

HEBRON UNIVERSITY

COLLEGE OF GRADUATE STUDIES

MBA PROGRAM



**Factors Influencing Employees' Performance at  
Charitable Organizations in Palestine**

العوامل المؤثرة على أداء العاملين في الجمعيات الخيرية

في فلسطين

By:

Ayman Abu Omar

Supervisor:

Dr. Mohammad Al-Jabari

This thesis is submitted in partial fulfillment of the requirements for the degree  
of Master of Business Administration MBA, College of Graduate Studies,  
Hebron University.

2017

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

وَقُلْ رَبِّ زِدْنِي عِلْمًا

صدق الله العظيم

HEBRON UNIVERSITY  
COLLEGE OF GRADUATE STUDIES  
MBA PROGRAM





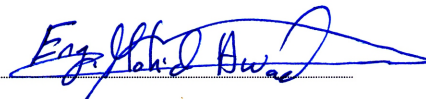
**Master Thesis Approval**

**Factors Influencing Employees' Performance at  
Charitable Organizations in Palestine**

By

Ayman Abu Omar

This thesis was successfully defended on 12/1/2017 and approved by:

Committee Members	Signature
<b>Dr. Mohammad Al-Jabari</b> Supervisor	
<b>Dr. Samir Abuznaid</b> Internal Examiner	
<b>Dr. Mohammad Awad</b> External Examiner	

## **DEDICATION**

To all those who are working hard to see our occupied country, Palestine free.

To all of them, I dedicated this thesis.

## ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and the Most Merciful. Alhamdulillah, all praises to Allah for the strengths and His blessing in completing this thesis.

At the end of my thesis, I would like to thank all those people who made this thesis possible and an unforgettable experience for me. To express my thanks to all those who contributed in many ways to the success of this study.

First of all, I pay my gratitude to my supervisor, Dr. Mohammad Al-Jabari. This work would not have been possible without his guidance, support and encouragement. Under his guidance, I successfully overcame many difficulties and learned a lot. I cannot forget his hard work.

At this Juncture, I thank my parents whose selfless sacrificial life and their great efforts with pain and tears and unceasing prayers has enabled me to reach the present position in life.

Off course, I must express my very profound gratitude to my wife and family for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you.

Finally, special thanks for the school of finance and management at Hebron University and its dean. I thank all those who have helped me directly or indirectly in the successful completion of my thesis. Anyone missed in this acknowledgement is also thanked.

## TABLE OF CONTENTS

Dedication .....	I
Acknowledgement.....	III
Table of Contents .....	III
List of Tables .....	III
List of Figures .....	VIII
Abbreviations .....	III
Certificate of Editing.....	X
Abstract (Arabic) .....	XI
Abstract (English) .....	XII
<b>Chapter One: Background and Introduction</b>	
1.1. Introduction.....	2
1.2. Study Problem.....	3
1.3. Study Questions.....	5
1.4. Objectives of the Study.....	5
1.5. Rationale of the Study .....	6
1.6. Study Variables .....	6
1.7. Study Limitations.....	7
1.8. Study Outline.....	7
<b>Chapter Two: Literature Riview and Previous Studies</b>	
2.1. Introduction.....	10
2.2. Factors Influencing Employees' Performance at Charitable Organizations in Palestine: .....	10

<b>2.2.1</b>	<b>Motivation.....</b>	<b>10</b>
	<b>2.2.1.1 Motivation Drivers.....</b>	<b>13</b>
	<b>2.2.1.2 Motivation Theories.....</b>	<b>13</b>
	<b>2.2.1.2.1 Maslow’s Need Hierarchy Theory .....</b>	<b>14</b>
	<b>2.2.1.2.2 ERG Theory of Motivation.....</b>	<b>15</b>
	<b>2.2.1.2.3 Vroom’s Valence Expectancy Theory.....</b>	<b>16</b>
	<b>2.2.1.2.4 Herzberg Two Factor Theory .....</b>	<b>16</b>
	<b>2.2.1.2.5 McClelland Achievement and Acquired Needs Theory.....</b>	<b>17</b>
	<b>2.2.1.2.6 Self-Determination Theory .....</b>	<b>19</b>
	<b>2.2.1.3 How the Study Capitalized from Motivation Theories.....</b>	<b>21</b>
	<b>2.2.1.4 Incentive Systems at Charitable Organizations .....</b>	<b>22</b>
<b>2.2.2</b>	<b>Job Satisfaction .....</b>	<b>22</b>
	<b>2.2.2.1 Measures of Job Satisfaction.....</b>	<b>27</b>
	<b>2.2.2.2 Job Satisfaction Measure at Charitable Organizations.....</b>	<b>31</b>
<b>2.2.3</b>	<b>Attachment to the Mission .....</b>	<b>31</b>
<b>2.3</b>	<b>Charitable Organizations in Palestine.....</b>	<b>37</b>
 <b>Chapter Three: Research Methodology</b>		
<b>3.1.</b>	<b>Introduction.....</b>	<b>40</b>
<b>3.2.</b>	<b>Research Design .....</b>	<b>40</b>
<b>3.3.</b>	<b>The Secondary Data.....</b>	<b>42</b>
<b>3.4.</b>	<b>The Primary Data .....</b>	<b>42</b>
<b>3.5.</b>	<b>Data Collection Methods .....</b>	<b>43</b>

<b>3.6. The Study Population .....</b>	<b>47</b>
<b>3.7. Pilot Study.....</b>	<b>48</b>
<b>3.8. The Sample Design.....</b>	<b>48</b>
<b>3.8.1. The Sample Types .....</b>	<b>48</b>
<b>3.8.2. The Sample Size.....</b>	<b>49</b>
<b>3.9. Reliability: .....</b>	<b>52</b>
<b>3.10. Validity: .....</b>	<b>52</b>
<b>3.11. Validity and Reliability of Structured Interviews.....</b>	<b>54</b>
<b>3.12. Data Analysis.....</b>	<b>55</b>
 <b>Chapter Four: Research Findings</b>	
<b>4.1. Introduction.....</b>	<b>57</b>
<b>4.2. Questionnaire Response Rate.....</b>	<b>57</b>
<b>4.3. Demographic Variables .....</b>	<b>58</b>
<b>4.3.1. The Gender:.....</b>	<b>59</b>
<b>4.3.2. The Age: .....</b>	<b>60</b>
<b>4.3.3. Qualifications: .....</b>	<b>61</b>
<b>4.3.4. Work Experience: .....</b>	<b>62</b>
<b>4.3.5. The Position:.....</b>	<b>62</b>
<b>4.4. Statistical Methodology: .....</b>	<b>63</b>
<b>4.5. The Statistical Methods Used in the Analysis of the Research are:</b>	<b>63</b>
<b>4.6. Results in Light of Research Questions: .....</b>	<b>65</b>



4.7. Conclusions: ..... 73

**Chapter Five: Discussion, Conclusion and Recommendations**

5.1 Introduction ..... 81

5.2 Summary of Findings and Conclusion ..... 81

5.2.1 Findings about Motivation ..... 81

5.2.2 Findings about Job Satisfaction..... 82

5.2.3 Conclusions about Mission Attachment: ..... 83

5.3 Recommendations ..... 84

5.4 Suggestions for Further Research ..... 85

5.5 Suggested Job Satisfaction Survey..... 85

References ..... 87

**Appendices**

Appendix 1: The Questionnaire (English Version) ..... 103

Appendix 2: The Questionnaire (Arabic Version) ..... 108

Appendix 3: List of the Participants in Structured Interviews ..... 113

Appendix 4: The Detailed Percentages Results of Questionnaires ..... 115

## List of Tables

<b>Table 3.1 Study Population.....</b>	<b>47</b>
<b>Table 3.2 Sample Size.....</b>	<b>51</b>
<b>Table 3.3 Alpha Cronbach Scales.....</b>	<b>52</b>
<b>Table 3.4 Extraction Coefficients.....</b>	<b>54</b>
<b>Table 4.1 Questionnaire Response Rate.....</b>	<b>57</b>
<b>Table 4.2 Demographic Variables.....</b>	<b>59</b>
<b>Table 4.5 Seventh Correction key.....</b>	<b>64</b>
<b>Table 4.6 Fifth Correction key.....</b>	<b>65</b>
<b>Table 4.7 Means and Standard Deviations of Motivation .....</b>	<b>67</b>
<b>Table 4.8 Means and Standard Deviations of Job Satisfaction .....</b>	<b>72</b>

## List of Figures

<b>Figure 1.1 Study Variables Developed by Researcher.....</b>	<b>6</b>
<b>Figure 2.2 Maslow’s Needs Hierarchy.....</b>	<b>15</b>
<b>Figure 3.1 Data Chart Developed by the Researcher.....</b>	<b>42</b>
<b>Figure 4.1 The Gender Distribution.....</b>	<b>59</b>
<b>Figure 4.2 The Age Distribution.....</b>	<b>60</b>
<b>Figure 4.3 The Qualifications Distribution.....</b>	<b>61</b>
<b>Figure 4-4 Work Experience.....</b>	<b>62</b>
<b>Figure 4-5 The Position Distribution.....</b>	<b>63</b>

## Abbreviations

HRM	Human Resource Management
NGOs	Non-Governmental Organizations
SDT	Self-determination Theory
OAQ	Organizational Assessment Questionnaire
JDI	Job Descriptive Index
MSQ	Minnesota Satisfaction Questionnaire
JSS	Job Satisfaction Survey
MWMS	Multidimensional Work Motivation Scale

## **Certificate of Editing**

### **To Whom it May Concern**

**This is to certify that, the Master thesis titled:**

*“Factors Influencing Employees' Performance at Charitable Organizations in  
Palestine”*

**By the researcher:**

*“Ayman Abu Omar”*

Has been edited and proofread for the English language usage by Mr. Abd El-Karim Haddad.

*The editor shall bear no responsibility over the contents of the thesis.*

Abd El-Karim Haddad,

Editor, Sworn Translator

## الملخص

هدفت الدراسة إلى استكشاف ووصف العوامل المؤثرة على أداء العاملين في الجمعيات الخيرية في فلسطين، ومن خلال عمل الباحث في جمعية خيرية منذ أكثر من عشرة أعوام فقد لاحظ بأن هناك عوامل تؤثر على أداء العاملين وتزيد من كفاءة أدائهم. ومن أجل استكشاف هذه العوامل بطريقة علمية فقد قام الباحث بإجراء مقابلات غير مهيكلة مع (49) موظفاً من العاملين في هذه الجمعيات ممن مضى على عملهم في هذه الجمعيات (5) أعوام فأكثر وقد أشارت نتائج هذه المقابلات إلى أن أهم العوامل المؤثرة على أداء العاملين هي التحفيز والرضا الوظيفي والارتباط برسالة المؤسسة.

ومن أجل تحقيق أهداف الدراسة فقد تم استخدام المنهج الاستكشافي الوصفي والمنهج الكمي والنوعي معاً وذلك لجمع البيانات اللازمة للدراسة، وقد تم إجراء دراسة تجريبية على حوالي (30) موظفاً وذلك لتحديد الانحراف المعياري ومدى ملائمة الاستبانة لجمع البيانات.

تم استهداف الجمعيات الخيرية التي تشغل أكثر من (100) موظف وقد انطبق المعيار على (6) جمعيات وقد بلغ المجموع الكلي لمجتمع الدراسة (925) موظفاً وقد تكونت عينة الدراسة من (272) موظفاً تم توزيع الاستبانات عليهم تم اختيارهم بطريقة عشوائية طبقية من مختلف المستويات الإدارية في الجمعيات وذلك لجمع البيانات حول التحفيز والرضا الوظيفي.

أما فيما يتعلق بالعامل الثالث وهو الارتباط برسالة المؤسسة فقد تم اختيار عينة خبراء مكونة من (30) موظفاً ممن مضى على عملهم في الجمعيات الخيرية أكثر من (10) أعوام وذلك للإجابة على أسئلة المقابلة المهيكلة. وقد أشارت نتائج الدراسة إلى أن درجة التحفيز في الجمعيات الخيرية عالية وإلى أن درجة الرضا الوظيفي متوسطة أما فيما يتعلق بدرجة الارتباط برسالة المؤسسة فقد أشارت النتائج أيضاً إلى ارتفاع درجتها.

## **Abstract**

The study aimed to explore and describe the factors that influence the employees' performance at charitable organizations in Palestine. Unstructured interviews were conducted with (49) employee to determine the most important influencing factors, which revealed that the motivation, job satisfaction and the attachment to the mission of the organization are most important factors.

To achieve the main objective of the study, the researcher used the exploratory descriptive approach, and mixed method (qualitative and quantitative) was used to collect the primary data.

The charitable organizations that operates more than (100) employee has been chosen for the study. Six charitable organizations in Palestine with total number of employees equals (925) participate in the study. The questionnaires were administered personally to (272) employees who were chosen on a disproportionate stratified random sampling basis from various administrative levels of charitable organizations in Palestine in order to examine the first two variables of the study: motivation and job satisfaction.

A purposive sample contains of 30 person from all charitable organizations were interviewed to answer the structured interviews questions related to the attachment to the mission variable. The interviewees were managers and experts from charitable organizations and have the expertise and knowledge about the work at charitable organization for more than 10 years.

The results shows that motivation at charitable organizations in Palestine is high and the job satisfaction is moderate. The results of structured interviews about the attachment to the mission reveals that the employees were attached to their organizations' mission.

# **Chapter One:**

## **Background and Introduction**



## **Chapter One: Background and Introduction**

### **1.1.Introduction**

Charitable organizations, as well as other organizations, consider human capital as the most valuable asset. Several factors may affect the performance of employees', who may have a different impact on different factors at workplace. Charitable organizations possess characteristics that are very different from other organizations, particularly in terms of strategic mission and limited financial resources. They do not use the same rewards system that is profitable to the firms use. Charitable organizations rely on other means to motivate and reward their employees; who are generally highly motivated, value driven, have a shared value of social justice, work towards the betterment of society (Travis, 2006) and are attracted by doing good (Benz, 2005). They also accept lower payment due to their attachment to the mission of the organization and because they are intrinsically motivated. Moreover, charitable organizations rely on employees' dedicated work to achieve their social mission and objectives. Parry & Kelliher (2009) have also emphasized that human resources are one of the most important assets that charitable organizations have and they therefore have to be carefully managed.

Akingbola (2006) mentions three reasons why HRM is important for nonprofit organizations; (1) the human resources cannot be replaced with physical capital since charitable organizations provide personal services, (2) people in these organizations are more motivated by values and beliefs than anything else and this is important to consider when recruiting, retaining and motivating employees, (3) in order to receive funding these organizations need to deliver high quality services and therefore the staff is one of the most important stakeholders in the organization.

Charitable organizations are an interesting type of organization. They work in a sector that is different from many others and which have specific characteristics (Bjorklund & Ngan, 2011). Charitable organizations are classified in the third sector (also called the nonprofit sector); they neither belong to the public nor the private sector (Foot, 2001). According to (Fenwick, 2005) charitable organizations are not considered private since they do not have the purpose to make profits; however, they are not public either since they are generally non-governmental. In the nonprofit sector, the main objective is to focus on social rather than economic issues and the organizations in the sector are often established and managed by people with strong ideological beliefs (Foot, 2001).

The latest study about NGOs in Palestine shows that charitable organizations represents the highest percentage (52%) of NGOs in West Bank and Gaza Strip, followed by youth and sports clubs (19%), and the remaining (29%) consists of development organizations, cultural centers, NGOs operating in training and re-qualification, cooperative societies, relief organizations, and legal organizations (Almalki, Shalabi, & Ladadweh, 2008).

## **1.2.Study Problem**

Charitable organizations make a vital contribution to the economic, social, and political sectors in Palestine. From the above-mentioned studies, it becomes clear that the role of charitable organizations is no less important than the roles of the public and private sectors especially in Palestine. Based on the researcher's experience as a worker at a charitable organization for more than 10 years, charities provide essential services that positively impact citizens' lives, such as building hospitals, schools, orphanages, and religious centers. Charitable organizations are a vital partner to the government in

many aspects, including education, health, special healthcare, rehabilitation services for people with special needs, agriculture, personal empowerment, and training, fighting poverty, combating social diseases such as drug abuse, and attempting to narrow the deep divide between the rich and poor. It proved to be capable to operate under a complex environment and adapt remarkably with a distinctive performance to provide basic services (The Code of Conduct Coalition, 2008).

Similar to other sectors, charitable organizations in Palestine are facing an increasing demand to be more efficient and effective, especially the rising demand for the services they offer. The overall success of an organization in achieving its strategic objectives relies heavily on the performance level of employees (Kiruja & Mukuru, 2013). Several management theorists and experts pointed out that various factors determine employees' performance (Ellickson, 2002). Organizational effectiveness cannot be realized unless the factors that interact between employees and employers are understood and leveraged. Leaders in the nonprofit sector are increasingly aware of the importance of nonprofit capacity building and organizational effectiveness (Kearns, 2004). Meanwhile, they started to realize that “doing good” is not good enough and that knowledge of best business practices may be helpful in improving organizational effectiveness (Cunningham, 1999). According to the best of the researcher’s knowledge, no research has been carried out, to explore the factors responsible for employees' performance, particularly in charitable organizations in Palestine.

Considering the unique nature of the charitable organizations in Palestine, it is essential to explore the factors that may affect employees' performance, since the identification of such factors can help to improve recruitment, retention, and organizational results. This study is an attempt to narrow the research gap about this kind of organizations by exploring the factors influencing employees' performance.

Hence, the study problem is summarized in exploring the factors that affect employees' performance from the point of view of organizational members at charitable organizations in Palestine and to describe those factors and its applications.

Thus, the study attempts to answer the main question of the study: what are the factors that influence employees' performance at charitable organizations in Palestine?

### **1.3. Study Questions**

The sub-questions related to the main question of the study are as follows:

1. What is the degree of motivation at charitable organizations in Palestine from the point of view of organizational members?
2. What is the degree of job satisfaction at charitable organizations in Palestine from the point of view of organizational members?
3. What is the degree of mission attachment at charitable organizations in Palestine from the point of view of organizational members?

### **1.4. Objectives of the Study**

The objectives of the study are summarized as follows:

1. To explore the factors that influence the employees' performance at charitable organizations.
2. To describe the factors which influencing the employees' performance at charitable organizations in Palestine and its degree.
3. To narrow the gap in the studies about charitable organizations in Palestine.

## 1.5.Rationale of the Study

Based on the work experience in such organizations for more than 10 years, the researcher notices that studying the factors influencing the employees' performance of these organizations will enhance and improve its overall performance and lead to an effective and optimal performance.

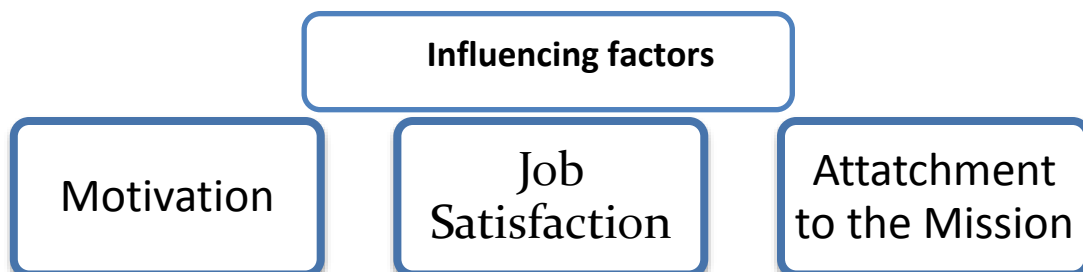
To the best of the researcher's knowledge, this study is unique in Palestine because:

- a. It is the first study conducted about the employees' performance at charitable organizations in Palestine.
- b. It is the first study in Palestine (and maybe in the Arab world) to explore the influence of the mission attachment of the employees on their performance.

