ADOPTING CONCEPTS OF MOTIVATION IN STAKEHOLDER PARTICIPATION IN ELECTRONIC GOVERNANCE PROJECTS; AN ANALYTICAL REVIEW

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ABSTRACT

The present study examined factors that motivate stakeholders' involvement in electronic governance projects implemented especially in developing countries. This analytical review hopes to identify ways of inspiring citizens to participate in electronic governance projects implemented, so as to facilitate the success of these projects. The key concepts identified in this analysis contributed to areas where governments can focus on to influence their citizens' involvement and engagement in new public initiatives. The relevant literatures identified suggested that most public sector institutions adopt electronic governance and implement its changes however little efforts are contributed to post implementation issues; such as enforcing and sustaining stakeholder participation. The present study attempts to identify the motivations or factors that inspires the citizen's involvement as an approach to contribute to revenue improvement and ways of sustaining citizen involvement especially in developing countries.

KEYWORDS: *E-governance, stakeholders, stakeholder participation, public sector motivation, environmental compatibility, morale, persuasion, intention.*

I. INTRODUCTION

The discovery of new ideas or invention could be an innovation or perceived as innovation provided it is new. Innovation comes in different forms such as the conduct of business transactions through the internet or electronic commerce, and the type considered in the present study is electronic governance (Bao, 2009; Rose, 2005. According to the Organization for Economic Co-operation and Development (OECD), e-governance is; "the use of information and communication technologies, and particularly the Internet, as a tool to achieve better government" (OECD, 2008), suggesting that e-governance facilitates the achievement of better policy outcomes, higher quality services, greater engagement with citizens, and advancement of the public reform agenda. The World Bank adds to this definition of e-governance by stating, "Citizen Empowerment through access to

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information." Taken together, these increasingly broad views include not only services and administration but also democratic processes and relationships among citizens, civil society, the private sector, and the state. Collectively, they constitute what is coming to be understood as "electronic governance (e-governance)."

The challenge identified in electronic governance implementations was highlighted in Heeks & Bailur (2007) reporting that 35% of e-governance projects in developing countries are total failures, 50% are partial failures, while remaining 15% are successes, yet several national resources are invested in such projects in these countries, majority of which are lost due to other challenges such as infrastructure, human resource, legal framework, internet access and connectivity, digital divide, language and illiteracy (Nkohkwo & Islam, 2013; Dada, 2006; Kaaya, 2004). Also, the poor decisions of developing countries resulting to the outcomes suggested by Heeks & Bailur (2007) causes lack of public trust and stakeholder's loss of interest in the decisions of government leaders, resulting to negligence or abandonment of stakeholder participations in projects such as the several Information Communication and Technology (ICT) or electronic governance projects implemented which requires the stakeholder participation for its success. The present study attempts to identify the motivations or factors that inspires the citizen's involvement and ways of sustaining citizen involvement in order to contribute to revenue improvement and poverty reduction of governments in these countries.

Rheinberg (2008) defined motivation as a scientific notion with three focus; goal orientation, energizing processes and perseverance. Motivation has been deeply ingrained throughout history through its development as a theory and concept with multiple applications over multi-disciplinary perspectives (Heinricks, et al., 2013). Some previous researchers addressed related issues of motivation in the public sector in relation to public service motivation (PSM) being an integral part of stakeholders' intrinsic work motives, which is expected to lead to stakeholder participation or behaviors that benefits the public. The goal orientation specifies the objective for which motivation is intended is to facilitate and justify the purpose for designing the processes that enable stakeholder motivation (Heinricks, et al., 2013). The goal orientation also guides project facilitators against the kind of motivation and for which type of individual towards the objectives intended. The energizing process is the approaches the motivator adopts to ensure that the intended action for motivation is achieved, and the perseverance is the conviction that the action taken for motivation will gear the individual towards the reason for which motivation is facilitated. Some authors supported the process for its brevity and applicability to multiple motivation plans. The focus of intrinsic values was studied to be institutional value rather than self-interest that promote positive behavior of stakeholders towards their involvement in public sector roles and rules (Ritz & Brewer, 2013). These objectives identified for motivation guides and supports the present study's focus of ensuring motivation of stakeholders towards their involvement in governmental projects which requires stakeholder participation in order to be successful.

