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THE IMPACT OF SOCIAL FACTORS OF MONGOLIA'S DEFENSE  
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# THE IMPACT OF SOCIAL FACTORS OF MONGOLIA'S DEFENSE POLICY ON NATIONAL RESILIENCE

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## ABSTRACT

In today's world, the security environment is becoming increasingly complex and multifaceted, with rapidly evolving threats impacting the stability of both domestic and international affairs. The nature and methods of these threats are constantly changing, challenging both traditional and emerging security concepts. This has created an urgent need for nations to develop adaptive capacities to effectively respond to and withstand such risks. In this context, strengthening national resilience to external negative influences while fostering internal unity has become a crucial strategic priority for many countries. For Mongolia, enhancing national resilience against modern multidimensional threats and refining its defense policy to incorporate social factors is a key strategic instrument for ensuring national security. This paper provides a scientific analysis of the contemporary security environment, the nature of hybrid warfare threats, the characteristics of national resilience, and the role and influence of defense policy, particularly its social dimensions. Furthermore, it outlines necessary measures to enhance national resilience against emerging security challenges.

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## KEYWORDS

Defense Policy, Resilience, Hybrid Warfare, Social Policy, Patriotism, National Unity, Cyber Threats, Information Warfare, Values

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## Introduction

The modern security environment extends beyond conventional threats, presenting a complex and multidimensional array of risks that demand new strategic responses. Nations can no longer rely solely on military and traditional security measures; instead, they must address a diverse range of hybrid threats, including geopolitical competition, military challenges, economic sanctions, information warfare, cyberattacks, social and psychological pressure, and political instability<sup>1</sup>. This reality necessitates a holistic and integrated approach to security<sup>2</sup>.

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<sup>1</sup> Hoffman, F. (2007). *Conflict in the 21st Century: The Rise of Hybrid Wars*.

<sup>2</sup> Buzan, B. (1991). *People, States, and Fear: An Agenda for International Security Studies in the Post-Cold War Era*.

The increasing complexity of security challenges underscores the importance of national resilience as a fundamental concept in contemporary security studies. Enhancing national resilience is essential for ensuring stability, national development, and social cohesion in response to internal and external pressures.

For Mongolia, its geopolitical position, economic dependencies, and strategic vulnerabilities heighten its exposure to multidimensional threats. Traditional security strategies that focus predominantly on military defense have proven insufficient in addressing emerging challenges such as information warfare, cyber threats, economic coercion, and sociopolitical instability. International experience demonstrates the need for a more comprehensive and adaptive approach to national security.

This evolving security landscape necessitates the development of a national resilience framework, the modernization of defense policy, and the integration of social factors into security strategies. Strengthening the societal foundations of resilience will be critical in enhancing Mongolia's ability to withstand and adapt to contemporary security challenges<sup>1</sup>.

### Research Methodology

This study employs a mixed-method research approach combining both quantitative and qualitative methodologies to ensure a comprehensive analysis of Mongolia's defense policy and its social factors. The following methods were used:

- **Literature Review** – A thorough analysis of existing theories and previous research on national resilience, hybrid warfare, and defense policy, drawing from academic sources, policy documents, and strategic reports.
- **Survey Research** – A nationwide sociological survey conducted in 2022 by the Policy Analysis Center of the Defense Research Institute, involving structured questionnaires targeting citizens, military personnel, and policymakers to assess public perception and satisfaction with defense policies.
- **Case Study Analysis** – Examination of international best practices and case studies related to national resilience and hybrid warfare, including comparative analysis of similar geopolitical contexts.
- **Expert Interviews** – Conducting structured interviews with defense analysts, policymakers, and military officials to gain insights into the effectiveness and challenges of Mongolia's defense policy.
- **Data Analysis** – Statistical and thematic analysis of collected survey data to identify trends, challenges, and opportunities for improving defense policy implementation.

The integration of these methods ensures a robust and well-rounded evaluation of how social factors impact Mongolia's national resilience and defense strategy.

