

Technological Advancement and Public Service Motivation: Insights from the Lebanese Public Service

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Abstract

The 1950s and 1960s witnessed the rise of a new anti-bureaucratic philosophy, namely public choice theory. The advocates of this theory, like Anthony Downs and William Niskanen, called for downsizing, trimming the size of the bureaucracy, contracting out and privatizing public sector services. The 1980s and 1990s witnessed the rise of a new paradigm, namely new public management (NPM), which has its origins in public choice theory. The supporters of NPM, like political rulers in Western democratic countries and international donors, called for downsizing the public sector, privatizing its services, and introducing pro-market and business management techniques to the public service out of the belief that private sector firms are superior to public organizations. The widespread adoption of these business management principles in the public sector has blocked the performance of public servants who are motivated by intrinsic motives along with causing real threats to the existence and identity of public sector values and norms like equity, accountability, fairness and merit. This led to the revival of public service motivation which was a reaction against the widespread use of market principles in the public sector. Public management scholars studied public service motivation from different sides; however, no one has studied the effect of technology, as part of the external environment, on public service motivation. This study will fill this gap in public service motivation literature.

Keywords: Public service motivation, technology, electronic government, civil service, transparency, accountability, equity.

1. Introduction

The motivation of civil servants has long been a hot topic for the public, scholars and politicians. This concern dates back to Woodrow Wilson's (1887) work, "The Study of Administration". Wilson, an American politician and administrative reformer, was mainly interested in the performance and in the motivation of public servants as a means to deliver public services effectively and efficiently (Perry & Hondeghem, 2008). On the other hand, the period between 1950s and 1960s witnessed the rise of a new theory, known as public choice theory. The advocates of this theory, like Downs and Niskanen, criticized civil servants for being corrupt, greedy, selfish, and unconcerned about the public good. Accordingly, they called for reducing the size of the government, encouraging competition, contracting out and privatizing public services (Boyne, 1998).

The 1980s and 1990s witnessed the rise of a new theory, known as new public management (NPM) which was supported by strong politicians in Western developed nations and by international aid agencies, like the World Bank and the International Monetary Fund (IMF). NPM has its origins in public choice theory and the Chicago School of Economics (Lane, 2000). Accordingly, the supporters of NPM called for trimming and downsizing the public sector along with privatizing public services. The widespread adoption of these business management principles in the public sector has blocked the performance of public servants who are motivated by intrinsic motives along with causing real threats to the existence and identity of public sector values and norms like equity, accountability, fairness and merit. This led to the revival of public service motivation which was a reaction against the widespread use of market principles in the public sector.

The majority of scholars have studied the effects of the internal environment on PSM; none paid attention to the effects of the external environment on PSM. Hence, this study will fill an important gap in literature by studying the effects of technological factors, as part of the external environment, on PSM.

2. Public Service Motivation

Early scholars described PSM as a public service ethos that is only present in the civil service, or as pro-social behaviors that motivate public servants to serve the public. A large number of these scholars used indirect proxies to measure PSM by showing that civil servants, unlike private sector employees, are motivated by intrinsic motives only, not by financial remunerations or other extrinsic rewards (Bright, 2007). Perry and Wise (1990) were the first scholars who formulated a theoretical framework of PSM along with incorporating it in motivation literature (Wright, 2008). Both scholars indicate that the following three motives, (instrumental, normative and affective motives) are the building blocks of PSM. Based on these motives, Perry (1996) formulated four dimensions that measure PSM, namely: (a) attraction to public policy, (b) loyalty to public interest, (c) compassion, and (4) self-sacrifice. Later on, Kim et al. (2013) redefined Perry's scale by formulating an international theoretical framework of PSM that can be applied internationally, in all geographic locations.

It is important to distinguish between public sector motivation and public service motivation. The former covers the extrinsic motives that attract people to work in public sector institutions, like job security, tenure, long-term career, pension systems, the quality of life, the flexibilities in combining work and family life, and the opportunities for learning and development. Public sector motivation, according to Bunchoowong (2015), covers motives like compensation, sick and vacation leave, extra bonus, social security, well designed jobs, good insurance, good working environment, friendly colleagues, balanced work-family life and other extrinsic motives. Public service motivation, on the other hand, covers intrinsic motives which aim at serving the public or common good. Thus, we look at public service motivation as a type of motivation in the public sector, which does not cover all motives in the public sector. Unlike public sector motivation, public service motivation is not limited to the public sector; rather, it covers institutions that aim at serving the public good (Perry & Hondeghem, 2008).

