know, is rejected. Moreover, reality is viewed as a social construction, which means that the idea that there are stable generic and objective connections between social phenomena is denied. Consequently, the idea that social phenomena can be measured is rejected (2019: 39).<sup>35</sup>

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<sup>34</sup> "...oni koji se služe kvalitativnim metodama, stvarnost posmatraju kao proizvod društvenog gelanja, tj. kao konstrukciju koja je rezzultanta tog delanja. Epistemološki, oni što koriste kvantitativne metode oslanjaju se na neku od objektivističkih epistemologija, dakle njihovo stanovište je pozitivističko ili realističko (u obema varijantama realizma), dok se pristalice kvalitativnog pristupa uglavnom oslanjaju na fenomenologiju i interpretativizam, kao dve dominante konstrukcionistačke škole." (Bešić, 2019: 38)

<sup>35</sup> "Kvalitativni pristup počiva na konstrukcionistačkoj ontologiji, što znači da se odbacuje ideja o postojanju objektivne stvarnosti koju, kao takvu, možemo objektivno spoznati. Štaviše, stvarnost se posmatra kao socijalna konstrukcija, a to znači da se poriče ideja da postoje stabilne generičke i objektivne veze između društvenih fenomena. Konsekventno, odbacuje se i ideja da se društvene pojave mogu meriti" (Bešić, 2019: 39).



Therefore, our findings can be understood as having the ability to acquire a certain degree of generality, but above all as hinting at a trend.

#### 5.4 Case study

As stated above the methodology of this master thesis is a case study and the dominant topic will be professional orientation, personal motivation and the individual determination and societal contribution of a Montenegrin woman soldier to serve on NATO missions as well as predictions of the scope of influence this may have on the existing reality and the extent to which it can possibly change the society for the better. The case study is a favourite method of the social sciences because of the potential that it has for the generalisation of a certain social phenomenon under scrutiny and due to its applicability in anthropological and cultural studies. It is held that case analysis always aims to study the unity and wholeness of the social phenomenon that is the subject of study (Good & Hatt, 1952 in Bešić, 2019: 364). Despite its significance in that sense, it suffers from certain methodological objections precisely because the scientific outcome is based on solely one or more cases. But regardless of this well-founded criticism, we agree that "... the practice of research guided by the application of this method justifies its meaning and heuristic attention" (Bešić, 2019: 364). This approach means that we focus our research on describing and understanding the way in which society and culture reproduce themselves.

Along the same lines Mithad Šamić says that case study is

the study of an individual case from a particular field of (social) science – law, sociology, psychology, medicine and other, for example, a book, one episode, one experiment or one patient on a clinic, one legal case on any individual and specific problem, with the focus on a single particular trait, character, peculiarity or phenomenon (Šamić, 1990: 15).<sup>36</sup>

Taken by itself, this method is not scientific in the true, strict, sense of the word: it is only, as Lundberg (1925: 61) points out, "the first step in the scientific method".

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<sup>36</sup> "to je proučavanje nekog pojedinačnog slučaja iz određenog naučnog područja – prava, sociologije, psihologije, medicine, i dr. (na primjer, "proučavanje jedne knjige, jedne episeode ili eksperimenta, jednog pacijenta na klinici, jednog pravnog slučaja, jednog tehničkog projekta, ili ma koga pojedinačnog, ograničenog problema") pri čemu se proučava neka karakteristična i zanimljiva crta, osobina, pojava toga slučaja."

Qualitative case study is a research methodology that helps in exploration of a phenomenon within some particular context through various data sources, and it undertakes the exploration through a variety of lenses in order to reveal multiple facets of the phenomenon (Baxter & Jack, 2008 in Rashid et al 2019).

#### *5.4.1 Case study – form and structure*

The case study method is the most widely used method in academia for researchers interested in qualitative research (Baskarada, 2014). There are many definitions depending on the scope, the aim, relatedness to different social sciences and on the provenance of the research. Mitchell, for example, (1983: 192) defines a case study as a “detailed examination of an event (or series of related events) which the analyst believes exhibits (or exhibit) the operation of some identified general theoretical principles”. Baskarada emphasises the qualitative aspect of the research, whereas Mitchell highlights the potential for general theoretical principles. Yin gives the most comprehensive definition of case study as

an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident...[and] relies on multiple sources of evidence (1994: 13).

As Yin said, one should use a case study strategy because one deliberately wants to study contextual conditions. According to Gomm, Hammersley, and Foster (2000), case study refers to research that investigates a few cases in considerable depth. The depth counts, so it can be just one for that matter. In Yin’s definition we observe a contemporary phenomenon situated in the real-life context with the dimension of empirical where the context contains the potential of universality and presupposes a considerable depth (*Ibid.*).

It is of crucial importance to know what one case study means, with what intention it has been made the subject of research and what potential of generalisation leading to some universal conclusions it has. Our topic is sociologically interesting as it is likely to have a strong impact on Montenegrin society, it is relevant because in an organisational institution like the army women and men are granted the same rights and status and the legislation at the national and international level supports all of the above. The young woman in herself is a social phenomenon, being a person of strong integrity and determination. Out of three recognised functions that a case study may have, those being the exploratory, the descriptive

and the explanatory, our analysis will be mainly descriptive, using of motivational factors to arrive at conclusions about the subject of the case study, i.e. Snežana Korać.

In Bešić's words:

In this situation, by applying this (descriptive) method, we can, without special previous theoretical elaborations, with a precise description, come to know about a phenomenon that concerns the description of that phenomenon, as well as all its key aspects. Depending on the research question, the research can end in this descriptive form, or the description can be the initial phase for later theoretical endeavours (2019: 365-366)<sup>37</sup>.

Further to this, the cases we chose to deal with

...can have different roles from the heuristic point of view. First, they can be the apt illustration (Gluckman, 1967 in Bešić 2019). In this structure, in some cases, we show how a certain theoretical principle works in social reality. The case, therefore, serves as an illustration to prove the key thesis anticipated by the theory. Second, case analysis can be used to analyse social situations (Mitchell, 2000 in Bešić, 2019). In this structure, this method uses a particular event to represent social processes, especially the way in which a particular social organisation actually functions. The third type of structure is called extended case analysis (Burawoy, 1988), and in this form social events are monitored sequentially over a longer period of time. In this analysis, the goal is to identify social processes that affect changes in the position of social actors (Bešić, 2019: 366-367).

Special attention will be devoted to the heuristic outcome of the analysis of our case study.

#### 5.4.2 *In-depth interview*

For the purpose of this research, during the period of gathering materials for the questionnaire, Snežana Korać, a returnee of the sixth contingent from the NATO mission in Afghanistan was kind and willing enough fill in the *Upitnik* for the purpose of this research, at our request. While the research part of the paper is focused on the questionnaire supplied by

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<sup>37</sup>“U ovoj situaciji primenom ovog metoda (deskriptivnog) možemo bez naročitih prethodnih teorijskih elaboracija, preciznim opisom doći do saznanja o nekom fenomenu koja se tiču opisa tog fenomena, kao i svih njegovih ključnih aspekata. Istraživanje se, zavisno od istraživačkog pitanja, može završiti u ovom deskriptivnom obliku, ili pak deskripcija može da predstavlja inicijalnu fazu za kasnije teorijske poduhvate.”

Korać, the broadest framework of the research and analysis is contained in the reality that Montenegro is a member state of NATO and that Montenegrin armed forces have participated in NATO missions.

The in-depth interview is a special method in the social sciences and one of the most prominent used in qualitative research. ... it allows us to talk to respondents in a more extensive way, without strict closed questions (Bešić, 2019: 303)<sup>38</sup>

A proven tool for conducting a case study is the in-depth interview, which is also defined as an individual interview with a small number of respondents or a sole one, as mentioned above, with the aim of obtaining their perspective on a particular idea, opinion, stand, situation or prognosis. They are frequently used as a goal in itself, but can also serve as the context to other data. An in-depth interview with a small number of respondents can create a good atmosphere for obtaining detailed information or some extra knowledge which might pass unnoticed and unrecorded in a mass of targeted facts and statistical data. The interview usually begins with a specific research question and by its nature is focused on processes, patterns, motives, meanings and context, and by its purpose it should serve for the reconstruction of reality (Bešić, 2019). In our research, the purpose of the interview is more concentrated on motives, context, and the resulting meanings, so its focus is equally on the creation of new reality as it is on the reconstruction of existing reality. It will be shown that Snežana Korać, with her personal and professional choices, has created a new reality that did not exist before, and that such a reality has opened up the possibility for a common practice for many women soldiers who will follow in her footsteps.

According to Bešić (2019), there are two typical types of information we ask from respondents through interviews. One is indirect observations of social events in practice, the experience and interpretation of the respondents, possibly shaped on the spot, and the other is personal experience, feelings and thoughts through the interview. As far as the first type of information is concerned, Snežana Korać is the creator of a new practice in Montenegro, not an observer, and in that sense, each of her answers, reactions or comments in media have a special meaning. Where the other pool of information is concerned, it is clear that our respondent is very valuable because we get her authentic feelings and the uniqueness of the experience. She is like the first cadet of the West Point Military Academy or the first female

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<sup>38</sup> “Intervju je poseban metod u društvenim naukama i jedna od najprominentnijih koja se koristi u kvalitativnim istraživanjima. ... omogućava nam da na jedan ekstenzivniji način, bez striktnih zatvorenih pitanja razgovaramo sa ispitanicima” (Bešić, 2019: 303).

pilot for the Montenegrin airline or navy or the first man to walk on the Moon, for that matter. “In the process of data analysis, by merging and considering these two funds of information, we come to the answer to the research question” (Bešić, 2019: 304).

Out of the seven phases of application of interviews according to Kvale (Kvale, 1996): thematisation, structure, interviewing, transcript, analysis, verification, reporting, we had six in our work. We did not have a transcript, so we did not have to face the question he poses: “how shall I find a method to analyse the 1,000 pages of interview transcripts I have collected”, which would imply the transfer of the interview from the audio form to a written one. Our interview was based on a questionnaire, as a spoken interview was not possible for at least two reasons. One was the huge workload Major Korać had at the time we undertook this research and the other one was the likely sensitivity to questions that she would not be able to answer at a given moment due to the possibly classified nature of some issues.