### National Resilience

National resilience refers to a country's ability to withstand, respond to, and recover from any threats, risks, and challenges emerging from internal and external environments while maintaining long-term stability and restoration capacity<sup>2</sup>.

This capacity consists of several components, including:

- **Political stability** - Strengthening the interaction between state institutions, reinforcing the rule of law, reducing corruption, and increasing public trust.
- **Economic resilience** - Diversifying the economy and establishing the economic capability to take prompt actions during crises.
- **National unity** - Enhancing patriotic values, civic engagement, public resistance to misinformation, and supporting the participation of civil society.
- **Military-strategic preparedness** - Ensuring the combat readiness of the Armed Forces, developing defense infrastructure, strengthening the defense industry, and integrating modern science and technology.
- **Cyber and information security** - Implementing technological solutions to limit cyberattacks and misinformation dissemination while protecting information infrastructure and database security.

### Hybrid Warfare and Its Characteristics

Hybrid warfare is a complex strategy that combines both conventional and unconventional, military and non-military means. It integrates traditional military tactics with modern technology, information warfare, economic sanctions, cyberattacks, and propaganda through digital and social media<sup>3</sup>. The objective of hybrid

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<sup>1</sup> Nye, J. S. (2011). *The Future of Power*.

<sup>2</sup> Boin, A., Comfort, L. K., & Demchak, C. C. (2013). *Resilience: The science of adaptation to stress and change*. Oxford University Press.

<sup>3</sup> Hoffman, F. G. (2007). *Conflict in the 21st Century: The Rise of Hybrid Wars*. Potomac Institute for Policy Studies.

warfare is to weaken a country through internal and external pressure, thereby advancing political and economic interests. A key goal is to induce internal conflict and erode national resilience<sup>1</sup>.

In this process, hybrid warfare influences a country's military, political, economic, informational, and social stability by exerting external diplomatic pressure, launching cyberattacks, spreading misinformation, manipulating public opinion, and weakening national unity all without direct military force, relying instead on soft power mechanisms<sup>2</sup>.

Under hybrid warfare conditions, the strategy of national resilience plays a significant role in securing national security by integrating multiple countermeasures and ensuring crisis management capabilities.

1. **Preserving National Unity** - Hybrid warfare seeks to create societal fragmentation, reduce public trust in government policies, and induce political instability. National resilience ensures public trust in state institutions, strengthens the dissemination of national values, and fosters civic engagement, thereby reinforcing social cohesion<sup>3</sup>.

2. **Ensuring Information Security** - Hybrid warfare exploits vulnerabilities in information space by spreading misinformation, extremist ideologies, and propaganda, thereby influencing public perception and psychological stability. National resilience plays a crucial role in countering these threats by improving media literacy, enabling citizens to discern accurate information, and implementing advanced technological measures to prevent cyberattacks<sup>4</sup>.

3. **Enhancing Economic Resilience** - Hybrid warfare employs economic sanctions and destabilization tactics aimed at disrupting financial stability and undermining domestic production and foreign trade capabilities. National resilience, in this context, focuses on strengthening the economic structure, improving production networks, efficiently allocating resources, and minimizing external dependencies<sup>5</sup>.

4. **Maintaining Political and Military Stability** - Hybrid warfare not only involves military force but also disrupts political and diplomatic processes, weakening internal governance mechanisms<sup>6</sup>. National resilience, therefore, emphasizes enhancing the adaptability of state institutions, strengthening crisis decision-making capabilities, and ensuring a rapid and effective response during crises<sup>7</sup>.

In conclusion, national resilience serves as a fundamental security mechanism in countering hybrid warfare, integrating political, economic, military, cyber, and social dimensions into a comprehensive and systematic framework to safeguard national interests and stability.

## Defense Policy

The defense policy plays a crucial role in ensuring national security and strengthening resilience by implementing the following functions:

1. **Assessing and responding to threats and risks to national sovereignty** - Developing and implementing policies and strategies to counter threats and risks<sup>8</sup>.

