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**Career Mobility in Palestinian Non-Governmental
Organization Located In Ramallah**

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Career Mobility in Palestinian Non-Governmental Organization Located In Ramallah

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Dedications

I would like to extend my special gratitude and appreciation to my husband and children, my mother and family for their tolerance and support throughout the university years. May God protect you all.

I am also grateful for the support and encouragement of my colleagues and friends in PARC, who were always present when I needed them. You all were a great inspiration to me, may God bless you all.

Rula George Nesnas

Declaration

I certify that this thesis submitted for the degree of Master is a result of my own research; except where otherwise acknowledged, and it (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signature: `

Rula George Nesnas

Date:.....

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I hope that this research will clearly answer the readers' questions about career mobility in Palestinian non-governmental organizations.

Rula George Nesnas

Definition of major terms

Mobility	:	the movement and experience among organizational roles.
Career mobility	:	classified as internal or external.
Internal (occupational) mobility	:	reallocation of employees within the company that represents a change in the assignments of job responsibility and functions.
Functional mobility	:	changes in job without modifications in the job category
Promotional mobility	:	change in category without leaving the present job
External career mobility	:	leaving of the company because either the employee gives up his job or his contract is cancelled.
Job-related factors		include the compensation of the work–wage or pay, social benefits, type of contract, training, job tenure, etc.
Job non-related factors		include the employee’s perception about his job in terms of job satisfaction, work-family conflict, fairness of pay, as well as demographic and personal characteristics such as gender, age or family situation.

Abbreviations:

PLO	Palestinian Liberation Organization
PNA	Palestinian National Authority
NGOs	Non Governmental organisations
SPSS	Statistical Package for Social Sciences
US-PVOs	United States – Private voluntary organizations
UNESCO	United Nations Education and Science Cultural Organization
WBGS	West Bank and Gaza Strip

Abstract:

The aim of this exploratory study was to examine career mobility among workers in Palestinian Non Governmental Organizations (NGOs). Because more than 90% of Palestinian NGOs have their central offices located in Ramallah, this study focuses specifically on NGOs in this one city.

This project sprang from and attempts to address several research questions. It asks: What are the specific factors affecting career mobility in Palestinian NGOs? Are the various factors that affect career mobility similar or different? And lastly, are work-related or non-work-related factors influential in career mobility?

A literature review of previously published research on the concept of career mobility was carried out and several hypotheses were subsequently developed in relation to the research questions. These hypotheses propose that: 1) Demographic factors, job-related factors, job perception, perceived work-family conflict, and perceived influences of gender roles all jointly, but to varying degrees, affect career mobility and employees intentions to quit. 2) Employees education level and status of continued education significantly affects their career mobility. 3) The variables that most affect career mobility for men differ than those that affect career mobility for women.

Following the formulation of hypotheses, primary qualitative research was undertaken to test them. A structured questionnaire about career mobility was prepared and tested. The structured questionnaire was set up to measure a list of variables that contribute to career mobility. Career mobility was measured by the number of different jobs an employee had held during the last ten years. Differentiation was made between the various modes of career mobility by categorizing them into career mobility that involved either a change in organization or a change in job category.

Based on the research conducted to test the hypotheses, several conclusions were reached. First, there is a significant difference in the level of education between the group of employees who are continuing their education and those who are not. Second, there is a significant difference in job perception between employees who are continuing their education and those who are not. There is also a significant difference in work family conflict between employees who are continuing their education and those who are not. In terms of continued education, there is a significant difference in the number of years of work experience between the group of employees who are continuing their education and those who are not. Finally, there is a significant difference in the number of years an employee has worked in their current NGO between employees continuing their education and those who are not.

Thus, the career mobility of the sampled employees in Palestinian NGOs varies depending on their work experience in years, on their monthly salary, on how they perceive their job, on their gender roles, and on their age. The intention of employees to stay in their jobs varies depending on their work experience in years, on the number of years they have worked in their current NGO, as well as on the number of children they have, their job perception, and their age.

From the results of the study, it is evident that Palestinian NGO employees are overloaded compared to public sector employees. Most NGO employees have job titles and job

descriptions and very few of them have additional or secondary jobs, such as in the service industry. Furthermore, two thirds of Palestinian NGO employees are considered well qualified, as they have bachelor degrees and have completed some form of higher education. Those with lower levels of education possess extensive work experience, either in their current NGO or from previous institutions.

It can be concluded from this research that non-governmental organizations in Palestine have good human resource systems offering employees a number of privileges, including health insurance, worker compensation, etc. This working climate, in addition to other factors, attracts qualified people to work in such organizations.

My recommendations based on the conclusions of this study include giving good allowances for employee family members, giving good salaries and increasing annual salary raises, giving employees better job descriptions, giving employees permanent jobs with fixed contracts, and improving the system of privileges and incentives, like health insurance, annual leave, and compensation and saving systems.

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Chapter 1

Background on Career Mobility

1.1 Introduction to Career Mobility in the Palestinian Context

Generally in Palestine, there is a notable trend of employee mobility within and among organizations. This tendency is not specific to a certain sector, but can be noticed among business firms as well as not-profit, public and private organizations. This employee mobility has implications for an organization's competitiveness and capacity building efforts vested in their employees. As companies need to recruit, promote and retain their valued employees, it is important to know the drivers of career mobility in order to improve human resource management. On the other hand, companies sometimes face significant costs due to employee turnover, such as legal compensation, selection and training of new personnel, etc. From the employees' point of view, job turnover can cost an employee valuable accumulated experience if he or she has to or chooses to leave the company. However, for employees, career mobility can also be for the purpose of career development, financial improvement and, on the whole, is generally considered a positive achievement.