In the in-depth interview, the questions are not structured (closed) but semi-structured, or we even have unstructured forms, specifically for a few topics that the respondent talks about very extensively. This type of interview is heuristically the most fruitful, and we want to get as much information from the interviewee as possible about a topic, including their experiences, perceptions, meanings, interpretation and behaviour in certain situations (Bešić, 2019: 305).

In this case study the dominant topic to develop will be the life choices, personal motivation and determination of a Montenegrin woman soldier to serve in NATO missions, specifically in the military mission in Afghanistan. The data will be collected through the following main sources:

a. Upitnik

b. media coverage

- press clippings – texts on the respondent

- video material – interviews

c. Self-reflection and introspection

Jointly they constitute our carefully devised in-depth interview.

### 5.4.3 *Upitnik*

The questionnaire is of the greatest heuristic value as it contains a mechanism to elicit the interviewee's standpoints, reflections and opinions on the relevant issues under scrutiny in this paper. At the same time, it is the most important source of structured responses and reflections, not necessarily for the purpose of reconstruction of the existing reality but for the purpose of constituting a new reality.

The *Upitnik* is built around three parts: the general vocational part, the motivational part referring to the Afghanistan mission and, lastly, the discourse part which is supposed to elicit authentic language data that will help define the role and proportion of motivation in Major Korać's decision to go on the mission. The first part of the questionnaire was general background information comprising a *yes-no* and *wh*-type of questions devised to elicit background information in reference to her priorities in life regarding her future profession and subsequent vocation. It also focused on her familial and societal background and how stimulating and motivating it was for the choice of her profession. Not less important is her self-evaluation in reference to her professional choice, which turned out to be her most crucial life choice up to the moment of the questionnaire. The context is that the Yugoslav Army as the most powerful recruiting force for the military profession had ceased to exist and since then the military had been neither a popular choice nor considered a good professional one; but this changed when the Montenegrin Army became a professional army.

The second part of the questionnaire builds on the first part and further elicits answers on the interviewee's standpoints, motives, resoluteness, drive and perseverance to be in the military, and even to participate in one of the NATO missions in Afghanistan. Out of 20 questions, 8 are *yes-no* questions and 12 are *wh*-questions asking for specific information. The general vocational part and the motivational part for the Afghanistan mission were organised as a set of open-ended and close-ended questions methodologically falling within the ordinary-polytomous type, usually offering four modalities, i.e. a) *a great deal*, b) *moderately*, c) *a little* d) *none*. Sometimes one of the modalities was left blank to be filled in or added if necessary, e.g. a) *yes*, b) *no*, c) *I do not know*, d) \_\_\_\_\_. We also included the open-ended question modalities because we wanted the respondent i.e. interviewee to supply and formulate her own answers not envisaged in the given options.

The third part is more specific as it has a linguistic foundation. We included the open-ended questions because we wanted the respondent to supply and formulate their own authentic answers<sup>39</sup> in order to help explicate and refine the concept of motivation in her decisions and firm attitudes towards her profession and towards the society to which she belongs. To obtain authentic language in a naturally occurring context we used the Discourse Completion Test, often abbreviated DCT. DCT is a data elicitation method through which we create the context for the undisputed generation of authentic language material on the part of the interviewee, especially observed and analysed through the optics of speech acts<sup>40</sup>, be they confirmation, assertiveness, promise, positive reaction or negation, doubt, forbiddance etc. This method allows for the collection of authentic linguistic material, which *per se* offers insight into a careful and nuanced argumentation for a particular motivational move. DCT is widely used in cross-cultural pragmatic studies to examine authentic speech and we find it is invaluable for the protocol of this case study. The items are primarily from the emotional sphere but also comprise cultural aspects, usually having to do with cultural scenarios, gender scripts, traditional traits and peculiarities of mentality. The use of DCT is to express or reveal personal wish, life goals, and professional orientation and acquires a broader sense in the context of Major Korać's determination to make it a patriotic act. DCT allows elicitation of authentic linguistic material, which offers insights into particular and nuanced reasons for a particular motivational move (Ogierman, 2018; Blum-Kulka, S., House, J., & G. Kasper, 1989; Searle, 1969). DCT belongs to the broad discipline of discourse analysis, which gained vigour after Robin Lakoff (1975) said that language is diagnostic. Language is a diagnosis of the state of society, trends in society, relationships in society and it captures all its changes (Perović, 2012).

When we understand language through its social function and the action potential it contains, then we are actually dealing with discourse (Wodak & Meyer, 2015), therefore, it does not only serve to name things and create statements. The statements themselves are rarely (if ever) value-neutral, they incorporate values, ideals, beliefs, and ideologies that guide individuals to create meanings on the basis of which they regulate their behaviours (Wodak, 1989) (Bešić, 2019: 348)<sup>41</sup>.

<sup>39</sup> [https://en.wikipedia.org/wiki/Questionnaire#Questionnaire\\_construction](https://en.wikipedia.org/wiki/Questionnaire#Questionnaire_construction).

<sup>40</sup> [https://en.wikipedia.org/wiki/Questionnaire#Questionnaire\\_construction](https://en.wikipedia.org/wiki/Questionnaire#Questionnaire_construction).

<sup>41</sup> "Kada jezik razumemo posredstvom njegove socijalne funkcije i akcionog potencijala koji u sebi sadrži, onda se zapravo bavimo diskursom (Wodak & Meyer, 2015). Jezik, prema tome ne služi samo da bismo imenovali stvari i kreirali iskaze. Sami iskazi su retko (ako su uopšte ikad) vrednosno neutralni. Reči od kojih se sastoje

Discourse records and documents the world in language form (Bešić, 2019; Van Dijk, 1997), therefore the DCT technique in our questionnaire is the original document of a native speaker who gives meaning to her statement in context. We learn about her world and the social and professional universe contained in language, specifically through speech acts that can have different illocutionary powers, for example, negations, commands, prohibitions, apologies, forgiveness, expression of various wishes and the like. It is interesting that in this case, all the speech acts of Snežana Korać are the same, we shall see this in the analysis part. This part of the *Upitnik* proved to be of extreme value as it is very reliable, it grasped the context of the social phenomena, social processes and social patterns as well as expressing her personal stand towards current social changes and democratic advancement of the society, understanding and interpreting her own determination, opinions and decisions. We initially contemplated 4 subjects out of 177, which is the total number of women employed in the Military of Montenegro (statistic for 2017) but our final methodological solution was a study of one respondent due to her unique references and performance in the Afghanistan mission and currently in the Army of Montenegro. The interviews given to Montenegrin dailies were obtained from Sanja Pejović, the first woman officer in the Army of Montenegro<sup>42</sup>, then by Elvira Cvrk<sup>43</sup> and by Lieutenant Snežana Korać, and finally, by Branka Bošković<sup>44</sup>.

#### 5.4.4 Media coverage

Media coverage consists of interviews in dailies and magazines as well as television appearances from which we excerpted replies that helped us answer the questions of the role and perspective of women soldiers from the Army of Montenegro on military missions, their motivation, and certain psychological factors in the predominantly male culture of waging war and serving in the army.

Bearing in mind all the advantages of data collection but also taking into consideration some of the shortcomings and limitations of the survey by means of the in-depth interview (Šamić, 1990: 15), we decided to substantiate and accompany it with another instrument, and

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iskazi, kao i sam način na koji su formulisani, u sebi kriju diskurs, a to su integrisane vrednosti, ideali, uverenja, i ideologije koji usmeravaju pojedince da stvaraju značenja na osnovu kojih uređuju svoja ponašanja (Wodak, 1989) (Bešić, 2019: 348)."

<sup>42</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/147745/cak-66-zena-u-vojnackoj-uniformi-Pobjeda-05-april-2015-godine.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/147745/cak-66-zena-u-vojnackoj-uniformi-Pobjeda-05-april-2015-godine.html)

<sup>43</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/146151/PRIPADNICA-MORNARICE-ELVIRA-CVRK-PRVA-JE-zENA-KOJA-JE-UcESTVOVALA-U-VOJNOJ-MISIJI.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/146151/PRIPADNICA-MORNARICE-ELVIRA-CVRK-PRVA-JE-zENA-KOJA-JE-UcESTVOVALA-U-VOJNOJ-MISIJI.html)

<sup>44</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/138529/Ponovo-bih-posla-u-Avganistan-intervju-Brnake-Boškovic-za-casopis-Shopping-lista.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/138529/Ponovo-bih-posla-u-Avganistan-intervju-Brnake-Boškovic-za-casopis-Shopping-lista.html)



that is press interviews given to relevant dailies and papers. Therefore, the primary findings obtained from the questionnaire will be complemented with ones from the interviews found in Montenegrin papers and portals in the process of comparing, contrasting and inferring from the material. Journalists are also researchers but on a more mundane or superficial level, their methodology is not so subtle and sophisticated as that of researchers but their desire to inform the public about news and hot issues in society and the world correspond to the devotion of a scholar who first investigates then analyses and finally reports. Yet curiosity is more or less equal. We expect all answers in the *Upitnik* and the media interviews of this case study to fall within the analytical approach on the one hand and public curiosity on the other<sup>45</sup>.

## 6. ANALYSIS AND RESULTS

### 6.1 *Case description*

For a case study to be well conducted and properly executed, collection of material is of great importance, be it empirical or other, and this should be coupled with a good interpretation, in which there is an interesting narrative, of equal appeal to the report on the results itself. The case in this case study is the personal venture of a young woman named Snežana Korać, now Major Snežana Korać, and the investigation into the effects that her professional commitment has had on her own life and personal orientation as well as the impact of her example on the wider social, professional, even economic and political sphere of Montenegro's reality. She has set new standards and forged a path towards unorthodox professional trends, having broadened the array of possible vocations for women through her participation in missions of a particular type i.e. the NATO Mission in Afghanistan. In all other spheres of life she resembles an ordinary girl from the neighbourhood (transcript of the interview [60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube](#): in Appendix 1 and 2).