Management of charitable organizations in Palestine may use the results of the study to support employees' performance through reinforcing such factors that influence their performance.

## 1.6.Study Variables

The following figure shows the dependent variables that will be tested and influence employees' performance at charitable organizations in Palestine.



**Figure 3.1 Study Variables Developed by Researcher**

## **1.7. Study Limitations**

There are some limitations faced regarding the study. However, some of these limitations are considered as a starting point for future research. Briefly these are:

1. The study will not attempt to establish a definitive list of factors that influence employees' work performance, rather it attempts to analyze those factors already identified and considered more important in affecting employees' work performance.
2. The study will be conducted at big charitable organizations that operate more than (100) employees according to the classification of Palestinian Central Bureau of Statistics.
3. Caution should be taken when inferring from the results of this study since it is limited to charitable organizations in the West Bank.
4. Charitable organizations in Jerusalem and Gaza strip were excluded from the study because of the inability to contact with these organizations due to the occupation barriers.

## **1.8. Study Outline**

- Chapter 1: Introduces the research study including the historical and current contexts, the rationale, significance, aims of the study and the research questions.
- Chapter 2: provides a review of the literature in relation to the definition, purpose and benefits of organizational mission and mission statements, as used in corporations and health care. The literature review was commenced before undertaking the study and was updated throughout the duration of the research process.

- Chapter 3: presents the research design and methodology. The rationale for exploratory descriptive research methodology is explained, followed by development of questionnaires, recruitment of participants, data collection and data analysis methods, and ethical matters.
- Chapter 4: presents participants' demographic profiles and a report of the thematic findings that emerged from the questionnaire and structured interviews, as related to the research questions.
- Chapter 5: discusses the findings in relation to relevant literature. Limitations of the study are noted. Recommendations for charitable organizations and future studies will be presented.

**Chapter Two:**  
**Literature Review and Previous Studies**



## **Chapter Two: Literature Review and Previous Studies**

### **2.1.Introduction**

In this chapter, the researcher presents the literature and previous studies relevant to the variables of the study. First, the background of charitable organizations was introduced. The literatures and previous studies related to motivation, job satisfaction and the attachment to the mission of the organization was also reviewed.

According to many researchers and practitioners, there are various factors that either individually or collectively affect employees' performance whether positively or negatively. A study conducted by Van and Herholdt (2004) found that various factors were responsible for influencing employees' performance in an organization.

Based on the results of the unstructured interviews conducted by the researcher, the study will examine motivation, job satisfaction and the attachment to the organization's mission as the most important factors, which influence employees' performance at charitable organizations in Palestine.

### **2.2.Factors Influencing Employees' Performance at Charitable**

#### **Organizations in Palestine:**

#### **2.2.1 Motivation**

Among other resources, human resource is the most important asset. Organizations need effective and efficient human resources, due to the fact that these resources generates, operates and develops other resources of the organizations. Human resources can only be effective and efficient when they are properly motivated.

Motivation plays an important role for the success of the organizations as a tool that enhances and directs employees' performance at all types of organizations whether private or public. Motivation contributes to increased productivity and innovation, creative problem solving, reduced turnover and decreased absenteeism.

Motivating employees is very important because motivation of every individual means their willingness to unreservedly work hard for high productivity; which means that employees are willing to use all the abilities that they have for the sake of their organization by utilizing available opportunities to accomplish their organization's mission (Thahier, Ridjal, & Risani, 2014).

Luthans (1998) defines motivation as, “a process that starts with a physiological deficiency or need that activates a behavior or a drive that is aimed at a goal incentive”.

According to Chaudhary & Sharma (2012) basically, motivation is a word that is derived from “Motive”. The meaning of “motive” is needs, wants, and the desire of the persons. Thus “employees' motivation means the process in which organization inspires its employee with the shape of rewards, bonus etc. to achieve the organizational goals.

Motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment, and conditions of work (McCormick & Tifflin, 1979).

Ismail and El Nakkache (2014) conducted a research explores the effects of extrinsic and intrinsic job factors on motivation and satisfaction in the country of Lebanon. A total of 100 subjects took part in the study. Results showed that while extrinsic factors have a stronger relationship with motivation and satisfaction than intrinsic factors, the latter showed a stronger effect on overall motivation when extrinsic job factors were met.

Motivation is the inner power or energy that pushes one towards performing a certain action. Motivation strengthens the ambition, increases initiative and gives direction, courage, energy and the persistence to follow one's goals (Sasson, 2013).

In this thesis, motivation is defined as the energy that provokes employees to attain a goal; which could be either intrinsic or extrinsic.

Motivation is one of the major issues in behavioral sciences that is based on the crucial position and important role of human resources to achieve organizational objectives (Barzoki, Attafar, & Jannati, 2012). Highly-motivated employees appear to develop positive attitudes and behaviors such as: higher levels of organizational commitment (Pandey, Bradley, & Moynihan, 2008), they tend to develop higher job performance (Leisink & Steijn, 2009), they are less likely to leave their jobs and enjoy higher job satisfaction (Naff & Crum, 1999), they believe their jobs are important, and this belief leads them to work harder (Wright, 2003).

If employees are provided with right motivation technique at right time, their morale and confidence increases and would have a direct positive impact in individual's performance and organizational performance.

Theoretical examinations of the nonprofit sector by Hansmann (2006) and Rose-Ackerman (1996) suggest that nonprofit employees are driven to produce high

quality goods and services because of their dedication to work and non-distribution requirements that restrain self-interest. These theoretical assertions were supported by a recent research conducted by Word and Park (2009) who found that comparing nonprofit and public sector workers, nonprofit employees are more involved in their work. In addition, research by Tschirhart, Reed, Freeman, and Anker (2008), and Lyons, Duxbury, and Higgins (2006) found that those who work for the public and nonprofit sectors were placed the most importance on work that helps others.

### **2.2.1.1 Motivation Drivers**

A Harvard Business Review paper (2008) distinguishes four drivers of motivation; employers who wish to have motivated staff must engage all four drivers by means of specific organizational levers. The four drivers identified are:

- **Acquire** (i.e., obtain scarce goods; best served by a competitive reward system);
- **Bond** (form connections with people; could be fulfilled with a conducive culture that for instance, promotes friendship among staff, fosters teamwork and encourages the sharing of knowledge);
- **Comprehend** (to satisfy curiosity; organizations should create and design jobs that are meaningful and challenging); and
- **Defend** (promote justice and protect against threats, by ensuring fairness and openness, and building transparent trust when granting rewards and setting assignments) (Nohria, Groysberg, & Lee, 2008).

### **2.2.1.2 Motivation Theories**

Motivation theories, in its simplest form, seek to explain the driving forces that convert thoughts into behaviors.

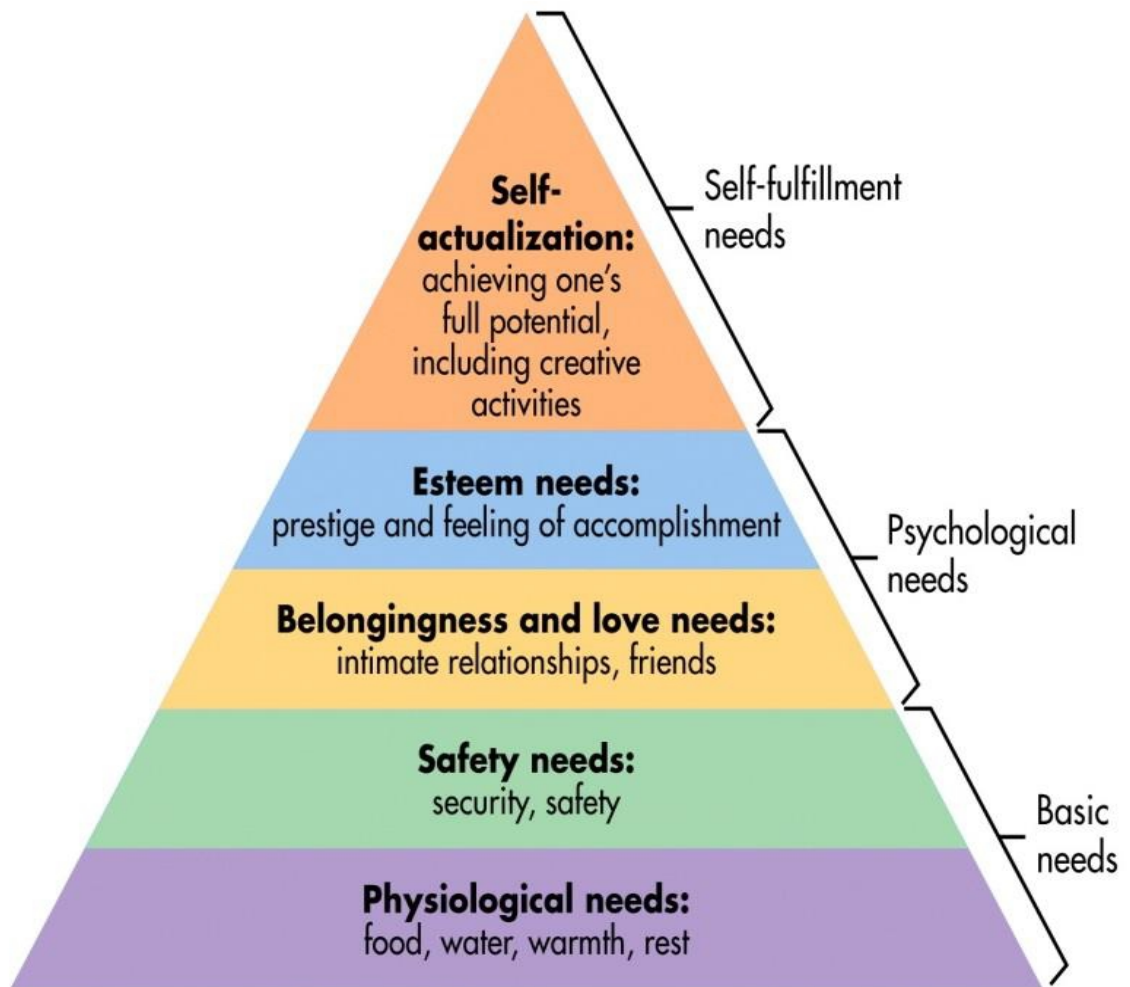
There are numerous theories of motivation, where each is either explaining the same motivational concept with a different verbiage or offering a new motivational theory.

#### **2.2.1.2.1 Maslow's Hierarchy of Needs Theory**

According to this theory, there are two types of needs. Lower level and higher-level needs. Lower level needs can be satisfied externally (extrinsically) and higher level can be satisfied internally (intrinsically). Lower level needs are the basic biological human needs such as food, shelter, sex, and dress while upper level needs are those which individual strives to achieve after the satisfaction of the lower level such as self-esteem and self-actualization.

Maslow (1943) discusses that employees can be motivated by satisfying their needs. Practically, employees are motivated through recognition, an increase in responsibility, high status, appreciation, and positive feedback.

According to Maslow (1943) needs emerge as a hierarchy. When lower level needs are satisfied in the hierarchy, individual strive for the next level. We can say that when physiological, safety and social needs are satisfied, individuals strive for self-esteem and self-actualization.



**Figure 4.2 Maslow's Needs Hierarchy**

#### 2.2.1.2.2 ERG Theory of Motivation

To bring Maslow's need hierarchy theory of motivation in synchronization with empirical research, Clayton Alderfer redefined it in his own terms. His rework is called as ERG theory of motivation. He recategorized Maslow's hierarchy of needs into three simpler and broader classes of needs:

- **Existence needs:** These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.

- **Relatedness needs:** These include the aspiration individuals have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition. Maslow's social needs and external component of esteem needs fall under this class of need.
- **Growth needs:** These include need for self-development and personal growth and advancement. Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need (<http://www.managementstudyguide.com/erg-theory-motivation.htm>, 2016).

#### **2.2.1.2.3 Vroom's Valence Expectancy Theory**

Victor Vroom have propounded the most widely accepted explanations of motivation. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act is followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory states that an employee can be motivated to perform better; when there is a belief that the better performance will lead to a good performance appraisal and that this shall result into realization of personal goal in form of some reward (Vroom, 1964).

#### **2.2.1.2.4 Herzberg Two Factor Theory**

Herzberg (1959) explores motivation by offering Two Factor Theory. He divided the motivation's factors into two categories such as Satisfiers or (motivators) and Dissatisfies or (hygiene). According to Herzberg, satisfiers or motivators are intrinsic motivational factors that related to job itself and internal to individual such as, recognition, development and responsibility. It also corresponds to Maslow's motivation or need hierarchy theory where self-esteem is an upper level need.

Dissatisfaction or hygiene are extrinsic motivational factors that remove dissatisfaction such as salary, working condition and relationship with colleagues. It reflects Maslow's lower level or physiological needs. The Herzberg theory constitutes the same framework in support of the argument of reward and recognition and its effect on employee's job satisfaction as constituted by Maslow's hierarchy theory. The motivating factors reflect self-esteem, that; is in fact recognition. Hygiene factor reflects the lower level needs like physiological (Hertzberg, Mausner, & Snyderman, 1959).

Through his experiments, Hertzberg discovered that dissatisfaction is not the opposite of satisfaction. Removing dissatisfying factors from a job does not necessarily make the job satisfactory. He concludes that opposite of satisfaction is not dissatisfaction and the opposite of dissatisfaction would not be satisfaction.

#### **2.2.1.2.5 McClelland Achievement and Acquired Needs Theory**

In his 1961 book 'The Achieving Society', David McClelland expounds on his acquired-needs theory when he proposed that an individual's specific needs are acquired over time and are shaped by one's life experiences. He described three types of motivational need. A person's motivation and effectiveness in a certain job function is influenced by these three needs.

- Need for achievement: The person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and the advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment. People with a high need for achievement seek to excel and thus tend to avoid both low-risk and high-risk situations. Achievers



avoid low-risk situations because easily attained success is not a genuine achievement. In high-risk projects, achievers consider the outcome as one of chance rather than one's own effort. High need for achievement individuals prefer work that has a moderate probability of success, ideally a 50% chance. They prefer to either work alone or with other high achievers.

- Need for authority/power: The person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige. A person's need for power can be one of two types personal and institutional. Those who need personal power want to direct others, and this need is often perceived undesirable. People who need institutional power (also known as social power) want to organize other's efforts to further the goals of the organization. Managers with a high need for institutional power tend to be more effective than those with a high need for personal power.
- Need for affiliation: The person is 'affiliation-motivated', and has a need for friendly relationships and is motivated towards interaction with others. They need to have harmonious relationships with others and to feel accepted by other people. The affiliation driver produces motivation and needs to be liked and held in popular regard. These people are team players. They tend to conform to the norms of their work group. High need for affiliation individuals prefer work that provides significant personal interaction. They perform well in customer service and client

interaction situations (<http://www.yourcoach.be/en/employee-motivation-theories/mcclelland-achievement-and-acquired-needs-motivation-theory.php>, 2014).

#### **2.2.1.2.6 Self-Determination Theory**

Edward Deci and Richard Ryan proposed a motivation theory that endeavors to explain all types of motivation under a single theory. Their new theory is called Self-determination theory (SDT). The theory is developed out of a series of experiments conducted on groups of people. This research shows that external rewards or threats of punishment curiously seemed to cause a lowering of pleasure to be found in doing certain things, and consequently, a lowering of the desire to do those things, without the presence of some external reward or threat. Their theory suggests that there are two types of motivating forces in humans, those that come from sources that are external to humans being motivated, and those that come from inside the human. The motivation that comes from within is intrinsic motivation and that which comes from external sources is extrinsic motivation. Intrinsic motivation is held to be the pleasure that is intrinsic in certain actions. The pleasure is in the action itself (Deci & Ryan, 1985).

When considering theories of motivation, it is important to remember that no single theory can adequately explain humans' motivation since it is always the result of a complex set of factors, so good managers should understand various theories of motivation to rely on those that are most helpful in each situation and person.

Performance is associated with quantity of output, quality of output, and timeliness of output, presence /attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis & Jackson , 2009).

The performance of organizations is dependent upon the performance of employees (job performance) and other factors. The distinction between organizational and job performance is evident; an organization that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy (Otley, 1999) and job performance is the single result of an employee's work (Hunter, 1986).

A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008).

A study carried out by Barney (1991) reveals that, employees' performance level relies not only on their actual skills, but also on the level of motivation each person exhibits.

Dessler (2013) observes that, over-achieving and talented employees are the driving force of all organizations; therefore, it is essential for the organizations to strive to motivate and hold on to the best employees.

Linz (1990) also reveals that, several studies have touched on several positive relationships between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction. This is significant to organizations in today's highly competitive work environment in that, intrinsically motivated employees will perform better and therefore, be more productive and satisfied employees will remain loyal to their organization and feel no pressure or need to move to a different organization.

However, (Mejia, Balkin, & Cardy, 2004) highlight that manager should have a clear understanding of work motivation because employees with higher motivation

would produce a superior quality product or service than employees who lack motivation.

The researcher concludes that motivation in employees is brought through a combination of both, extrinsic and intrinsic rewards. Organizational performance and its goal's achievement depends on employees' will and motivation to achieve personal goals aligned with the achievement of the organizational goals. Without motivation, employees will do jobs just for the sake of necessity rather than the success of organization, which in turn would result in dissatisfaction and decreased loyalty at ends, the manager and the employee.

Broad (2007) describes that to achieve the organizational quantitative and qualitative goals and enhancing employee's performance, effective intrinsic and extrinsic incentives must be given to employees. Monetary, non- monetary benefits (given to employees), recognizing their work, and developing good and healthy employee and employer's relationship is a key factor in motivating employees to work hard. Intrinsic motivation is achieved by the accomplishment of personal goals and objectives, the matter, which motivates employees and enhance job satisfaction (Board, 2007).

### **2.2.1.3 How the Study Capitalized from Motivation Theories**

Motivation theories is reflected and interpreted in the study throughout the questionnaire in the multidimensional work motivation scale, which contains questions about intrinsic and extrinsic motivations, comes from self-determination theory (Deci & Ryan, 1985) and Herzberg two factory theory.

Additionally, items to measure different work-related behavioral regulations that represent the range of the continuum of motivation to do a particular job and question about needs satisfaction congruent with Maslow's need hierarchy theory.

#### **2.2.1.4 Incentive Systems at Charitable Organizations**

One of the most common ways that charitable organizations put motivation programs into action is by putting together some type of incentive system. **Incentives** are a type of reward system where somehow an individual receives some type of motivation for their performance. Charitable organization uses the next incentive systems:

- **Monetary:** charitable organizations used the monetary incentives to motivate employees but in little bit cases such as perks.
- **Non-monetary:** Moving away from the monetary aspect of incentive programs, non-monetary programs do not use money but instead use perks or different types of rewards. For example, developmental opportunities, training, work life balance and Offering opportunities for professional growth.
- **Employee Recognition:** Employee recognition is a means for employers to offer feedback and encouragement to their employees. Recognition and praise can be powerful workplace motivators. Charitable organizations uses: verbal praise, employee of the month programs and other types of recognition.