1.2 Previous Research on Career Mobility

Different research into career mobility indicates that the drivers for the different types of mobility are very diverse. Some studies show that environmental, organizational, and workforce characteristics are considered as the main drivers for mobility. Variables influencing employee attitudes such as job satisfaction, commitment and work behaviour are also considered as influential factors. A number of studies discuss the impact of gender on career mobility, while others consider education as an important factor. A number of studies show that career mobility is more influenced by non-job-related factors such as gender, age, or work-family situation.

1.3 Research Setting in Palestinian Non-Governmental Organizations

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" (World Bank, 1989). In wider usage, the term NGO can be applied to any non-profit organization which is independent from the government. NGOs are typically value-based organizations that depend, in whole or in part, on charitable donations and voluntary service.

The history of the Palestinian NGO community began with the Israeli military occupation of the West Bank and Gaza Strip in the course of the June 1967 War. During the first decades of occupation and in the absence of a government or national political entity to

address, set strategies, and lead the society's development, NGOs were established with the overarching aim of meeting the society's needs, ranging from basic functions like delivering medical services to more sophisticated roles like lobbying and advocacy. NGOs were active in a variety of fields, including labor and student unions, professional, charitable and health associations, women's organizations, think tanks, etc. (Abdul Hadi 1997). The role of NGOs was further emphasized during the years of the first Intifada. During this time, from approximately 1987 to 1993, NGOs ended up providing all kinds of services, promoting democratic values, and mobilizing the masses as part of the broad social movement of the Intifada and its goals. They also built coalitions, lobbied various causes, and tried to build public opinion for their demands and aspirations. The diversity of NGOs and their activities during the Intifada, as well as their ability to maintain and even increase funding--the main source of which was the PLO, Arab states, European and US PVOs and international governmental agencies--contributed a great deal to their institutionalization. Huge investments were put into building the capacity of NGOs' staff. This was a chance for already educated Palestinians to develop their expertise and thus resulted in the emergence of a group within Palestinian society that took advantage of the circumstances to capitalize on their skills and develop their careers. This resulted in a high rate of employee mobility within the NGO sector, a sector generally classified as being educated, well trained, and at a considerable financial advantage compared to the rest of society.

1.4 Focus on NGOs in Ramallah

After the signing of the Oslo Agreement in 1993 between the PLO and Israel, and later, after the establishment of the PNA, the city of Ramallah became the focus of both the local and international community's development endeavours. As the economy flourished in this time, the city became the target of all kinds of investment, ranging from infrastructure to institutional development. Almost all Palestinian NGOs established a presence in Ramallah and within a few years' time, the number of NGOs in Ramallah tripled, then quadrupled with an ever-increasing mushroom effect. The vast range of NGOs found in Ramallah today work in all kinds of fields and exist in all forms and specializations.

1.5 Research rationale

Labour mobility has implications for these NGOs' competitiveness and human resource management. Organizations need to recruit, promote and retain valuable employees. On the other hand, companies face significant costs due to employee turnover. These costs range from legal compensations to selection and training of new personnel, etc. From the employee's point of view, labour mobility is sometimes costly because of the loss of accumulated experience after the person leaves the institution or particular economic sector. Therefore, it is important to know the drivers of mobility in order to improve an organization's human resource management and development strategies.

The need for individual mobility within a singular organization is growing. Thus it is important to understand how employees perceive mobility issues in order to meet individual growth aspiration, as well as to meet organizational needs. The opportunity for career mobility may assist an organization in attracting applicants, while also helping to retain employees (Ito 2003). The factors influencing mobility may change, but the ways of using it as a tool for capitalizing on the dynamics of the changing workplace demand continued skill development, self-reliance and resilience, and lifelong learning (Brown

1998). Some job changing may be due to limited knowledge of job requirements and unrealistic job expectations. For more experienced workers, career mobility may reflect an attempt to step up the career ladder.

1.6 Objectives

This study will examine the factors triggering employee career mobility in Palestinian non-governmental organizations (NGOs) and conclude with recommendations for both the organizations and their employees to make the most of career mobility for their mutual benefit.

1.6.1. Overall Objective:

The overall objective of this study is to assist and increase the capacity of Palestinian NGOs in contributing to the establishment of a Palestinian state.

1.6.2. Specific Objectives:

- To study career mobility planning in the NGO sector.
- To identify factors influencing career mobility within organizations.
- To provide both employees and organizations with recommendations concerning career mobility.

1.7 Research Questions

- What are the specific factors affect career mobility in Palestinian NGOs?
- Are the various factors that affect career mobility similar or unrelated?
- Are work-related or non-work-related factors influential in career mobility?

1.8 Hypotheses

- Demographic factors, job-related factors, job perception, work-family conflict, and gender roles all jointly, but to varying degrees, influence career mobility and employees intentions to quit.
- Employees' education level and status of continued education significantly affects their voluntary career mobility.
- The variables that most affect career mobility for men differ than those that most affect career mobility for women.

1.9 Organization of the Study

This work is organized in 6 chapters, as follows:

- Chapter 1: Research problem, outline of objectives, and hypotheses
- Chapter 2: Literature review of relevant and related studies

Chapter 2

Literature Review

2.1 Introduction:

The common perception of a career is a series of jobs that are played out over time in a hierarchically organized setting. Many scholars have introduced various definitions for what constitutes a career, from psychological, sociological, economical and administrative approaches, all which have different implications from an individual or organizational point of view (Vardi 1980; Garavan 1990).

Generally speaking, an organizational approach views a career as a structural issue, determined by, for example, internal labour market structures, vacancy chains, and organizational politics. However, an individual approach to a career often considers career advancement as a function of background, education, ability, job experience, ambition, and timing (Garavan & Coolahan 1996).