II. LITERATURE REVIEW

The concept of Motivation was studied and suggested as a determinant of compliance in empirical studies (Heinricks, et al., 2013; Rheinberg, 2008), and was identified in relation to other concepts; public service motivation (PSM) (Ritz & Brewer, 2013). The present study narrowed the literature on motivation by focusing Public Sector Motivation, its dimensions, its framework for motivation and the environmental compatibility to

ensure stakeholder participation (Zheng & Zheng, 2014; Shouzhi, 2017). Other studies identified the intrinsic motivation to comply (Erard & Feinstein, 1994), suggesting its effects cannot be measured directly but only through the effects of its outcome (Traxler, 2010) which can also be improved by enacting these into values, norms and policies (Posner, 2002). Brooks, et al. (2015) mentioned that stakeholders such as large firms derive their motivation in whether their contributions are used for projects that benefit them or promote their image and public trust. Baker (2015) attributed lack of motivation to be the cause of tax avoidance and stakeholders not participating in projects initiated in the public sector (Dyreng & Lindsey, 2016).

PUBLIC SECTOR MOTIVATION (PSM)

The Public Sector Motivation (PSM) concept gained popularity in the 1990s and is defined by an individual's willingness to respond to public institution or organization's motives (Ritz & Brewer, 2016). The theory is supported by other related concepts such as the self-determination theory or the motivation crowding. This section focuses on the Public sector motivation and its dimensions in ensuring stakeholder motivation. Public Sector Motivation has been associated with several other concepts; however the present study's emphasis is based on PSM and citizen behavior (Bottomley, et al., 2015). The PSM concept has been studied in conjunction with Human Resource concepts with the emphasis of its relevance being attributable to the individual and not the sector. This present review identifies the motivation needed or required by stakeholders to facilitate their participation in the electronic governance initiatives undertaken in their governments or public sector, which is supported by the PSM concept. Giauque, et al. (2016) suggested a four dimensional approach to understanding and adopting PSM

DIMENSIONS OF PUBLIC SECTOR MOTIVATION (PSM)

The first dimension identified by Giauque, et al. (2016) is Attraction to policy making which explains that in order to ensure commitment to the public sector citizen behavior, stakeholder must be attracted to the policies enacted to encourage their participation. This attraction to policy making dimension is the desire of the stakeholder to have the opportunity to be part of public policy formulation regarding areas of interest or in matters that affects the stakeholder. The attraction to policy can be facilitated only when the leaders in charge of enacting or developing these processes conduct adequate due diligence to ensure that the needs of the stakeholders are considered in the development of project specific policies (Giauque, et al., 2016). The second dimension, compassion focuses of feelings of stakeholders such as love for all citizens within a particular political group or particular government institution with emphasis on unified desire to be protected in their basic rights. The compassion dimension was emphasized by the previous literatures supporting this concept that the benefit the stakeholder expects from belonging to the given political or governmental group (Perry & Vandenabeele, 2015). The commitment dimension of the stakeholder was based on the public value they identify and how easy it is to adapt to the change generated by the policies (Kim, et al., 2013).

This third dimension, commitment focuses on public interest and the desire of the stakeholder to serve the public. The commitment to the public interest, compassion and self-sacrifice are the remaining dimension identified which emphasizes on the outcomes to be achieved when the attraction to policy is facilitated. This view is adopted in the present study such that the project facilitators must ensure that the stakeholders find the electronic governance initiative beneficial to their needs so as to encourage their participation. This will facilitate their commitments and determination to self-sacrifice when needed.

ENVIRONMENTAL COMPATIBILITY.