3. Lebanon: Country Profile

Lebanon, officially known as the Republic of Lebanon, is an independent Arab state. The area of Lebanon is 10452 square kilometers (4035 square miles). It is bordered by Syria to the north and east and Israel to the south. Lebanon has always been the center of attraction of many invaders like the Persians, Arabs, and Romans whose invasions have affected its demographic composition (Iskandar, 1997). Lebanon has an estimated population of 4 million individuals in addition to Palestinian refugees and displaced Syrians and Iraqis. In a country where religion is the main ethnic identifier, Lebanon has eighteen sects. Recent studies showed that Muslims (Sunni, Shiite and Druze) constitute around 60% of the total population, while the Christians constitute less than 30 percent of Lebanese citizens (Nelson, 2013).

Lebanon is known to be the most democratic state in the Arab world; it has a parliamentary rule since independence in 1943. The French prepared the 1926 constitution of Lebanon along the same lines of the French constitution of the Third Republic, which transformed the state of greater Lebanon into a parliamentary democratic system (Bashir, 1977). The 1926 constitution stipulated that Lebanon is an independent democratic country, where legislative power is in the hands of a single elected parliament, the executive power is in the hands of an elected president assisted by the council of ministers, and the judicial power in the hands of an independent judicial branch (Iskandar, 1997). The Lebanese political system is based on a power sharing arrangement among its religious groups known as consociational democracy (Makdisi & El-Khalil, 2013). The main objective behind this system is to weaken sectarian divisions between different conflicting sects in Lebanon. For instance, the President of the Republic must be Christian Maronite, the Speaker must be Muslim Shiite, the Prime Minister must be Muslim Sunnite, and parliamentary seats as well as bureaucratic positions must be equally divided between the Christians and Muslims in order to secure national unity. It is important to note that new sectarian elites emanate from the Lebanese civil war, known as militia warlords. These warlords have played a powerful and influential role in the political arena.

The Lebanese economy is a liberal and a laissez-faire economy (Makdisi, 2004). Unlike other Arab countries, Lebanon has an open economy based on a liberal trade regime with no restrictions on capital transfers (Makdisi, 2004). In 1991, the Lebanese government launched an ambitious plan for the reconstruction and development of Lebanon. This plan aimed to increase income growth, reduce income disparities, and strengthen social cohesion. The reconstruction plan was financed from the following four sources: (1) national budget surplus; (2) treasury bills; (3) external borrowing from different countries and lending institutions such as the World Bank and the International Monetary Fund (IMF); and (4) external grants (Kisirwani, 1997). One can distinguish between four stages of growth during the post-war period:

- The first stage (1991-1994) was considered to be the first phase of the reconstruction process, which showed a period of accelerating growth rate at 8 %. This period also witnessed the stabilization of the Lebanese pound against the American dollar and other currencies, continued increase in public debt, as well as efforts to reduce the inflation rate;
- The second stage (1995- 2000) witnessed a massive increase in public debt reaching around 150% of GDP in the year 2000. The Ministry of Finance has since adopted a policy of issuing Eurobonds at high interest rates in order to secure the liquidity the Lebanese government needs to finance budgetary deficits and to conduct its business. During this period, a number of factors led to the decline of both growth and foreign investment. These factors ranged from clashes with the Israeli forces in the southern part of the region, declines of oil revenues in the Gulf especially by the end of 1999, lack of administrative and political reforms, and widespread corruption;
- The third stage (2001-2004) witnessed a growth rate, which peaked at 5%, and an increase in foreign investment in the real estate, tourism and banking sectors. This improvement was mainly due to post 9/11 problems where Arab businesspeople started looking to other avenues for investment;
- The fourth stage (2005 to 2012) witnessed political and security instability as well as confrontations with Israel which led to the destruction of factories, buildings, bridges and others. The growth rate fell to an average of less than 1% (Makdisi & El Khalil, 2013).