#### **2.2.2 Job Satisfaction**

Job satisfaction is one of the most widely studied subjects in the management field (Loi, Yang , & Diefendorff, 2009). Many work motivation theories represented the implied role of job satisfaction. Additionally, many work satisfaction theories have tried to explain job satisfaction and its influence, such as Maslow's (1943) Hierarchy

of Needs, Herzberg's (1968) Two-Factor (Motivator-Hygiene) Theory, Adam's (1965) Equity Theory and Porter and Lawler's (1968).

As a result of this expansive research, job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978).

Smith, Kendall, and Hulin (1969) define job satisfaction as the feelings a worker has about his job which are associated with perceived difference between what is expected as a fair and reasonable return and what is experienced, in relation to the alternatives available in each situation. Spector (1997) defines job satisfaction as "the global feeling about the job or a related constellation of attitudes about various aspects or facts of the job.

Vroom in his definition on job satisfaction focuses on employee role in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals towards work roles which they are presently occupying (Vroom, 1964).

Mathis & Jackson (2009) define job satisfaction as a positive emotional state resulting from evaluating one's job experiences. Job dissatisfaction occurs when one's expectations are not met.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences, which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis & Nestrom, 1985).

In this thesis, job satisfaction is defined as the feelings that employee have about his/her job, which can be either positive or negative and influences the performance.

Job satisfaction is positively correlated with organizational commitment, job involvement, motivation, organizational citizenship behavior, life satisfaction, mental health, and job performance. It is negatively related to turnover, absenteeism, and perceived stress (Kreitner & Kinicki, 2001).

Azeem, & Akhtar (2014) in their study, investigates the level of Job satisfaction an organizational commitment among public sector employees in Saudi Arabia. The study further investigates the relationships among demographic variables (Age and Tenure), job satisfaction and organizational commitment. The sample consisted of (210) employees from different governmental offices located in Yanbu City. Job Descriptive Index (JDI) and organizational commitment questionnaires were used to collect information on the variables under study. Correlation coefficient and multiple regression analyses were used to analyze the data. Findings show a moderate level of job satisfaction and organizational commitment among the respondents. Job satisfaction facets and organizational commitment are found to be positively related. As far as the demographic variables are concerned, only tenure was found significantly related to commitment. Job satisfaction facets and job tenure were the significant predictors of organizational commitment.

A range of intrinsic and extrinsic motivating factors affects the level of job satisfaction, including the quality of supervision, social relationships with the work group, and the degree to which individuals succeed or fail in their work (Armstrong, 2003).

Purcell and others (cited in Armstrong, 2003) see job satisfaction as having a significant effect on organizational performance in that the discretionary behavior that helps firms be successful is most likely to occur when employees are well-motivated and feel committed to the organization, and when the job gives them a high level of satisfaction. They find that key factors affecting job satisfaction are career opportunities, job influence, teamwork, and the degree to which the job is challenging.

Raza, Akhtar, Husnain and Akhtar (2015) investigate the effect of intrinsic motivational factors (job security, achievement, responsibility and work itself) on job satisfaction. The questionnaire was distributed among the respondents based on simple random sampling. The results show that intrinsic motivational factors are significantly related to employee's job satisfaction.

Successful organizations consider workers' morale and job satisfaction to be important in job performance (Muindi & K'Obonyo, 2015). Organizations cannot successfully achieve their goals and mission unless and until those who constitute the organization are satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to poor performance. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and work of other employees and image of organization.

Employees who are satisfied with their jobs may display an increased work performance and ethic compared to dissatisfied employees. Employees who are satisfied with their positions may display this type of behavior because they do not desire to lose a position that makes them content. On the other hand, dissatisfied employees may not display such behavior because the position does not as satisfy them (Indermun, 2013).



Hajjaj (2007) conducted a study to measure satisfaction level of Palestine Ministry of Local Government in Gaza Strip in relation to (salary, instruments, relationship between leadership and their subordinates, fringe benefits). This study also aims to investigate the relation between job satisfaction and some demographic variables. The sample the study consist of all employees' staff in the Ministry of Local Government in Gaza Strip (120 employees). The study used the questionnaire as research instrument. The results indicates that the level of satisfaction among Palestine Ministry of Local Government was about 34.5% with no significant differences in job satisfaction regarding to (age- gender- years of experience - social status - academic qualification), but there were significant differences in job satisfaction regarding the years of experiences.

Job satisfaction/dissatisfaction is the result of various factors that relate, to the present job situations. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization (Srivastava, 2004).

Robbins (2003) emphasized the importance of employees' job satisfaction as a factor influencing, amongst others, employees' work performance. He argues that, happy workers are not necessarily productive workers. This argument is in line with Poisat's (2006) deduction that, satisfied employees are not necessarily productive employees. Robbins (2003), however, suggests that the opposite might be more accurate that productivity will probably lead to satisfaction.

In a study about job attitude and employees' performance, Velnampy (2008) concluded that job satisfaction includes positive influence on the performance of the employees as it enhances job involvement and the higher performance. In addition, it also makes people feel more satisfied and committed to the organization. The satisfaction and performance of the employee works in a cycle and are interdependent. Moreover, Job satisfaction and involvement of the employee leads him to have high levels of performance.

According to Adewunmi, Omotuyole and John (2011), job satisfaction and motivation are major determining factors that assist in channeling the employees' efforts towards the attainment of organizational goal. Similarly, Tella et al. (2007) consider motivation as a factor that affects individual's performance.

### **2.2.2.1 Measures of Job Satisfaction**

1. **Overall Job Satisfaction:** Cammann, Fichman, Jenkins, and Klesh (1983) developed this measure as a part of the Michigan Organizational Assessment Questionnaire (OAQ). In this measure, three items are used to describe an employee's subjective response to working in a specific job and organization (Cammann, Fichman, Jenkins, & Kelsh, 1983).
2. **Job Descriptive Index (JDI):** Smith, Kendall, and Hulin (1969) are the original developers of this index. There are 72 items on this index, which assess five facets of job satisfaction that includes work, pay, promotions, supervision, and coworkers. Through the combination of ratings of satisfaction with the faces, a composite measure of job satisfaction is determined (Smith, Kendall, & Hulin, 1969).

3. **Minnesota Satisfaction Questionnaire:** The long form of this survey is made up of 100 questions based on 20 sub-scales which measure satisfaction with “ability, utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision-human relations, supervision-technical variety, and working conditions”(Fields, 2002).
4. **Job Satisfaction Survey, JSS:** The Job Satisfaction Survey, JSS is a 36 item, nine facet scale to assess employee attitudes about the job and its aspects. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Items are written in both directions, so about half must be reverse scored. The nine facets are pay, promotion, supervision, fringe benefits, contingent rewards (performance based rewards), operating procedures (required rules and procedures), coworkers, nature of work, and communication. Although JSS was originally developed for use in human service organizations, it is applicable to all organizations (Spector P. , 1997).
5. **Job Satisfaction Relative to Expectations:** Bacharach, Bamberger, and Conley (1991) developed this measure. It assesses the degree “of agreement between the perceived quality of broad aspects of a job and employees' expectations”. It is the most effective tool to determine how job stresses, role conflicts, or role ambiguities can hinder an employee

from meeting job expectations (Bacharach, Bamberger , & Conley, 1991).

6. **Global Job Satisfaction:** Warr, Cook, and Wall (1979) developed this measure, which includes 15 items to determine the overall job satisfaction. Two subscales are used for extrinsic and intrinsic aspects of the job. The extrinsic section has eight items and the intrinsic has seven items (Fields, 2002).
7. **Job Diagnostic Survey:** Hackman and Oldham (1974) developed this survey, which measures both overall and specific facets of job satisfaction. There are three dimensions of overall job satisfaction, which includes general satisfaction, internal work motivation, and growth satisfaction, which are combined into a single measure. Facets measured on the survey include security, compensation, co-workers, and supervision (Fields, 2002).

It is assumed that motivation and satisfaction are very similar and that, in many cases, they are considered to be synonymous terms. According to Hersey and Blanchard (1988), motivation and satisfaction are quite different from each another in terms of reward and performance. The authors pointed out that motivation is influenced by forward-looking perceptions about the relationship between performance and rewards, whereas satisfaction involves how people feel about the rewards they have received. In other words, motivation is a consequence of expectations of the future while satisfaction is a consequence of past events (Carr, 2005).

Theories of worker's motivation address a model connecting job satisfaction, motivation, and performance. Considerable importance is attached to these concepts, and there is a need for clarification on how satisfaction and motivation differ from each

other. Job satisfaction is an emotional response that accompanies actions or thoughts relating to work, whereas motivation is the process that activates behavior. As satisfaction is an attitude, it is possible for a worker to be satisfied with his job but not be motivated. Hence, motivation and satisfaction are not synonymous with each other. It is vital to clarify the distinction between the concepts so that it is easier to understand that motivation leads to satisfaction, which ultimately leads to enhanced performance (Hong & Waheed, 2011).

Motivation and satisfaction appear in a double capacity: cause and effect, which means that motivation leads to satisfaction and vice versa.

Both motivation and satisfaction relate to job performance and can have either positive or negative influence. The satisfaction obtained because of individuals' participation in organizational life is not only an individual problem but also one of their organizational repercussions on its; the influence of motivation and satisfaction on job performance is essential for managers to pay attention of these elements.

In this study, the researcher can conclude that, job satisfaction works as a motivator for employee to work harder, to be more productive, more involved, more committed and leads to employees' engagement, retention and reducing turnover, hence we can say that the job satisfaction is a key variable for motivation. Motivating employees for a better job satisfaction and performance is very crucial for managers; they need to understand the types of existing motivations and the nature or personality of their employees and what makes them motivated so that they can appropriately motivate them.

### **2.2.2.2 Job Satisfaction Measure at Charitable Organizations**

Unfortunately, charitable organizations in Palestine does not measure its employees' job satisfaction. At the end of the thesis the researcher will design a suggested a suitable job satisfaction survey to be used at charitable organizations.

### **2.2.3 Attachment to the Mission**

Many observers and experts claimed that organizational mission influences employees' attitudes and behaviors to accomplish the organizational mission (Drucker 1990; Brown and Yoshioka 2003; Goodsell 2006; Rainey and Steinbauer 1999; Weiss 1996; Weiss and Piderit 1999; Wright 2007).

Other schools of thought believe that mission and vision statements tend to motivate, shape behaviors, cultivate high levels of commitment and ultimately influence positively on employees' performance (Mullane, 2002; Campbell, 1989; Drucker 1959).

Mission statements are recognized as a strong management tool that can motivate employees and keep them focused on the organization's purpose (Ban et al., 2003; Kim & Lee, 2007).

Collins & Porras (2001) argued that the organization's philosophy is an integral part of the mission, in providing a clear focus. These authors identified mission and values as “the glue that holds an organization together as it grows, decentralizes, diversifies, expands globally and develops workplace diversity.

As mission develops throughout the organization, it requires a clearly articulated understanding, acceptance and comprehension for staff awareness of the aspects of the mission. Bart (2004) suggested that unless these aspects occur, the impact of the mission would possibly be minimal

Campbell and Tawaday (1990) defined the mission as the organization's purpose, aim or reason for being.

Organizational goals and values are key components for nonprofit organizations that help to develop a cohesive groupthink among employees. An organization's "groupthink", or a group's ability to think similarly to minimize conflict and reach consensus, plays a very key role developing organizational goals, values and mission (Brown, Yoshioka, & Munoz, 2004).

Nonprofit organizations have been known as mission-driven entities, in which people enter into the field because of their passion for the mission and remain there to accomplish it (Kim & Lee, 2007).

Kristof describes three main components that influence employees' attitude towards the mission. The first is awareness. Kristof explains that the mission must be on employees' minds while at work. Next, employees must agree on the expressed mission. In order for employees to be truly intrinsically motivated and potentially work for less pay, the organization needs to have a mission that the employees agree upon and are willing to work towards. Finally, employees must see the connection between what they do at work to fulfill the mission (Kristof, 1996).

Similarly but more importantly, mission attachment has been neglected as a factor for nonprofit employee retention, although numerous studies have reported the importance of mission attachment as a probable tool for attracting and retaining nonprofit employees given the "doing more with less" environment (Light, 2003; Salamon, 2002).

Within this context, financial incentives and controls become less effective, as many individuals in nonprofits regard money as a means to achieve larger purposes and

not as an end, either personally or organizationally (Mason, 1996). Nonprofit managers are therefore inclined to use strategies that draw on employees' intrinsic motivations rather than extrinsic motivation of money (Nickson, Warhurst, Durrone, & Hurrell, 2008). There is an accumulating empirical evidence that nonprofit jobs provide more satisfaction and intrinsic rewards than those in business or government (Mirvis, 2006).

Furthermore, experts recognize that relying on the mission, as a management tool is an effective strategy to improve performance in nonprofits (Drucker, 1990).

The mission is the shared goal that breaks down barriers, drives collaboration, and sustains careers through immense challenges and tangles of red tape (Wright, 2007).

Brown and Yoshioka (2003) define the attachment to the mission as the fit between employees and the organizational mission as observed in its mission statement.

For many people, work is not just about money or promotions; it is about making a difference and the mission of their organization (Herman, et al., 2015).

Mission orientation is an intrinsic motivator in organizations, especially those that are not financially driven (Fairhurst, Jordan, & Neuwirth, 1997).

The intrinsic value that employees see in the mission of their organization was found to influence their work motivation by increasing the importance they placed on their own work (Wright, 2007).

Mission attachment has been linked to positive attitudes, increased job satisfaction, and intentions to remain in an organization (Brown & Yoshioka, 2003).

However, Theory and practice proved that mission statements play more important role in nonprofit organizations than profit organizations (Bart, 2007).



Considering the benefits of mission statements, it is believed that they have mainly two functions; to assist in organizational decision-making and to encourage employees to work towards the achievement of goals (Ireland & Hitt, 1992)

There is a general thought that each organization should have a mission statement as it supplies many advantages such as identifying operational objectives, giving staff goals to direct its behavior, describing performance standards, and speaking to organizational survival and vision for the future (Smith, Heady, Carson, & Carson, 2001). Moreover, Woodrow (2006) states that mission statements reach into people's hearts and souls and motivate them to collaborate toward a cause that provides them with the opportunity to make a difference in the world.

The point is not the content or clarity of the mission statement itself, but how strongly employees are attracted by their organizational mission, what is called mission attachment (Kim, 2012).

Employees will be motivated and perform their job better when they gain a deeper understanding of their organization's mission; consider it important and congruent with their own values, and "perceive a connection between their work and the fulfillment of that mission" (Brown & Yoshioka, 2003).

A survey of employees in all three sectors found that nonprofit employees were much more likely to indicate the two most important reasons they took their current job were to "do something worthwhile" and "pride in their organization" (Light, 2002). This suggests that nonprofit employees are motivated because they believe in their organization and its mission.

Campbell maintains that the mission statement is an important management tool in defining an organizational culture that is attractive to employees, and potentially

affects employees' recruitment, satisfaction, motivation, and retention (Campbell, 1993).

A mission connects employees' individual values with the collective values of an organization; however, the fit between the individual and organizational values determines the level of mission attachment of individual employees (Brown & Yoshioka, 2003).

Mission attachment can attract job seekers and, once they are selected, it motivates them to perform better at work, because employees self-select themselves into the organization based on their sense of mission and perceive the link between their work and the mission (Rainey & Steinbauer, 1999).

Increasingly, mission statements are recognized as a strong management tool that can motivate employees and keep them focused on the purpose of the organization. Often, the mission statement attracts clients, donors, funders, employees, and volunteers to a nonprofit organization. Reliance on the mission as a management tool is recognized as an effective strategy to improve performance in many organizations (Brown, Yoshioka, & Munoz, 2004).

Jeavons (1994) recognized that nonprofits need employees who share the organization's values since they; enact the mission in the programs and services, they provide (Jeavons, 1994).

In studies of nonprofit youth service organizations and YMCAs for (Brown & Yoshioka, 2003), researchers showed that organizational attitudes were influenced by mission attachment, a suite of factors that include employees' awareness, agreement, and alignment with the mission; they concluded that mission attachment is a good predictor of job satisfaction, a correlate of retention.

Besides the strategic role of a mission statement, several researches were conducted on the relationships between mission statement and other organizational issues (Dogan, 2013).

Light (2002) maintains that organizational mission and a dedication towards public service inspire both volunteers and paid professional staff to join nonprofit organizations.

Mann (2006) states that these employees have a strong service orientation, seek a chance to make a difference, and value more intrinsic work incentives than salaries and benefits. They are more attached to the organizational mission than employees in federal government and private sector employees, and demonstrate dedication to achieve the common good.

Mission attachment positively affects satisfaction along with pay and career opportunities, prevents burnout, and fosters a feeling of appreciation and organizational commitment (Kim & Lee, 2005).

Brown, Yoshioka, and Munoz (2004) acknowledge that “when employees' values are aligned with the organizational values (values congruence), they (employees) should experience higher levels of satisfaction and commitment” (Brown, Yoshioka, & Munoz, 2004).

Furthermore, the mission statement facilitates decision-making, planning, creating effective strategies, and formulating policies for the short and long term. Additionally, the mission statement provides a clear sense of direction that guides and inspires the organization's executives, managers, and employees towards mutual goal attainment. It assists to set priorities, plans, and allocate resources toward that end (Cochran, David, & Gibson, 2008).

Several studies have found that a better match between employee and organizational values predicts commitment and satisfaction.

Brown and Yoshioka (2003) confirmed this with their empirical research in nonprofit organizations and found out that satisfaction and mission attachment were positively associated with each other and intentions to stay with organization. Briefly, the researchers investigated two components of satisfaction: overall satisfaction and satisfaction with compensation were related to mission attachment.

These literatures and studies described above, however, did not directly address the relationship between mission attachment and the employees' performance. This study seeks to bridge this gap in the literature by exploring and analyzing the degree of the mission attachment and its influence on the employees' performance.

### **2.3 Charitable Organizations in Palestine**

Charitable organizations is an independent body established by no less than seven persons in order to achieve legitimate objectives for the public welfare on a non-profit basis. It should be characterized by independence, freedom, voluntarism and the accomplishment of public welfare. It must be legally registered at the Palestinian Ministry of Interior according to the Charitable Societies' Law carrying No. 1 and issued in the year 2000. It includes charitable societies, grassroots organizations, sports clubs and the Palestinian networks and unions representing Palestinian charitable societies and NGOs (The Code of Conduct Coalition, 2008).

Charitable organizations, private social institutions and non –governmental organizations play a leading role in meeting the various needs of the community in providing social, humanitarian, cultural and health services. In several countries, these

organizations voluntarily share with the state the duty of meeting the citizens' needs for the various social services (Rayyes, 2010).

Charitable organization is an organization which has an objective of charitable purpose. The primary function of a charitable organization is to give benefit to the public by performing worthy causes that helps the public at large.