Image 7 Snežana Korać's TV interview

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<sup>45</sup> "Branka Bošković says that she would go to Afghanistan again demonstrating bravery but not boasting about it (wapi.gov.me). Elvira Cvrk, Montenegrin army Senior Sergeant First Class in her interview emphasises another trait and affinity of a woman soldier, and that is in the area of caring for others" <https://www.gov.me/clanak/147745--cak-66-zena-u-vojnickoj-uniformi-pobjeda-05-april-2015-godine>."



Enrichment of interviews through “interviewer intervention” in our research occurred indirectly and gradually (Gaskel, 2000; Bogner, Littig & Menz, 2009; Turner, 2010 and Bešić, 2019). As there was no face-to-face communication, with a completed questionnaire being submitted to the researcher, the respondent’s detailed description of her routine and daily duties, additional specifics of her personal experience were indirectly obtained from the media appearances and media coverage about her. A great deal of biographical and family, educational and social context was initially provided, but nevertheless a perspective on the personal context was missing. When the personal context was supplied and some personal moments elucidated, somehow fuller and more meaningful interpretations imposed themselves. The interpretation was twofold: Snežana Korać paraphrased herself, and the media also paraphrased her, she was getting media attention and it is obvious that she wanted to control her public image and the discourse around her as much as possible.

As we will link our research in terms of the interpretation of the results to the broad area of motivation, we will establish a connection between social practices and social and economic reality with the incentives and personal motivation of a young woman who wanted to stand out from the crowd and thus change the face of Montenegro for the better<sup>46</sup>.

## 6.2 *Subject of the case study*

Snežana Korać was the only one of her kind at the time we wanted to carry out our analytical research and record the highlights of her professional and private life, yet she has powerfully influenced generations of younger women to join the army after her, following after the role model she has set them through her own example. The uniqueness of her endeavour and her breakthrough into the dominantly male arena of military service has served to emphasise the phenomenon that she represents and the social echoes of that unique phenomenon. But prior to her public visibility some national and international treaties had to

<sup>46</sup> [60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube](#)

be signed, laws passed and legal infrastructure laid, and our interviewee was consequently a legal and fully-fledged member of a perfectly working and functioning system. The resolution of the UN recommending that the General Assembly admit Montenegro to the UN, was passed by the Security Council at its session on June 22<sup>nd</sup>, 2006, and the Resolution on the admission of Montenegro to the UN was adopted by the General Assembly on June 28<sup>th</sup>, 2006. Thus Montenegro became the 192<sup>nd</sup> member of the UN. Since Montenegro's accession to the UN, the Montenegrin Army has participated in the UN Multinational Mission in Liberia (UNMIL), from 2006 to 2014, and since 11<sup>th</sup> November 2016 has been actively contributing to the United Nations forces in Western Sahara by participating in the MINURSO mission, where its officers are engaged as observers<sup>47</sup>.

On June 5<sup>th</sup>, 2017, Montenegro became the 29<sup>th</sup> member of the NATO Alliance. As a credible and reliable ally, Montenegro is making a concrete contribution to the Alliance's joint efforts to strengthen the collective defence system and peacekeeping through the engagement of our members within the Multinational Battle Group in Latvia as part of NATO's enhanced forward presence in the East (EFP). Montenegrin representatives are engaged in the mission in Kosovo, and this year we will have the first representative with the NATO mission in Iraq. In the preceding period, the involvement in the mission in Afghanistan, which lasted for a full decade, was successfully completed. 21 contingents took part, i.e. more than 550 members of the Montenegrin army, which is of exceptional importance for our military<sup>48</sup>.

Image 8 From social networks



<sup>47</sup> <https://www.gov.me/mod/nato>

<sup>48</sup> <https://www.gov.me/mod/nato>.

### 6.3 *Heuristic expectations*

As case study analysis in social science is used for various purposes and goals it is difficult to make an accurate and exhausting list of heuristic outcomes due to the variety of methods and approaches applied and because of the manifold goals set. But by all means certain typical situations can be identified when the case analysis shows its potential in full and the potential of this qualitative method can be expressed in full and generalised heuristic effects. Bešić supplies a very extensive list of typical situations when the case study expresses its full potential and we have selected the following effects as important for our work: 1) a representative of a phenomena class; 2) when a case is unique; 3) understanding a particular practice, behaviour, or pattern; 4) certain practices that confirm our theoretical thesis (that Major Korać will be a great example for others); 5) the generative mechanism (gender equality and good legislation) is embodied in individual mechanisms; 6) comparative potential (as things were – a given history that serves for comparative purposes); 7. social context – “it is good, said Major Korać, it will be even better, other women soldiers will join”; 8. Useful for examining context and situational factors (2019: 367).

After the motivation chapter we shall devote more of our attention to this heuristic outcome as it belongs to the concluding remarks.

### 6.4 *Motivation*

The literature lists a variety of possible criteria on the basis of which a phenomenon can be of use for a case study. Very good candidates for our study are: a typical case, an influential case, an extreme case, but we believe that it is the crucial case (Gerring, 2008 in Bešić, 2019: 376). The choice fell on Major Korać as it is in our opinion the most grounded in reality and has had the most profound and longest-lasting effect on Montenegrin society. Our interviewee is crucially influential and she is also crucially interesting, and these constitute the reasons why the analysis of the elicited answers of the in-depth interview revolves round these variables (sections):

1. CV facts
2. Family background
3. Professional orientation

4. Ability to perform (discipline and perseverance)
5. Authenticity
6. Gender awareness
7. Impact on society
8. Potential for generalisation

In the analysis we shall be referring to the *Upitnik* by stating first the section, then the number of the section and lastly the offered modality, e.g. “A1a”. The sections in this interpretation are organised according to what we think is Major Korać’s personal order of values and motivational hierarchy, as inferred from the in-depth interview and her public persona revealed through media coverage.

Advantages of case analysis: High heuristic value because it allows us to take on board, detect and solve a problem. It helps us to discover new concepts and relations between them (Bešić, 2019: 369)<sup>49</sup>.

#### 6.4.1 CV facts

Snežana Korać originates from Podgorica and completed elementary and secondary school. Following this she opted for the military profession, in her words “joined the system of the Army of Montenegro (‘pristupila je stroju Vojske Crne Gore’)<sup>50</sup>”. After steady advancement in her profession she is now Major Snežana Korać, the only deminer in the Army of Montenegro<sup>51</sup>. She has been in this occupation for eleven years now and was the first woman to go on a military mission not as a member of the medical staff but as an infantry soldier. Asked about her priority list of professions she names the military as the first and practically only one (A1a), contrary to the dominant conviction that being a soldier is not a vocation of first choice (A3b). It was to be expected that such determination and will regarding her personal and professional choices would overcome all doubts and hesitation, if she ever had any. Her self-actualisation has been fully realised in her current profession, about which she has never had any second thoughts (A2a). Furthermore, she puts her life in danger

<sup>49</sup> “Prednosti analize slučaja: Visoka heuristička vrednost zato što nam omogućava da učitamo, otkrivamo i rešavamo problem. Ona nam pomaže da otkrivamo nove pojmove i relacije između njih (Bešić, 2019: 369).”

<sup>50</sup> [Jaka, odvažna i HRABRA: Snežana je jedina žena DEMINER u Vojsci Crne Gore, a ovo je njena priča \(kolektiv.me\)](#)

<sup>51</sup> [Snežana Korać - jedina žena deminer u Crnoj Gori VIDEO | Društvo \(mondo.me\).](#)

every time she goes on a demining assignment, putting other peoples' lives and safety over her own. On the other hand, where there is a potential conflict between basic needs, i.e. safety or security, she overcomes this by reverting to professionalism and deferring to action protocols. In terms of motivation theories in this we observe Maslow's basic need to stay alive sublimed in the personal expectancy to perform to an individual's own maximum. Vroom recognises this as the importance of different people's needs and motivations to fit in the concept of harmony of goals and we recognise Major Korać's high cognitive performance. Korać has inverted the motivational hierarchy of human needs in a very positive way whereby one's own safety need not be first on the list.<sup>52</sup> Currently she is the operational commander for Explosive Ordnance Disposal (EOD) which is the highest level she has reached in her career. She was between 20-30 years of age when she decided to go on the mission to Afghanistan (B11d).

Item (C22) was supposed to touch explicitly upon her personal life. In the manner of the Discourse Completion Test the formulation reads: "You are informing your husband/boyfriend/partner/ that you decided to go on a mission to Afghanistan. Which words did you use?" It is presupposed that there is a boyfriend or a husband, the item presupposes that they talked about it and it also presupposes that in a way it is non-negotiable. She is simply informing. To this we did not get an answer in the *Upitnik*, the rubric was left blank. We can speculate that the blank space was intended to hide the interviewee's private life from the public, or that she did not want her love life to be the subject of scientific research, or perhaps that she regarded it as irrelevant. We shall not learn that from the the *Upitnik*, we shall simply respect it. On the other hand, the motivational scale of all authors classifies the need for privacy as a basic need and Major Korać skilfully controls the proportion of her private life that is made known to the public.