4. Technological advancements and the Lebanese civil service

Technological progress emanates from internal advancement which, in turn, comes from employee capability. Technological advancement improves both organizational and individual performance. Employees acquire new technological knowledge and more advancement through training. So it is not only sufficient to install latest technological advancements or buy latest equipments, what is more important is to train employees how to use them (Imran, Maqbool, & Shafique, 2014). On the other hand, Giao, Borini, de Miranda and Junior (2010) assert that not all technological advancements are beneficial; they might, in certain situations, make organizations less attractive and competitive. High technology, according to Giao et.al (2010), doesn't necessarily lead to profitability. Training is one of the most important strategies to provide new knowledge and skill to employees in order to do their jobs effectively (Imran et. al, 2014). The National Institute of Administration and Development (NIAD) in Lebanon, for instance, has long been the centralized institute in charge of preparing new candidates to government service, and of training existing personnel. This centralization policy left specialized training needs in various agencies unfulfilled (Iskandar, 1997). Serious problems faced NIAD like shortage of qualified trainers, short periods of training sessions which were not responsive to latest technological advancements, duplication of materials assigned to training, highly theoretical training seminars which were unrelated to the job, and lack of effective training methods. Hence, NIAD failed to provide civil servants with adequate training needs (Iskandar, 1997). The Institute of Finance (IoF) is another agency that is responsible for providing computer training sessions to civil servants at the Ministry of Finance and some other ministries. It has conducted more than 120 training programs. This institute has also provided computer training services for civil servants in different Arab countries. It is financed by international organizations like the World Bank, the National School of Administration (ENA) in France, the Arab Planning Institute in Kuwait, the United Nations and others. Hence, it has become the regional training center of the World Customs Organization (Republic of Lebanon Ministry of Finance: Training catalogue, 2012-2014).

The Office of the Minister of State for Administrative Reform (OMSAR) is held responsible for the implementation of electronic government (e-government) programme. Accordingly, it has mainly become in charge of providing computer training sessions to Lebanese civil servants. OMSAR offers a variety of information technology and computer training courses for all civil servants in different ministries and public agencies. Most of the training courses cover computer programmes like Microsoft Windows, Word and Excel through funds offered by the Arab Fund for Economic and Social Development (Khatib, 2002). The main aims behind electronic-government in Lebanon are:

- To simplify the complicated bureaucratic procedures which are adopted in the Lebanese civil service and which, in turn, cause delays in the completion of citizens' transactions (e-Gov Lebanon, 2016);
- To deliver public services through the internet anytime and from any geographical location;
- To allow a smooth contact between the citizens and the public administration where the former can easily track their transactions;
- To reduce paper work;
- To Facilitate co-ordination and communication between internal agencies and ministries electronically;
- To provide single points of notifications for citizens (Republic of Lebanon: OMSAR Lebanese E-Government).
- To deepen the participation of citizens in the policy making process along with enhancing their access to information;
- To contribute to higher transparency, efficiency and accountability
- To encourage mutual trust between the citizens and the civil service (Why e-Government important, 2016)

5. Methodology

5.1 Public Service Motivation

5.2 Reliability

The most common technique for examining the reliability of an instrument is the internal consistency method. The reliability of an instrument implies the consistency with which it measures a construct. In this research, internal consistency was measured using Cronbach's alpha α . The values of Cronbach's alpha range from zero to one.

Table 1: Internal consistency of the survey instrument

Constructs	No. of items	Cronbach's Alpha
APS= Attraction to public service	4	0.811
CPV= Commitment to public values	4	0.852
COM= Compassion	4	0.795
SS= Self-sacrifice	4	0.887
Technology	5	0.912

5.3 Validity

Kaiser-Meyer-Olkin (KMO) is an important test that is used to examine the factorability of data; it is an index used to examine the appropriateness of factor analysis. Weak values of KMO range between 0.5 and 0.7, values between 0.7 and 0.8 indicate that the factor analysis is good (appropriate), values between 0.8 and 0.9 are strong, and values above 0.9 are excellent (Haf, 2015).