Charitable organizations in some cases have an active way to raise funds through a campaign or conducting programs. Its functions can range from helping others in times of disaster, giving financial aid, medical services, public works and conducting human right activities. They generally function as a welfare organizations and work for the improvement of the society through their charitable function.

In Palestine, charitable organizations play a more vital and important role than merely serving an intent group. Since 1967 when Israeli occupation of the West Bank and Gaza Strip began, the Palestinians had managed to establish charitable societies to provide a wide range of basic services in health, education, culture, social welfare, and agriculture. These charitable societies had survived and even flourished despite the numerous occupation induced adversities and the absence of a home state.

## **Chapter Three: Research Methodology**

## **Chapter Three: Research Methodology**

### **3.1.Introduction**

This chapter outlines the research methodology utilized in the study. The chapter documents the process followed in selecting the research design; pre-testing and developing the questionnaire; the various means used to collect data from the respondents; and the methods of presenting the data. The research design is presented, as well as an analysis of how the data was tested.

### **3.2.Research Design**

Research design is the research process that involves the overall assumptions of the research to the method of data collection and analysis (Creswell, 2009). The choice of the research design depends on the objectives of the research to be able to answer the research questions (Crotty, 1998). Each type of the designs helps in specific approach and should be select the nature of the study, the population, the extent of existing knowledge, previous studies, resources, and time constraints.

The study used mixed method (both qualitative & quantitative) research with exploratory descriptive approach as a research methodology. The researcher conducted unstructured interviews with more than (49) employee from various charitable organizations in Palestine to explore the most important influential factors on employees' performance from the point of view of the organizational members, which were:

1. The motivation.
2. The job satisfaction.
3. The attachment to the mission of the organization.

Once the influential factors were explored, the researcher collected data about the factors from the employees by the questionnaires for the motivation and job satisfaction and by the structured interviews for the attachment to the mission to describe the degree of these influencing factors.

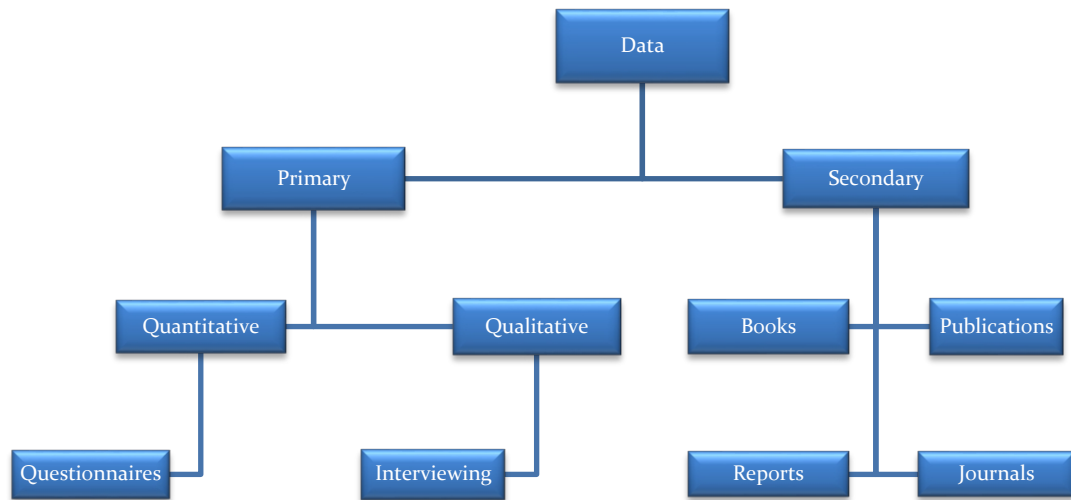
It is thought that the combination of quantitative and qualitative methods presents a more enhanced insight into the research problem(s) and question(s) than using one of the methods independently (Creswell, 2012). Exploratory descriptive that is used as a research method permitted the researcher to explore and describe the phenomena (Brink & Wood, 1988) and enabled the researcher to provide a cohesive summary of issues or events, as described by the participants (Sandelowski, 2000). This research method was chosen as the most effective method to answer the study questions and fitted well with the purpose of the study.

An exploratory study is a valuable mean to find out what is happening; seek new insights; ask questions and to assess phenomena in a new light (Robson, 2002). An exploratory design is conducted about a research problem when there are few or no earlier studies to refer to. The focus is to gain insights and familiarity for later investigation or undertaken when problems are in a preliminary stage of investigation.

Exploratory research design does not aim to provide the final and conclusive answers to the research questions, but merely explores the research topic with varying levels of depth. Exploratory research tends to tackle new problems on which little or no previous research has been conducted (Brown, 2006). Moreover, it has to be noted that exploratory research is the initial research, which forms the basis of more conclusive research. It can even help in determining the research design, sampling methodology and data collection method (Singh, 2007). Further, this study utilized both primary and



secondary data in order to get a deep understanding of the problem as shown in figure (3.1).



**Figure 3.1 Data Chart Developed by the Researcher**

### **3.3. The Secondary Data**

All relevant information of the reference books, published research reports and academic journals. This information was used to get a preliminary insight into the research, provide a background to the study, classify, and categorize all key issues that could be addressed by the primary research.

### **3.4. The Primary Data**

Quantitative method includes the survey approach was used owing to its appropriateness for the study. Survey research approach provided the information about the motivation and job satisfaction by asking subjects a variety of structured questions through a structured questionnaire. The questionnaires were personally administered and the researcher attended any clarifications on the research topic or difficulty in understanding the questions.

### 3.5.Data Collection Methods

The emphasis in data collection is to develop research evidence systematically, search for a broad array of evidence, which looks for both confirming and disconfirm data (Hartley, 2004). Data collection and recording have implications for analysis which, in turn, links to the process of theorizing and writing (Bryman & Burgess, 1994). This study used unstructured and structured interviews and surveys to gather data and explore the factors influencing the employees' performance.

1. Unstructured Interviews: the researcher conducted unstructured interviews with more than (49) employee of charitable organizations to explore the most important influential factors on employees' performance.
2. Questionnaire: to collect data about the study variables and test the variables, the researcher use pretested famous questionnaire to acquire data about motivation and job satisfaction as influencing factors on employee's performance.
  - Motivation: the multidimensional work motivation scale (MWMS) (Gagné, et al., 2015) was used. The scale was developed and tested using data from (3435) workers in seven languages and nine countries. Factorial analyses indicated that the 19-item scale has the same factor structure across the seven languages. Convergent and discriminant validity tests across the countries also indicate that the psychological needs for autonomy, competence, and relatedness as well as the theoretically, derived antecedents to work motivation (e.g., leadership and job design) are predictably related to the different

forms of motivation, which in turn are predictably related to important work outcomes (e.g., well-being, commitment, performance, and turnover intentions). The stem is “Why do you or would you put efforts into your current job?” and is accompanied by the scale: 1 = “not at all”, 2= “very little”, 3= “a little”, 4= “moderately”, 5= “strongly”, 6= “very strongly”, 7= “completely” (see appendix 1).

The multidimensional work motivation scale assesses work motivation at the domain level of analysis (Vallerand, 1997), which differs from other scales that measure work motivation for different tasks within a particular job (Fernet, Senécal, Guay, Marsh, & Dowson, 2008). The MWMS intends to improve over previous scales in four ways:

1. Items of the multidimensional work motivation scale more strongly and clearly reflect the contingency between workers’ effort expenditures and the rewards they receive.
2. The external and introjected regulation subscales of the multidimensional work motivation scale were created to balance out approach and avoidance motives, thereby avoiding the possible confound between external/introjected regulations and approach/avoidance motivation (Asso, Vansteenkiste, & Kaplan, 2009).
3. No items tapped into other related constructs, such as the satisfaction of the needs for autonomy, competence, and relatedness, intrinsic and extrinsic values, and harmonious and obsessive passion (Van den Broeck, Vansteenkiste, De Witte, Soenens, & Lens, 2010).

4. Finally, in order to achieve cross-cultural equivalence, items were written so that they could be endorsed in most cultures.

- Job Satisfaction: The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure employees' satisfaction with their job. The 20 MSQ-short version items are rated on a 5-point Likert scale: (1 “very dissatisfied with this aspect of my job”, 2 “dissatisfied with this aspect of my job”, 3 “can’t decide if I’m satisfied or dissatisfied with this aspect of my job”, 4 “satisfied with this aspect of my job” and 5 “very satisfied with this aspect of my job”). Item responses are summed or averaged to create a total score – the lower the score, the lower the level of job satisfaction (see appendix 1).

The Minnesota Satisfaction Questionnaire was one of the outputs from the “Work Adjustment Project” at the University of Minnesota; the underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exists in the work environment (Weiss, Dawis, England, & Lofquist, 1967).

The MSQ consists of (20) items (Spector, 1997) and uses a 5-point Likert type response format. The MSQ comprises of two distinct components: intrinsic job satisfaction measures feelings about the nature of the job tasks. For example, question 15 covers: ‘The freedom to use my own judgement’. Extrinsic job satisfaction measures feelings about situational job aspects, external to the job. For example, question 13 covers: ‘My pay and the amount of work I do’ (Spector, 1997). Test-retest reliabilities

of between 0.70 and 0.80 are reported (Cook, Hepworth, Wall, & Warr, 1981), with an alpha coefficient of 0.96 (Rothmann, Scholtz, Fourie, & Rothmann, 2000).

Numerous scales were developed to measure Job Satisfaction. The researcher chose this particular scale since it presents several advantages: it is a well-known and stable over the time instrument; previous researches yielded excellent coefficient alpha values (ranging from .85 to .91); with 20 items, it is a parsimonious scale (in comparison with the 72 items of the Job Descriptive Index, for example). Moreover, the MSQ has been widely studied and validated (Fields, 2002).

Moreover, the MSQ short form can be used to measure two distinct components: intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic job satisfaction refers to how people feel about the nature of the job tasks themselves; extrinsic job satisfaction refers to how people feel about aspects of the work situation that are external to the job tasks or work itself (Spector, 1997).

3. Structured interviews: Purposeful sampling is a technique widely used in qualitative research for the identification and selection of information-rich cases for the most effective use of limited resources (Patton, 2002). This involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell & Plano Clark, 2011). Interviews were conducted with managers and expert employees of charitable organizations to explore their opinions about the third variable of the study, the attachment to the mission of the organization.

According to Kvale (1996), the qualitative research interview attempts “to understand the world from the subjects’ points of view, to unfold the meaning of peoples’ experiences, to uncover their lived world”. Further, qualitative research interviews enable a researcher to “see the research topic from the perspective of the interviewee” (King, 2004). Significantly, interviewing is a particularly efficient mean of collecting data when the research design involves an analysis of people’s motivations and opinions ( Keats, 2000). King (2004) identifies four steps in constructing and using interviews for qualitative research: defining the research question; creating the interview guide; recruiting participants; carrying out the interview (King, 2004).

### **3.6.The Study Population**

The population is the total group of subjects that meet a designated set of criteria. Sekaran (2006) defined population as the entire group of people, events or things of interest that the researcher wishes to investigate.

In this study, the population are all employees who work at charitable organizations in Palestine, which operates more than (100) employee as shown in table 3.1.

#	Charitable Organization	No of Employees
1	Islamic Charitable Society/Hebron	250
2	Muslim Youth Society	178
3	Attadamon Charitable Society	165
4	Palestine Red Crescent Society/Albereh	125

5	Society of Inash El Usra	107
6	Alihsan Charitable Society	100
<b>TOTAL</b>		<b>925</b>

**Table 3.1 Study Population**

The reason behind selecting the charities that operates more than (100) employee, because these charities usually have a mission, vision and strategic objectives and have multilayer organizational structure to obtain data from and examine it.

### **3.7. Pilot Study**

Pilot study was carried out on total of (30) employee of charitable organizations in Palestine to determine the standard deviation and pre-testing or 'trying out' the research instrument (Baker, 1994). One of the advantages of conducting a pilot study is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated (Van Teijlingen & Hundley, 2002).

### **3.8. The Sample Design**

Sampling is one of the main elements of the research design. Sekaran (2006) defined the sample as the process of selecting a sufficient number of elements from the population, so that results from analyzing the sample are generalizable to the population.

#### **3.8.1. The Sample Types**

Three types of samples were used in the study:

1. Experts sample: a total of (49) employee were interviewed through unstructured interviews to determine the most important influencing factors. Core employees of charitable organizations who have work expertise for more than 5 years were chosen.
2. Disproportionate stratified random sample: The questionnaires were administered personally to (272) employees who were chosen on a disproportionate stratified random sampling basis from various administrative levels of the charitable organizations in Palestine as shown in table (3.2). The population was divided into strata, random stratified disproportionate sample is more efficient than the simple random sampling design because, for the same sample size, each important segment of the population is better represented, and more valuable and differentiated information is obtained with respect to each group (Sekaran, 2003).
3. Purposive sample: a total of (30) person from all charitable organizations were interviewed to answer the structured interviews questions related to the attachment to the mission variable. The interviewees were managers and experts from charitable organizations and have the expertise and knowledge about the work at charitable organization for more than 10 years.

### **3.8.2. The Sample Size**

Sample size is the number of respondents that could be included in the study. Determination of sample size is a very crucial decision and takes various qualitative and quantitative aspects into consideration (Malhotra, 2004). The sample size of this study was determined using the next formula (Lohr, 2009):



$$n_h = \frac{N_h S_h}{\sum_{h=1}^L N_h S_h} * n$$

Where:

$n_h$ : Sample size of stratum h.

$N_h$ : Population size of stratum h.

$S_h$ : Population Standard deviation of stratum h.

L: Total number of strata.

$n$ : Total sample size.

$N$ : Total population size.

$e$ : Error level

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

$$n_0 = \frac{\left(\frac{Z_{\alpha}^2}{2}\right)P(1-P)}{e^2} = \frac{(1.96^2)0.5(1-0.5)}{0.05^2} \approx 384$$

$$n_0 = \frac{n_0}{1 + \frac{n_0 - 1}{N}} = \frac{384}{1 + \frac{384 - 1}{925}} \approx 272$$

*For more accuracy, we decided to take sample size  $n=272$ .*

*for stratum  $h=1$ :*

$$n_h = \frac{250 * 0.41}{328} * 272 = 74$$

*for stratum  $h=2$ :*

$$n_h = \frac{125 * 0.41}{328} * 272 = 37$$

for stratum  $h=3$ :

$$n_h = \frac{165 * 0.41}{328} * 272 = 49$$

for stratum  $h=4$ :

$$n_h = \frac{100 * 0.41}{328} * 272 = 29$$

for stratum  $h=5$ :

$$n_h = \frac{107 * 0.41}{328} * 272 = 31$$

for stratum  $h=6$ :

$$n_h = \frac{178 * 0.41}{328} * 272 = 52$$

#	Charitable Organization	No of Employees	Standard deviation	nh	Sample size
1	Islamic Charitable Society/Hebron	250	0.41	74.62793	74
2	Muslim Youth Society	178	0.41	52.72973	52
3	Attadamon Charitable Society	165	0.41	49.51351	49
4	Palestine Red Crescent Society/Alberah	125	0.41	37.54054	37
5	Society of Inash El Usra	107	0.41	31.7027	31
6	Alihsan Charitable Society	100	0.41	29.43243	29
<b>TOTAL</b>		<b>925</b>			<b>272</b>

**Table 3.2 Sample Size**

### 3.9. Reliability:

The Reliability scale (Alpha Cronbach) of the questionnaire was computed for each dimension of the study and for the total degree. Table (3.3) below shows the results:

Dimension	N	Alpha Cronbach
Motivation	19	0.84
Satisfaction	20	0.92
<b>Total</b>	<b>39</b>	<b>0.91</b>

**Table 3.3 Alpha Cronbach Scales**

Based on the table above, we found that reliability scales are between 0.84 and 0.92 and it is 0.91 for the total degree, which means that there exists an acceptable reliability for the questionnaire and we can reproduce 91% of the same current data in the case of repeating this research using the same questionnaire.

### 3.10. Validity:

To assess the validity, we used the Factor Analysis Method using the Principal Component Analysis to compute the extraction coefficients. To conclude that there is high validity, most extraction coefficients should exceed 0.5. Table (3.4) below shows the results:

Extraction Coefficients		
Statement. No	Motivation	Satisfaction

1.	0.65	0.69
2.	0.75	0.52
3.	0.55	0.51
4.	0.73	0.62
5.	0.80	0.68
6.	0.62	0.63
7.	0.70	0.53
8.	0.74	0.50
9.	0.74	0.60
10.	0.67	0.54
11.	0.72	0.57
12.	0.81	0.61
13.	0.82	0.68
14.	0.71	0.75
15.	0.68	0.68
16.	0.76	0.61
17.	0.84	0.66
18.	0.84	0.58

19.	0.81	0.62
20.		0.74

**Table 3.4 Extraction Coefficients**

From the table above, it is clear that all extraction coefficients exceed 0.5, so we conclude that we have high validity of the questionnaire and the questionnaire was able to achieve the study objectives.

### **3.11. Validity and Reliability of Structured Interviews**

In order to assure the validity and reliability of the interviews the researcher used the following measurements:

1. **Descriptive validity:** refers to the accuracy of the data (Maxwell, 1992). The data must accurately reflect what the participant has said or done. The reporting of the data must also reflect the same accuracy, which means that the transcription is an accurate account of what was said or the transcription of the interviews portrays the unfolding of events in an accurate manner.
2. **Interpretive validity:** captures how well the researcher reports the participants' meaning of events, objects and/or behaviors (Maxwell, 1992). The key here is that the interpretations are not based on the researcher's perspective but that of the participant. "Interpretive validity is inherently a matter of inference from the words and actions of participants in the situations studied" (Maxwell, 1992).

### **3.12. Data Analysis**

The statistical analysis was carried out with the SPSS program, 12.0 (SPSS, 2003). The reliability and construct equivalence of the MSQ and the multidimensional work motivation scale were determined by means of Cronbach's alpha coefficients as well as exploratory factor analysis.

Demographic information were collated and summarized. Data analysis entailed determining frequencies for gender, age groups, qualifications and membership of the mission integration team. Mean scores were obtained for years of experience and ratings on job satisfaction and expertise.

Data related to interviews questions, which were aligned with the research question regarding the attachment to the mission of the organization and analyzed by content analysis in order to describe the factor. Qualitative content analysis of the data was done manually, that is no qualitative analysis software was used in the process. Data analysis focused on understanding the meaning of the experiences shared by each participant (Sandelowski, 2000).

Finally, the researcher assured participants that confidentiality would be maintained. Data analysis and reporting of findings in the thesis and any publication following from it would ensure anonymity, since all data were de-identified at the time of data collection.

The following chapter provides a detailed account of the findings and results of the study. Summarized demographic data is outlined, followed by presentation of the results of the questionnaires and the content analysis of the interviews.

## **Chapter Four: Research Findings**

## Chapter Four: Research Findings

### 4.1. Introduction

This chapter provides a report of the findings from the data. Initially the summarized of demographic data obtained through the participant information questionnaires is reported. Part one presents the findings that emerged from the participants' responses of questionnaires. Part two presents the qualitative content analysis of the structured interviews.

### Part One: Questionnaires Findings

### 4.2. Questionnaire Response Rate

Out of the (272) questionnaires distributed to the targeted sample, (218) responses were received, and these constitute the realized sample. The total response rate was 81% as shown in table (4.1).