When careers are examined from an individual's perspective, it is important to recognize the distinction between the internal/subjective and external/objective meanings of a career (Vardi 1981). This distinction has important implications for individual career outcomes and career development. An individual's definition of a career, or one's internal career, is a person's own subjective idea about work life and his/her role within it (Schein and Van Maanen 1977). However, an objective definition of a career is defined by title, rank, salary level, formal status, etc., all of which are visible and externally defined in relation to the employee.

The common perception of a successful career involves successive linear movement up the functional-line organizational career ladder, gaining along the way additional increments in formal authority and intrinsic/extrinsic rewards (Gattiker & Larwood 1988). However, this ignores the fact that in many organizations, horizontal or lateral movement (at the same hierarchical level) is encouraged and very often necessary as a means of acquiring the necessary broad experience needed for moving from a specialist to a more general management position (Anderson et al. 1981; Baruch 2004).

2.2 Definition and Important of Career Mobility

Mobility has been defined as the movement that employees experience among organizational roles (Vardi 1980). Researchers are generally in agreement on defining career mobility by two common dimensions: rate of movement and tendency to move (Vardi 1980; Garavan 1990; Ito 2003; Xu 2005). Rate of movement can be measured by counting the number of levels through which an individual rises in an organization or the number of movements that an executive has made to other companies. The tendency to

move, on the other hand, examines the willingness of an individual to move and his or her wish to do so if opportunities for movement arise.

The importance of mobility to the individual as well as the organization has been increasingly recognized in the field of career development. Promotions, demotions and transfers may be used by the organization as rewards or punishments conditional on job performance or seniority. Therefore, the control of intra-organizational mobility has importance not only because of consequences associated with the allocation of human resources, but also indirectly through its influence on the attitudes and behaviour of employees.

While the majority of career mobility research continues to use individual-focused factors like occupational prestige and/or earnings as valid variables to study the patterns of occupational hierarchy and the processes of job mobility, researchers like Yanmin Gu side with many class analysts in criticising this approach (Gu 1998). Instead, such scholars argue that social mobility, class mobility, and job mobility are not distinct processes, but rather interlinked and overlapping. “The individualistic orientation, the static approach, and the ignorance of the organizational context under which occupational mobility or immobility takes place are the weakness” in some analytical methods for examining career mobility (Gu 1998).

Other scholars as well have noted difficulty in creating analytical models for career mobility due to the overlapping nature of many variables used in measuring it. For instance, Gale Emerson Rand highlights the difficulty in isolating different variables in career development, namely education, mentoring, entrepreneurship, training and expectations. While “it would be nice if these groups were somehow mutually exclusive or otherwise unrelated,” she posits, “unfortunately, even though the issues are reasonably clear, they are neither exclusive nor unrelated” (Rand 1991). Rather, they are “inextricably entwined in such a way as to disallow substantially separate treatment” (Rand 1991). To demonstrate these links, she points out that “mentoring is not well distinguished from training. Mentoring occurs during education. Expectations are a function of education and mentoring and are reinforced through training” (Rand 1991).

While the overlapping nature of variables is not always addressed in analytical approaches to examining career mobility, some scholars do employ multi-dimensional models. Veiga was the first researcher to include a multi-dimensional approach in examining career mobility. His model of career mobility focuses on three dimensions: intra-organizational, geographic, and inter-organizational (Veiga 1973). Intra-firm career mobility, which is also known as occupational mobility, is usually subject to the employer’s decision and generates a process of relocation of employees within the company. It represents a change in the assignment of job responsibilities and/or functions. Occupational mobility can be broken down into three categories: the first includes functional or job changes that do not modify a job’s organizational category; the second includes promotions that are changes of organizational category, but without actually changing job functions; and the third includes mixed mobility, or simultaneous changes in both the functions and organizational category of a job (Vardi 1980, Anderson et al. 1981). Inter-firm mobility is, for the most part, determined by the individual employee, who chooses the optimal quitting time in order to maximize his or her own expected lifetime earnings. In this sense, quitting one’s job is a device by which workers realize an optimal path for obtaining their chosen career. When a career that a worker considers his best choice cannot be realized in one firm, quitting is

thus part of the worker's optimal career path (Sicherman & Galor 1990). Likewise, the intention to quit one's job can also be analysed as inter-firm mobility (Burdett 1978; Carnicer et al. 2004). As opposed to these forms of voluntary inter-firm mobility, involuntary inter-firm mobility occurs when an employee is fired or his/her contract is cancelled.

Thus, in order to fully understand the dynamics of career mobility it is necessary to distinguish between organizational and individual levels of analysis. At the organizational level, the emphasis is on creating a suitable career system which co-ordinates staffing activities into a process that helps the firm adapt to its environment. At the individual level the emphasis is on how people make sense of their own individual careers and where they fit into this organizational process (Anderson et al. 1981; Rosenbaum 1987).

2.3 Career Mobility Models

Several theoretical models exist in order to attempt to explain the mobility behaviour of workers. In one such model, Becker proposes a human capital theory whereby employees make rational choices regarding investments in their own human capital (time, effort and money in education, training and experience) by weighing the advantages and disadvantages of these decisions or investments, including the potential costs and rewards of such investments (Becker 1975). This investment in human capital would ultimately increase employee's productivity and result in intrinsic rewards from supervisors, such as a raise or promotion. Another vital factor is social capital. That is, individuals gain social capital because, in comparison to others, they occupy more advantageous informal network positions, which allow access to a variety of people with the necessary information and opportunities conducive to gaining more positive career outcomes. Examples of such possible advantages from social capital include faster promotions and career success (Ruiz et al. 2004, Lin & Huang 2005).