In order to facilitate that the dimensions and frameworks of motivation facilitates the achievements of objectives intended, some scholars identified the need to determine the mutual compatibility between the stakeholder and the organizational environment. This is defined in the theory of Person environmental fit which is an established framework that was applied to the jobseekers and organizations to assess the attractiveness and fit (Cable & DeRue, 2002). This framework is applicable to the context of the present study and therefore is adopted for discussions and suggestions on motivating the stakeholder's participation. The environmental fit framework comprises of two elements; Supplementary fit and complementary fit. The supplementary fit involves circumstances regarding the environmental culture, values, norms and goals. The focus is on the local government areas where electronic governance initiatives are undertaken. There is the need to consider the culture, values and expectations of such environments when determining motivational factors that compels the stakeholders to participate. The complementary fit is divided into two sub types; demand abilities fit and needs supply fit. The demand abilities fit emphasizes on the stakeholders skills required to meet the environmental requirements. This simply implies the basic Information Communication and Technology (ICT) skill and ability of the stakeholder which facilitates their participation in the electronic governance initiative. The needs supply fit also focus on ability of environmental supplies meeting the needs required by the individual to encourage them to participate. In other words, the resources provided by the instruction must facilitate compliance by the stakeholders.

Both elements of the environmental fit framework predominantly focus on the interest of the organizational environment (Kristof-Brown, et al., 2005). The present study therefore focuses on needs-supply fit and demand abilities fit. This is because the objective is to motivate stakeholders to participate in the electronic governance initiatives. The environmental fit framework provides guidelines to ensure that the environment is enabling and facilitates compliance by determining the skills requisition of stakeholders to facilitate their participation. The participation of some relevant stakeholders in Information Communication and Technology (ICT) projects requires some basic computer skills, therefore there is the need to determine whether they possess such skills to facilitate their compliance, and in doing so, the project facilitators can adequately come up with ways of motivating these stakeholders to comply such as the public sector employees who are first point of contact between the government and other relevant stakeholder. The determination of skills will also inform the leaders on how to motivate stakeholder with no skills to comply either through more public training or methods deemed fit.

MORALE

Several empirical studies have outlined motivation as the force behind stakeholder participation in electronic government and electronic governance processes (Madon, 2004; Harris, et al., 2002; Jayal & Pai, 2001; Hudson, 1999). The focus on the public trust is a major motivation for stakeholders to comply with their roles regarding e-governance implementation which is reinforced by the access to public information enabling stakeholder participation in the governance process (Tolbert & Mossberger, 2006). The study of Ibrahim, et al. (2017) mentioned the importance of emphasizing motivational approaches to compliance through the adoption of a framework which considers multiple dimensions. This indicates that in order to achieve or derive the outcome intended by the leaders of governments and ensure the success of electronic governance initiatives

through participation of stakeholders, there must be development of motivational guideline that covers all aspects of the project that requiring stakeholder participation. Braithwaite & Ahmed (2005) identified morale as the intrinsic motivation to comply with some internalized obligation. Their study has been found to positively relate to tax compliance. The research of Ramona-Anca, et al. (2015) provided a broader view of the influence of motivation morale in participatory behaviour which is adopted in the present study to determine the factors needed to boost the morale of stakeholders or citizens in order to facilitate their compliance behaviour. Studies have indicated a strong positive relationship between moral and participation or compliance in relation to other areas where justification was provided that authorities could develop electronic governance implementation policies and approaches to concentrate on building the morale of stakeholders, and eventually this will result in their participation and sustainability achieved through continuous compliance behaviour. The morale also foster how the stakeholders view the electronic governance inititative; whether an obligation they are coerced to be part of or, whether the stakeholders view particiaptin in electronic governance project as an opportunity to be part of developing their local governments and country as whole (Torgler, 2011; Braithwaite & Ahmed, 2005).

PERSUATION

Cialdini & Golder (2009) after conducting reviews from several literatures and suggested two approaches for facilitating compliance; verbal and non-verbal strategies for gaining stakeholder participation. The motivation factors and measures must be set in place by ensuring there is morale (Neumann, 2016) and compliance intention (Ritz & Brewer, 2013) in order to establish there is motivation to participate. The determination of these prior considerations is to ensure there is motivation to comply (Kim, et al., 2017 ; Finkelstein & Fishbach, 2012). Previous scholars specified in the field of persuasion have provided comprehensive research on how and why persuasion helps in achieving stakeholder participation or compliance. These scholars referred to stakeholder participation or compliance as a type of response to a type of requests or communication. These studies also emphasized the importance of communication in the process of facilitating compliance; stakeholders will only respond to the information they understand and accept (Cialdini & Goldstein, 2004; Gass & Seiter, 2009). Gass & Seiter (2009) concluded their study that compliance gaining communication is a subset of the kind and type of persuasion that it involved; and intentional efforts to facilitate a changed outcome or behavior from the recipient.