2. **Enhancing civil-military relations and public engagement** - Strengthening civil oversight, increasing public participation, fostering mutual trust, ensuring national unity, instilling patriotism, and providing defense education<sup>9</sup>.

3. **Developing security and strategic infrastructure** - Strengthening strategic infrastructure and ensuring information and cyber security<sup>10</sup>.

4. **Expanding international defense cooperation** - Strengthening military and defense diplomacy through international partnerships and diplomatic initiatives<sup>11</sup>.

5. **Enhancing defense capabilities** - Improving the combat readiness of the Armed Forces, integrating scientific and technological advancements into the defense sector.

To effectively implement these functions, Mongolia adheres to a **non-aligned defense policy**, maintaining neutrality in military conflicts and armed engagements. The **Fundamentals of Mongolia's**

<sup>1</sup> Jonsson, O., & Seely, R. (2015). *Russian Full-Spectrum Conflict: An Appraisal after Ukraine*. *Journal of Slavic Military Studies*.

<sup>2</sup> Hoffman, F. G. (2009). *Hybrid Warfare and Challenges*. *Joint Forces Quarterly*, Issue 52, pp. 34-39.

<sup>3</sup> NATO StratCom COE. (2016). *Hybrid Threats: Comprehensive Resilience*. NATO Strategic Communications Centre of Excellence.

<sup>4</sup> Rid, T. (2020). *Active Measures: The Secret History of Disinformation and Political Warfare*.

<sup>5</sup> MCDCC Countering Hybrid Warfare Project. (2019). *Understanding Hybrid Warfare*. Multinational Capability Development Campaign.

<sup>6</sup> Renz, B., & Smith, H. (2016). *Russia and Hybrid Warfare: Going Beyond the Label*. Aleksanteri Papers, University of Helsinki.

<sup>7</sup> Kofman, M., & Rojansky, M. (2015). *A Closer Look at Russia's "Hybrid War"*. Kennan Cable No. 7, Wilson Center.

<sup>8</sup> Wilkinson, P. (2017). *"International Security Studies: Theory and Practice"*. Routledge.

<sup>9</sup> Huntington, S. P. (1957). *"The Soldier and the State: The Theory and Politics of Civil-Military Relations"*. Belknap Press.

<sup>10</sup> Dunn-Cavelty, M., & Suter, M. (2009). *"The Resilience of Critical Infrastructure: Security in the Age of Globalisation"*. Springer.

<sup>11</sup> Nye, J. S. (2004). *"Soft Power: The Means to Success in World Politics"*. PublicAffairs.

**Defense Policy**<sup>1</sup>, the country's core defense policy document, outlines strategic principles to safeguard **national sovereignty, territorial integrity, and national security**.

The **main directions** of Mongolia's defense policy encompass **defense structures, political, economic, social, legal aspects, state military organization, the role of the Armed Forces, and its development strategies**. This paper specifically examines the **social dimensions** of defense policy.

### **Theoretical Foundations of the Social Dimensions of Defense Policy**

The social dimensions of defense policy are structured based on the following scientific theories:

- **Human Development Theory (Amartya Sen)**<sup>2</sup> - This theory emphasizes addressing fundamental human needs, improving the quality of life, ensuring social protection for military personnel and their families, and integrating regional development with defense infrastructure.
- **Patriotism Theory & Social Learning Theory**<sup>3</sup> (John Locke, Jean-Jacques Rousseau<sup>4</sup>) - These theories define patriotism as a citizen's duty and responsibility toward the nation, emphasizing the role of education and public discourse in fostering national identity and civic responsibility.
- **Social Protection Theory (Elvis Bruce)** - This framework highlights social protection as a mechanism to mitigate economic and social risks. For military personnel, this includes salary, pensions, housing, and healthcare services.
- **Quality of Work Life Theory (Richard Walton)** - This theory asserts that improving working conditions and social security enhances workforce productivity. In the defense sector, it focuses on improving service conditions and family security for military personnel.
- **Public Participation Theory (Sherry Arnstein<sup>5</sup>, John Friedman<sup>6</sup>)** - This perspective highlights citizen engagement as a fundamental component of effective governance. In defense, this includes educating the public on defense matters, encouraging military service participation, and involving citizens in defense policymaking.
- **Regional Economic Development Theory (Paul Krugman<sup>7</sup>)** - This theory underscores the role of regional infrastructure in economic and defense development. It suggests that regional governance and inter-sectoral cooperation positively impact local defense capabilities.
- **Incentive Theory (Adam Smith<sup>8</sup>)** - This theory emphasizes the role of incentives in decision-making. In defense, economic incentives encourage public participation in military service, enhance motivation, and improve military performance.
- **Moral Education Theory (John Dewey<sup>9</sup>)** - This framework asserts that moral education shapes ethical behavior and civic consciousness. Promoting patriotism through mass media and education fosters a strong national identity and reinforces military and civic duty.

### **Key Social Aspects of Mongolia's Defense Policy**

Based on these theoretical foundations, the **Fundamentals of Mongolia's Defense Policy** incorporates the following key social dimensions<sup>10</sup>:

1. Human Development
  - Recognizing human development as a fundamental element of defense policy and security systems.
  - Improving living conditions, infrastructure, education, and healthcare accessibility for the general population.
2. Public Participation
  - Enhancing public involvement in defense activities and promoting voluntary military service.
  - Implementing educational programs to instill patriotism, civic responsibility, and military ethics among younger generations.

<sup>1</sup> State Great Khural of Mongolia. (2015). *Fundamentals of Mongolia's Defense Policy* (Resolution No. 85, Annex).

<sup>2</sup> Sen, A. (1999). *Development as Freedom*. New York, Random House; Sen, A. (1999). *Commodities and Capabilities*. New Delhi, Oxford University Press.

<sup>3</sup> Bandura, A. (1977). *Social Learning Theory*. [https://www.asecib.ase.ro/mps/Bandura\\_SocialLearningTheory.pdf](https://www.asecib.ase.ro/mps/Bandura_SocialLearningTheory.pdf)

<sup>4</sup> Locke, John. *Two Treatises of Government* (1690); *A Letter Concerning Toleration* (1689); *An Essay Concerning Human Understanding* (1689). Rousseau, Jean-Jacques. *The Social Contract* (1762); *Émile, or On Education* (1762).

<sup>5</sup> Arnstein, S. R. (1969). "A Ladder of Citizen Participation," *Journal of the American Institute of Planners*, Vol. 35, No. 4, pp. 216–224.

<sup>6</sup> Friedmann, J. (1987). "Planning in the Public Domain: From Knowledge to Action."

<sup>7</sup> Krugman, P. (1991). *Geography and Trade*; Krugman, P. (1991). *Increasing Returns and Economic Geography*. *Journal of Political Economy*; Krugman, P., & Venables, A. J. (1995). *Globalization and the Inequality of Nations*.

<sup>8</sup> Smith, Adam. (1776). *An Inquiry into the Nature and Causes of the Wealth of Nations*.

<sup>9</sup> Dewey, J. (1909). "Moral Principles in Education."

<sup>10</sup> Section 5.1-5.7 of the Annex to Resolution No. 85 of the State Great Khural of Mongolia (2015) – "Fundamentals of Mongolia's Defense Policy"



### 3. Social Protection for Military Personnel

- Improving salaries, pensions, and benefits for military personnel and enhancing their working conditions.

- Ensuring access to healthcare services and improving living conditions for military families.

### 4. Reforming the Military Service System

- Enhancing the efficiency and organization of active military service.
- Establishing legal accountability for individuals who evade military service and implementing service requirements for public sector employment.

- Strengthening military training and public defense education.

### 5. Regional Development and Defense Infrastructure

- Integrating regional development strategies with national defense policies to strengthen local defense systems.