Another model proposed by Burdett to explain career mobility behavior uses a job search approach and considers jobs as "search goods" (Burdett 1978). Within this model, job mobility is caused by the possibility of moving to a better match where the worker will be more productive and, hence, receive a higher salary. Therefore, the process of labour mobility is a two-party search for the most productive job match. Workers search for firms that offer them the best opportunities, while firms search for workers that are most productive. Because both firms and workers lack complete information, workers move from career to career, from firm to firm, shopping for the best job. On the way to their final job, workers learn skills specific to their employer and their industry, as well as general skills valued by all firms. The accumulated set of skills a worker acquires is known as human capital. As they change jobs workers also learn what types of careers and occupations best suit them. These factors all have implications on the quality of a job match and the resultant wage. (Carroll & Powell 2002)

Jovanovic employs yet another theoretical approach to investigate the issue of job mobility, based on job matching (Jovanovic 1979). This model considers the existence of imperfect information to explain mobility. As such, jobs are viewed as "experience goods," and the productivity of each match is initially unknown. As job tenure is accumulated, additional information is revealed about the worker's actual productivity in the job. Therefore, mobility is the result of those poor matches, reflecting the desire to move to a new job with a potentially steeper earnings profile.

Lastly, Sicherman and Galor's career mobility model (claims that workers optimise their working lives and careers, including intra-firm and inter-firm mobility Sicherman and Galor 1990). In accordance to Sicherman's prediction in the theory of career mobility, workers may temporarily work in jobs that provide them with skills to be used later on in a different, higher-level job (Sicherman 1991). Therefore, it might be optimal ex ante to spend a limited period of time in a job in which the worker appears to be overqualified or overeducated, or in which individuals face different probabilities of promotion within the firm, based on personal characteristics and occupation. In this model, the probability of promotion is seen as a function of schooling, ability, and job experience. Individuals with a higher probability of promotion who have not been promoted are those are more likely to quit the firm (Sicherman and Galor, 1990). However, further research into this theory of mobility has deduced contradictory and conflicting conclusions (Hersch 1995, Robst, 1995, Wald, 2005).

As a result of the literature review on career mobility, it can be concluded that the determinants of different types of mobility are very diverse. For instance, increases in wage are a primary motivation behind mobility (Frank 1978; Hjalager 2003, Carnicer 2004; Mclean 2004; Ruiz et al.2004). Early mobility is negatively related to wages and immobile workers receive the highest wages in the long run. The wage policy is perhaps one of the most useful practices organizations use for financial compensation. A high wage stimulates the immobility of employees because their interest is maximised if they remain in the organisation. The relationship between wage rates and voluntary turnover has empirically been found at both the individual and organizational level (Baruch 2004). When changing jobs within a career, educated and experienced workers should expect high wage gains. Workers seek out the employer that offers the highest wages (Sicherman & Galor 1990; Carroll & Powell 2002).

2.4 Factors Affecting Career Mobility

Another human resource management practice revolves around the social benefits provided by an organisation to its employees. An example of such a social benefit might be the provision of a retirement financial plan. Incentives that are useful to employees may negatively influence their intentions to quit. An organisation increases job attractiveness by offering permanent contracts that have greater employment stability (Carnicer et al. 2004). In terms of management level mobility determinants, managers receive relatively higher salaries when changing jobs. Mobile managers have been shown to gain higher wage increases than those that remained within the same job. The larger the jump in firm or organization size, the larger the potential wage increase (Hjalager 2003). Also, when managers shift jobs, they generally prefer to either stay in the same size group or to move upwards in the firm size hierarchy. Those who shift jobs tend to change upwards to the nearest size category. The opportunities for making internal career progressions are objectively better in larger enterprises, and the differences in retention patterns clearly reflect this fact (Hjalager 2003). Scholars have asserted that organizations with tall hierarchies, many divisions, and many geographic locations are all likely to provide more opportunities for movement. Thus, the size of an organization has been found to be related to the frequency of succession of top officials (Vardi 1980; Anderson et al. 1981; Xu 2005).

According to human capital theory, training is an investment in human capital (Becker 1975). Training can be categorized as either general or specific training, in order to

emphasize the difference between training which raises the productivity of the worker for a great number of firms, and firm-specific training that has no effect on workers' productivity if they switch to another firm (Heijden 2003; Carnicer et al. 2004; Wald 2005). In the internal labour market, firms have to invest in the firm-specific training for their workers. In the professional market, where general skills dominate, the workers themselves have to invest in obtaining their own additional training. More recent studies indicate, however, that such firms also have to pay for general training, as training courses usually comprise both general and firm-specific elements. Most empirical studies find that general training typically does not affect job mobility (Sieben 2004). Alternatively training can be categorized according to the purpose of the training, which can be core training or employee development, or career training. Career training influences upward mobility positively (Dekker et al. 2002).

For the internal labour market, it can be concluded that career training can have two effects. It may immediately increase the probability of upward mobility (particularly internal promotion opportunities), or it may be a necessary prerequisite for promotion and not in itself sufficient to ensure promotion. In the latter case there are more employees attending career training than there are opportunities for promotion. Career training may also be a means to increase the probability of upward mobility towards these labour market segments (Dekker et al. 2002).

Education, together with training, is also considered an investment in human capital (Becker 1975). Schooling increases the likelihood of occupational upgrades. More educated individuals are more likely to move to a higher-level occupation (Sicherman and Galor 1990; Wald 2005). Thus, educated workers can expect higher wages over their lifetime as a compensation for the cost of being educated (Gararvan et al. 1996; Li et al. 2000; Dekker et al. 2002). When educated workers change careers they are often willing to accept low wage gains or even a loss, as a type of long-term investment in their personal value to that industry (Carroll & Powell 2002).

In accordance with a new study by the Graduate Management Admission Council, fifty-four percent of graduating MBAs surveyed in the 2004 Global MBA Graduate Survey said they were using the MBA as a means of changing career tracks. In an era when people do not tend to stay with one company or job track for their entire career, obtaining an MBA allows them to take control of their careers and change course when they want or need to (McLean 2004).