Cialdini & Golder (2009) after conducting reviews from several literatures suggested two approaches for facilitating compliance; verbal and non-verbal strategies for gaining compliance. The verbal approach includes techniques named the foot-in-the-door (FITD) and door-in-the-face (DITF). The FITD technique suggested making an initial request for compliance from stakeholders that is small and likely to be seen as insignificant request with the objective of drawing the recipient attention, and softening them up and this will be followed up by making a larger follow up request which fills up what is required to facilitate their actual or intended compliance. The DITF technique follows the reverse approach of making an initial request for compliance that is large on the assumption that stakeholders or recipient will reject and not participate, so that a more reasonable follow up request will be accepted by the stakeholders. This type of motivation and persuasion techniques plays on the psychology of the stakeholders and in the present researcher's opinion, the FITD approach seems relatable however stakeholders are unpredictable and may respond by complying to the DITF technique.

The nonverbal compliance gaining strategies are focused on the features such as what the stakeholders see, touch intended to facilitate stakeholder participation (Cialdini & Goldstein, 2004; Gass & Seiter, 2009). When new initiatives are being implemented and the stakeholders can recognize the improvements, they will be urged to respond in the desired way. In the private sector, this approach is applicable by using customer feedbacks or advice to improve customers' emotional desires. The public sector however is usually limited by resources to facilitate such processes in the long run however the implementation of electronic governance projects makes adoption of the feedback approach easily manageable by the public sector through the adoption of functional and responsive websites and the internet online response system. Some public institutions have systems designed to have automated pre-programed questions and answers which are first feedbacks for customers and it is only when such requests are not part of the preprogramed requests that the customer has to wait for response.

Dillard (2004) emphasized on the relevance of verbal and non-verbal compliance in increasing the stakeholders' compliance intention. This study also focused on the importance of motivation in facilitating compliance which was researched in the area of heath care. Cialdini & Golder (2009) again emphasized on the importance of choosing the best communication style for the purpose of ensuring the right information is dispersed to the intended stakeholder and they have the ability to receive, comprehend and participate. The focus of this issue communicated is that the leaders must know their respondents profile in order to design the best approach to communicate participation requests. This review also identified the challenge of choosing a communications style because it is a feature that is unique for each individual therefore difficult for management or project leaders.