#### 6.4.2 *Family background*

Snežana Korać comes from a middle-class family which cherishes the values of hard work, education, discipline and responsibility, yet is in no way out of the ordinary in comparison to other families of an urban background and with close family ties. Nobody from

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<sup>52</sup> [Snežana Korać - jedina žena deminer u Crnoj Gori VIDEO | Društvo \(mondo.me\)](#).

her primary family has served in the army or has had any connection to the military profession (A4b). However, in her present job she has had the constant support of her family:

Besides her great desire and persistence, her biggest support has been her family which has always been an encouragement and stood by her from the very start. Her gratitude also goes to the Army of Montenegro which has allowed her constant advancement in her profession<sup>53</sup>

From this juxtaposition of family and the Army of Montenegro one can infer that the army is her second family or close to being a real family, which testifies to her order of values and her family life and ties, even though nobody from her family has been in the military profession (A4b). The motivation is twofold: belonging to the family from which she originates and affiliation to the army, to her platoon, to her team, to her sector. In terms of the theory of needs we recognise Maslow's need for belonging and love but also McClelland's need for affiliation, one of the basic components of his theory. This is even more reinforced by the respondent's verbal reactions in section C of the questionnaire where the context is decisive in eliciting the intended meaning. The context primarily comprises cultural scripts which can be supportive of such personal enterprises, especially where a woman is concerned, or negating or suppressing individual efforts, personal or professional ones which are other than prescribed. There are familial contexts and sets of values within which an individual usually creates their own. In the case of Snežana Korać there is no traceable discord between her and her family. In the situation in which she informs the parents that she wants to become a woman soldier she was in no doubt as to what to expect. The reaction of the family members was "you have our support" (C21). In the TV interview this was slightly more explicit. It was a speech act of acceptance, approval and support which helped her make a better start in the future profession as she did not have to fight family resistance and test their love and affection. In a word it was a speech act of consent. This question tested a possible obstacle in her determination to carry on with her professional choice as it has two hidden motivational mechanisms. One is the need for love and approval and the other is her personal sense of belonging, and in Maslow's theory they are central categories of motivation. We cannot know whether a different answer to the above question could have diverted her life's path but it would certainly have been much more difficult. Moreover, if we know that the elicited answers, for example (A3b) or (A4a) and even (A9b), were not strong prompts and

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<sup>53</sup> [Jaka, odvažna i HRABRA: Snežana je jedina žena DEMINER u Vojsci Crne Gore, a ovo je njena priča \(kolektiv.me\)](http://kolektiv.me).

stimulating incentives for her professional decision we can get an idea of her appreciation of her family's contribution to her desire to become a soldier.

#### 6.4.3 *Professional orientation*

Our interviewee did not have many professional hesitations, if any, about what interesting and exciting path she might pursue in life due to her psychological profile and very strong motivation, probably acquired sometime in childhood. The decision to apply for the mission in Afghanistan she made “easily and quickly” (B12a), and this answer comprises her self-realisation, the necessity for respect, belonging, even love, because love for profession often includes co-workers, colleagues, friends. On the Maslow pyramid of needs (1943) this comprises several steps at its peak. To demonstrate bravery and test all her potential could fall on both sides of the person's ego: demonstration of self on the one hand and professionalism and sacrifice on the other hand. A different and a more thorough in-depth interview could indicate how we might analyse this aspect of Snežana Korać's character. Yet, we are convinced in her openness and honesty as to her true nature.

Along the lines of the above respondent's reply is her conviction that she is equal to her male peers and colleagues when contemplating and deciding on the mission in Afghanistan. She firmly believes in her mental, intellectual, physical, and vocational skills – that she can only be considered equal to men in performing her duties<sup>54</sup> (B13a).

#### 6.4.4 *Discipline and perseverance*

Image 9 From the interview



[60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube](#)

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<sup>54</sup> [Jaka, odvažna i HRABRA: Snežana je jedina žena DEMINER u Vojsci Crne Gore, a ovo je njena priča \(kolektiv.me\)](#)



Several questions in the in-depth interview dealt with the physical, psychological and mental aspect of her personality in an attempt to create a comprehensive picture of her physical, psychological and mental profile. Both possibilities are equally possible: a deterioration in physical and mental health in the case of a bad professional choice, or the empowerment of her overall personality. The question “How much has the choice of military profession empowered you physically?” was answered “Moderately” (A5b), but the same question with the variation “mentally” had a significantly different answer: “A great deal” (A6a). The next question, testing her introspection and self-awareness, “How much has the choice of military profession empowered you psychologically” was also answered “A great deal” (A7a). These questions tested her self-growth on several levels and she stated her opinion that she had demonstrated growth in the most difficult spheres of her personality, those where toughness of mind and a high level of mental and psychological performance were required and she acted accordingly

Image 10 From the interview



[60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube](#)

“Was the media coverage on women in the military profession and on military missions adequate at the time you were deciding upon your future profession?” was answered with a decisive “Yes”. The conclusion of our thorough research into the media coverage indeed proved positive on all aspects of the military profession as related to women, ranging from political correctness in terms of non-gender discrimination to open advertising. The following one is a follow-up on the work and professional advancement of Major Korać and contains strong language of praise, even admiration in the headline and the text itself. The text states that she is the only woman deminer, that she is someone who lives a very dynamic and

quite frequently dangerous life as a professional at the peak of her profession in terms of skills. The conclusion from the interview is that she has absolutely set the highest standard for women in the military profession and has been instrumental in creating a favourable public opinion towards her<sup>55</sup>. Popular culture, media coverage and personal motivation could be observed as component parts of the item investigating the influence of films and series to which the answer was “Moderately” (A9d). This answer could be understood as a supporting element to the desire for accomplishment but not strongly contributing either as an external impulse, not ranking high on McClelland’s Motivational Scale (1953) as it goes under the heading of the need for accomplishment. We can draw the preliminary conclusion that she had more powerful motivation coming from inside her than from the outside world. This is a typical character trait in people of strong will and determination, who are focused on professional and life goals.

Major Snežana Korać demonstrates significant gender awareness through her public appearances, first presenting herself through her professional persona. She has been significantly visible in the media and the public eye: her job has been visible, her occupation has been visible and her overall personality has been made present, vocal and visible. So substantially she has been visible and present but in a way has also diminished gender and occupational visibility through the gender-sensitive name for her vocation. Out of four modalities: *vojnikinja*, *žena vojnik*, *vojnik*, the fourth being to insert a name of her own for her profession, she opted for “vojnik” at the time she was filling in the questionnaire (A10c). Today the official term in Montenegrin for her profession is *vojnikinja*, though this is a word that is not so present in the media<sup>56</sup>. This is Foucault’s idea of discourse creating a new reality through the use of language. The law on gender equality<sup>57</sup> prescribes and enforces gender sensitive names for jobs, a linguistic reality which constitutes a new social reality of women being more present in places of decision-making and in high-profile companies, though still not in sufficient number. The Army of Montenegro definitely is a place where women are terminologically more present as women soldiers, *vojnikinje*, than soldiers, *vojnici*.

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<sup>55</sup> [Snežana Korać - jedina žena deminer u Crnoj Gori VIDEO | Društvo \(mondo.me\)](#).

<sup>56</sup> “Stariji vodnik prve klase Vojske Crne Gore Elvira Cvrk” in the daily “Dan” ([Dan online - Društvo: Vojnicima sam bila kao majka i sestra - 2015-02-16](#)) or sometimes descriptively as “članica Vojske Crne Gore” ([9e68b8a1-df6e-45b2-89a1-d8e517f8e988 \(wapi.gov.me\)](#)) in the government publication.”

<sup>57</sup> “Zakon o rodnoj ravnopravnosti”, (Sl. List RCG”, br.46/07 od 31.07.2007 I “Sl. List Crne Gore”, br. 73/10 od 10.12.2010, 40/11 od 08.08.2011, 35/15 Od 07.07.2015“

The interview gives evidence of the lack of Ms. Korać's doubt *vis-à-vis* her professional choice and career orientation. She states that it was at the top of her list of professions and she has no regrets or doubts whatsoever. Although there was no strong encouragement from her peers as the military profession was not the trend of the time, she envisaged the good sides of such a professional choice and from the interview we see that she has profited physically, psychologically and mentally, which is a significant personal gain. Additionally, it evidences her determination, strong will and absolute absence of indecision or confusion regarding her future vocation and professional orientation. However, in the period Ms Korać was pondering her future occupation, the media strongly popularised UN and NATO missions, and consequently military careers. One of the questions was about mass media influence, i.e. the extent to which film and television contributed to her perception of a military career as something desirable and positive. Her answer was not assertive in that regard, as she opted for "Moderately".

The second part of the interview, which places an emphasis on the motivational aspects, is more specific and we can isolate three distinct motivational components. They are:

- a. a chance to prove herself equal to men
- b. an opportunity to improve her material and financial status
- c. the possibility of an international career

Each of them is very important whether a person is pursuing her dreams or sees the possibility of advancement within the paradigm of a wisely chosen profession. We did not specifically ask about the tasks performed there having in mind that such questions might be of a delicate nature or could be classified. However, from the media we can conclude that women soldiers cover the administrative sector, medical and care sector, and also everything else that the situation on the ground requires, equally with their male colleagues<sup>58</sup>. Elvira Cvrk testifies about her experience.<sup>59</sup>

The chance to be equal with men along with the readiness to perform military tasks featured prominently in Ms. Korać's answers. In the closed question type on this topic in the

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<sup>58</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/147745/cak-66-zena-u-vojnackoj-uniformi-Pobjeda-05-april-2015-godine.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/147745/cak-66-zena-u-vojnackoj-uniformi-Pobjeda-05-april-2015-godine.html)

<sup>59</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/146151/PRIPADNICA-MORNARICE-ELVIRA-CVRK-PRVA-JE-zENA-KOJA-JE-UcESTVOVALA-U-VOJNOJ-MISIJI.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/146151/PRIPADNICA-MORNARICE-ELVIRA-CVRK-PRVA-JE-zENA-KOJA-JE-UcESTVOVALA-U-VOJNOJ-MISIJI.html).

Elvira Cvrk who returned from two ISAF missions specifically says she was in the medical department of the mission

interview she opted for an affirmative answer. This stand is identical to the ones of the women soldiers found in the interviews. “I learned how to work side-by-side with men, not to lag behind them in anything, and that attitude helped me to be accepted as a friend and colleague<sup>60</sup>“.

The opportunity to improve her financial status stood relatively low on the scale of personal incentives and from the closed-ended question: a) *very much* b) *much* c) *little* and d) *very little*, she opted for c) *little*. This is somewhat surprising when we know that these missions usually mean “good money”. However, question no. 15 may supply some additional explanation on the motivational side of the decision process. “Do NATO missions in Afghanistan mean the possibility of an international career?” was answered with a resolute “Yes”. For the open-ended question (*Upitnik*, item 20) which required a summary of her overall experience upon her return: “What is your greatest benefit from your participation in the NATO mission in Afghanistan?” then-Lieutenant Korać specifically selected operability with the international forces, improvement and huge experience. This is in accordance with the answer to question 16 where she emphasises the possibility of an international career.