Another correlation between education and career mobility demonstrates that if higher education and highly specialized skills make a good match, more educated workers are less likely to move (Jovanovic 1979). For both men and women, further education decreases the likelihood of suffering a layoff. Results show that both men and women who profit the most from their education are voluntary movers (Ruiz et al. 2004).

As for family factoring into career mobility, most individuals consider both their careers and families to central facets of their lives. Because work and family activities frequently occur at different times and places and because men are often assumed to have primary responsibility at work and woman primary responsibility at home, researchers and employers often treat work and family as separate, independent systems. (Carnicer et al. 2003). However, work and family are far from independent when trying to explain human resource issues in organizations. Two particularly important issues in this regard are

gender roles and the influence of work-family conflict (Martin et al. 1983; Carnicer et al. 2003). Work-family conflict especially, is one of the most significant determinants of occupational mobility and often clearly influences an employee's intentions to quit, as an individual's perception of work-family conflict often influences his or her personal decision regarding labour mobility (Carnicier et al. 2004).

Family responsibilities seem to have a negative effect on labour mobility. For both men and women, the number of dependent children reduces the probability of changing jobs. In fact, given the uncertainty and costs associated with moving jobs, individuals who are responsible for the well-being of more people are more averse to taking such a risk. Thus, the presence of children at home increases the risk and difficulties of external mobility (Granqvist & Persson 2005). It is also important to note that, although not as significant, marital status also affects job mobility. For men, being married makes mobility less likely, whereas for women, the effect is the inverse. Family responsibility discourages all types of voluntary job termination (Ruiz et al. 2004).

Helping balance the relationships between work-family obligations, productivity, morale and loyalty to an organization or firm is critical in terms of job mobility considerations. In a 1999 CMR Canada report on "Employee and Family Assistance Programs," a conclusion is drawn that creating increased harmony between work and family is complicated.

"If human resources are indeed an organization's most important resources, many employers will need to create or modify workplace policies to make them more family-responsive. Those employers who recognize the important links between employees' work and family obligations are taking proactive steps to alleviate the associated pressures, because they understand that the 'struggle to juggle' work and family duties directly affects the bottom line."

Women, statistically, are still more likely than men to be primary caregivers for children or senior family members. This results in greater absenteeism and/or tardiness from women at work. In addition, women are more likely to have career gaps due to taking time off from their careers for child rearing (Hurley et al. 2003). Primary responsibility for home and children affects the ability of women to relocate. The lack of child-care facilities provided by work organizations is also a problem. In mobile dual career families, the dominant "bread winner" is usually the male (Garavan and Coolahan 1996).

As such, gender issues seems to play an important role in explaining career mobility (Frank 1978; Raider & Burt 1996; Carnicer et al. 2003; Lin & Huang 2005). A recent study found that women indicated gender discrimination was the most frequent barrier to promotion at all managerial levels. It has also been found that male executives often prefer to promote other men to leadership positions, because they prefer peers who are similar to themselves (Ruiz et al. 2004). Further, selective advancement patterns based on gender have been demonstrated in the literature reviewed, suggesting that organizational promotion policies favor men over women. Female managers still are often at a disadvantage with regards to income, relocation opportunities, and work and family balance (Burke 1996). Being male is positively related to career attainment and late entrants into the organization are more likely to be male. This is reflective of the fact that, worldwide, organizations are still dominated at the upper levels by males (Hurley et al. 2003). Studies find that the greater success of men in gaining promotion is due to their greater use of informal networks, but that the tendency of women to rely more than men on

formal bidding for promotion deprives them of sustained career progress within a single firm. Female managers might be disadvantaged in the external labor market as well, because they are not as connected as male managers to informal social networks providing access to career opportunities and information (Lin & Huang 2005). Although male managers who change companies receive higher salary compensation than managers who stayed with the same employer, this relationship does not hold for women. Women, particularly those women with family responsibilities, usually trade cash for other forms of compensation, such as flexible hours (Hjalager 2003).

There are other noticeable and important differences in mobility rates between men and women (Ruiz et al. 2004; Granqvist & Persson 2005). Women's chances of getting a better job are about half those of men. The impact of parental leave is not significant in the case of women; nevertheless the negative effect of gender together with the negative effect of having children and household time cannot be ignored. Additionally, there is considerable evidence that women, particularly those with children, opt for a more slowly evolving career (Burke 1996).

Despite increasing participation rates in the labour force worldwide, very few women have risen to positions of leadership and authority. Main barriers to career mobility faced by women in hierarchical bureaucratic organizations have been described as follows (Martin et al. 1983):

A societal stereotype, which sees women as “properly in the home” rather than the workplace depicts women as less committed than men to jobs and careers. Such claims are used as justification to deny women access to job ladders leading to the top.

In regards to age and career mobility, individual mobility has been found to decrease with age (Garavan & Coolahan 1996; Henkoff 1996; Carnicier 2004). Mobile managers tend to have higher mobility the younger they are on entering an organization (Rosenbaum 1987). Early career promotion is significantly related to later successes and probability of future promotions (Anderson et al. 1981). Thus, age seems to be an important determinant of career opportunities. Younger workers who have not accumulated much industry or firm specific capital, sacrifice little when changing careers (Carroll & Powell 2002). However, as an employee grows older, his or her mobility declines. That is to say, the average period spent in each job increases with age (Heijden 2003; Garavan and Coolahan 1996).

Rosenbaum suggests that organizations have occupational age norms that indicate career progression norms. In many organizations, if by the age of 40 a person has not been promoted to a managerial position, he/she is seen as behind schedule and may never attain an advanced position (Rosenbaum 1987). The process of “coming of age” in an organization is obviously related to increasing seniority and tenure. Although both age and tenure have often been studied together, the latter has become the prevalent criteria used by organizations to monitor career mobility. The length of time (seniority) employees spend with an organization contributes to their mobility patterns as well as to their attitudes towards their personal careers (Vardi 1980).