<b>Description</b>	<b>No</b>	<b>Percentage</b>
Distributed Questionnaires	272	100%
Not Returned Questionnaires	54	19%
Total Realized Sample	218	81%
<b>Total Response Rate</b>	<b>218 out of 272</b>	<b>81%</b>

Table 4.1 Questionnaire Response Rate



### 4.3. Demographic Variables

Table (4.2) shows the demographic profile for the participants of the study.

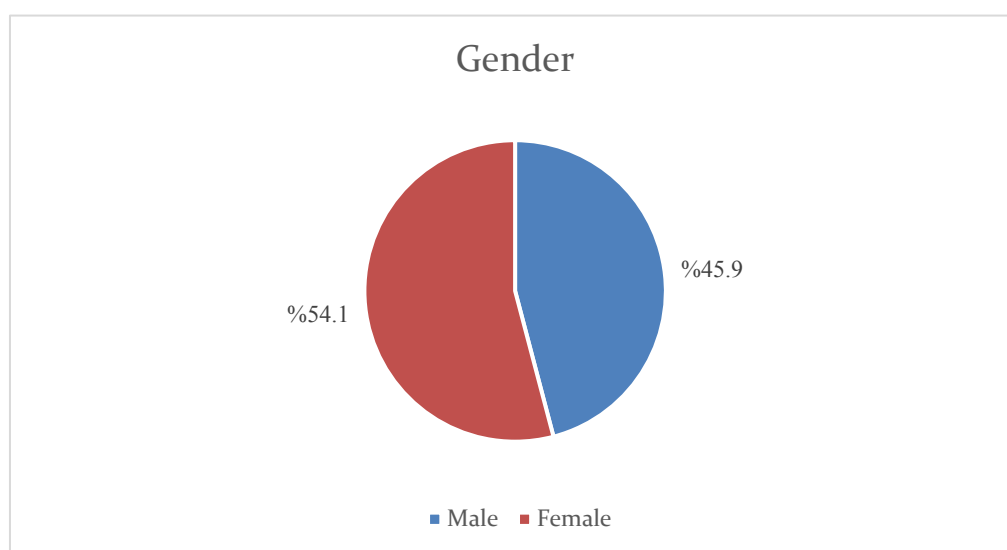
Variable	Category	Frequency	Percent
<b>Gender</b>	Male	100	45.9
	Female	118	54.1
	<b>Total</b>	<b>218</b>	<b>100.0</b>
<b>Age</b>	Below 30	45	20.6
	31-40	106	48.6
	41-50	52	23.9
	Over 50	15	6.9
	<b>Total</b>	<b>218</b>	<b>100.0</b>
<b>Qualification</b>	Tawjihi	28	12.8
	Diploma	50	22.9
	Bsc-BA	120	55.0
	Postgraduate	20	9.2
	<b>Total</b>	<b>218</b>	<b>100.0</b>
<b>Work Experience</b>	Below 5 years	48	22.0
	6-10 Years	79	36.2

	11-15 Years	47	21.6
	Over 16	44	20.2
	<b>Total</b>	<b>218</b>	<b>100.0</b>
<b>Position</b>	Manager	29	13.3
	Administrative Employee	90	41.3
	Teacher	54	24.8
	Other	45	20.6
	<b>Total</b>	<b>218</b>	<b>100.0</b>

**Table 4.2 Demographic Variables**

#### **4.3.1. The Gender:**

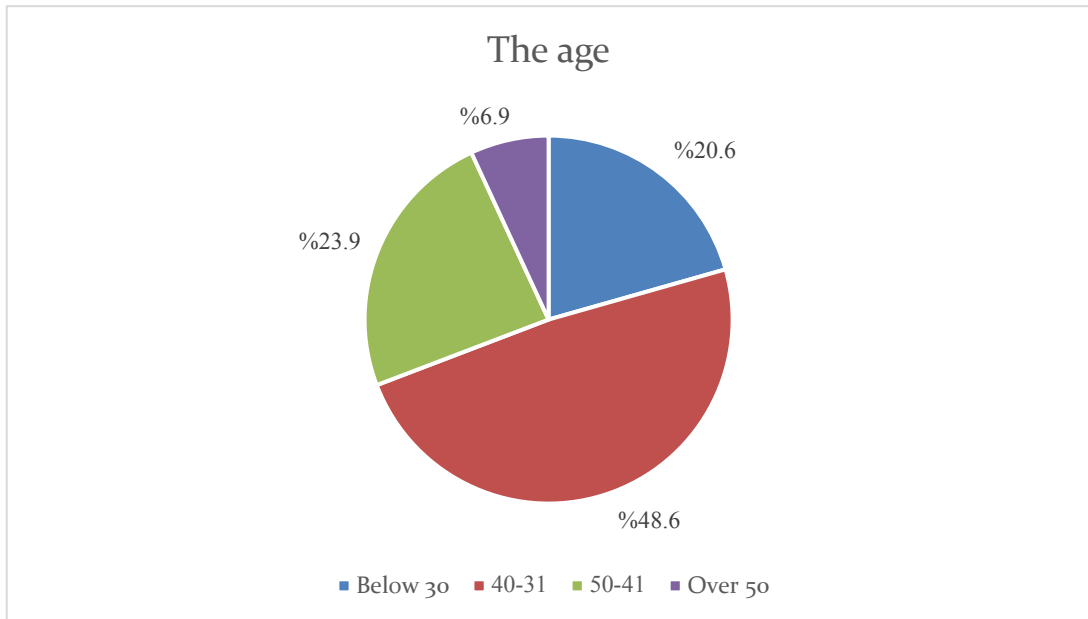
From table (4.2) above, it is noted that concerning with gender variable, the percentage of the category (male) is (45.9%) and the percentage of the category (female) is (54.1%) from the total number of the sample size.



**Figure 4.1 The Gender Distribution**

### 4.3.2. The Age:

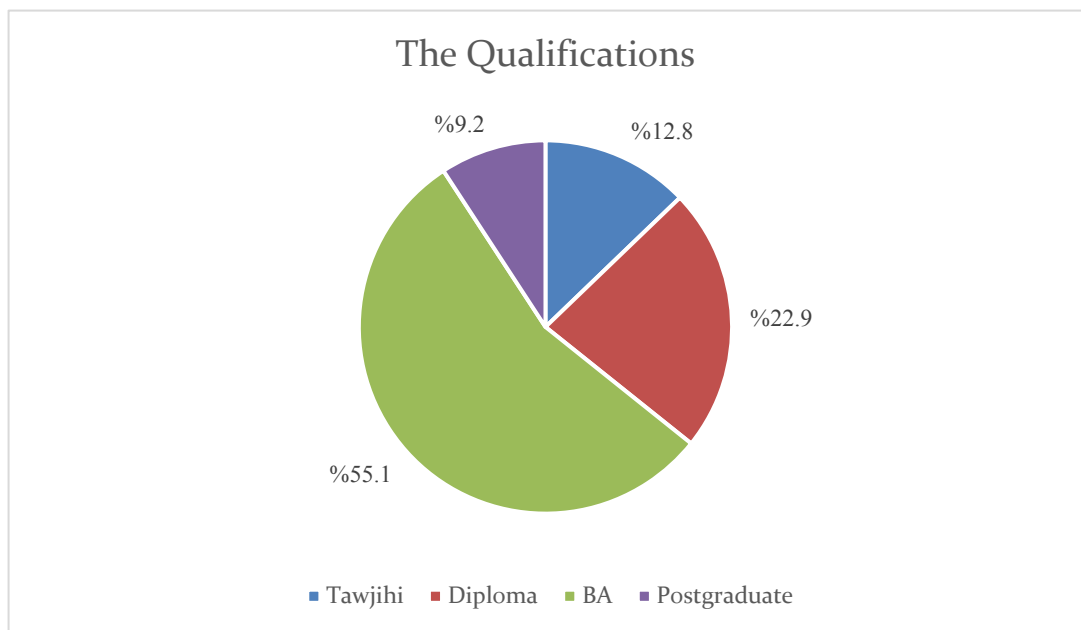
Concerning age variable, the percentage of the category (below 30) is (20.6%) and the percentage of the category (31-40) is (48.6%) and the percentage of the category (41-50) is (23.9%) and the percentage of the category (Over 50) is (6.9%) from the total number of the sample size.



**Figure 4.2 The Age Distribution**

### 4.3.3. Qualifications:

Concerning the qualification variable, the percentage of the category (Tawjihi) is (12.8%) and the percentage of the category (Diploma) is (22.9%) and the percentage of the category (BA) is (55%) and the percentage of the category (Postgraduate) is (9.2%) from the total number of the sample size.



**Figure 4.3 The Qualifications Distribution**

#### 4.3.4. Work Experience:

Concerning the work experience variable, the percentage of the category (below 5 years) is (22%) and the percentage of the category (6-10 years) is (36.2%) and the percentage of the category (11-15 years) is (21.6%) and the percentage of the category (over 16) is (20.2%) from the total number of the sample size.

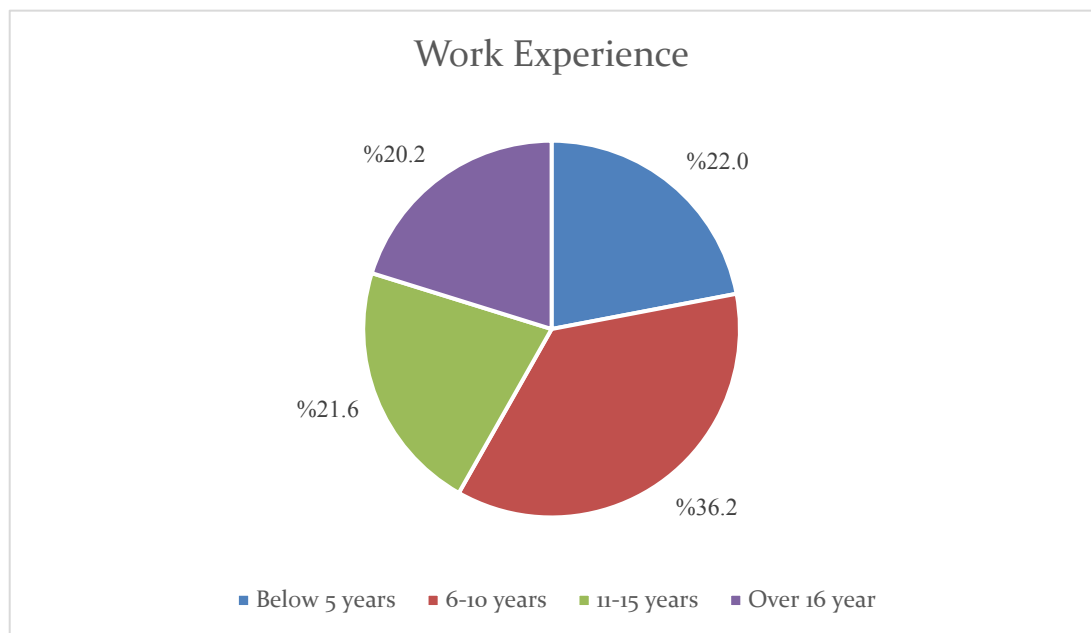
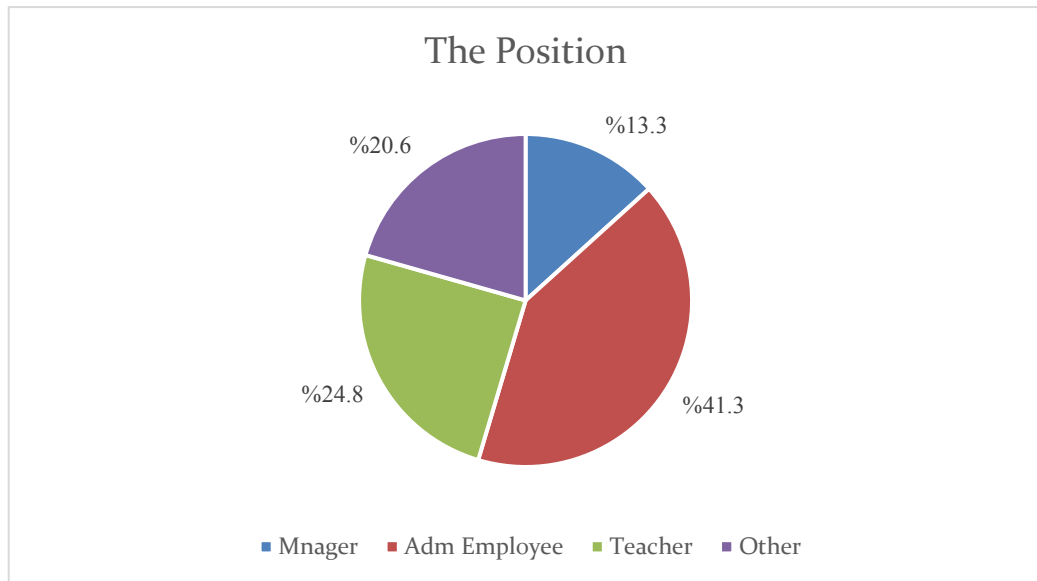


Figure 4.4 Work Experience

#### 4.3.5. The Position:

Concerning the position variable, the percentage of the category (manager) is (13.3%) and the percentage of the category (administrative employee) is (41.3%) and the percentage of the category (teacher) is (24.8%) and the percentage of the category (other) is (20.6%) from the total number of the sample size.



**Figure 4.5 The Position Distribution**

#### **4.4. Statistical Methodology:**

The researcher used the exploratory descriptive methodologies to evaluate factors influencing employees' performance at charitable organizations in Palestine.

After collecting questionnaires, the researcher computed them by recoding answers to numeric values. In the seventh itemized rating scale (the multidimensional work motivation scale), 7 degrees given to completely answer, 6 degrees given to very strongly, 5 degrees given to strongly, 4 degrees given to Moderately, 3 degrees given to a little, 2 degrees given to very little, and 1 degree given to not at all answer.

In the fifth itemized rating scale (Minnesota Satisfaction Questionnaire (MSQ) ), 5 degrees given to Extremely satisfied, 4 degrees given to very satisfied, 3 degrees given to not applicable, 2 degrees given to somewhat satisfied, and 1 degree given to not satisfied.

#### **4.5. The Statistical Methods Used in the Analysis of the Research**

**are:**

1. Frequencies and percentages to describe variables.

2. Means (averages), standard deviations and relative weights to answer the questions about motivation and satisfaction.
3. Factor analysis using the principal component method for validity.
4. Alpha (Cronbach) scales for reliability.

Additionally, the researcher used the seventh correction key table for itemized rating scale as shown in table (4.3) below:

Mean Range	Relative Weight	Level
less than 1.85	less than 26.6%	Completely low
1.86 - 2.71	26.6% - 38.7%	very low
2.72 - 3.57	38.9% - 51%	Low
3.58 - 4.43	51.1% - 63.3%	Moderate
4.44 - 5.29	63.4% - 75.6%	High
5.30 - 6.14	75.7% - 87.7%	very high
6.15 or more	87.9% or more	Completely high

**Table 4.3 Seventh Correction key**

Moreover, for the Fifth Correction key table for itemized rating scale as shown in table (4.4) below:

Mean Range	Relative Weight	level
less than 1.8	less than 36%	very low

1.8 - 2.59	36% - 51.8%	low
2.6 - 3.39	52% - 67.8%	moderate
3.4 - 4.19	68% - 83.8%	high
4.2 or more	84 or more	very high

**Table 4.4 Fifth Correction key**

#### **4.6.Results in Light of Research Questions:**

##### **Question No. 1.**

**What is the degree of motivation at charitable organizations in Palestine from the point of view of organizational members?**

Table (4.5) shows means and standard deviations for each statement about the motivation at charitable organizations in Palestine:

<b>No</b>	<b>Motivation At Charitable Organizations In Palestine</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Relative Weight</b>
1.	Because putting efforts in this job aligns with my personal values.	5.64	1.55	80.5%
2.	Because putting efforts in this job has personal significance to me.	5.58	1.55	79.7%
3.	Because I personally consider it important to put efforts in this job.	5.39	1.73	77.1%
4.	Because I have fun doing my job.	5.37	1.51	76.7%
5.	Because what I do in my work is exciting.	5.01	1.56	71.6%



6.	Because it makes me feel proud of myself.	5.01	1.85	71.6%
7.	Because the work I do is interesting.	5.00	1.50	71.5%
8.	Because I have to prove to myself that, I can.	5.00	1.80	71.4%
9.	Because otherwise I will feel bad about myself.	4.55	2.00	65.0%
10.	Because otherwise I will feel ashamed of myself.	4.42	2.06	63.2%
11.	Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...).	3.51	1.89	50.1%
12.	Because I risk losing my job if I do not put enough effort in it.	3.31	1.95	47.3%
13.	Because others will respect me more (e.g., supervisor, colleagues, family, clients ...).	3.14	1.79	44.9%
14.	To avoid being criticized by others (e.g., supervisor, colleagues, family, clients ...).	2.88	1.77	41.2%
15.	To get others' approval (e.g., supervisor, colleagues, family, clients ...).	2.81	1.75	40.1%
16.	Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor ...).	2.61	1.78	37.4%
17.	I do not, because I really feel that I am wasting my time at work.	2.35	1.96	33.6%
18.	I do little because I do not think this work is worth putting efforts into.	1.84	1.53	26.3%

19.	I do not know why I am doing this job, its pointless work.	1.64	1.34	23.5%
	<b>Total</b>	<b>4.57</b>	<b>0.56</b>	<b>65.3%</b>

**Table 4.5 Means and Standard Deviations**

Table (4.5) above shows means and standard deviations for each statement about motivation at charitable organizations in Palestine, the items were arranged descending by means. The total mean value (4.57) with standard deviation equals to (0.56) and the relative weight (65.3%) indicates that respondents' attitudes are high, so the conclusion is that the degree of motivation at charitable organizations in Palestine is high. The detailed percentages results in appendix 4.

All items were sorted descending according to means and the following statements are the highest:

1. The statement (Because putting efforts in this job aligns with my personal values.) with a mean of (5.64) and a standard deviation (1.55) and relative weight (80.5%).
2. The statement (Because putting efforts in this job has personal significance to me.) with a mean of (5.58) and a standard deviation (1.55) and relative weight (79.7%).
3. The statement (Because I personally consider it important to put efforts in this job.) with a mean of (5.39) and a standard deviation (1.73) and relative weight (77.1%).
4. The statement (Because I have fun doing my job.) with a mean of (5.37) and a standard deviation (1.51) and relative weight (76.7%).

5. The statement (Because what I do in my work is exciting.) with a mean of (5.01) and a standard deviation (1.56) and relative weight (71.6%).
6. The statement (Because it makes me feel proud of myself.) with a mean of (5.01) and a standard deviation (1.85) and relative weight (71.6%).
7. The statement (Because the work I do is interesting.) with a mean of (5) and a standard deviation (1.5) and relative weight (71.5%).
8. The statement (Because I have to prove to myself that I can.) with a mean of (5) and a standard deviation (1.8) and relative weight (71.4%).
9. The statement (Because otherwise I will feel bad about myself.) with a mean of (4.55) and a standard deviation (2) and relative weight (65%).