We assumed that the fear for one’s life is natural and human, and we tested this hypothesis in items 17 and 18 of the questionnaire. Both referred to modern ways of waging war in which remote operations and the use of artificial intelligence significantly reduce the threat to life. Major Korać did not perceive that as a strong motivational or demotivational aspect. It was of little relevance for her.

In section C we have the linguistic formulations which tested the same statements in a different way. Briefly, Major Korać did not meet much negative response from her immediate environment, because the key persons in her family universe were most assertive: The parents told her: “You have our full support” (*Upitnik*, item 21). Even when the traditionally oriented friend expresses her doubt, both regarding her profession and her going on a NATO mission, she has a ready answer: “It is my honour to wear this uniform and represent my country on such a significant assignment” (*Upitnik*, item 25). Partners, husbands and boyfriends are either assertive and supportive or non-existent. Major Korać did not answer the question on

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<sup>60</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/168260/Intervju-porucnice-Mickovic-za-Dnevne-novine-MU%KARCIMA-IZAsLA-NA-CRTU-PRIHVAcENA-KAO-DRUG-I-KOLEGA.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/168260/Intervju-porucnice-Mickovic-za-Dnevne-novine-MU%KARCIMA-IZAsLA-NA-CRTU-PRIHVAcENA-KAO-DRUG-I-KOLEGA.html)

the words she used to declare her intention to go on a mission (*Upitnik*, item 22). Contrary to this, Staff Sergeant 1<sup>st</sup> Class Cvrk testifies to her husband's support <sup>61</sup>

One of the questions in the interview was an open-end one about the disadvantages of the NATO mission Ms. Korać was a part of. She clearly and concisely said: "The situation on the ground". Nonetheless, she did not elaborate. Apart from that we do not see any negative aspects of motivation in the whole interview.

#### 6.4.5 Authenticity

The desire to be authentic in her choices and defend them Major Snežana Korać had to have something intrinsically individual and strong, probably originating from her wish to pursue her goals and achieve self-realisation as a professional and at the same time be a woman. We start the authenticity part of her character with section C of *Upitnik*. The item belonging to the Discourse Completion Test (C24) examines her readiness, stamina and endurance, and also her reaction to the sudden change in her life's direction. "You have returned from a successful mission in Afghanistan. In a year, your superiors summon you and ask you if you want to go on another military mission. What do you say?" Maybe another returnee would answer with hesitation, maybe they would ask for some time to think it over, perhaps show a little reserve towards such frequent absences from the country and family and friends. Not Major Korać. Her speech act is one of assertiveness, assurance and readiness, it is positive: "I'll be ready in five minutes" is her answer. We find this answer very authentic, very personal and very inspiring, and it was supported by additional media clippings.

For this in-depth interview to be reliable we also had to include questions which would test the bottom part of the Maslow's pyramid of human needs, i.e. existential certainty

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<sup>61</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/146151/PRIPADNICA-MORNARICE-ELVIRA-CVRK-PRVA-JE-zENA-KOJA-JE-UcESTVOVALA-U-VOJNOJ-MISIJI.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/146151/PRIPADNICA-MORNARICE-ELVIRA-CVRK-PRVA-JE-zENA-KOJA-JE-UcESTVOVALA-U-VOJNOJ-MISIJI.html).

and financial security. “How much is your decision to apply for the mission in Afghanistan founded on financial benefits” and the modalities to choose from were ranging from “Very much” to “Very little”. The respondent’s answer was the latter – “Very little” (B14d). We rephrased and modified our next question, dealing with her motivation and need to earn more. If the next mission would substantially change her financial position, would she apply and go if accepted. Her answer was “Yes”, no hesitation (B15a). This clear notion of her needs, necessities, and plans demonstrates that she not only has incentives in terms of performing her duty and job, but also an awareness of what it is worth. This is relevant for obtaining a clear and comprehensive picture of the individual, but the answer to this question also has the potential of generalisation. This “Yes” means that everybody needs financial security and a military mission is a legitimate way to earn it often resulting in money and fame. Furthermore, it might mean the possibility for advancement in one’s career, as testified in the answer to question 17 (B17a).

#### 6.4.6 Gender awareness

Image 11 From the interview



[60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube](#)

The way war is waged today is significantly different from the wars of the past, when it meant engaging in mass slaughter on the battlefield. Modern warfare involves weapons that are remote-operated, drone-executed, missile targeted, intervened and controlled. In practical terms, humans are not indispensable for many tasks, meaning they can be kept from risk. Yet,

when it came to Snežana Korać's answer as to whether the fact that information technologies and artificial intelligence are widely used in modern war, which in implication means that humans are safer that way she replied that the fact affected "Very little" her decision to go on the mission to Afghanistan (B17c). That refers us to the bottom of the Maslow pyramid, which is basic physiological needs, the primary of which being the safety of our own life (1943). So the explanation for Snežana's determination evidently lay somewhere else and some other theory complements this one regarding needs. We presume that her motivation is the desire for accomplishments and results. People with a high need for achievement have an intensive desire to succeed and have an equal fear of failure. They wish to be challenged and they set very high aims and goals (McClelland, 1953). People with such high personal standards of performance usually have highly developed critical thinking and do not afford themselves error of judgement, let alone an error of judgement as it would mean a lethal outcome. That is the reason why "the situation on the ground" was the answer to the question about the bad sides of the mission in Afghanistan (B19a). The offered modalities were: "the situation on the ground", "a long absence from Montenegro", "the chain of command" and the last one was left open. Question No 20 was an open question of the summation type focusing on the benefit of the mission. The reply was in accord with the other reactions given in the questionnaire, especially with questions No 15 and 16. It tested motivational urges and needs on the one hand and the desire for achievement, recognition, admiration and love on the other. People love you because you are brave. If you show what you can do, you get promoted not only locally but internationally. It is perfectly legitimate in every profession, so it is in this.

Snežana Korać's gender-aware and gender-sensitive discourse can be divided into explicit and implicit, verbal and non-verbal. In the domain of the explicit, when she declares herself as a soldier, and not as a woman soldier, we cannot take this as demonstrating a lack of awareness, ignorance of gender issues or lack of positive influence on social trends, especially professional ones on which she has an impact. We interpret this in her case as a both a lexical and discourse preference, to which she is entitled, and which she may have changed to "woman soldier" in the meantime. In the domain of the implicit and non-verbal, in her interviews in daily newspapers, magazines and television, Snežana Korać has the strong voice of a woman who stands up for her rights in society, in her profession and in the organisation and system she is affiliated with, that being the army. In this sense, through her public appearances, character and work, she points towards the social problem of gender inequality, but also at how to solve it. By using the lexeme soldier, not woman soldier she

probably had in mind the customary and stereotypical opinion of greater dedication to the profession and seriousness in her work that is usually connected with men. Often the occupation given in the masculine gender is perceived as that with the greater power. But on a non-verbal level she is indicating that she has power and in doing so she helps create a significant change in the society, gender and work culture. The discourse of her overall action is an effect in the domain of ideology: the woman is there, she is powerful, loud, active and effective. We did not ask Snežana if she thinks about her unique professional orientation and activity on a historical scale, but she certainly has a historical role in terms of creating and utilising gender equality, raising it to a higher level. She is not only equal, but she is currently doing a job that her male colleagues did not opt for. Snežana Korać is certainly socially active in her discourse, in all its four aspects (Fairclough & Wodak, 1997; Bešić, 2019).

#### 6.4.7 *Impact on the society*

One of the most impressive replies obtained, striking in its vigour and resoluteness is the answer to the last question (C25). The context is the situation of the (chance) encounter with a high-school friend that the interviewee has not seen for a long time. The DCT prompt reads: “You tell her you have just returned from Afghanistan. The friend responds, ‘Not only are you a soldier but you go on a military mission to a country like that as well!’”. To that we obtained an unequivocal response that encompasses the whole personality of Snežana Korać and every driving force that moves and motivates her being in her demanding profession and her admirable character. She responds, “It is my honour to wear the uniform and represent my country on such a mission”. In the theoretical framework of our thesis this response connects with Maslow’s theory of needs as it represents self-actualisation of the highest degree (1943), as well as McClelland’s motivational theory of needs, recognising the need for connection (Snežana Korać and her male friends) along with her need for accomplishment and the reward that comes with mutual success. This could also read as a desire for power which is resultant from the lower forms of motivation, or in another terminology as extrinsic orientation in work motivation. Psychologist Victor H. Vroom proposes that an individual will behave or act in a certain way because they are motivated to select a specific behaviour over others due to what



they expect the result of that selected behaviour will be.<sup>62</sup> This can be success and glory. But it could also be a lethal outcome. Yet this is of no import in Major Korać's response to (C25).

#### 6.4.8 *Potential of generalisation*

Contextualised elicitation of the respondent's words proved justified since through it we obtained an authentic verbal reaction to the situation. (C22) tested familial values and the central motivational needs of belonging whereas (C23) tested Snežana's devotion to her profession, her affiliation and her readiness to perform as an equal to her male colleagues. The contextual prompt was: "You get the offer to participate in a mission along with your male colleagues in Afghanistan. Which is your first verbal (and non-verbal) reaction?" The response was the speech act of emotional reaction – "I am happy" from which we can deduce that this reaction connects with the peak of Maslow's pyramid, which is respect and self-actualisation or self-realisation and contributing thus to emotional fulfilment. At the same time, it shows gender awareness in a positive way as equality and the absence of gender hierarchy or any sign of typical male dominance. Furthermore, her positive speech act of emotion means a positive attitude towards the institution of the army, which presupposes following the rules, discipline, obedience, toughness and performance.

