

Supplementary Material Table S1. Interview Questions (English Version)

What are some of the challenges that you are facing that affect your status?

What are the most important challenges that you are facing?

What are some of the factors that motivate you in your service?

What are the most important motivation factors?

What are some of the factors that impact your job satisfaction?

What are the most important job satisfaction factors?

How can motivation impact your job satisfaction?

How can motivation factors help overcome faced challenges?

How do the faced challenges affect your job satisfaction?

Supplementary Material Table S2. Interview Questions (English Version)

1. What are the main motivation factors affecting the LAF service members' job satisfaction?

2. How do the motivation factors influence the LAF service members' job satisfaction?

3. What are the main challenges that the LAF service members are facing?

4. How do the faced challenges impact the LAF service members' job satisfaction?

Supplementary Material Table S3. Survey Questionnaire

SECTION A

General Information..

Time estimated for this section: **2 min.**

Please complete this section by putting "✓" in the applicable box carefully.

Question Number	1.	2.			
Question .	Gender.	Age.			
Answer.	Male.	Less than 21	21–30		
	Female.	31–40	41–50	Over 50..	
Question Number	3.	4.			
Question	Marital Status	Governorate of Residence			
Answer	Single	Akkar	North		
	Married	Baalbek-Hermel	Beqaa		
	Widow	Mount Lebanon	Beirut		
	Separated	Nabatieh	South		
Question Number	5.	6.			
Question	Rank	Educational Attainment			
Answer	Private (Including Enlisted)	School (Elementary)	School (Intermediate)		
	NCO	School (Secondary)	Bachelor-University		
	Officer	Master	Doctorate		

Question Number	7.		8.	
Question	Household Monthly Income in LL		Years of Service	
Answer	Less than 2,000,000	2,000,000–2,999,000	Less than 11	
	3,000,000–3,999,000	4,000,000–4,999,000	11–20	
	5,000,000–5,999,000	6,000,000–6,999,000	21–30	
	7,000,000–7,999,000	Over 8,000,000	Over 30	

Question Number	9.		10.	
Question	Number of Duty Days per Month		Proximity of Service to Domicile in Hours	
Answer	Less than 6	6–10	Less than 1	1–2
	11–15	16–20	2–3	Over 3
	21–25	Over 25		

SECTION B

Challenges Questionnaire

To what extent do you agree or disagree with the following statements that reflect the challenges you are facing?

Please tick “✓” in the appropriate box using the following five-point scale:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Challenges Questionnaire	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
1. The turmoil for demands increased my assigned tasks					
2. The last series of ranks and salaries in 2017 that revised my salary was below the desired level					
3. The Corona pandemic has made it more difficult for me to perform the entrusted tasks					
4. The large number of immigrants and refugees contributed to my suffering in all aspects					
5. The drastic decline in the value of my salary put an additional burden on my livelihood					
6. The risk of internal confrontations, which could lead to an armed conflict, threatens the security and stability					
7. The quality of my food ration during my military service has decreased					
8. The inability of the state to provide basic services has negatively affected my standard of living					
9. The successive deductions from my allowances have resulted in inequality in comparison with the rest of the public sector employees					

10. Limiting the Measure of Alertness No. 3 to specified units negatively affects my performance
11. Some camps have turned into safe havens for terrorists which threaten my security
12. The Corona pandemic imposed new missions in addition to the assigned ones
13. The quantity of my food ration in my military service has decreased
14. The external threats, which are reflected on the internal scene, may lead to undermining stability and civil peace
15. Giving me the right to vote is a good way to enhance my role in society as a citizen

SECTION C

Motivation Questionnaire

Time estimated for this section: **5 min**

To what extent do you agree or disagree with the following statements that reflect the extent of your Motivation?

Please tick “√” in the appropriate box using the following five-point scale:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Motivation Beliefs Inventory (MBI)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
1. My motivation increases when I believe that my efforts will lead to valuable results					
2. My desire to achieve a certain goal in my military service increases with its difficulty					
3. I feel greater energy and vitality when conducting missions that lead to the common benefit of others					
4. I desire to participate in activities that allow me to express my interests					
5. The mutual support and cooperation (team spirit) among my military colleagues represent an important factor for me					
6. Non-monetary reward is an important factor to encourage me to perform my tasks well					
7. The leadership style of my immediate superior greatly influences my motivation					
8. Verbal punishment is an effective measure to improve my behavior in the service					
9. My behavior is greatly influenced by the monetary rewards offered by the LAF leadership					
10. I have an inner desire to increase my competence and develop myself					
11. I execute my tasks better the higher the probability of receiving a reward in return from the LAF leadership					

- 12. I engage to work in my military service because it allows me to assume high responsibilities
- 13. Written punishment is a deterrent to adjusting my behavior
- 14. The probability of success in a certain assignment determines the amount of effort spent to carry it out
- 15. I am engaged in work because I derive a lot of energy from learning new things during my service
- 16. My motivation in my military service increases with my belief that I can achieve the desired result
- 17. My behavior is affected by the fairness of applying the principle of reward and punishment in service
- 18. Doing something that has never been done before is a motivator for me

SECTION D

Job Satisfaction Questionnaire

Time estimated for this section: **5 min**

To what extent do you agree or disagree with the following set of statements that reflect your level of job satisfaction in the military service that you are currently performing?

Please tick “√” in the appropriate box using the following five-point scale:

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Minnesota Satisfaction Questionnaire (MSQ)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Short-Form	1	2	3	4	5
1. I carry out various military activities in my military service					
2. My immediate superior is highly competent in decision-making					
3. My military service offers me the opportunity to do things that contribute to the common good of others					
4. My military service enables me to benefit from my capabilities					
5. I stay busy with work all time in my military service					
6. My military service gives me the freedom to use my judgment in some matters					
7. My military service offers me a fair opportunity for promotion					
8. My service allows me to innovate and experiment with my ways of doing the work					
9. The things I do in my military service go along with my conscience and my moral values					
10. There is a good relationship between me and my military colleagues in the service					
11. My military service provides me with the opportunity to work on my own in some activities					
12. My military service allows me to get the praise I deserve for a job well done					

13. My military service provides me with the opportunity to be a worthy person in society
14. The salary I get for my military service is appropriate compared to the amount of work I carry out
15. The laws and regulations are applied appropriately in my military service
16. The work environment in my military service is adequate
17. My military service provides me with a stable job and social security
18. My military service allows me to give orders to others
19. My military service allows me to achieve the accomplishments I aspire for
20. My superior looks after me well