On the other hand, the following statements are the lowest items according to their means:

1. The statement (I do not know why I am doing this job, its pointless work.) with a mean of (1.64) and a standard deviation (1.34) and relative weight (23.5%).
2. The statement (I do little because I do not think this work is worth putting efforts into.) with a mean of (1.84) and a standard deviation (1.53) and relative weight (26.3%).
3. The statement (I do not, because I really feel that I am wasting my time at work.) with a mean of (2.35) and a standard deviation (1.96) and relative weight (33.6%).
4. The statement (Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor ...).) with a mean of (2.61) and a standard deviation (1.78) and relative weight (37.4%).

5. The statement (To get others' approval (e.g., supervisor, colleagues, family, clients ...)) with a mean of (2.81) and a standard deviation (1.75) and relative weight (40.1%).
6. The statement (To avoid being criticized by others (e.g., supervisor, colleagues, family, clients ...)) with a mean of (2.88) and a standard deviation (1.77) and relative weight (41.2%).
7. The statement (Because others will respect me more (e.g., supervisor, colleagues, family, clients ...)) with a mean of (3.14) and a standard deviation (1.79) and relative weight (44.9%).
8. The statement (Because I risk losing my job if I do not put enough effort in it.) with a mean of (3.31) and a standard deviation (1.95) and relative weight (47.3%).
9. The statement (Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...)) with a mean of (3.51) and a standard deviation (1.89) and relative weight (50.1%).

Additionally, we can conclude that the respondents would put efforts strongly or more into their current jobs:

- a) Because putting efforts in this job aligns with their personal values.
- b) Because putting efforts in this job has personal significance to them.
- c) Because they personally consider it important to put efforts in this job.
- d) Because they have fun doing their job.
- e) Because what they do in their work is exciting.
- f) Because it makes them feel proud of themselves.
- g) Because the work they do is interesting.
- h) Because they have to prove to themselves that, they can.

i) Moreover, because otherwise they will feel bad about themselves.

On the other hand, we can conclude that the respondents would put efforts little or less into their current jobs:

a) Because others offer them greater job security if they put enough effort in their job (e.g., employer, supervisor ...).

b) Because they risk losing their job if they do not put enough effort in it.

c) Because others will respect them more (e.g., supervisor, colleagues, family, clients ...).

d) To avoid being criticized by others (e.g., supervisor, colleagues, family, clients ...).

e) To get others' approval (e.g., supervisor, colleagues, family, clients ...).

f) Because others will reward them financially only if they put enough effort in their job (e.g., employer, supervisor ...).

g) They do not, because they really feel that they wasting their time at work.

h) They do little because they do not think this work is worth putting efforts in.

i) They do not know why they doing this job, its pointless work.

## **Question No. 2.**

**What is the degree of job satisfaction at charitable organizations in Palestine from the point of view of organizational members?**

Table (4.6) shows means and standard deviations for each statements about job satisfaction at charitable organizations in Palestine:

No	Job Satisfaction At Charitable Organizations In Palestine	Mean	Standard Deviation	Relative Weight
1.	The feeling of accomplishment I get from the job.	3.83	1.07	76.5%
2.	The chance to do things for other people.	3.81	1.18	76.2%
3.	The chance to be “somebody” in the community.	3.67	1.10	73.5%
4.	The chance to do something that makes use of my abilities.	3.64	1.16	72.8%
5.	The chance to tell people what to do.	3.44	1.10	68.7%
6.	The way my co-workers get along with each other.	3.39	1.18	67.7%
7.	The chance to do different things from time to time.	3.37	1.19	67.3%
8.	The competence of my supervisor in making decisions.	3.29	1.36	65.8%
9.	The way my boss handles his/her workers.	3.26	1.22	65.1%
10.	Being able to keep busy all the time.	3.01	1.26	60.3%
11.	The way my job provides for steady employment.	3.01	1.35	60.2%
12.	The praise I get for doing a good job.	2.96	1.24	59.3%
13.	Being able to do things that do not go against my conscience.	2.96	1.31	59.3%
14.	The chance to try my own methods of doing the job.	2.95	1.23	59.0%
15.	The way company policies are put into practice.	2.92	1.32	58.3%
16.	The freedom to use my own judgment.	2.89	1.25	57.9%
17.	The working conditions.	2.88	1.18	57.5%

18.	The chance to work alone on the job.	2.67	1.12	53.3%
19.	My pay and the amount of work I do.	2.67	1.33	53.5%
20.	The chances for advancement on this job.	2.44	1.27	48.7%
	<b>Total</b>	<b>3.15</b>	<b>0.76</b>	<b>63.1%</b>

**Table 4.6 Means and Standard Deviations**

Table (4.6) shows means and standard deviations for each statement about job satisfaction at charitable organizations in Palestine, the items were arranged descending by means. The total mean value (3.15) with standard deviation equals to (0.76) and the relative weight (63.1%) indicates that respondents' attitudes are moderate, so the conclusion is that; job satisfaction at charitable organizations in Palestine is moderate. The detailed percentages results in appendix 4.

All items were sorted descending according to means and the following statements are the highest:

1. The statement (The feeling of accomplishment I get from the job.) with a mean of (3.83) and a standard deviation (1.07) and relative weight (76.5%).
2. The statement (The chance to do things for other people.) with a mean of (3.81) and a standard deviation (1.18) and relative weight (76.2%).
3. The statement (The chance to be “somebody” in the community.) with a mean of (3.67) and a standard deviation (1.1) and relative weight (73.5%).
4. The statement (The chance to do something that makes use of my abilities.) with a mean of (3.64) and a standard deviation (1.16) and relative weight (72.8%).

5. The statement (The chance to tell people what to do.) with a mean of (3.44) and a standard deviation (1.1) and relative weight (68.7%).

On the other hand, the following are the lowest items according to their means:

1. The statement (The chances for advancement on this job.) with a mean of (2.44) and a standard deviation (1.27) and relative weight (48.7%).
2. The statement (The chance to work alone on the job.) with a mean of (2.67) and a standard deviation (1.12) and relative weight (53.3%).
3. The statement (My pay and the amount of work I do.) with a mean of (2.67) and a standard deviation (1.33) and relative weight (53.5%).

Finally, it is concluded that the respondents are highly satisfied of their jobs with:

- a) The feeling of accomplishment they get from the job.
- b) The chance to do things for other people.
- c) The chance to be “somebody” in the community.
- d) The chance to do something that makes use of their abilities.
- e) The chance to tell people what to do.

From the other hand, it is concluded that the respondents are highly unsatisfied with the chances for advancement on their jobs.

#### **4.7. Conclusions:**

- 1) **The motivation at charitable organizations in Palestine from the point of view of organizational members.**

The results showed that the respondents' attitudes are high, and the motivation degree at Charitable Organizations in Palestine is high.

The respondents would put efforts strongly or more into their current jobs because:



1. Putting efforts in this job aligns with their personal values.
2. Putting efforts in this job has personal significance to them.
3. They personally consider it important to put efforts in this job.
4. They have fun doing their job.
5. What they do in their work is exciting.
6. These efforts makes them feel proud of themselves.
7. The work they do is interesting.
8. They have to prove to themselves that they can.
9. Otherwise, they will feel bad about themselves if they do not put their efforts in the work.

On the other hand, the respondents would put efforts little or less into their current jobs because:

1. Others offer them greater job security if they put enough effort in their job (e.g., employer, supervisor ...).
2. They risk losing their job if they do not put enough effort in.
3. Others will respect them more (e.g., supervisor, colleagues, family, clients ...).
4. To avoid being criticized by others (e.g., supervisor, colleagues, family, clients ...).
5. To get others' approval (e.g., supervisor, colleagues, family, clients ...).
6. Others will reward them financially only if they put enough effort in their job (e.g., employer, supervisor ...).

The respondents do not put their efforts in the work because:

1. They really feel that they wasting their time at work.
2. They do little because they do not think this work is worth putting their efforts in.

3. They do not know why they doing this job, its pointless work.

## **2) The job satisfaction at charitable organizations in Palestine from the point of view of organizational members.**

The results showed that the respondents' attitudes are moderate, and the job satisfaction at charitable organizations in Palestine is moderate.

The respondents are highly satisfied of their jobs with:

1. The feeling of accomplishment they get from the job.
2. The chance to do things for other people.
3. The chance to be “somebody” in the community.
4. The chance to do something that makes use of their abilities.
5. Moreover, the chance to tell people what to do.

On the other hand, the respondents are highly unsatisfied with the chances for advancement on their jobs.

## **Part Two: Structured Interviews Findings**

Participants from six charitable organizations in Palestine answered the structured interview questions, which addressed their personal experiences and feelings about their understanding and the degree of attachment to the mission of their organizations in relation to employees' performance. Participants represent all the managerial levels at charitable organizations, chairpersons, top managers, managers, administrative employees, and others (See Appendix 3).

Before the interviews, participants were reminded of confidentiality during interviews. They were assured that any identification of information would not be possible throughout the analysis of findings.

### **Question No. 3**

#### **What is the degree of mission attachment at charitable organizations in Palestine from the point of view of organizational members?**

Through various emerging themes, participants expressed knowledge and attachment of the mission of their organizations through their personal understanding of the mission and through the work they performed.

Most participants were attached to the mission of their organizations and agree that this attachment to their organizations' mission highly affect employees' performance. The emotional attachment to the mission came through the way they knew the work they performed touched and made a change in the lives and future of their community, friends, co-workers, and others throughout the services they serve. Their intent to remain connected to the mission goals remained strong even through volunteer services if they left the organization.

The majority of employees agreed that the programs and staff support their organization's mission, and believed that their work contributed to the carrying out of that mission.

Participants confirmed that mission attachment alone does not automatically result in superior performance and that consistent with Bart (1997) findings who make it clear that "a mission by itself is simply an intellectual activity; it takes the discipline of structure, systems, and formal procedures to make it dance".

Participants stress that charitable organizations employees are motivated to perform better when they know what the mission is, view it as important to meet the needs of beneficiaries, and perceive a connection between their work and the organization's mission.

Participants answered the following questions in order to answer the main question:

1. Is there a mission for the organization you are working for?

All the participants from the various charitable organizations are sure that the organization has a mission and the employees know about it.

2. Are the employees aware of the organizations' mission?

Most of the participants said that the employees at charitable organizations are aware about their organizations' mission. Not only they are aware about their organizations' mission, but also they assured that the mission inspires them to work as one participant said:

"I think that our employees are aware of the organizations' mission and they are happy to be part of the organization to achieve its goals and objectives. Many of them work overtime without any return, some of them work in vacations days and others stay connected with the organizations' mission even they left the organization" (P15).

Another participant said:

"In some cases I was working for more than 18 hours, used my own resources such as my car in return for nothing and one of my colleagues donate his home to be used for charitable work" (P2).

Another participant said:

"I am sure that the majority of our employees know very well the organization's mission and they come here to accomplish it, in addition, they sure that their work contributes to carrying out the mission of our organization." (P23).

Another participant explained:

"They (employees) understand the context of where we are and why we think the way we do, and why we strive for what we strive for (P18).

3. Are the employees attached to the mission of their organizations?

Most participants emphasize that the employees of charitable organization in Palestine are attached to the mission of their organizations, which aligns with their values.

Participants see that being a part of charitable organization gave meaning and value to the lives of those who not only benefits from the services, but to those who worked at charitable organizations.

As one participant said:

"I guess that delivering services for beneficiaries in the best possible way incorporating with our values, I guess, within our religion and humanity"(P8).

Another participant said:

"Our charity delivering services for more than 2000 family, our staff members deliver services for the families in Ramadan in just 20 days of the holy month working overtime in the night without any return or pay, just they want to serve the beneficiaries and make them happy"(P3).

Another participant added:

"My faith that the mission of the charitable organization is the first motive for me to work harder, for that reason I am ready to work overtime and in my vacations without any return (P9).

Another participant emphasize that:

"I am sure that our employees proud to work for the organization because of its mission. Yes, we are here for our organization's mission and that is our primary focus (P18).

A majority of participants selected commitment to the mission and their desire to help people as the most important reasons why they intend to remain at the organization. These employees believe that their work is rewarding because they are making a difference in someone's life, helping people to the best of their ability, and getting respect and appreciation for their work from clients and the community.

From the above-mentioned interviews, it is obvious that employees of charitable organizations in Palestine are highly attached to their organizations' mission and work hardly to accomplish the organizational mission that intrinsically motivate them to work, so management of charitable organizations should benefit from this motivator and attract the mission driven employees.

# **Chapter Five: Discussion, Conclusion and Recommendations**

## **Chapter Five: Discussion, Conclusion and Recommendations**

### **5.1 Introduction**

This chapter discusses the findings of the study in light of the current literature. Strengths and limitations of the study, implications for charitable organizations in Palestine and recommendations for future research will be presented.

The purpose of this study was to explore the factors, which influence the performance of employees who work at charitable organizations in Palestine. To accomplish that purpose, the researcher conducted unstructured interviews with more than (49) respondent from various charitable organizations in Palestine to explore the most important influential factors on employees' performance from the point of view of the organizational members, which were:

1. The motivation.
2. The job satisfaction.
3. The attachment to the mission of the organization.

Once the influential factors were explored and specified, the researcher collected data about the factors from the employees by the questionnaires for the motivation and job satisfaction and by the interviews for the attachment to the mission in order to describe the degree of these influencing factors.

### **5.2 Summary of Findings and Conclusion**

#### **5.2.1 Findings about Motivation**

Based on the results of the analysis of the questions about the degree of motivation at charitable organizations in Palestine, the researcher concluded that



respondents' attitudes are high, so the degree of motivation at charitable organizations in Palestine is high.

The reasons that motivate the employees at charitable organizations to put their efforts in the work are the alignment with their personal values, the job has significance to them, they personally consider it important to put efforts in this job, they have fun and exciting doing the job, feel proud of themselves, and to prove to themselves that they can.

From the above-mentioned-reasons, the researcher can conclude that the employees at charitable organizations in Palestine are high intrinsically motivated more than extrinsically.

On the other hand, the researcher concluded that the respondents would put efforts little or less into their current jobs because others offer them greater job security if they put enough effort in their job, they risk losing their job, to avoid being criticized by others, others will reward them financially only if they put enough effort in their job, they do little because they do not think this work is worth putting efforts in, and get others' approval.

## **5.2.2 Findings about Job Satisfaction**

Based on the results of the analysis of the questions about the degree of job satisfaction at charitable organizations in Palestine, the researcher concluded that respondents' attitudes are moderate, so the degree of job satisfaction at charitable organizations in Palestine is moderate.

- a) The researcher concludes that the respondents are highly satisfied of their jobs with the feeling of accomplishment they get from the job, the chance to do

things for other people, the chance to be “somebody” in the community, the chance to do something that makes use of their abilities, and the chance to tell people what to do.

On the other hand, it is concluded that the respondents are highly unsatisfied with the chances for advancement on their jobs.

The results about the degree of employees' job satisfaction at charitable organizations in Palestine indicates that the employees have moderate degree of job satisfaction because:

1. The low level of chances for advancement on their job.
2. The unwillingness of employees to work alone.
3. The employees are unsatisfied with the pay they earn and the big amount of work they do.

The demographic profile of the respondents indicates that 49% of the respondents are between 31-40 years, most of the respondents have bachelor degree with 55% and 41.8% having a work experience more than 10 years.

This means that the respondents are qualified, mature and have high level of experience so they can evaluate the degree of the variables of the study and the influence of such variables on their performance.

### **5.2.3 Conclusions about Mission Attachment:**

1. Employees of charitable organizations in Palestine are attached to their organizations' mission and they work hardly to accomplish the organizational mission that intrinsically motivates them to work, so

management of charitable organizations should benefit from this motivator and attract the mission driven employees.

2. The fit between the interests of the individual and the mission of the organization is important. Individuals are more motivated to serve in organizations they selected because of the mission.
3. The degree of mission attachment of the employees of charitable organizations in Palestine is high and affected employees' performance.

### **5.3 Recommendations**

1. Charitable organizations managers can use the results to design such performance appraisal systems, and compensation packages for the employees that meet their aim of motivating the employees to perform better.
2. Managers of charitable organizations should understand the importance of intrinsic motivation to their employees.
3. Moreover, managers of charitable organizations should fully understand what makes their employees unique and design strategies and policies that encourage motivation.
4. Charitable organizations management should design incentives systems that is consistent with its policies, culture, and employees' orientation.
5. Managers of charitable organizations should pay more attention for their employees' job satisfaction.
6. Charitable organizations management should measure its employees' job satisfaction every year using the suggested job satisfaction survey.
7. Charitable organizations management should expand the advancement chances for its employees.

8. In order for charitable organizations to successfully carry out its mission, and fulfill the public expectations, it must attract, retain, and motivate mission driven employees, particularly in key management and professional positions

#### **5.4 Suggestions for Further Research**

1. It is recommended that further research should be carried out on the factors that influence employees' performance at charitable organizations in Palestine but with a focus on other variables such as organizational culture.
2. A similar study should be carried out at small charitable organizations in Palestine to determine the factors that influence employees' performance.
3. Further studies should be carried out on attachment to the mission at charitable organizations in Palestine since this study just explores the degree of mission attachment, so it should have further examination.
4. The researcher recommend to conduct a study on volunteers at charitable organizations in Palestine.
5. This study can also be repeated after five years to compare changes in results.

#### **5.5 Suggested Job Satisfaction Survey**

In the light of the results of this thesis and the unique nature of charitable organizations in Palestine, the researcher suggests the next job satisfaction survey and recommends the administration of charitable organizations to use it to measure its employees' job satisfaction regularly.

JOB SATISFACTION SURVEY		
	PLEASE CIRCLE ONE NUMBER FOR EACH QUESTION	Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	I like the people I work with.	1 2 3 4 5 6
7	Those who do well on the job stand a fair chance of promotion.	1 2 3 4 5 6
8	My supervisor is unfair to me.	1 2 3 4 5 6
9	The benefits I receive are as good as most other organizations offer.	1 2 3 4 5 6
10	I think that the work I do is appreciated.	1 2 3 4 5 6
11	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
12	I like doing the things I do at work.	1 2 3 4 5 6
13	The goals of this organization are consistent with my personal goals.	1 2 3 4 5 6
14	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
15	Employees here get ahead as fast here as they do in other places.	1 2 3 4 5 6
16	The benefit package we have is equitable.	1 2 3 4 5 6
17	I have too much to do at work.	1 2 3 4 5 6
18	I feel a sense of pride in doing my job.	1 2 3 4 5 6
19	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
20	I am satisfied with my chances for promotion.	1 2 3 4 5 6

## References

Qur'an Kareem.

Almalki, M., Shalabi, Y., & Ladadweh, H. (2008). *Census of NGOs in West Bank and Gaza Strip (2007)*. Ramallah: Palestinian Economic Policies Research Institute (MAS).

Armstrong, M. (2003). *A Handbook of Human Resource Management practice*. London: Kogan.

Asso, A., Vansteenkiste, M., & Kaplan, A. (2009). Identified vs Introjected Approach and Introjected Avoidance Motivations in School and in Sports: The Limited Benefits of Self-worth Strivings. *Journal of Educational Psychology, 101*, pp. 482–497.

Azeem, S., & Akhtar, N. (2014). Job Satisfaction and Organizational Commitment Among Public Sector Employees in Saudi Arabia. *International Journal of Business and Social Science, 5(7)*, pp. 127-133.