The analysis of qualitative data from this case study directs us to the description of the specific case from the angle and perspective set out in the introduction to the paper, but also to the description and organisation of the type of society to which the subject of this study belongs. "Subjective meaning of social behaviour" is a formulation used by Cuba and Cocking (2003) in explaining and presenting qualitative data. We would add the opposite perspective to this, and that is the "social meaning of subjective behaviour" because both directions are valid. Qualitative analysis seeks to reveal patterns in the complex context of behaviour, and these are typical ways in which things happen. "When successful, they often give the reader a sense of direct experience and understanding of social life" (Cuba & Cocking, 2003: 147). On the other hand, the social phenomenon of an individual case can spread and represent significant influence. Therefore we have summed up the personal and professional choices that Snežana Korać presented to us through the in-depth interview through several patterns that originate in the behavioural, psychological, mental and cognitive mechanisms that trigger Major Korać's conduct, without the intention of being either exhaustive or categorical.

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<sup>62</sup> [Expectancy theory - Wikipedia.](#)<sup>[1]</sup>

## 6.5 Patterns of behaviour

We tried to identify the patterns of motivation and the table that follows is a summary of the elicited material from the Questionnaire. The answers of the respondent are characterised by a high level of determination and conviction in her claims.

1. If the answer is positive then the choice falls on the strongest modality
2. If the modality is negative then the choice falls on the one that carries the highest quality of the negative answer
3. If it is a matter of outside influence, it is minimal
4. If the question refers to indecision, hesitation or reflection, it is expressed in the questionnaire by the modality of the least measure
5. When it came to speech acts, they were all assertive, declarative and constituted statements. There was no question, dilemma or negative answer.

Item C 21 was assertive, declarative affirmative, its illocutionary force was: we are with you.

Item C22 was empty. Yet the absence of the written text meant denial and its illocutionary force meant: it is my right not to supply the answer

Item C23 is assertive, declarative, affirmative and its illocutionary force meant: I am the epitome of all women

Item 24C is also assertive, declarative and affirmative, its illocutionary force is: readiness and perfect shape

Item 25C is assertive, affirmative, declarative, its illocutionary force is: emotion of pride and honour

Table: 1 Patterns of behaviour

Section I A	Section I B
1. a. yes	11. d 20-30
2. a. yes	12. a. easy and fast
3. b. moderately	13. a. yes
4. b. no	14. d. a little
5. a. a great deal	15. a. yes
6. a. a great deal	16. a. yes

7. a. a great deal	17. c. a little
8. a. yes	18. c none
9. d. moderately*	19. a. situation on the ground
10. c. male soldier	20. Operability with other international forces
Section II C	
21. do you have support	
22. /	
23. I am happy because I will show that women can be equal with their male colleagues	
24. I am ready in 5 minutes	
25. I am honored to wear the uniform and represent my country on such a mission	

#### 6.6 *Heuristic outcome of the case study*

We will make an attempt to align our findings under these headings with the heuristic effects proposed by Bešić (2019) and see to what extent our initial hypothesis about the significant potential of Montenegrin women in the present-day context to be successful soldiers and participate in military missions proved to be viable and correct.

1. *A representative of a phenomena class.* We have selected one case of great importance for Montenegrin society, the existence of which has had a positive impact on the society, social phenomena, creating a positive attitude towards the military and the reduction of prejudice against women. Snežana Korać is a role model for all brave women who want a serious career, not a romanticised one from the movies, but a real one, full of responsibility and discipline, one which brings satisfaction and joy because it represents the meaning of her professional life.

2. *When a case is unique* and we want to illuminate all its aspects, dimensions, practices and specifics in a given context and a given historical moment. We also want to predict and assume how rapidly such a rare example will change overall social practice and gender practice and contribute to the reduction of prejudice in a society prone to

condemnation, negation and disapproval rather than praise, affirmation and support. Fortunately, Snežana Korać has had her family's support.

3. Our case analysis has *helped us to deeply understand certain practices, behaviours and patterns* inherent in Major Korać and to properly judge their significance, one which is – we will not exaggerate if we say it – of historical proportions. Because the history of the female gender, women's occupations and hard-won gender equality will be written from the date when she joined the army of Montenegro, and especially when she went on a military mission to Afghanistan.

4. *Certain practices confirm our theoretical thesis* i.e. that Major Korać will be a great example for others in every way. The case is significant and full of the potential to have a positive impact on young women of a similar profile who not only want successful careers for themselves but also to influence society in terms of social practices and to set new standards and patterns. In the historical perspective, her case will be a milestone in gender equality in Montenegro – and not only Montenegro.

Besides, the feminine qualities such as poise, charm and charisma that Major Korać possesses do not clash with the above.

5. *The generative mechanism* (gender equality and good legislation) is embodied in individual mechanisms. As Bešić's suggests case analysis can indicate to us how some generative mechanisms are embodied in certain phenomena. In this situation, the chosen case is used as a real social example. Some fundamental social relationship which functionalises the whole society, and in fact this use of case analysis is in the function of merging macro and micro perspectives (2019: 367). It seems to us that the overall democratic and emancipatory atmosphere is ripe to give birth to a case like Snežana Korać. Figures from the military statistics testify that her influence has already been fruitful. Many girls have joined the army, many of them have been on various missions (see above). The generative mechanism – gender equality and good legislation – is embodied in individual mechanisms when it comes to decision making.

6. *The comparative potential mechanism* in our case can be taken in two ways: according to the historical, which refers to the ancient past and according to the recent, which includes young women who have already contributed to positive figures for the Army of Montenegro because enough time has passed since this study began. Enough time has passed

for a social trend to emerge, the phenomenon to be recognised and social practice to change. A case study dealing with Snežana Korać could be useful when conducting another relevant case study in shedding light on factors that give rise to similarities and/or differences between them.

7. Case analysis is also an important method for illuminating the *social context* that gives rise to and “shapes certain phenomena, practices and/or behaviours of actors” (Bešić, 2019: 367). With the elements of motivation that are very present in our study, we believe that we have the opportunity to give the external to the internal context that shapes certain individual behaviours and contributes to the creation of a new reality.

8. Useful for *examining context and situational factors* (2019: 367). Having elaborated on the motivational segment earlier in the study we shall devote our attention to this outcome as it is covered in the concluding remarks.

## **7. CONCLUSION**

The results we obtained in this research relate to certain aspects of the social context that we established in the introduction and examined according to the propositions of the chosen methodology in order to interpret a complex phenomenon that we believe is worthy of scientific attention and could make a welcome contribution to sociological, methodological and linguistic research, especially in gender studies, but also in military circles, specifically the Montenegrin army.

Writing a study on the role and perspective of women as military personnel on UN missions meant first of all devising a methodology that would take into account the social milieu and situation in the second decade of the twenty-first century in Montenegro. Secondly, it meant determining the proportion of women in the Montenegrin army and their participation in military missions, and also considering the legal infrastructure at the national and international level that has made all of the above possible. Finally, the given preconditions were accompanied by a favourable atmosphere in terms of the status of gender equality, along with the individual's motivation, which jointly made the existence of the phenomenon of Snežana Korać not only possible but a shining one. The methodology was a case study using qualitative research methods, and the instrument was an in-depth interview. Theoretical-heuristic and epistemological aspects are given in the first part of the study, followed by the procedures of data collection, data processing and their interpretation and analysis. In the part of the study titled "analysis and results", the investigation and the modes of elaboration are presented along with the most important elements of the heuristic outcome.

There is an increasing number of women in the Army of Montenegro. They are motivated by the attractiveness and challenge of the profession in itself, but also a sincere interest in actively participating in the army as men's equals, capable of performing tasks and issuing commands. Additionally, our case study indicates that patriotic reasons and pride rank quite highly, thoroughly moral qualities that are requisites for the military vocation. The financial aspect of participating in NATO missions was not given much prominence in this case study. As an incentive it came second after career advancement, which falls under accomplishment and self-actualisation. Affiliation to the military, colleagues and other soldiers ranked highly, as well.

The theoretical part of our investigation showed that the main role of women in the military on UN or NATO missions generally falls within the categories of peacekeeping, care, and medical services, under the overall category of peace building. Yet, there are exceptions like the subject of our study, Major Snežana Korać, who at the time we started this research, had the rank of lieutenant.

The most significant conclusion from the research is that regarding motivation: what its source is and how it is reflected. Motivation here originated almost equally from positive and negative sources. The most pronounced negative aspects were the viewpoint that such a profession is for men and the overall pessimistic stand towards women in the armed forces.

As our case study showed, Lieutenant Korać, now Major, defied all of them, pursuing her own goals, thus being positively motivated. What is more important, she and her female colleagues have established a shining role model in the military profession. She has demonstrated that she has been able to accomplish the goals she has set and that these have had the potential to generate new professional opportunities as well as challenging international career possibilities. Major Korać has proved her professional worth to be equal to that of her male peers, and that she is capable of personal growth and improvement. Her overall motivation was strong, as seen in her decision to go on a NATO mission without hesitation; she has expressed a high level of readiness to be up to the task, and not to perform less or worse than men. It is obvious that she has the awareness that her example has a twofold value: the value to herself and that which she represents for others (women and men alike) through her many accomplishments. She has fought stereotypes and been instrumental in disseminating the idea of gender equality in whatever profession a woman might choose, and in creating a positive atmosphere and attitude towards the Army of Montenegro and its readiness for NATO missions, and as a NATO member on the path of EU integration. As the methodology of this master thesis was a case study the dominant topic to develop was personal motivation and the determination of a Montenegrin woman soldier to serve on UN missions.

The narratives of the respondent in our research reflected the character of a person who is the bearer of change in society and is aware of it. Her reflexivity is largely *a priori*, as evidenced by the answers in the questionnaire (*Upitnik*), which is confirmed in the interviews she has given to various media. She has acted with a firm attitude towards the existing social practice, aware of the strong resonance of her example in viewers and readers. Her deep determination and immense sense of responsibility is evident in all the social interaction she has taken part in, likewise, her comments are always brief, her statements premeditated and carefully phrased. She does not lack spontaneity, she is obviously very aware of the impact her life and professional choices might have on young people, and indeed the impression she will make on us carrying out this research.