- Encouraging community participation in defense activities and enhancing local defense infrastructure.

### 6. Support for Military Families

- Ensuring social security and quality of life for military families, including education and healthcare access for children.

- Implementing social programs to provide financial and psychological support to military families.

Conclusion, Mongolia's defense policy integrates social, political, economic, and military strategies to enhance national resilience. By incorporating human development, public engagement, military social protection, and regional defense infrastructure, the policy aims to strengthen national security and ensure a stable and capable defense system.

Analysis of the social factors of defense policy based on the 2022 sociological survey conducted by the Policy Analysis Center of the Defense Research Institute

Based on the findings of the **2022 nationwide sociological survey** conducted by the **Policy Analysis Center of the Defense Research Institute**, an assessment of the impact of social factors within the defense policy on society was analyzed as follows<sup>1</sup>:

#### 1. Public Perception and Satisfaction with the Implementation of Defense Policy

- **72%** of respondents expressed satisfaction with the **implementation of defense policy and activities**, while **28%** criticized aspects related to **governance, transparency, and policy execution**.

- The primary concerns raised included **limited access to information channels** and **restricted public participation in policy implementation**.

- **68%** of respondents identified the **need for legislative reforms** and **improvements in financial and administrative management** as the most pressing issues within the defense policy.

- In terms of the **Armed Forces' reputation and capabilities**, **89%** of respondents rated the **Armed Forces' performance highly**, recognizing it as a **respected institution**. However, some participants emphasized the **need for modernization of weaponry, technological advancements, and improved training quality**.

- Regarding **civil-military relations and civilian oversight**, **65%** of respondents acknowledged the **significance of civil-military relations** in the implementation of defense policy. Although public sentiment towards military service was generally **positive**, respondents emphasized the **need for a more open and inclusive policy framework** to enhance mutual understanding and trust.

- **61%** of respondents expressed confidence in the **defense sector's budget allocation**, yet they called for **greater efficiency and transparency in financial management**.

- Efficient budget allocation was considered a **crucial factor in addressing social issues**. Respondents also highlighted the importance of **directing investments toward scientific research, technological innovation, military equipment, and social welfare programs for military personnel**.

- Public demand for **increased transparency and civilian oversight** in the defense sector indicated a **growing need for enhanced accountability in policy implementation, legal enforcement, and budget expenditure**.

<sup>1</sup> Policy Analysis Center, Defense Research Institute. (2022, December). Assessment of the implementation of Mongolia's defense policy and activities: Consolidated findings of the sociological survey.

## 2. Social Protection of Military Personnel

• Respondents identified **insufficient social protection for military personnel** as a **negative factor affecting the development of the defense sector**.

• Issues such as **limited housing availability, inadequate healthcare services, and low salaries** were cited as primary concerns impacting military personnel's quality of life.

• **28.4%** of respondents emphasized the **urgent need to address the housing issue**, while **32.6%** stressed the necessity of **increasing salaries, benefits, and incentives**.

• To resolve these issues, the study recommended the implementation of **special housing loan programs and policies for military personnel**, as well as **housing allocation initiatives**.

• Improving the **military healthcare insurance system** and expanding **access to medical services for military personnel** were identified as critical priorities.

• Enhancing **salary structures and financial benefits** was also deemed necessary to **ensure fair labor compensation and improve military personnel's livelihood**.

## 3. Public Confidence in the Defense Sector and Declining Interest in Military Service

• **28%** of respondents perceived the **defense sector as lacking transparency**, with unclear policies and limited public access to information.

• Many citizens viewed the **defense sector as closed and restricted**, leading to **reduced public engagement and a negative impact on its reputation**.

• To address this issue, it was suggested that **the defense sector adopt a more open and transparent approach** to its activities.

• Increasing public engagement through **awareness campaigns, promotional events on the significance of military service, and community activities** was recommended as an effective strategy.

• Expanding **public communication efforts** to showcase the **achievements and contributions of the defense sector** was deemed essential to **enhancing public trust and interest**.