Table 2: Results of KMO

Constructs	KMO Measure of Sampling Adequacy
APS = Attraction to public service	0.610
CPV = Commitment to public values	0.788
COM = Compassion	0.874
SS = Self-sacrifice	0.824
Technology	0.932

5.4 Subjects

Seven hundred public servants (N=700) took part in this study. These employees were randomly selected from the following ministries and public agencies: Ministry of Interior and Municipalities, Ministry of Public Works and Transport, Ministry of Industry, Ministry of Agriculture, Ministry of Environment, Ministry of Finance, The Fund of Displaced, Council for Development and Reconstruction (CDR), the Civil Service Council, and The Central Inspection Commission. The survey was sent via e-mail to the respondents because it is quick and inexpensive. The participants were given one month to complete the survey. Seven hundred (700) questionnaires were distributed. The number of returned questionnaires was 388 with a return rate of 55.42%. As expected, the respondents presented a diverse mix of public service occupations.

Table 3: Questionnaire Distribution

Name of Ministry or Public Agency	Distributed Questionnaires	Returned Questionnaires	Response Rate %
Ministry of Interior and Municipalities	150	53	35.33
Ministry of Public Works and Transport	100	20	20
Ministry of Industry	50	12	24
Ministry Agriculture	50	38	76
Ministry of Environment	50	41	82
Ministry of Finance	200	65	32.5
The Fund of Displaced	100	71	71
Council for Development and Reconstruction	50	28	56
The Civil Service Council	50	33	66
The Central Inspection Commission	50	27	54
Total	700	388	55.42

5.5 Attraction to Public Service

Table 4: Attraction to public service

Question No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	M	S.D
	I admire people who initiate or are involved in activities to aid my community	0.72%	3.24%	4.58%	40.57%	50.89%	4.13	0.59
	It is important to contribute to activities that tackle social problems	0.53%	3.42%	5.30%	49.50%	41.25%	4.14	0.61
	Meaningful public service is very important to me	1.50%	1.08%	16.21%	45.82%	35.39%	4.13	0.82
	It is important for me to contribute to the common good	0.25%	3.48%	9.52%	48.98%	37.77%	4.23	0.77

As can be seen from the table above, the majority of the respondents (91.46%) agreed or strongly agreed when asked if they admired people who initiate or are involved in activities to aid the community (mean=4.13; SD=0.59). There was a substantial shift to strongly agree on the three other sub-dimensions and, although the over percentages fell slightly, over 80% of participants responded positively. In particular, 41.25% of respondents strongly agreed and half of the respondents agreed (49.50%) that it is important to contribute to activities that tackle social problems (mean=4.14; SD=0.61).

Even so, there was strong sentiment and agreement in linking everyday employment in the civil service/government organizations with contributing to the wider common good (mean = 4.23; SD= 0.77)

Over 80% of the participants agreed and strongly agreed that meaningful public service is important to them (mean=4.13; SD=0.82). Overall, the results show that the majority of the Lebanese civil servants in the quantitative phase scored high on attraction to public service, the first dimension of public service motivation.

5.6 Commitment to public values

As with attraction to public service, commitment to public values also shows high levels of agreement with the questions asked. Around 73.64% of respondents indicated agreement with the contention that equal opportunities for citizens are very important (mean= 4.13; SD=0.57)

Almost half of the respondents 43.15% strongly agreed, and 44.05% agreed that it is essential to act ethically (mean=4.28; SD=0.72).

Linked to this latter point, it is important to note that over 80% of respondents agreed and strongly agreed that it is important that citizens can rely on the continuous provision of public services (mean= 4.17; SD= 0.62).

Results from the survey show that 47.81% of the respondents agreed and 33.11% strongly agreed that it is important to take into account the needs of future generations when developing public policies (mean=4.18; SD= 0.63).

Table 5: Commitment to public values

Question No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	M	SD
	I think equal opportunities for citizens are very important	0.22%	4.34%	5.25%	73.64%	16.55%	4.13	0.57
	It is important that citizens can rely on the continuous provision of public services	1.52%	1.38%	16.54%	46.98%	33.58%	4.17	0.62
	It is fundamental that the interests of future generations are taken into account when developing public policies	1.48%	1.07%	16.53%	47.81%	33.11%	4.18	0.63
	To act ethically is essential	0.22%	0.86%	11.72%	44.05%	43.15%	4.28	0.72