Specific human capital and job-matching theories predict a negative effect of tenure on mobility (Jovanovic 1979; Vardi 1980; Garavan et al. 1996). However, the theory of career mobility conversely predicts that there exists a positive effect of tenure in occupation on occupational mobility; individuals acquire skills and experience in one occupation in order to be able to move to another occupation (Sicherman & Gabor 1990). Corporate experience

appears to be an important predictor of managerial career attainment, as the total number of years spent at corporate headquarters has proven to be significantly related to career attainment (Hurley et al. 2003).

In terms of potential mobility duration, both job search and job matching theories predict that mobility, whether voluntary or involuntary, declines over time in the labor market (Ruiz et al. 2004). In general, the longer a worker stays at a job the less likely that worker will be to leave. Tenure is negatively correlated with mobility because the probability of good job match quality increases with time. Therefore, as job tenure increases a decline is expected in the immediate returns from career changes and an increase in the immediate value of a simple job change. More tenured workers are penalized for changing careers relative to changing jobs within a career because they must sacrifice industry-specific skills (Carroll & Powell 2002).

2.5 Conclusion

The individual perspective on careers has generally been the domain of psychologists and generally focused on independent variables that predict career mobility. One of the most influential of these individual perspective factors on labour mobility is the attractiveness of a job. This can be measured by an employee's perceptions about job benefits, job satisfaction, employment stability, or greater pay (Carnicer et al. 2004). Actual mobility and the match between individual characteristics and mobility criteria are the major factors influencing individuals' desires, expectations, and satisfaction with his or her mobility experience in an organization. The actual mobility experience of an individual also influences other job attitudes and the match between actual mobility and perceptions of mobility influences attitudes and behaviours (Anderson et al. 1981; Brown 1998; Heijden 2003; Ito 2003). On the individual level of analysis, demographic characteristics have a major influence on career opportunities. Yet, a person's career perception is a factor that cannot be overlooked. The individual propensity to stay or leave is a function of perceived career opportunities and job satisfaction.

Several studies have found a positive relationship between mobility, job satisfaction, and commitment attitudes towards administration (Anderson et al. 1981; Baruch 2004; Ruiz 2004; Lin et al. 2005). An increasing number of studies show that mobility is influenced more by personal factors than by job and labour market characteristics. Some of these factors are demographic like age, gender or family situation, whereas others derive from the process of socialization, such as gender roles that may influence the perception of work-family conflict and, in turn, job satisfaction and organizational commitments.

In light of the trends identified in the extensive literature review on factors influencing career mobility, it should be noted that this study explores career mobility at the individual level of analysis with an emphasis on how individuals visualize and perceive their careers. It tests whether career mobility is more influenced by non-work-related factors rather than by work-related factors like wage, fringe benefits, training, and organization

Chapter 3

Methodology

3.1 Introduction

This study focuses on career mobility analyses among workers in Palestinian NGOs with an emphasis on whether external or internal factors more significantly affect career mobility. The external factors tested are related to the environmental surroundings and job specifics that affect employee decisions. The internal factors tested can be categorized into demographic factors, job perception, attitudes towards family-work conflict, and attitudes towards gender roles.

As the first step in this study, a literature review of published research investigating the phenomena of career mobility was visited in order both to better inform the study's hypotheses, as well as to provide a solid grounding for interpreting the study's results in the context of relevant, previous research on the topic. After the completion of the literature review, two hypotheses were formulated against which to measure the aforementioned factors, both external and internal, affecting career mobility. Qualitative research and a structured questionnaire about career mobility that was prepared, tested, and then completed by 100 employees working in NGOs located in Ramallah. This exploratory case study of employees in Ramallah NGOs formed the basis of analysis and conclusions for this study.

3.2 Selection of the Study Area and Population

The selection of NGOs surveyed and analyzed in this study was determined based on the fact that they had been working in the West Bank and/or Gaza Strip (WBGS) since the 1970s and, accordingly, had a long history of work and accomplishments to measure and analyze, in comparison with the newly established public sector organizations started after the coming of the PNA in 1994. The private sector was intentionally excluded from this study due to the fact that during the first and second intifadas, a large number of private sector businesses were forced to close down and many employees were laid off due to the difficult economic situations. The external political variables influencing career mobility in the context of these private sector businesses during the time period of the intifadas were outside of the desired scope and aim of this study.

Contributing to the study's specific focus on the NGO sector in Palestine was the diversity and wide range of specializations to be found in this sector. Quite a number of employees have moved from this sector to other sectors or changed jobs within the sector. Furthermore, it should be noted that it is well known that NGO employees are better educated and qualified than those in other sectors.

The UNESCO 2006 NGO directory was used as the reference for the sample population location. The directory groups Palestinian NGOs on a geographic basis and presents a brief description about the 756 NGOs operating in the WBGS.

A total of 106 NGOs have established offices and operate in Ramallah city, with 2500 employees overall. The questionnaire was tested on a pilot sample to check its reliability and user-friendliness. The sample was later set to include 100 employees selected by standard random sampling techniques. Ten of the collected questionnaires were disregarded as they included double answering. All data collected was then analyzed using the Statistical Package for Social Sciences (SPSS) computer software.

The small sample size of the population of NGO employees in Ramallah surveyed was significantly influenced by externally imposed limitations and restrictions on movement and access resulting from the Israeli occupation of WBGS.

3.3 Collection of Data

The structured questionnaire was set up to measure a list of variables. Job mobility was measured by the number of jobs an employee had held during the last ten years. Differentiation was made between the various mode of the job mobility by categorizing job mobility that involved:

- a change in organization and job category,
- a change of organization but maintenance of the same job category
- a change in job category within the same organization

Employees' intention to quit was also measured. The employee's perception of his job as far as job satisfaction, pay fairness, stability as well as work-family conflict and gender roles were measured using a 5-point Likert scale. Two ordinal scales were used to measure employees' reasons for quitting their job and the reasons behind employees' promotion.