## 4. Patriotism, Ethics, and Discipline Among the Youth

• The lack of **patriotism, ethical awareness, and military discipline among young people** was identified as **a critical challenge** for the defense sector.

• **27%** of respondents highlighted the need for **educational programs that instill patriotism and military values in younger generations**.

• This initiative was regarded as essential in **fostering a sense of responsibility and national duty among youth**.

• To address this challenge, it was recommended that **patriotic education programs be introduced in schools**, incorporating **special courses and training on military service and national defense**.

• Organizing **open house events at military bases** was also suggested to **provide young people with firsthand experiences and strengthen their commitment to national service**.

## 5. Military Discipline, Ethics, and Interpersonal Relations Among Personnel

• Issues related to **discipline, ethics, and interpersonal relations within the military** were reported to negatively impact the **reputation and operational effectiveness of the defense sector**.

• **19.9%** of respondents called for **improved ethical standards and disciplinary measures**, while **33.4%** highlighted the existence of **misconduct, infractions, and non-regulated interactions among military personnel**.

• These issues were found to have a **negative impact on workforce productivity and internal organizational stability**.

• To mitigate these challenges, it was suggested that **special programs be implemented to strengthen ethical behavior and discipline within the Armed Forces**.

• Organizing **cultural and educational activities** and **enforcing stricter accountability policies** for personnel involved in disciplinary violations were identified as essential steps.

• Strengthening **legal frameworks to eliminate misconduct and non-regulated interactions** was also recommended as a necessary measure.

## 6. Insufficient Social Protection for Military Families

• The study found that **social protection programs for military families were inadequate**, presenting a **significant challenge** in the sector.

• Respondents emphasized the **lack of dedicated support programs for military families in terms of welfare, education, and healthcare services**.

- To address these challenges, it was recommended that **social protection programs for military families be expanded**, ensuring **access to education, healthcare, and financial security**.

- Establishing a **dedicated social protection fund** to support military families and implementing **targeted welfare programs** were suggested as effective solutions.

- Additionally, providing **counseling and support services for military families** was deemed necessary to **address their specific needs and concerns**.

The **2022 sociological survey** revealed **key social challenges and public perceptions regarding Mongolia's defense policy**. The findings highlighted:

- **The need for enhanced transparency, public engagement, and civilian oversight in defense policy implementation.**

- **The importance of improving social protection for military personnel**, particularly in **housing, salaries, and healthcare services**.

- **Declining public confidence and interest in military service**, necessitating **more effective communication and promotional strategies**.

- **The role of patriotism, ethics, and discipline in shaping the values of the younger generation**, requiring **educational reforms and public awareness programs**.

- **Challenges in military discipline and interpersonal relations**, requiring **organizational reforms and legal improvements**.

- **The necessity of strengthening social protection programs for military families to ensure stability and well-being within the defense sector.**

Addressing these challenges through **policy reforms, budgetary adjustments, and targeted social programs** will be essential in **enhancing national defense capacity and resilience**.

### **Conclusions and Recommendations**

In order to implement Mongolia's defense policy to ensure national security, the development of **national resilience** is of strategic importance in the face of **multifaceted emerging threats and challenges**. This is evident from the theoretical and methodological analyses conducted in this study. Furthermore, the findings of the sociological survey indicate that the **assessment of defense policy and its social dimensions** should focus more on **strengthening national unity, ensuring information security, maintaining economic stability, fostering patriotism, increasing public and civil society participation, and enhancing the social protection of military personnel** as key countermeasures against hybrid warfare.

From a theoretical perspective, scientific studies confirm that **human development, patriotism, social protection, and public participation** are fundamental social factors in national defense.

The research findings highlight **several pressing issues** within the social dimensions of defense policy, including the **social protection of military personnel, public engagement, youth education, ethics, and discipline**. To address these challenges, it is crucial to **increase financial support, improve ethical standards and discipline, and place greater emphasis on instilling patriotism among younger generations**. Additionally, **enhancing public participation and ensuring transparency and openness in the defense sector** will play a significant role in its development.