5.7 Compassion

Table 6: Compassion

Question No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	M	SD
	I feel sympathetic to the plight of the underprivileged	3.20%	0.62%	1.52%	53.09%	41.57%	4.42	0.84
	I emphasize with other people who face difficulties	0.44%	1.53%	5.05%	61.17%	31.81%	4.27	0.64
	I get very upset when I see other people being treated unfriendly	0.45%	1.62%	3.12%	62.01%	32.80%	4.28	0.63
	Considering the welfare of others is very important	0.21%	0.87%	13.72%	45.21%	39.99%	4.35	0.77

As can be seen from the table above, more than half of Lebanese civil servants (53.09%) agreed, and 41.57 % strongly agreed, that they feel sympathetic to the plight of the underprivileged (mean=4.42; SD=0.84). Besides, 61.17 % of respondents agreed and 31.81 % strongly agreed that they empathize with other people who

face difficulties (mean=4.27; SD=0.64).

Around 40% of the respondents strongly agreed and 45.21% agreed that it is very important to consider the welfare of others (mean= 4.35; SD= 0.77).

5.8 Self-sacrifice

Table 7: Self-Sacrifice

Question No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	M	SD
	I am prepared to make sacrifices for the good of society	8.43%	3.45%	7.58%	35.89%	44.65%	4.27	0.72
	I believe in putting civic duty before self	30.97%	38.98%	12.75%	5.85%	10.45%	2.28	1.15
	I am willing to risk personal loss to help society	18.52%	20.27%	3.54%	35.46%	22.21%	4.20	0.68
	I would agree to a good plan to make a better life for the poor, even if it costs me	12.25%	5.24%	10.94%	37.86%	33.71%	4.19	0.67

Descriptive results showed that the majority of participants agreed and strongly agreed with making sacrifices for the good of society (mean=4.27; SD=0.72). Likewise, almost 40% of the respondents disagreed to about putting civic duty before self (mean=2.28; SD=1.15). More than half of civil servants (57.67%) agreed and strongly agreed that they are willing to risk personal loss to help society (mean=4.20; SD=0.68). Finally, 71.57 % of the respondents agreed and strongly agreed about making a good plan to make a better life for the poor.

6. Technological Factors

Table 8: Technological factors

Quest	Item	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		M	SD
		Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%		
	Computer training seminars are an opportunity to relax and to have some fun	16	3.40 %	11	2.3 4%	20	4.2 6%	18 2	38. 72 %	24 1	51. 28 %	4. 3 2	0. 9 2
	The computer software does not work well	8	1.70 %	13	2.7 7%	35	7.4 5%	26 1	55. 53 %	15 3	32. 55 %	4. 1 4	0. 8 0
	The IT department takes a long time to fix our computers	12	2.55 %	7	1.4 9%	28	5.9 6%	22 1	47. 02 %	20 2	42. 98 %	4. 2 6	0. 8 4
	Citizens sometimes wait a long time for completing their transactions due to weaknesses of the software system	15	3.19 %	5	1.0 6%	18	3.8 3%	25 0	53. 19 %	18 2	38. 72 %	4. 2 3	0. 8 4
	Unlike citizens in big cities, citizens in remote areas do not benefit from electronic government services	2	0.43 %	16	3.4 0%	11	2.3 4%	24 6	52. 34 %	19 5	41. 49 %	4. 3 1	0. 7 2

There were respectively 39% and 51.28% of participants who agreed and strongly agreed that computer training seminars are an opportunity to relax and to have some fun (mean=4.32; SD=0.92). Computer training in the Lebanese civil service is limited, and it is not responsive to technological developments.

There were 89% who were in agreement that the computer software does not work well. Likewise, almost 90% of participants were in agreement that the IT department takes a long time to fix computers. This situation, according to many participants (92%), led to delays in completing the transactions of the public. More than 52% of the respondents agreed that citizens in remote areas do not benefit from electronic government services. Electronic government (e-government) facilitates the work of the citizens through delivering services to them in an objective, transparent and efficient way.

7. Hypotheses Testing

As mentioned above, from the findings outline so far, it would seem that technological factors positively influence PSM. In order to address these issues in more detail and assess effects and correlations between particular factors and levels of PSM, a number of tests were undertaken. The first linked to technological factors.

The following hypothesis was formulated regarding the influence of technological factors on public service motivation:

H1: Technological factors positively affect PSM.