3.4 Questionnaire

For the purpose of the research, the questionnaire investigated variables related to the job and organization such as salary, training, job tenure, organizational size, type of contract and social benefits. Demographic variables such as age, gender, family situation and number of children were also included. Factors influencing an employee's intention to quit and factors perceived as important for promotion were tested using an ordinal scale.

For the purpose of the study, the survey investigated:

- Demographic variables: age, gender, family situation and number of children.
- Variables related to the employing organization and job situation: training, job tenure, organizational size, type of contract, and social benefits.
- Record of employee job mobility: frequency and types of job change, as well as intention to quit.
- Employee's perceptions: job satisfaction, gender roles, and work-family conflict.

As the sample population consisted of native Arabic language speakers, the questionnaire was prepared in Arabic to make it more reliable and to minimize any language obstacles that may affect the comprehension of the questions by the sample population. The

questionnaire was distributed to 70 employees randomly and the researcher participated in the answering of 30 questionnaires.

3.5 Data processing

The data from the questionnaires was entered into SPSS software and arranged as a data bank system. Different tests were then conducted using SPSS to measure the significance of all factors as follows:

- A regression test was used to measure the significance of the demographic and job related factors in influencing career mobility.
- An ANOVA test was used in investigating the significance of job perception in career mobility.
- A Likert scale was used to measure the effects of work-family conflict and gender roles on career mobility factors.

3.6 Limitations of the study

The location was limited to Ramallah due to the fact that most Palestinian NGOs have a presence in this one city. The study was not extended to include employees in business, public or private sectors to limit the number of research variables to a manageable range. Time constraints restricted the study to a limited number of variables influencing career mobility, while many other variables could still potentially be explored.

This research was conducted as an exploratory case study precisely because no previous local data on this subject exists; there are no local databases amongst Palestinian NGOs with information related to the variables measuring career mobility. Thus, while the study would be more accurate had it sampled a larger population of Palestinian NGO employees, it was conducted as an exploratory case study with the intention that if the results from this small-scale sample proved valuable, further more expansive research on this subject could be undertaken.

Chapter 4

Data Discussion and Analysis

In this chapter, the four different variables influencing career mobility will be analyzed. In the course of preparing the questionnaire, the four variables for measuring career mobility were categorized with sub-factors, with each sub-factor assessed by an individual question. The factors and sub-factors were clustered for analytical purposes according to the stratification of the survey as follows:

4.1 Demographic factors

In this section, demographic factors including age, gender, level of education, and whether an employee was continuing his or her education were measured. There was a relatively equal distribution of age in the study's sample of NGO employees. Employees aged under 35 represented 57.8% of the total sample. Only 33.3% of the NGO employees tested were female. 76.7% of the sample has families with less than five children, which is below the Palestinian Central Bureau of Statistics' Fig. for the average Palestinian family, which consists of 5.7 members. Of the sampled population, 67.7% were educated with a bachelor, masters or PHD degree. 31.1% of the employees had been offered the chance to pursue their higher education degrees while working within the organization. Analysis of Results for Demographic Sub-factors is described below:

4.1.1. Age:

The results of the survey show that the rate of career mobility decreases with age (Table 4.1). The employees surveyed tended to have higher mobility rates the younger they were. There was a significant correlation between promotion early on in an employee's career and later success and probability of future promotion. Accordingly, age seemed to be an important determinant of career opportunities. The younger the employee was, the easier it was for him or her to accumulate more experience in the industry or organization and thus, sacrifice little when changing careers. As employees grew older, their mobility declined. The following table illustrates the age distribution of the sample:

These results (Table 4.1), indicate the viability and productivity of the employees. Accordingly, the Palestinian NGO sector is attractive to the young generation who are generally more dynamic.

4.1.2. Gender:

From the survey results (Fig. 4.1), gender issues seem to play an important role in explaining career mobility. A well-known norm worldwide shows that organizations are still dominated by males. The gender composition of an organization along all scales of

work is an important factor characterizing human resource management in NGOs. The results of Palestinian NGO employees in the surveyed population showed important differences in mobility rates between men and women. In Palestinian NGOs, survey results showed that women’s chances of getting a better job were about half those of men. The impact of parental leave was not significant in the case of female Palestinian NGO employees surveyed; nevertheless, the negative effect of gender together with the negative effect of having children and household time cannot be ignored. The following graph illustrates gender distribution:

Table 4.1: Age distribution of Sampled Palestinian NGO Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 or less	19	21.1	21.1	21.1
	26-30	20	22.2	22.2	43.3
	31-35	13	14.4	14.4	57.8
	36-45	26	28.9	28.9	86.7
	46+	12	13.3	13.3	100
	Total	90	100	100	

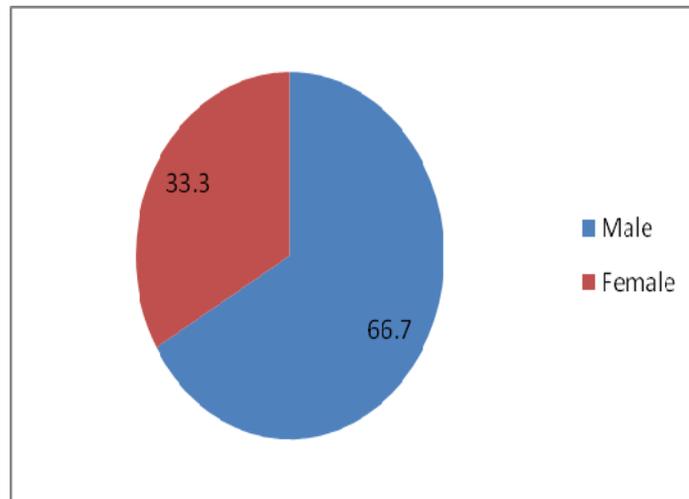


Fig. 4.1: Gender distribution of Sampled Palestinian NGO Employees

Only 33.3% of the NGO employees tested were female. This represents a gender imbalance in the NGO sector, displaying its domination by male employees. This low percentage of female employees reflects gender insensitive employment policies.