For Mongolia, improving the **effectiveness of defense policy implementation** requires **enhancing the positive impact of social factors**. The following recommendations are proposed in alignment with:

- **The Government Action Plan for 2024-2028**, particularly under the strategic goals of "*National Unity and a Peaceful Society*" and "*National Security and Defense System*", and

- **The Minister of Defense's strategic initiative "*Patriotic Mongolia - Year of National Revival*"**.



Table 1. Challenges Identified in the Defense Sector, Survey Results, and Recommended Solutions

Nº	Challenges	Survey Results (%/Number)	Proposed Solutions
1.	High incidence of non-regulated interactions and coercion in military service	25.4% reported the presence of hazing and coercion	Conduct regular ethical and regulatory training programs.
			Enforce strict disciplinary measures for violations.
			Implement a confidential reporting system to protect human rights and ethics in military environments.
2.	Low salaries and inadequate social protection for military personnel	28.1% rated salary and benefits as insufficient	Implement a phased salary increase program.
			Establish a comprehensive social welfare system (housing, healthcare, family support, etc.).
			Develop an incentive-based reward system for senior officers and outstanding personnel.
3.	Insufficient modernization of military weapons and equipment	28.9% identified the need for modernization	Increase funding sources for acquiring modern weapons and equipment.
			Implement projects focused on equipment maintenance and upgrades.
			Develop domestic defense production, research, and experimental testing capabilities.
4.	Low quality of military training	27% rated training quality as inadequate	Revise and update training programs to meet modern requirements.
			Implement professional development programs for instructors and trainers.
			Expand military training infrastructure (training grounds, technical resources).
5.	Issues with ethics, discipline, and interpersonal relationships in the military	33.1% emphasized the importance of ethical conduct	Develop and integrate an ethical code into training programs.
			Establish a system where leadership upholds ethical standards and sets an example.
			Enforce strict disciplinary measures for ethical violations.
6.	Slow progress in defense sector management reforms	19.5% called for reforms in management structure	Reduce centralization and increase participation at lower levels.
			Improve systemic coordination and optimize role distribution.
			Introduce a monitoring and evaluation system for policy implementation.
7.	Inadequate occupational safety measures for military personnel	21.2% rated workplace safety as poor	Conduct regular workplace safety training programs.
			Implement emergency response training at all levels.
			Increase investment in protective equipment for high-risk tasks.
8.	Corruption and lack of fairness in the defense sector	20.9% perceived high levels of corruption	Implement transparency measures in recruitment, budgeting, and spending.
			Strengthen internal anti-corruption auditing mechanisms.
			Establish a public monitoring platform for corruption reporting.

9.	Lack of public awareness and information on defense policies	29.9% reported receiving little to no information	Disseminate positive information about defense policy implementation through public media.
			Conduct public awareness campaigns.
			Integrate defense education programs into secondary schools and higher education institutions.
10.	Poor internal conditions in military service environments	21.2% identified the need for facility improvements	Implement infrastructure development projects for military units and facilities.
			Upgrade workplace conditions to modern standards.
			Enforce hygiene and workplace comfort standards.
11.	Insufficient defense budget	16.7% rated the defense budget as inadequate	Secure additional funding through external investment and international cooperation.
			Optimize budget allocation by selecting cost-effective projects.
			Increase public transparency in budget spending.
12.	Lack of support for young military personnel	20.7% emphasized the need for youth development programs	Implement capacity-building programs for new recruits.
			Provide career development support, training, and mentorship for officers and non-commissioned officers.
			Establish career advancement policies that provide real opportunities for young personnel.
13.	Insufficient support for women's participation in the military	Negative feedback on gender inclusivity in military service	Develop and implement policies to increase women's participation in the military.
			Enforce strict measures against sexual harassment and discrimination.
			Ensure appropriate physical and psychological conditions for female personnel.

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