Bacharach, S., Bamberger, P., & Conley, S. (1991). Work-home Conflict Among Nurses and Engineers: Mediating the Impact of Role Stress on Burnout and Satisfaction at Work. *Journal of Organizational Behavior 12(1)*, pp. 39-53.

Baker, T. L. (1994). *Doing Social Research (2nd Edn.)*. New York: McGraw-Hill Inc.

Ban, C., Drahnak-Faller, A., & Towers, M. (2003). Human Resource Challenges in Human Service and Community Development Organizations: Recruitment and Retention of Professional Staff. *Review of Public Personnel Administration, 23(2)*, pp. 133-153.

- Bart, C. (2004). Innovation, Mission Statements and Learning. *International Journal of Technology Management*, 27, pp. 544-561.
- Bart, C. (2007). A Comparative Analysis of Mission Statement Content in Secular and Faith-Based Hospitals. *Journal of Intellectual Capital*, 8(4), pp. 682–694.
- Barzoki, A., Attafar, A., & Jannati, A. R. (2012). An Analysis of Factors Affecting the Employees Motivation Based on Herzberg’s Hygiene Factors Theory (The Study Golpayegan City Saipa Corporation Industrial Complex’s Staff). *Australian Journal of Basic and Applied Sciences*, 6 (8), pp. 115-123.
- Benz, M. (2005). Not for the Profit, But for the Satisfaction?-Evidence on Worker Well Being in non profit firms. *international review for social sciences Kyklos* 58, no2, pp. 155-176.
- Bjorklund, A., & Ngan, L. (2011). *Human Resource Management in Charitable Organizations A case study of Rädda Barnen*. Linkopings University.
- Board, L. (2007). *Coaching a Stockholder on Performance Improvement Option*, ASTD International Conference Atlanta GA.
- Brink, P., & Wood, M. (1988). *Basic Steps in Planning Nursing Research: From Question to Proposal*. London: Jones and Bartlett Publishers.
- Brown, R. (2006). *Doing Your Dissertation in Business and Management: The Reality of Research and Writing*,. Sage Publications.
- Brown, W., & Yoshioka, C. (2003). Mission Attachment and Satisfaction as Factors in Employee Retention. *Nonprofit Management and Leadership* 14(1), pp. 5-18.

- Brown, W., Yoshioka, C., & Munoz, P. (2004). Organizational Mission as a Core Dimension in Employee Retention. *Journal of Park & Recreation Administration, Vol. 22 Issue 2*, pp. 28-43.
- Bryman, A., & Burgess, R. (1994). *Analyzing Qualitative Data*. London: Routledge.
- Cammann, C., Fichman, M., Jenkins, D., & Kelsh, J. (1983). *Assessing the Attitudes and Perceptions of Organizational Members*. New York, NY: John Wiley.
- Campbell, A. (1989). Does Your Organization Need a Mission Statement? *Leadership and Organization Development, Vol. 10 No. 3*, pp. 3-9.
- Campbell, A. (1993). The Power of Mission: Aligning Strategy and Culture. *Planning Review, 20*, pp. 10-13.
- Campbell, A., & Tawaday, K. (1990). *Mission and Business Philosophy*. Great Britain: Redwood Press.
- Carr, G. (2005). *Investigating the Motivation of Retail Managers at a Retail Organization in the Western Cape*. Unpublished thesis: University of the Western Cape, South Africa.
- Chaudhary, N., & Sharma, B. (2012). Impact of Employee Motivation on Performance (Productivity) In Private Organization. *International Journal of Business Trends and Technology, volume2, Issue 4*, pp. 50-60.
- Cochran, D. S., David, F. R., & Gibson, C. K. (2008). A Framework for Developing an Effective Mission Statement. *Journal of Business Strategies, 25, (2)*, pp. 27-29.
- Collins, J. C., & Porras, J. I. (2001). Organizational Vision and Visionary Organizations. *California Management Review, 42*, pp. 31-52.



- Cook, J. D., Hepworth, S. J., Wall, T. D., & Warr, P. B. (1981). *The Experience of Work: A Compendium and Review of 249 Measures and Their Use*. London: Academic Press.
- Cresswell, J., & Plano Clark, V. (2011). *Designing and Conducting Mixed Method Research. 2nd*. Thousand Oaks, CA: Sage.
- Creswell, J. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 3rd Edition*. Los Angeles: Sage Publications, Inc.
- Creswell, J. (2012). *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research (4th ed.)* . Boston, MA: Pearson Education, Inc.
- Crotty, M. (1998). *The Foundations of Social Research Meaning and Perspective in the Research Process*. London: SAGE Publications Ltd.
- Cunningham, I. (1999). Human Resource Management in the Voluntary Sector: Challenges and Opportunities. *Public Money and Management, 19(2)*, pp. 19-25.
- Davis, K., & Nestrom, J. W. (1985). *Human Behavior at Work: Organizational Behavior, 7th edition*. New York: McGraw Hill.
- Deci, E., & Ryan, R. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior* . New York: Plenum Press.
- Dogan, D. (2013). An Exploratory Study For The Determinants of Employee Mission Attachment: An Evidence From Turkish Employees. *First International*

- Conference on Management and Economics* (pp. 309-332). Tirana: Epoka University.
- Drucker, P. (1959). Challenges to Management Science. *Long Range Planning, Vol. 5 No. 3*, pp. 238-249.
- Drucker, P. (1990). *Managing the Nonprofit Organization*. New York: Harper Collins.
- Ellickson, M. (2002). Determinants of Job Satisfaction of Municipal Government Employee. *Public Personnel Management, 31(3)*, pp. 343-358.
- Fairhurst, G. T., Jordan, J. M., & Neuwirth, K. (1997). Why Are We Here? Managing the Meaning of an Organizational Mission Statement. *Journal of Applied Communication Research, Vol 25* , pp. 243-263.
- Fenwick, M. (2005). Extending Strategic International Human Resource Management Research and Pedagogy to the Non-Profit Multinational. *The International Journal of Human Resource Management, vol. 16(4)*, pp. 497-512.
- Fernet, C., Senécal, C., Guay, F., Marsh, H., & Dowson, M. (2008). The Work Tasks Motivation Scale for Teachers (WTMST). *Journal of Career Assessment, 16*, pp. 256–279.
- Fields, D. (2002). *Taking Measure of Work: A Guide to Validated Scales for Organizational Research and Diagnosis*. Thousand Oaks, CA: SAGE Publications.
- Foot, D. (2001). The Question of Ethical Hypocrisy in Human Resource Management in the U.K. and Irish Charity Sector. *Journal of Business Ethics*, pp. 25-38.

- Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., Van den Broeck, A., Aspelif, A. K., . . . Westbye, C. (2015, Feb 05). The Multidimensional Work Motivation Scale: Validation Evidence in Seven Languages and Nine Countries. *European Journal of Work and Organizational Psychology* Vol. 24, No. 2,, pp. 178-196.
- Gerster, K. (2013). *Palestinian Non-Governmental Organizations: Their Socio-Economic, Social and Political Impact on Palestinian*. Ramallah, Palestine: Rosa Luxemburg Foundation.
- Hartley, J. (2004). *Case Study Research*. In Catherine Cassell & Gillian Symon (Eds.), *Essential Guide to Qualitative Methods in Organizational Research*. London: Sage.
- Herman, J., Deal, J., Lopez, J., Gentry, W., Shively, S., Ruderman, M., & Zukin, L. (2015). *Motivated by the Organization's Mission or Their Career? Implications for Leaders in Turbulent Times*. Greensboro: Center for Creative Leadership and Booz Allen Hamilton.
- Hersey, P., & Blanchard, K. H. (1988). *Management of Organization Behavior: Utilizing Human Resource*. Atlanta: Prentice Hall.
- Hertzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work*. New York, NY: Wiley.
- Hong, T., & Waheed, A. (2011). Herzberg's Motivation-hygiene Theory and Job Satisfaction in the Malaysian Retail Sector: the Mediating Effect of Love of Money. *Asian Academy of Management Journal*, Vol. 16, No. 1, pp. 73-94.

<http://www.managementstudyguide.com/erg-theory-motivation.htm>. (2016, May 20).

Retrieved from Management Study Guide:

<http://www.managementstudyguide.com>

<http://www.yourcoach.be/en/employee-motivation-theories/mccllelland-achievement-and-acquired-needs-motivation-theory.php>. (2014). Retrieved February 21, 2016, from yourcoach: <http://www.yourcoach.be/>

Hunter, J. (1986). Cognitive Ability, Cognitive Aptitudes, Job Knowledge, and Job Performance. *Journal of Vocational Behaviour*, 29, pp. 340-362.

Indermun, V. (2013). An Analysis of Organisational Behaviour and Its Impact on Organisational Success. *International journal of Innovative Research in Management issue 2 volume 12*, pp. 43-53.

Ireland, D., & Hitt, M. (1992). Mission Statements: Importance, Challenge and Recommendations for Development. *Business Horizons*, 35(3), pp. 34-43.

Ismail, H., & El Nakkache, L. (2014). Extrinsic and Intrinsic Job Factors: Motivation and Satisfaction in a Developing Arab Country – The Case of Lebanon. *The Journal of Applied Management and Entrepreneurship*, Vol. 19, No. 1, pp. 66-82.

Jeavons, T. H. (1994). *When the Bottom Line Is Faithfulness: Management of Christian Service Organizations*. Bloomington: Indiana University Press.

Kearns, K. P. (2004). Management-capacity Building in the Pittsburgh Region. *Nonprofit Management and Leadership*, 14(4) , pp. 437-452.

- Keats, D. (2000). *Interviewing: A Practical Guide For Students And Professionals*.  
Buckingham: Open University Press.
- Kim, S. E. (2012). Assessing the Impact of Mission Attachment on Agency Effectiveness in U.S. Federal Agencies. *International Review of Public Administration Vol. 17, No. 3*, pp. 1-19.
- Kim, S., & Lee, J. (2005). Is Mission Attachment an Effective Management Tool for Employee Retention? An Empirical Analysis of a Nonprofit Human Services Agency. *Paper presented on 8th Public Management Research Conference. PMRA* (pp. 227-248). Los Angeles, CA: The University of Southern California.
- Kim, S., & Lee, J. (2007). Is Mission Attachment an Effective Management Tool for Employee Retention? An Empirical Analysis of a Nonprofit Human Services Agency. *Review of Public Personnel Administration, 27(3)*, pp. 227-248.
- King, N. (2004). Using Interviews in Quantitative Research. *Essential guide to qualitative methods in organizational research, 2*.
- Kiruja, E., & Mukuru, E. (2013). Effect of Motivation on Employee Performance in Public Middle Level Technical Training Institutions in Kenya. *International Journal of Advances in Management and Economics, Vol.2, No.4*, pp. 73-82.
- Kreitner, R., & Kinicki, A. (2001). *Organizational Behavior, 5th ed.* Boston: McGraw-Hill.
- Kristof, A. (1996). Person-organization Fit: An Integrative Review of its Conceptualizations, Measurement, and Implications. *Personnel Psychology, 49(1)*, pp. 1-49.

- Landy, F. J. (1978). An Opponent Process Theory of Job Satisfaction. *Journal of Applied Psychology*, 63(5), pp. 533-547.
- Leisink, P., & Steijn, B. (2009). Public Service Motivation and Job Performance of Public Sector Employees in the Netherlands. *International Review of Administrative Sciences* 75(1), pp. 35-52.
- Light, P. C. (2002). The Content of their Character: The State of the Nonprofit Workforce. *The Nonprofit Quarterly*, 9, pp. 6-16.
- Lohr, S. (2009). *Sampling: Design and Analysis*. Nelson Education.
- Loi, R., Yang, J., & Diefendorff, J. (2009). Four-factor Justice and Job Satisfaction: A Multi level Investigation. *Journal of Applied Psychology*, 94, 3, pp. 770-781.
- Luthans, F. (1998). *Organisational Behaviour*. 8th ed. Boston: Irwin McGraw-Hill.
- Lyons, S. T., Duxbury, L. E., & Higgins, C. A. (2006). A Comparison of the Values and Commitment of Private Sector, Public Sector and Parapublic Sector Employees. *Public Administration Review*, 66, pp. 605-618.
- Malhotra, N. K. (2004). *Marketing Research: an Applied Orientation*, 4th edition. London: Prentice-Hall International.
- Maslow, A. (1943). A Theory of Human Motivation. *Psychological Review*, 50, pp. 370-396.
- Mason, D. (1996). *Leading and Managing the Expressive Dimension: Harnessing the Hidden Power Source of the Nonprofit Sector*. San Francisco: Jossey-Bass.
- Mathis, R., & Jackson, J. (2009). *Human Resource Management*. Mason, OH, USA: South-Western Cengage Learning.

- Maxwell, J. (1992). Understanding and Validity in Qualitative Research. *Harvard educational review*, 62(3), pp. 279-301.
- McCormick, & Tifflin, J. (1979). *Industrial Psychology*. New York: George, Allen and Unwin.
- Mejia, L., Balkin, D., & Cardy, R. (2004). *Managing Human Resources*. New Delhi: Prentice-Hall of India private limited.
- Mirvis, P. (2006). The Quality of Employment in the Nonprofit Sector: An Update on Employee Attitudes in Nonprofits Versus Business and Government. *Nonprofit Management and Leadership*, 3(1), pp. 23-41.
- Muindi, F., & K'Obonyo, P. (2015). Quality of Work Life, Personality, Job Satisfaction, Competence, and Job Performance: A Critical Review of Literature. *European Scientific Journal vol.11, No.26*, pp. 223-240.
- Mullane, J. V. (2002). The Mission Statement is a Strategic Tool: When Used Properly. *Management Decision, Vol. 40 No. 5,*, pp. 448-455.
- Naff, K. C., & Crum, J. (1999). "Working for America: Does Public Service Motivation Make a Difference?". *Review of Public Personnel Administration* 19 ( 4 ), pp. 5-16.
- Nickson, D., Warhurst, C., Durrone, E., & Hurrell, S. (2008). A Job to Believe in: Recruitment in the Scottish Voluntary Sector. *Human Resource Management Journal*, 18(1), pp. 20-35.
- Nohria, N., Groysberg, B., & Lee, L. (2008). Employee Motivation: A Powerful New Model. *Harvard Business Review*, 86(7/8), pp. 78-84.

- Otley, D. (1999). Performance Management: A Framework for Management Control Systems Research. *Management Accounting Research*, 10,, pp. 363-382.
- Pandey, S. K., Bradley, W. E., & Moynihan, D. P. (2008). Public Service Motivation and Interpersonal Citizenship Behavior in Public Organizations: Testing a Preliminary Model. *International Public Management Journal* 11(1), pp. 89-108.
- Patton, M. (2002). *Qualitative Research and Evaluation Methods*. 3rd. Thousand Oaks, CA: Sage Publications.
- Rainey, G., & Steinbauer, P. (1999). Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations. *Journal of Public Administration Research and Theory* 9(1), pp. 1-32.
- Ramlall, S. (2008). Enhancing Employee Performance Through Positive Organizational Behavior. *Journal of Applied Social Psychology* 38(6), pp. 1580-1600.
- Rayyes, N. (2010). *International Charitable Associations and Non Governmental Organizations in Palestine, Report Series (26)*. Ramallah: The Coalition for Integrity and Accountability AMAN.
- Raza, Y., Akhtar, W., Husnain, M., & Akhtar, S. (2015, May 7). The Impact of Intrinsic Motivation on Employee's Job Satisfaction. *Management and Organizational Studies Vol. 2, No. 3*, pp. 80-88.
- Robson, C. (2002). *Real World Research (2nd edn)*. Oxford: Blackwell.



- Rose-Ackerman, S. (1996). *The Economics of Nonprofit Institutions: Studies in Structure and Policy*. New York, NY: Oxford University Press.
- Rothmann, S., Scholtz, P. E., Fourie, M., & Rothmann, J. C. (2000). *The Relationship Between Individual Variables and Work Related Outcomes*. South Africa: Potchefstroom University for Christian Higher Education.
- Sandelowski, M. (2000). Focus on Research Methods: Whatever Happened to Qualitative Description? *Research in Nursing and Health*, 23, pp. 334-340.
- Sasson, R. (2013, May 30). *A Success Website*. Retrieved January 31, 2016, from [http://www.successconsciousness.com/strengthen\\_motivation.htm](http://www.successconsciousness.com/strengthen_motivation.htm)
- Sekaran, U. (2003). *Research Methods for Business A Skill-Building Approach Fourth Edition*. New York: John Wiley & Sons, Inc.
- Sekhar, C., Patwardhan, M., & Singh, R. (2013). A literature Review on Motivation. *Global Business Perspect* , pp. 471-487.
- Singh, K. (2007). *Quantitative Social Research Methods*. SAGE Publications.
- Smith, M., Heady, R. B., Carson, P. P., & Carson, K. D. (2001). Do Missions Accomplish Their Missions? An Exploratory Analysis of Mission Statement Content and Organizational Longevity. *Journal of Applied Management and Entrepreneurship*, 6, pp. 75-96.
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *Measurement of Satisfaction in Work and Retirement*. Chicago: Rand-McNally.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oaks: CA: Sage.

- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oaks, CA.: Sage. Retrieved from <http://shell.cas.usf.edu/~pspector/scales/jssovr.html>
- SPSS. (2003). *SPSS for Windows*. Chicago: SPSS Incorporated.
- Srivastava, S. K. (2004). Impact of Labor Welfare on Employee Attitudes and Job Satisfaction. *Management & Labor Studies, Vol. 29, No 1*, pp. 31-41.
- Thahier, R., Ridjal, S., & Risani, F. (2014). The Influence of Leadership Style and Motivation Upon Employee Performance In The Provincial Secretary Office of West Sulawesi. *International Journal of Academic Research Vol. 6. No. 1*, pp. 116-124.
- The Code of Conduct Coalition. (2008). *The Palestinian NGOs Code of Conduct*. Ramallah: Code of Conuct Coalition.
- Travis, D. (2006). Is Doing Good Enough? A Path Analytic Model of Intrinsic Job Satisfaction Among Human Service Workers. *Journal of Workplace Behavioral Health, 22(1)*, pp. 13-32.
- Tschirhart, M., Reed, K. K., Freeman, S. J., & Anker, A. L. (2008). Is the Grass Greener? Sector Shifting and Choice of Sector by MPA and MBA Graduates. *Nonprofit and Voluntary Sector Quarterly, 37*, pp. 668-688.
- Vallerand, R. (1997). Towards a Hierarchical Model of Intrinsic and Extrinsic Motivation. *Advances in Experimental Social Psychology (Vol. 29)*, pp. 271–360.