7.1 The Regression of PSM and Politics

H1: Technology positively influences PSM

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.247	.061	.059	.33600

Table 10: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.435	1	3.435	30.428	.000
Residual	52.834	468	.113		
Total	56.269	469			

Table 11: Coefficients

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.291	.099		33.264	.000
	Technology	.126	.023	.247	5.516	.000

Table 9 (Model Summary) shows that the independent variable technology provides little explanation as indicated by adjusted R^2 of value 6 %; this means that the model explains 6 % of the variation in the dependent variable (public service motivation). A significant model emerged ($F=30.428$, $p<0.001$), and technology was positive and significant as (coefficient $B= 0.247$, $p<0.001$). There is a positive relationship between technology and PSM; hence the hypothesis (H1) is accepted.

8. Discussion of Findings

The findings of the quantitative phase indicated that technology positively influenced public service motivation. The quantitative results showed that civil servants wanted to learn how to use computers; however, computer training seminars were not designed properly, in addition to being redundant and boring. This result contradicts the outcomes of Barakat (2005), who showed that civil servants were neither interested in nor willing to learn how to use the computer and other technological devices; they were resistant to change. Besides, Barakat (2005) indicated that costly computers were installed in some public agencies and ministries; however, very few civil servants showed interest in how to use them. She added that some new computers had never been used. Barakat (2005) concluded that simply adding computers or modems would not improve public service delivery. Focusing only on the computers will not make public servants more service oriented (Barakat, 2005).

Descriptive statistics also revealed that the civil servants wanted to serve the citizens properly and swiftly; however, the IT department was not always responsive to their demands. Finally, the results showed that the citizens could not benefit much from electronic government due to technical problems and weaknesses in the infrastructure. For instance, the citizens in some rural areas could not access public websites because they had neither electricity nor internet connection. Accordingly, they were forced to go to the capital city Beirut in order to finalize their transactions. Likewise, even the citizens of big cities could not complete their transactions fully online.

Results also showed that computer training seminars were limited and traditional. These seminars did not provide the civil servants with appropriate computer skills. Within the same context, Iskandar (1997) admits that training institutes in the Lebanese civil service, such as the National Institute of Administration and Development (NIAD), have shortages in the number of qualified teachers. Most of these public training institutes were not being able to attract talented academic and professional training experts as full-time teachers. Most of the training courses are traditionally oriented, general and theoretical (Iskandar, 1997). Furthermore, delays in fixing the computers increased the frustrations of public service motivated employees who saw themselves incapable of serving the citizens properly and swiftly.

The findings of the quantitative phase also showed that the citizens did not benefit from e-government. This situation weakened the behaviour of public service motivated employees, who saw themselves as unable to deliver public services objectively, 24/7 and from all geographical locations. Successive Lebanese governments have made huge Information and Communication Technology (ICT) investments, supported by the European Union (EU), United Nations Development Programmes (UNDP), and other international donors in order to

improve e-government. The expected benefits behind electronic government are to promote more efficient public service delivery, facilitate more accessible government services, allow greater access to information, reduce corruption and make government more accountable to citizens. One of the main obstacles to electronic government in Lebanon is the deteriorating level of the infrastructure. Corruption has always plagued infrastructure projects in Lebanon. Basic infrastructure, such as electricity, does not reach geographically remote areas. Other major obstacles to e-government are huge shortages of skilled ICT public servants in the Lebanese administration, weak commitments from the part of the politicians, inactive partnerships between political leadership, citizens and private sector, and lack of a clear e-government vision (Barakat, 2005).

9. Conclusion

Lebanese civil servants scored high on all of the dimensions of PSM, namely attraction to public service, commitment to public values, compassion and self-sacrifice. Therefore, PSM is an international concept that exists in an Arab country like Lebanon.

Results showed that technological factors positively affect public service motivation. In other words, results support the hypothesis. Civil servants are not happy with computer training seminars offered by the National Institute of Administration and Development (NIAD) because these sessions are theoretical, not related to the job itself, redundant and boring. The findings also showed that some civil servants wanted to serve the citizens properly and swiftly; however, the IT department has not always been responsive to their demands. Finally, the findings of this study showed that citizens do not benefit from e-government. This situation weakened the behaviour of public service motivated employees who saw themselves unable to deliver public service objectively and effectively, 24/7 and from all geographical locations.

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