As for the given context of the situation – that of Montenegro – we can observe that the tendency towards democratic change is still very evident and the political commitment, with all its evident difficulties and obstacles, remains in the direction of EU accession. Emancipatory trends are gaining in vigour and popularity despite the obvious tendencies

towards retraditionalisation, which is becoming a wider problem and not only a Montenegro-specific one.<sup>63</sup>

Women are being empowered in many formal and informal ways, the formal being university courses and feminist studies, numerous publications, and frequent contacts with institutions, bodies and NGO activists who have a long track-record in women's emancipation. The informal ways range from personal contacts to diverse social networks and internet platforms. The above have played a decisive role in informing the decision to opt for a qualitative research methodology procedure over the quantitative one.

As, expected, the linguistic test proved the answers in the test to be relevant, true and sincere. DCT was used to reveal personal wishes, life goals and professional orientation, and to acquire a broader sense in the context of Snežana Korać's determination to make her profession a matter of personal fulfilment and a patriotic act: *I am proud to wear this uniform*. These words have a greater value through elicitation than as a mere answer to a *yes-no* question, presumed *Yes, I am proud*, in response to: *Are you proud to wear the uniform of the Army of Montenegro?*

The in-depth interview demonstrates several very interesting points in today's social reality of Montenegro, particularly in the domain of social patterns, opinions, norms and attitudes.

1. Until recently the social climate towards women in the military profession has been moderately favourable – neither particularly stimulating nor especially negative. Now the greater presence of women in the Army of Montenegro is changing that reality. Women are needed and they are present.

2. To be a professional in the army requires a special constitution of personality, toughness of character and strong determination. People with expressed motivational needs belonging to the middle and upper part of the Maslow pyramid are driven by emotion, but also by dedication; by the sense of belonging as well as self-realisation/actualisation and the necessity to perform the best that they can. Major Snežana Korać is a brilliant example.

3. To be a woman and a professional soldier in many western countries is nothing unusual. In Montenegro it has been fairly unusual until recently but the gender script of the military as an exclusively male terrain is changing as is the overall viewpoint and perspective

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<sup>63</sup>[https://www.vijesti.me/v/556269?utm\\_source=vijesti\\_ios&utm\\_medium=app\\_ios&utm\\_campaign=vijesti\\_sh\\_are\\_counter](https://www.vijesti.me/v/556269?utm_source=vijesti_ios&utm_medium=app_ios&utm_campaign=vijesti_sh_are_counter)



on the exclusivity of either male or female jobs. The right to be equal with men along with the duty and readiness to perform military tasks featured prominently in Ms Korać's answers. In the closed question type in *Upitnik* she opted for positive answers (Table 1) and this attitude is identical to those of the women soldiers found in the interviews: *I learned how to work side by side with men, not to lag behind them in any respect, and that attitude has helped me to be accepted as a friend and colleague*<sup>64</sup>.

4. Some of the open-ended answers are short and bear poor information most probably because they touched upon some delicate issues and possibly classified information, that is why they remained at the level of the bare minimum information, not burdened with facts, data, or any specific piece of information, or at least not as much as we needed.

5. One aspect of the social scene or to be more specific the gender scene in Montenegro is the gender-sensitive names for female professions that have become part of the country's legislation. Interestingly enough, in the questionnaire, Major Korać refers to herself as *vojniki*. As we have seen, Major Snežana Korać had the courage and determination to go on missions in Afghanistan, to make crucial decisions in her life with a relative ease, but at the time of the interview she, let us say, hesitated to call her profession using the appropriate word for her gender, i.e. not *vojnikinja* but *vojniki*. We must remark here that when women stop referring to themselves in masculine gender it will mean that they have a voice and that they have made themselves visible. The main hindrance is still the mentality which metaphorises man as the measure of all things. Very often the argumentation for that is that it sounds more resolute in the male form. Korać from our research was *vojniki*, maybe Major Korać is now *vojnikinja*. We have not tested this. Additional research in that direction, whatever aspect is taken, will be most welcome and useful for those wonderful women, top professionals and patriots, and the Montenegrin society as a whole.

The results from the measurement devices are to be taken as tentative as they quantitatively indicate the trends, directions or suggest proportions in the motivational realm. Nevertheless, they can still serve as good guidance towards sound conclusions on the topic of motivation and possibly as the basis for more elaborate research. Personal aspects were deliberately left out. When a particular personal characteristic or trait was under examination

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<sup>64</sup> [http://www.mod.gov.me/rubrike/zene\\_u\\_vojsci/168260/Intervju-porucnice-Mickovic-za-Dnevne-novine-MU%KARCIMA-IZAsLA-NA-CRTU-PRIHVAcENA-KAO-DRUG-I-KOLEGA.html](http://www.mod.gov.me/rubrike/zene_u_vojsci/168260/Intervju-porucnice-Mickovic-za-Dnevne-novine-MU%KARCIMA-IZAsLA-NA-CRTU-PRIHVAcENA-KAO-DRUG-I-KOLEGA.html)

Snežana opted for the strongest modality. It always was a resolute answer, no additional explanation needed.

To conclude: the results we have obtained in this master's thesis could have an impact on the perception of the gender situation in the army, as well as on the deeper significance of women soldiers who participate in military missions. Of particular importance is the dynamic picture of the roles that women play in military missions. The usual background role in the caring and medical sectors is here expanded to literally all areas performed by fellow soldiers. This work could have special value for anyone interested in motivating such exceptional people as Snežana Korać and finding out what drives them, what they consider adequate reward, how they set goals and how they sequence them chronologically. Also, what role the military system plays as a system, what role particular kinds of superiors play, and what role the sense of belonging and camaraderie and friendship plays. In our opinion, this individual example of high social prominence has a high potential for generalisation, which means that there are certainly more dedicated, courageous and focused women out there willing to embark on a military career, participate in military missions and pursue career advancement in the army, which the Montenegrin Army should recognise. On the other hand, this high potential for generalisation could also be an inspiration for other young women who have similar goals in life. The participation of women in military missions by definition presupposes a small number, but it could have a major impact on the international scale, in UN peacekeeping missions, cooperation in NATO and EU integration. We believe that the name of Snežana Korać is already well known, as well as other that of women soldiers who have so far participated in military missions under the cooperation of the Army of Montenegro with the aforementioned international institutions.

We believe that this analysis, and especially the data that we present in the theoretical part of the paper, can contribute to a better understanding of two aspects, those being a native and historical perspective on the present moment. The current moment in terms of women's emancipation and gender equality can again be seen in two ways, first as the achieved state which is the result of comprehensive social action and women's struggle for their rights and second, as changes in the state of consciousness and legislation. All of that can be a fruitful environment in which to produce a full member of the Army of Montenegro and the first female deminer. The road has been long, and the achievement not insignificant, which does not mean that the results could not be and should not be more impressive. We would not like retrograde tendencies, misogyny and discrimination to creep into the military so that female

soldiers have to wear high heels on parade.<sup>65</sup> The Ukrainian example was not understood as emancipatory and liberating, on the contrary, it was interpreted as an act of rule and a standards violation.

The heuristic outcomes from our work are summarised in a separate section, and we are glad to be able to say that they are numerous, bearing substantial importance for the social sciences, and that this work has been fruitful. We will be especially glad if it is of value to some of the mentioned authorities or institutions mentioned in this paper – government, military or the NGO sector.

We envisage further research into the same topic with a focus on the perspective, role and number of women in military missions, but also their ranks, their rate of advancement, salaries and overall promotion. A dynamic and comparative picture in the complex context of constant social change is very important for Montenegrin society. And for the women of Montenegro.

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## APPENDIX 1

### 60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube

#### Transcript

- Voditeljka: Snežana Korać jedina je deminirka u CG. Prva žena u vojsci koja je učestvovala u međunarodnoj misiji. Pitamo je kako izgleda njen radni dan, koliko je strpljena potrebno, da li je imala podršku okoline prilikom izbora profesije? Snežana, dobar dan i dobrodošli
- Snežana: Dobar dan, bolje vas našli
- Voditeljka: Danas malo drugačiji ritam zbog nas, a kako inače izgleda vaš radni dan
- Snežana: Pa od dolaska na posao, pa do podizanja državne zastave, jutarnje smotre na kojoj komandir čete izdaje radne zadatke, do fizičkog vježbanja i onda obuke iz određenog predmeta za taj dan
- Voditeljka: Koliko je potrebno strpljenja, preciznosti?
- Snežana: Mi se vodimo tom tematikom rad, red i disciplina tako da uz te tri stavke strpljenje i preciznost dolaze sami od sebe
- Voditeljka: Vaš posao je prilično opasan, moram to reći mada i sami znate. Ima li straha?
- Snežana: Lagala bih ako bih rekla da nema i sebe kao u ulozi učenika, i u ulozi komandira, idemo ka tome i tražimo da postoji određena vrsta straha zbog preciznosti, odgovornosti i na kraju dana, uspješnog zadatka.
- Voditeljka: Je li bilo nekad nekih kritičnih situacija?
- Snežana: Za sada ne. Za sada se sve zasniva na obučavanju i usavršavanju određenih znanja
- Voditeljka: A u slučaju da se ne-daj-boze dese, vi učite kako da reagujete?
- Snežana: Tako je, tako je. Starije kolege, komandiri, uče nas da u određenim situacijama kako da odreagujemo s tim da naravno učimo da ne dodje do takvih desavanja.
- Voditeljka: Otkud vi u opšte u tom poslu i kakva je tok školovaja obuke podrazumijevalo?
- Snežana: Dobila sam to pitanje milion puta, pa da budem drugačija, da se izdvojim možda iz mase, sepenica po stepenica, vojska mi je omogućila školovanje, omogućila mi je usavršavanje, ja sam samo to prigrabila i učila da bih došla do ovog stadijuma na kojem sam sad i naravno težim dalje.