STAKEHOLDER CONTINUOUS PARTICIPATION AND INVOLVEMENT

The act of stakeholder involvement was defined as the extent of personal relevance of the decision of the individual in terms of his or her basic values and self-concept (Cialdini & Goldstein, 2004). A high involvement elicits more personal connections and citizen involvement in any form of activity was found to be moderated by the stakeholder decision making process (Torgler, 2011; Torgler & Schneider, 2009). Millar & Mahon (2014) conducted a study on answering a key question on how citizen involvement and participation can be achieved in a mega project. Their study adopted a view from some scholars who postulated that mega projects will be successfully achieved and sustained through large scale stakeholder involvement in public policy and affairs no matter who serves as the host nation (Millar & Mahon, 2014). This study also suggested consumerism in the public sector thus treating citizen interactions based on democratic approach. This study provided a recommendation for an evolutionary interaction between the government and citizens shown in the Figure 1 below which focuses on communication that facilitates stakeholder continuous involvement (Millar & Mahon, 2014; Wermeille, et al., 2015).
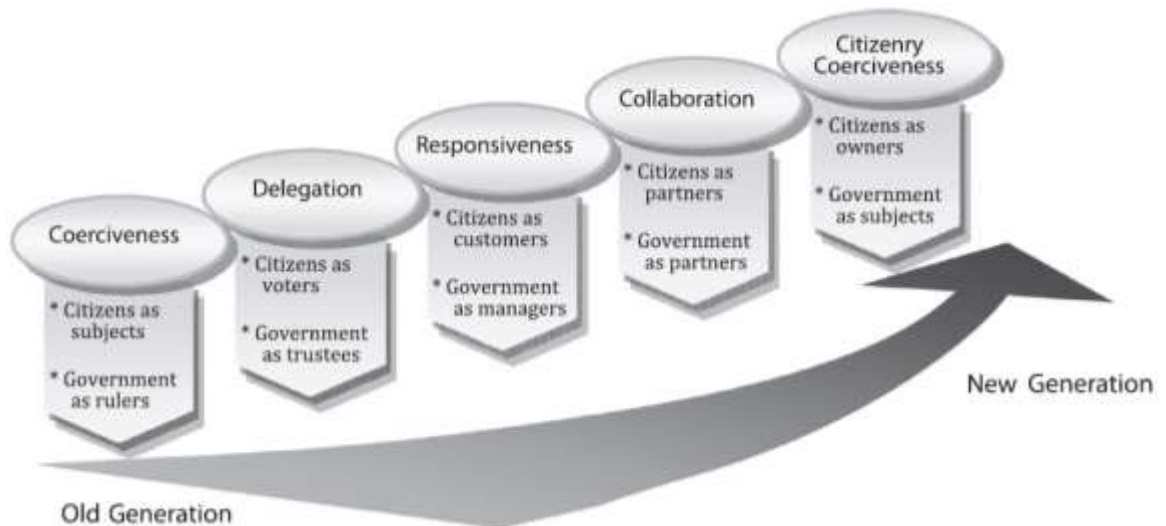
Figure 1: An evolutionary continuum of government to citizen interaction

Source: (Lai-Ling-Lam, 2014)

STAKEHOLDER FEEDBACKS

The consideration of feedback in designing approaches to facilitate stakeholder participation is considered a special issue in performance related literatures (Kim, et al., 2013; McGrath, et al., 2011). Feedback is a general concept applicable in multiple concepts and disciplines where there is some form of communication between two parties (Seiders, et al., 2015; Finkelstein & Fishbach, 2012). The process of seeking stakeholder feedback after actual compliance behavior and stakeholder continuous involvement is important in implementation projects in order to collect stakeholder opinions and concerns for project re-evaluations and identifying areas of improvement. The local government and developing countries have minimum or no history of adopting any motivation to comply or the approaches recommended in the motivational factors indicated as far as the present review is concerned. The literature on stakeholder feedback has been studied by several researchers and theorists to be adoptable and applicable to any scenarios deemed applicable by the researcher where two way communication is required. This study therefor adopts stakeholder feedback as an approach to communicate and generate intended outcome from citizens during electronic governance implementation and facilitation of compliance behavior (Seiders, et al., 2015; Finkelstein & Fishbach, 2012; McGrath, et al., 2011). Several studies have also recommended the categorizations schemes for feedbacks based on the nature of its content either they are positive or negative (Kim, et al., 2017).

A positive feedback from stakeholders on their experience during compliance behavior and participation requires reinforcement actions that result in stakeholder continuous participation or repetitive effect and this contributes to the ultimate objective for sustaining stakeholder participation and compliance in the implemented electronic governance projects. A negative feedback is a result of lack of information or a gap between actual compliance and intended compliance. There is high priority for negative feedbacks from stakeholders, as this provides the opportunity for project facilitators to improve stakeholders' motivation to comply (Kim, et al., 2017 ; Finkelstein & Fishbach, 2012). Finkelstein, et al. (2012) contributed to the literature on feeback by suggesting that it is relevant to focus on triggers of the negative feedbacks in order to determine what type of positive actions to undertake to achieve positive reaction. This literature emphasised the act of

seeking negative feedbacks as it enable leaders to improve upon their overall action plans. Other literatures on feedback emphasized on the relevance of determining the factors that drive stakeholder willingnes to report or comment on reasons for their non compliance in the projects implemented expecially within the public sector.