- Van den Broeck, A., Vansteenkiste, M., De Witte, H., Soenens, B., & Lens, W. (2010). Capturing Autonomy, Competence, and Relatedness at Work: Construction and Initial Validation of the Work-related Basic Need satisfaction Scale. *Journal of Occupational and Organizational Psychology*, 83, pp. 981–1002.
- van der Merwe, I. (2008). *A Critical Analysis of Factors that Influence Employee Work Performance*. Unpublished theses.
- Van Dyk, L., & Herholdt, J. (2004). *Transforming your Employment Brand: The ABSA Experience*. Randburg, South Africa: Knowres Publishing.
- Van Teijlingen, E., & Hundley, V. (2002). The Importance of Pilot Studies. *Nursing Standard*, 16(40), pp. 33-36.
- Velnampy, T. (2008). Job Attitude and Employees Performance of Public Sector Organizations in Jaffna District, Sri Lanka. *GITAM Journal of Management*, Vol. 6, Issue-2, pp. 66-73.
- Vroom, V. H. (1964). *Work and Motivation*. New York: John Wiley and Sons.
- Woodrow, J. (2006). Institutional Mission: The Soul of Christian Higher Education. *Christian Higher Education*, 5,, pp. 313-327.
- Word, J., & Park, S. M. (2009). Working Across the Divide: Job Involvement in the Public and Nonprofit Sectors. *Review of Public Personnel Administration*, 29, pp. 103-133.
- Wright, B. E. (2003). Toward Understanding Task, Mission, and Public Service Motivation. *A Conceptual and Empirical Synthesis of Goal Theory and Public Service Motivatio*, Paper presented at the 7th National Public Management

*Research Conference* (pp. 9-11). Washington, DC: Georgetown Public Policy Institute.

Wright, B. E. (2007). Public Service and Motivation: Does Mission Matter? *Public Administration Review*, 67(1), pp. 54-64.

# Appendices

**Appendix 1: The Questionnaire (English Version)**

**HEBRON UNIVERSITY  
COLLEGE OF GRADUATE STUDIES  
MASTER OF BUSINESS ADMINISTRATION**



**Dear Participant,**

I greatly appreciate your valuable time and efforts that you will spend in filling out this questionnaire. The purpose of this study is to explore the **FACTORS INFLUENCING EMPLOYEES' PERFORMANCE AT CHARITABLE ORGANIZATIONS IN PALESTINE**

I would therefore like to invite you to kindly participate in this study by completing the attached questionnaire. It should not take more than 15 minutes.

Please do not enter your name or contact details on the questionnaire, as it remains completely anonymous. Furthermore, you can be assured that the results generated from the questionnaire will only be used for the purposes of this study, and that your details and the society you represent will be kept **strictly confidential** at all times.

**Thank you for your participation**

**Researcher: Ayman Abu Omar**

**Supervisor: Dr. Mohammad Ja'bry**

## Part One: Demographic information

Please complete the following questionnaire by placing a CROSS in the appropriate box.

<b>First: Sex</b>				
<b>Male</b>			<b>Female</b>	
<b>Second: Age</b>				
<b>Below 30</b>			<b>31-40</b>	
<b>41-50</b>			<b>Over 50</b>	
<b>Third: Qualifications</b>				
<b>Tawjihi</b>			<b>Diploma</b>	
<b>BA</b>			<b>MA</b>	
<b>Forth: Work Experience</b>				
<b>Below 5 years</b>			<b>6-10 years</b>	
<b>11-15 year</b>			<b>Over 16</b>	
<b>Fifth: Position</b>				
<b>Manager</b>			<b>Administrative</b>	

<b>Why do you or would you put efforts into your current job?</b>		<b>not at all</b>	<b>very little</b>	<b>a little</b>	<b>moderately</b>	<b>strongly</b>	<b>very strongly</b>	<b>completely</b>
<b>1</b>	<b>I don't, because I really feel that I'm wasting my time at work.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2	<b>I do little because I don't think this work is worth putting efforts into.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3	<b>I don't know why I'm doing this job, it's pointless work.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4	<b>To get others' approval (e.g., supervisor, colleagues, family, clients ...).</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5	<b>Because others will respect me more (e.g., supervisor, colleagues, family, clients ...).</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6	<b>To avoid being criticized by others (e.g., supervisor, colleagues, family, clients ...).</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
7	<b>Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor ...).</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
8	<b>Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...).</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
9	<b>Because I risk losing my job if I don't put enough effort in it.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
10	<b>Because I have to prove to myself that I can.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
11	<b>Because it makes me feel proud of myself.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
12	<b>Because otherwise I will feel ashamed of myself.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
13	<b>Because otherwise I will feel bad about myself.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
14	<b>Because I personally consider it important to put efforts in this job.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
15	<b>Because putting efforts in this job aligns with my personal values.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
16	<b>Because putting efforts in this job has personal significance to me.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
17	<b>Because I have fun doing my job.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
18	<b>Because what I do in my work is exciting.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



19	Because the work I do is interesting.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
----	---------------------------------------	--

<b>Minnesota Satisfaction Questionnaire (MSQ) Short Form</b>						
Ask yourself: How satisfied am I with this aspect of my job?		Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
1	<b>Being able to keep busy all the time.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<b>The chance to work alone on the job.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<b>The chance to do different things from time to time.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<b>The chance to be “somebody” in the community.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<b>The way my boss handles his/her workers.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<b>The competence of my supervisor in making decisions.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<b>Being able to do things that don’t go against my conscience.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<b>The way my job provides for steady employment.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<b>The chance to do things for other people.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<b>The chance to tell people what to do.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	<b>The chance to do something that makes use of my abilities.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	<b>The way company policies are put into practice.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13	<b>My pay and the amount of work I do.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
14	<b>The chances for advancement on this job.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
15	<b>The freedom to use my own judgment.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
16	<b>The chance to try my own methods of doing the job.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
17	<b>The working conditions.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
18	<b>The way my co-workers get along with each other.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
19	<b>The praise I get for doing a good job.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
20	<b>The feeling of accomplishment I get from the job.</b>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

## Appendix 2: The Questionnaire (Arabic Version)



### جامعة الخليل

كلية الدراسات العليا والبحث العلمي

برنامج ماجستير إدارة الأعمال MBA

الإخوة والأخوات

تحية طيبة وبعد....

تلعب الجمعيات الخيرية في فلسطين دوراً هاماً لا يقل في بعض الأحيان أهمية عن دور الحكومة، وبسبب الوضع الاستثنائي الذي يعيشه الشعب الفلسطيني فقد ازداد الطلب على الخدمات التي تقدمها هذه الجمعيات.

لذا فإن الباحث يقوم بإجراء دراسة بعنوان:

### العوامل المؤثرة على أداء العاملين في الجمعيات الخيرية في فلسطين

للتعرف على اهم العوامل التي تؤثر على أداء هؤلاء العاملين وتقديم توصيات للقائمين على هذه الجمعيات ضمن متطلبات الحصول على درجة الماجستير في إدارة الاعمال.

ومن هنا فإن الباحث يرجو منكم الإجابة عن اسئلة هذه الاستبانة لما في ذلك من أهمية في نجاح هذه الدراسة، علماً بأن الهدف من هذه الاستبانة هو لأغراض البحث العلمي فقط.

الباحث: أمين ابو عمر

مع الشكر لحسن تعاونكم

بإشراف الدكتور محمد الجعبري

القسم الأول: معلومات شخصية

يرجى وضع إشارة X في المكان المناسب

أولاً: الجنس			
	أنثى		ذكر
ثانياً: العمر			
	31-40 سنة		أقل من 30 سنة
	أكثر من 50 سنة		41-50 سنة
ثالثاً: المؤهل العلمي			
	دبلوم		توجيهي فما دون
	ماجستير		بكالوريوس
رابعاً: عدد سنوات الخبرة			
	6-10 سنوات		أقل من 5 سنوات
	16 سنة فأكثر		11-15 سنة
خامساً: الوظيفة			
	موظف إداري		مدير
			غير ذلك

القسم الثاني: الأسئلة المتعلقة بمتغيرات الدراسة

							أولاً: التحفيز
							Why do you or would you put efforts into your current job?
							ما السبب أو هل من الممكن أن تضع كل جهودك في عملك الحالي؟
بشكل كامل	بشكل قوي جدا	بشدة	بشكل متوسط	قليلاً	قليل جدا	أطلاقاً	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 لا، لأنني أشعر أنني أهدر وقتي بالعمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2 لا أعمل بجهد، لأن هذا العمل لا يستحق أن اضع جهودي فيه.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3 لا أعلم لماذا أعمل بهذه الوظيفة، العمل بهذه الوظيفة تافه.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4 حتى ألقى استحسان الآخرين (المشرف، الزملاء، العائلة..).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5 حتى ألقى احترام الآخرين مثل (المشرف، الزملاء، العائلة..).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6 حتى لا أتعرض للانتقاد من الآخرين مثل (المدرء، الزملاء، العائلة..).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7 لأنني سأكافئ مالياً فقط إذا وضعت الجهد المطلوب مني للعمل من (المدير المسؤول عني، صاحب العمل..).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8 لأنني إذا وضعت الجهد الكافي في وظيفتي سأحظى بالأمان الوظيفي من (صاحب العمل، المشرف علي..).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9 لأنني أخاف خسارة عملي إذا لم اعمل بكل جهدي.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10 لأثبت لنفسي أنني أستطيع العمل وتحقيق هدفي.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11 لكي أشعر بالفخر بنفسي.

<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	لأنني إذا لم اعمل سأشعر بالخزي من نفسي.	12
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	لأنني إذا لم اعمل سأشعر بالسوء والحزن على نفسي.	13
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	لأنني أرى من المهم ان أعطي أقصى جهدي في وظيفتي.	14
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	إعطاء كل جهدي في عملي يتماشى مع قيمى الشخصية.	15
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	اعطاء الجهد المطلوب في عملي له اهمية شخصية لدي.	16
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	لأنني أستمتع في عملي.	17
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	لأن عملي يدعو للحماس.	18
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	لأن عملي مثير للاهتمام.	19

راضٍ بشكل كامل راضٍ جداً لا ينطبق علي راضٍ جزئياً غير راضٍ		ثانياً: الرضا الوظيفي		
		Minnesota Satisfaction Questionnaire (MSQ)		
		Ask yourself: How satisfied am I with this aspect of my job? اسأل نفسك: هل أنا راضٍ في هذا الجانب من عملي؟		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	البقاء مشغولاً طوال الوقت.	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	الفرصة للعمل وحدك في الوظيفة.	2
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	اتاحة الفرصة لتجربة اشياء جديدة من حين لحين.	3
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	اتاحة الفرصة لإثبات وجودك في المجتمع.	4

<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	طريقة تعامل المدير مع الزملاء والزميلات.	5
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	مهارة المدير في اتخاذ القرارات.	6
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	الحرية لرفض تأدية عمل يعارض قناعاتي الشخصية وضميري.	7
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	ضمان الاستقرار الوظيفي.	8
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	فرصة مساعدة الآخرين.	9
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	اتاحة الفرصة لإخبار الناس بما ينبغي فعله.	10
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	اتاحة الفرصة للاستفادة من قدراتي من خلال العمل.	11
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	مدى تطبيق خطط المؤسسة على أرض الواقع.	12
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	راتبي بالقياس مع العمل الذي أؤديه.	13
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	فرص الترقية في هذه الوظيفة.	14
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	الحرية لإبداء رأيي الخاص او قراري الخاص.	15
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	وجود الفرص لتجربة طرق خاصة بي (الابتكار) بالعمل.	16
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	ظروف العمل او (شروط العمل).	17
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	التوافق بين زملائي في العمل.	18
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	المدح الذي ألقاه عند تأدية عملي بشكل صحيح.	19
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	الشعور بالإنجاز عند أدائي لوظيفتي.	20

شكرًا لحسن تعاونكم

### Appendix 3: List of the participants in structured interviews

#### List of the Participants in Structured Interviews

<b>Symbol</b>	<b>Name</b>	<b>Organization</b>
P1	Faraj Razem	Islamic charitable society/Hebron
P2	Kamal Altamimi	Islamic charitable society/Hebron
P3	Ala' Maqbool	Attadamon Charitable Society
P4	Ja'far Hashem	Attadamon Charitable Society
P5	Sa'ed Qatanani	Attadamon Charitable Society
P6	Tahani Naser	Attadamon Charitable Society
P7	Islam Sharabati	Alihsan Charitable Society
P8	Iyad Srer	Alihsan Charitable Society
P9	Wafa' Irzeqat	Islamic charitable society/Hebron
P10	Mahmoud Hassoneh	Alihsan Charitable Society
P11	Ra'ed Sharabati	Muslim Youth Society
P12	Ramzy Sonnokrot	Muslim Youth Society
P13	Mahmoud Sider	Muslim Youth Society
P14	Saleh Aladhami	Islamic charitable society/Hebron
P15	Suheer Aburammoz	Islamic charitable society/Hebron
P16	Fo'ad Owaiwi	Muslim Youth Society
P17	Tare Ja'bary	Muslim Youth Society
P18	Safwan Sha'ban	Palestine Red Crescent Society/Albereh
P19	Raja' Hamed	Palestine Red Crescent Society/Albereh



P20	Ziad Taweel	Palestine Red Crescent Society/Albereh
P21	Samer Qur'an	Palestine Red Crescent Society/Albereh
P22	Mohammad Qandeel	Palestine Red Crescent Society/Albereh
P23	Majida Mansour	Society of Inash El Usra
P24	Sana' Hamid	Society of Inash El Usra
P25	Ibrahim Rimawi	Society of Inash El Usra
P26	Bilal Alhaj	Society of Inash El Usra
P27	Sa'ed Ashqar	Society of Inash El Usra
P28	Salam Nazer	Alihsan Charitable Society
P29	Mohammad Tomaizi	Alihsan Charitable Society
P30	Tahseen Shawar	Islamic charitable society/Hebron

## Appendix 4: The Detailed Percentages Results of Questionnaires

### Motivation

Why do you or would you put efforts into your current job?		not at all	very little	a little	moderately	Strongly	very strongly	completely
1	<b>I don't, because I really feel that I'm wasting my time at work.</b>	59. 2%	8.7 %	4.6 %	11. 0%	5.0 %	5.0 %	6.4 %
2	<b>I do little because I don't think this work is worth putting efforts into.</b>	70. 2%	7.3 %	6.0 %	8.3 %	3.2 %	3.2 %	1.8 %
3	<b>I don't know why I'm doing this job, it's pointless work.</b>	74. 8%	8.7 %	4.1 %	7.3 %	1.8 %	1.4 %	1.8 %
4	<b>To get others' approval (e.g., supervisor, colleagues, family, clients ...).</b>	33. 9%	17. 4%	11. 0%	22. 0%	5.5 %	7.3 %	2.8 %
5	<b>Because others will respect me more (e.g., supervisor, colleagues, family, clients ...).</b>	27. 5%	15. 1%	9.2 %	27. 1%	10. 1%	6.9 %	4.1 %
6	<b>To avoid being criticized by others (e.g., supervisor, colleagues, family, clients ...).</b>	31. 7%	18. 3%	11. 0%	22. 9%	5.5 %	6.4 %	4.1 %
7	<b>Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor ...).</b>	41. 3%	17. 0%	10. 6%	11. 9%	11. 5%	5.0 %	2.8 %
8	<b>Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...).</b>	22. 5%	11. 5%	15. 1%	17. 9%	16. 5%	9.6 %	6.9 %
9	<b>Because I risk losing my job if I don't put enough effort in it.</b>	28. 4%	11. 5%	12. 8%	16. 5%	17. 0%	6.0 %	7.8 %
10	<b>Because I have to prove to myself that I can.</b>	7.3 %	4.1 %	9.6 %	11. 5%	17. 4%	27. 5%	22. 5%
11	<b>Because it makes me feel proud of myself.</b>	8.7 %	3.2 %	9.2 %	11. 9%	14. 2%	29. 4%	23. 4%
12	<b>Because otherwise I will feel ashamed of myself.</b>	15. 6%	6.9 %	10. 6%	11. 0%	16. 1%	22. 5%	17. 4%
13	<b>Because otherwise I will feel bad about myself.</b>	12. 4%	8.3 %	9.2 %	12. 8%	15. 6%	22. 9%	18. 8%

14	<b>Because I personally consider it important to put efforts in this job.</b>	5.0 %	4.6 %	3.2 %	12. 4%	19. 3%	18. 8%	36. 7%
15	<b>Because putting efforts in this job aligns with my personal values.</b>	3.2 %	2.8 %	3.2 %	9.6 %	20. 2%	21. 1%	39. 9%
16	<b>Because putting efforts in this job has personal significance to me.</b>	2.8 %	3.2 %	3.7 %	10. 6%	22. 0%	19. 3%	38. 5%
17	<b>Because I have fun doing my job.</b>	3.2 %	2.3 %	3.7 %	17. 4%	19. 7%	26. 1%	27. 5%
18	<b>Because what I do in my work is exciting.</b>	4.1 %	2.3 %	9.6 %	18. 8%	20. 2%	27. 5%	17. 4%
19	<b>Because the work I do is interesting.</b>	1.8 %	4.6 %	10. 1%	17. 9%	23. 4%	24. 8%	17. 4%

### Job Satisfaction

<b>Minnesota Satisfaction Questionnaire (MSQ) Short Form</b>		Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
Ask yourself: How satisfied am I with this aspect of my job?						
1	<b>Being able to keep busy all the time.</b>	12.4 %	30.3 %	12.4 %	33.5 %	11.5 %
2	<b>The chance to work alone on the job.</b>	18.8 %	23.9 %	34.4 %	17.9 %	5.0%
3	<b>The chance to do different things from time to time.</b>	6.4 %	24.3 %	11.0 %	42.7 %	15.6 %
4	<b>The chance to be “somebody” in the community.</b>	1.4 %	21.1 %	10.1 %	43.6 %	23.9 %
5	<b>The way my boss handles his/her workers.</b>	8.3 %	26.1 %	10.6 %	41.7 %	13.3 %
6	<b>The competence of my supervisor in making decisions.</b>	9.6 %	28.9 %	7.8 %	30.3 %	23.4 %
7	<b>Being able to do things that don’t go against my conscience.</b>	15.6 %	24.8 %	22.0 %	23.9 %	13.3 %
8	<b>The way my job provides for steady employment.</b>	18.8 %	21.1 %	11.5 %	38.5 %	9.6%

9	<b>The chance to do things for other people.</b>	4.6 %	15.6 %	6.4 %	40.8 %	32.6 %
10	<b>The chance to tell people what to do.</b>	6.0 %	18.8 %	11.9 %	52.3 %	11.0 %
11	<b>The chance to do something that makes use of my abilities.</b>	4.1 %	19.7 %	7.3 %	45.4 %	23.4 %
12	<b>The way company policies are put into practice.</b>	16.5 %	29.4 %	11.9 %	30.3 %	11.9 %
13	<b>My pay and the amount of work I do.</b>	25.2 %	28.0 %	7.3 %	33.0 %	6.4%
14	<b>The chances for advancement on this job.</b>	30.3 %	29.4 %	11.0 %	25.2 %	4.1%
15	<b>The freedom to use my own judgment.</b>	13.3 %	34.4 %	11.0 %	32.1 %	9.2%
16	<b>The chance to try my own methods of doing the job.</b>	12.4 %	32.1 %	12.8 %	33.5 %	9.2%
17	<b>The working conditions.</b>	11.0 %	37.2 %	10.6 %	35.8 %	5.5%
18	<b>The way my co-workers get along with each other.</b>	6.9 %	22.5 %	10.1 %	46.3 %	14.2 %
19	<b>The praise I get for doing a good job.</b>	13.8 %	28.0 %	15.1 %	34.4 %	8.7%
20	<b>The feeling of accomplishment I get from the job.</b>	4.1 %	11.5 %	7.8 %	50.9 %	25.7 %