- Voditeljka: Vaši najbliži su sigurno mnogo ponosni na vas, ali vjerujem da na početku nije bilo lako ubijediti ih da je to pravi put za vas?
- Sneznana: Tako je. Pa na početku kada sam odlučila da obujem čizme i obučem uniform, prvo sam morala da sjednem sa roditeljima i da im kažem čime ću da se bavim i imam li njihovu podršku i od samog starta stvarno je bilo tako. Možda ja ne bih bila na ovoj poziciji na kojoj sam sada da nisam imala njihovu podršku i vjetar u leđa.
- Voditeljka: Baš mi je drago da je tako
- Snežana: Hvala
- Voditeljka: Bili ste i prva žena vojnik koja je bila u međunarodnoj misiji. Kakvo je to iskustvo?
- Snežana: Tako je. Pa vuče me onaj epitet prve, da sam dosta toga uradila prva i drago mi je zbog toga da moje koleginice sada prate moje stope. Jedno nezaboravno iskustvo. Nešto što ću pamtiti do kraja života i ponosna na samu sebe što sam uspjela na takvom zadatku.
- Voditeljka: Kakvi su vam planovi za naredni period?
- Snežana: Pa ja sam zacrtala neke svoje ciljeve i sad kao što sam vam rekla na početku, sepenica po stepenica, idem ka tim ciljevima.
- Voditeljka: Dakle nova obuka, mogu da naslutim?
- Snežana: Nova obuka, novo usavršavanje, novo nadograđivanje znanja.
- Voditeljka: Hvala vam mnogo što ste bili naš gost, mi posebno volimo te prve u nečemu
- Snežana: Hvala vam što ste me pozvali, bilo mi je zadovoljstvo.

Kraj.

*Prva TV, Montenegro, 16. oktobar 2019.*

## APPENDIX 2

### 60 MINUTA SA IRIS, Deminerka Snežana Korać - YouTube

#### Transcript – Translation into English

- Presenter: Snežana Korać is the only [female] deminer in Montenegro. The first woman in the army to take part in an international mission. We ask her about her daily routine, how much patience is needed and whether she had the support of those around her when she chose her profession. Snežana, hello to you and welcome.
- Snežana: Hello, it's good to be here.
- Presenter: Today your routine is a bit out of the ordinary because you're here, but what does a working day usually look like for you?
- Snežana: I come to work, we raise the national flag, then there is a morning inspection at which the company commander assigns various tasks. Then we have physical training followed by training in a specific subject for that day.
- Presenter: How much patience and precision to you need?
- Snežana: The motto "Work, order, discipline" is what drives me, and when those three are in place, patience and precision come of their own accord.
- Presenter: Your job is pretty dangerous, I have to say, though you know that already. Is there any fear?
- Snežana: I would be lying if I said there was no fear, both myself in the role of student and my commander. The way we look at it is that there needs to be a certain kind of fear – it ensures precision, responsibility and at the end of the day a successfully completed assignment.
- Presenter: Have there been any critical situations?
- Snežana: Not as yet. So far it's all been about training and perfecting my knowledge.
- Presenter: And in the event of something untoward happening, God forbid, you learn how you should react?
- Snežana: That's right, that's right. Our older colleagues, our commanders, teach us how to react in certain situations, though of course we train to avoid those things even happening.
- Presenter: How did you even get into that line of work and what kind of training did it require?
- Snežana: I've been asked that a million times, so just to be different and maybe not give the same rote answer, step by step the army facilitated my schooling, my

professional training, and I just grabbed the opportunity and learned what I needed to to achieve this level I am at now, and of course to keep moving forward.

- Presenter: Those closest to you are no doubt very proud of you, but I am sure to begin with it wasn't easy to convince them that this was the right path for you?
- Snežana: That's right. Well, at the beginning, when I decided to don boots and uniform I first had to sit down with my parents and tell them what career path I was going to take and ask if I had their support, and from the beginning I really did. I might not have got to where I am now if I hadn't had their support and their wind in my sails.
- Presenter: I am glad to hear that.
- Snežana: Thanks.
- Presenter: You were also the first woman soldier to go on an international mission. What kind of experience was that?
- Snežana: That's right. Well, this label of being the first has stuck to me, the idea that I was first to do quite a lot of things, and I am glad that I now have female colleagues following in my footsteps. It was an unforgettable experience. Something I will remember for the rest of my life. And I am proud of myself for having succeeded on an assignment such as that.
- Presenter: What are your plans for the near future?
- Snežana: Well, I have set some goals for myself, and as I said at the beginning, step by step I am heading towards them.
- Presenter: More training, I am guessing?
- Snežana: More training, more improvement, more building on my knowledge.
- Presenter: Thank you very much for being our guest, we especially love having people who were first in something!
- Snežana: Thank you for inviting me, it's been a pleasure.

End

*Prva TV*, Montenegro, Oct. 16<sup>th</sup> 2019

SNEŽANA MATOVIĆ

Jelena Perović

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UPITNIK

I Molim Vas zaokružite jedan od ponuđenih modaliteta ili date pisani odgovor.

A.

1. Da li Vam je izbor vojničke profesije bio prvi na listi životnih zanimanja?

☒ a. Da      b. Ne      c. Ne sjećam se      d. \_\_\_\_\_

2. Da li iz sadašnje perspektive smatrate da je to bio pravi izbor?

☒ a. Da      b. Ne      c. Ne znam      d. \_\_\_\_\_

3. Koliko je vojnička profesija popularna u krugovima u kojima ste se kretali kada ste donosili odluku o svom profesionalnom zanimanju?

a. Mnogo      ☒ b. Umjereno      c. Malo      d. Nimalo

4. Da li je neko bio profesionalni vojnik u Vašoj porodici?

a. Da      ☒ b. Ne      c. Ne znam      d. \_\_\_\_\_

5. Koliko Vas je izbor vojničke profesije osnažio fizički?

☒ a. Mnogo      b. Umjereno      c. Malo      d. Nimalo

6. Koliko Vas je izbor vojničke profesije osnažio mentalno?

☒ a. Mnogo      b. Umjereno      c. Malo      d. Nimalo

7. Koliko Vas je izbor vojničke profesije osnažio psihički?

☒ a. Mnogo      b. Umjereno      c. Malo      d. Nimalo

8. Da li su mediji popularisali vojničku profesiju i vojne misije u vrijeme Vašeg izbora ove profesije?

☒ a. Da      b. Ne      c. Ne sjećam se      d. \_\_\_\_\_

9. Da li je gledanje filmova ili serija o vojnicima doprinijelo Vašem opredjeljenju za vojničku profesiju?

a. Da      b. Ne      c. Nisam sigurna      d. Umjereno



10. Kako želite da na Vas referiraju:

a. Vojnikinja

b. Žena vojnik

☒ c. Vojnik

d. \_\_\_\_\_

B.

11. Koliko Vam je bilo godina kada ste donijeli odluku da odete u vojnu misiju u Avganistanu?

a. 20-25

b. 26-30

c. 31-35

d. 20-30

12. Odluku da se prijavite za vojnu misiju u Avganistanu donijeli ste:

☒ a. Lako i brzo

b. Uz konsultacije i uz odlaganje

c. Teško i sporo

d. \_\_\_\_\_

13. Da li ste odluku za odlazak u vojnu misiju u Avganistan donijeli na osnovu ubjeđenja da ste jednaki u svemu sa svojim kolegama muškarcima?

☒ a. Da

b. Ne

c. Nisam sigurna

d. \_\_\_\_\_

14. Koliko je odluka da se prijavite za vojnu misiju u Avganistanu zasnovana na misijskim benefitima?

a. Veoma mnogo

b. Mnogo

c. Veoma malo

☒ d. Malo

15. Da li biste se ponovo prijavili za istu misiju ukoliko bi značajno popravila Vaš egzistencijalni nivo?

☒ a. Da

b. Ne

c. Ne znam

d. \_\_\_\_\_

16. Da li odlazak u vojnu misiju u Avganistanu za Vas znači mogućnost međunarodne karijere?

☒ a. Da

b. Ne

c. Ne znam

d. \_\_\_\_\_

17. Koliko Vam je bilo opredjeljujuće saznanje da se ratovanje danas odvija na daljinu, uz pomoć informacionih tehnologija i vještačke inteligencije prilikom odluke da se prijavite za vojnu misiju u Avganistanu?

a. Mnogo

b. Umjereno

☒ c. Malo

d. Nimalo

18. Koliko Vam je odluka da odete u vojnu misiju u Avganistanu potkrijepljena činjenicom da se žvoti gube manje nego u konvencionalnim načinima ratovanja?

a. Mnogo

b. Umjereno

c. Malo

☒ d. Nimalo

19. Šta nalazite da su loše strane učešća u vojnoj misiji u Avganistanu?

a. Situacija na terenu      b. Dugo dsustvo iz Crne Gore      c. Lanac komandovanja

d. \_\_\_\_\_

20. Nakon povratka, koji je, po Vašem mišljenju, najveći benefit od odlaska u vojnu misiju u Avganistanu?

OPERABILNOST SA DRUGIM NEAVANARODNIM SPOSOLNO,  
USOVRŠAVANJE, VEĆE ISKUSTVO.

C.

II Nevedene situacije predstavljaju izrazite primjere određenog ponašanja u kontekstu profesije kojom se bavite. Dajte verbalne i neverbalne reakcije.

21. Saopštavate roditeljima da ste odlučili da postante vojnkinja. Koje ste njihove riječi tom prilikom zapamtili?

IMAO NAŠU PODRSKU.

22. Saopštavate mužu / momku / partneru da idete u vojnu misiju u Avganistanu. Koje riječi ste upotrijebili?

✓

23. Ponudeno vam je da ravnopravno učestvujete s muškim kolegama u vojnoj misiji u Avganistanu. Koja je vaša prva verbalna (i neverbalna) reakcija?

SEĆAM SAM JEE ČU POKAZATI DA I ŽENE MOGU DA  
BUDU RAVNOPRAVNE SA MUŠKIM KOLEGAMA

24. Vratili ste se iz uspješne misije u Avganistanu. Kroz godinu dana zovu Vas vaši pretpostavljeni i pitaju Vas da li želite da se još jednom oprobate u vojnoj misiji? Šta Vi kažete?

SPREMNA SAM ZA 5 MINUTA DA IDEM

Note: At the time of *Upitnik*'s completion the interviewee had not signed it. In the meantime she got married and her present family name is Matović.