The importance of stakeholder feedback in local governments and developing countries is an important consideration that is usually overlooked or never planned for in most public sector projects. Full integration of electronic governance can only be suceesful if stakeholders comply and are able to communicate freely with leaders in the public sector. The current conduct of literature on the local government sector in terms of concepts relating to stakeholder participatin, motivation, intentions, morale, and stakeholder feedbacks are limited and not available to the knowledge of the researcher. These factors are recommended by experts and scholars who conducted studies in the areas of motivation factors that enables stakeholders compliance, therefore in order to achieve a succesful integration of electronic governance project, the project facilitators must ensure that these motivation factors are considered.

CHALLENGES IN FACILITATING STAKEHOLDER PARTICIPATION

The present study also adopted the recommendation on how to empower stakeholders at three levels in order to facilitate their involvement; empowerment at individual, collective and institutional levels. This recommendation was supported in the literature of Wermeille, et al. (2015) who indicated the approach of involving main stakeholders in innovation projects; they suggested that focusing on end users thus individuals, and public sector participants or simply public institutions. These literatures identified and stated the importance of acknowledging the varying degree of involvement for the different types of stakeholders. This means the project facilitators must design approaches to engage stakeholders by considering the different types of stakeholders, their interest in the electronic governance project, their value propositions, and the propensity of their compliance intention and motivation to comply (Wermeille, et al., 2015; United Nations, 2016). Graham (2011) identified some difficulties in achieving stakeholder involvement in public services which were focused on the purpose, role and remit of stakeholder involvement. The emphasis of the difficulties identified in the study was based on: ensuring that the stakeholders fully understand the need and purpose of their involvement and participation in the project and in this case the electronic governance project; ensuring that stakeholders understand their role which is considered relevant in the present review; and the remit of their involvement which is the benefit stakeholders get from participating in the public service project. Other studies also identified power imbalances in the stakeholder involvement process between the staff who are the first point of contact and the professionals such as Information Technology (IT) experts who are responsible for interpreting and implementing the views and methods to be followed (Graham, 2011; Grimsley & Gupta, 2006).

The case study of Singapore adoption of electronic governance indicated that the Information Technology (IT) experts were contracted to be responsible for staffs employed from the project initiation to the final stages of ensuring continued stakeholder participation thus the public service staffs were replaced by adopting the option to train or option to be laid off, where all the implementation processes of electronic governance integration and stability were handled by the IT staffs outsourced by the government (Zheng & Zheng, 2014). This approach is effective however expensive for its adoption by developing countries. The observations for this sub section is that the methodologies prescribed in these literatures are not what happens in real life, for instant the environmental compatibility concept suggests two approaches of determining the

readiness of the institution implementing the electronic governance project, while at the same time determining whether the stakeholders or end user have the needed skills to comply. This makes economic sense however in the local governments and developing, there are too many challenges to be prioritized and settled to facilitate implementation of the project, and therefore little or no consideration is given to what skill is needed by which employee, in order to motivate them to comply.

III. DISCUSSIONS

The literatures on persuasion and motivation have recommended some behavioral approaches to ensuring stakeholders or citizen motivation to participate in governance processes (Alvesson & Spicer, 2016; Ramona-Anca & Larissa-Margareta, 2015). These scholars provided evidences and contributions supporting how democracy positively influence the morale to participate which further results to increased compliance perceptions and awareness, trust in the public authorities and other stakeholders and the willingness to obey the norms and regulations. These literatures provided suggestions focusing on behavioral approaches to ensuring motivation through incentives and rewards system which may not be monetary but recognition. The emphasis is on analyzing the behavioral patterns of stakeholders in terms of their motivation to comply, because previous studies have proven that elicited patterns of stakeholder behaviors are somewhat different from what is reported through survey analysis (Brooks, et al., 2015). The studies of Feld & Frey (2012) reported stakeholder behavioral patterns on tax motivation and compliance and their results indicated that morale to comply with all sorts of norms is higher when the stakeholders have the option of approving or rejecting the proposal of a punishment or fine that accompanies non-compliance. This view is similar to the one proposed by Alvesson & Spicer (2016) that adding sanctions or punishment to non compliance. The motivation scholars have added the contribution of negative motivation to induce stakeholders to participate. The fear of punishment or sanctions or fines that accompanies non compliance of a particular governmental role forces stakeholders to comply. This is beneficial in the short term however it does not result to stakeholder continuous involvement or participation beyond what is required; sustainability of electronic governance or public administrative initiatives is achieved through the willingness of the stakeholders to comply repetitively and not by coercion (Feld & Frey, 2012; Alvesson & Spicer, 2016).

Motivation to comply in general is intrinsic in nature and guided by the stakeholders' values, culture, interests, beliefs and norms. The measures of compliance morale includes World Values Survey (WVS) database which provides a valuable source of information that is compressive and covers all areas of political, governmental, socio cultural issues to facilitate the quantitative determination of compliance morale (Ramona-Anca & Larissa-Margareta, 2015). The WVS was adopted by the Australian government to investigate the compliance behavior of citizens in the late 1990s, and the results of the findings indicated that trust, moral beliefs are key determinants of compliance morale. This database was also adopted by 15 OECD countries including United States of America and their results also supported the relevance of stakeholders' values, culture, interests, beliefs and norms as a key determinant of compliance morale. The principles of motivation are enforced by shaping those norms and values towards a particular objective and since the motivation morale cannot be observed directly there is the need for the project facilitators to assess the morale by observing its

effects on based on the level of participation of stakeholders (Torgler, 2011). The project values presented to stakeholders must be done in such that it aligns the government's values to that of the stakeholders.

Privacy is one key value appreciated by all individuals therefore in designing electronic governance projects that requires sharing of personal data of citizens, the state or local government must enforce and demonstrate its intention of maintaining privacy of the stakeholders who participate. In the conduct of awareness campaigns, the themed focus must be concentrated on the sensitive areas valued by stakeholders such as the facilitation of the privacy of stakeholder personal information (Alvesson & Spicer, 2016). The government sub units must also demonstrate how they intend to conduct and ensure privacy of information such as; by announcing any contracts signed with data management experts publicly, or by announcing steps taken to train members or employees to specialize in the facilitation of privacy of stakeholder information, in order to boost stakeholder confidence in availing their personal information to the government during their participation in the electronic governance project (Alvesson, 2013).

The assurance provided by the leaders in terms of values aligned, culture integrations, similar beliefs and privacy assurances provided will motivate stakeholders to participate with roles set under the electronic governance initiative (Alvesson, 2013; Alvesson & Spicer, 2016). The current global business and public sector environment have seen issues related to open data and the requisition for all public organizations to establish measures to facilitate personal data protection (Krivokapić, et al., 2017). The issues on unauthorized leaking of personal information of stakeholders prevent participation in initiatives that involves the stakeholder sharing of information therefore; all institutions are required to process and secure personal data of users in ICT projects.

IV. CONCLUSION

The present section considered the motivation factors which can also be sustained through enforcing continuous participation of stakeholders and designing approaches for stakeholder compliance feedbacks (Kim, et al., 2017 ; Finkelstein & Fishbach, 2012; Neumann, 2016). The study also considered other areas of consideration for literature on motivation in relation to context of the present study which are; suggested approached recommended for facilitating motivation to comply (Alvesson & Spicer, 2016; Ramona-Anca & Larissa-Margareta, 2015), policy implications on motivation to comply (Ramona-Anca & Larissa-Margareta, 2015), policy roadmaps for compliance motivation implemented by developing countries with successful electronic governance implementation (Chauhan, et al., 2009), motivation and elctronic governace.

By considering the words of Martin Luther King: "Morality cannot be legislated but behavior can be regulated. Judicial decrees may not change the heart, but they can restrain the heartless". The focus of this saying is that where morality is necessitated in facilitating an objective such as that which is considered in the present review, to motivate stakeholders to participate, the approach to be adopted is to appeal to the conscience and common knowledge of the individuals or stakeholders involved rather than using methods that involves coercion.

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