4.1.3. Level of Education:

Schooling increases the likelihood of occupational upgrading. Individuals that are more educated are more likely to move to a higher-level job. Educated employees expect higher salaries and better compensation for the cost of being educated. Therefore, when educated employees change careers, they often are willing to accept small salary gain or even a loss as a type of long-term investment in their personal value to that industry. The bar chart

below reflects that 67.7% of our sampled employees are educated with a bachelor, master or PHD degrees (Fig. 4.2).

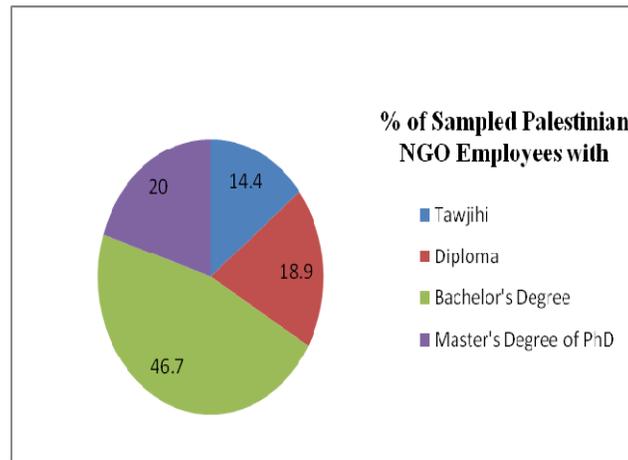


Fig. 4.2: Educational Levels of Sampled Palestinian NGO Employees

These results reflect the high percentage of educational achievement among employees in the NGO sector, a generally acknowledged norm in Palestinian society.

4.1.4. Continuing Education:

Education is considered an investment in personal capital, when people do not tend to stay in one organization or job track for their entire career, a higher educational degree allows them to take control of their career and change course when they want or need to change, with better salaries and benefits. On the other hand, NGO management generally tries to retain educated employees, as they are considered major assets to the NGO. Educated employees' mobility is generally voluntarily initiated. 31.1% of the sampled employees were offered the chance to pursue their education for higher degrees while working within an organization.

4.2 Job-Related Factors

Studies have found positive relationships between career mobility and job satisfaction besides the commitment of employees to their work and their organizations. The job-related factors explored on the individual level in this study examined how workers perceive their careers and how they are influenced by their job category within the organization, the number of years they have spent in their current NGO, the number of years of work experience, their wages, training and fringe benefits in relation to the salaries offered to them by the organizations. Analysis of results for job-related sub-factors is shown below:

4.2.1. Job Category within the Organization:

This study clearly differentiates between job categories available within NGOs based on administration, financial and project management (Table 4.2). Thus it clearly shows the role of these organizations in implementation of activities on a project basis, rather than a program basis.

Table 4.2 : Distribution of Job Categories among Sampled Palestinian NGO Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Assistant	22	24.4	24.4	24.4
	Accountant	20	22.2	22.2	46.7
	Project Manager	12	13.3	13.3	60
	Office Manager	13	14.4	14.4	74.4
	Department Manager	12	13.3	13.3	87.8
	Others	11	12.2	12.2	100
	Total	90	100	100	

The above table illustrates the job categories, or position types, of the sampled population. It is clear from the table that this sample reflects a wide spectrum of employees distributed amongst different types of positions, with administrative and financial positions accounting for the job categories of around half of those employees sampled, while project managers and department managers constituted roughly one third of the employees sampled.

4.2.2. Work Experience of the Employee in Years:

As mentioned earlier, the sample population of this study includes workers in Palestinian NGOs that have been active in development work for several decades. Thus most of the workers in the organizations sampled were quite experienced with relatively high accomplishments. The Palestinian NGO sector is a diverse, viable sector with a wide range of specializations and thus quite a number of the employees sampled had moved from this sector to other sectors or changed jobs within the sector. It is also well known that NGO employees are the better educated and qualified within the Palestinian working sector (Fig. 4.3).

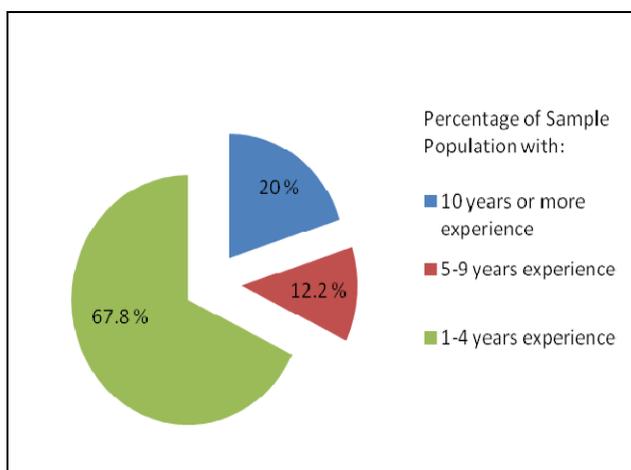


Fig. 4.3: Working Experience in Years of Sampled Palestinian NGO Employees

The above Fig. (4.3), shows the percentage of the employees sampled that have more than 10 years of working experience, 5-9 years, and 1-4 years of working experience. In the sample of employees surveyed, 46.7% of the employees were veteran employees (10 years or more of working experience) and 77.8% of the sample possessed more than five years.

4.2.3. Number of Years in Current NGO:

Based on analysis of the survey results (Table 4.3), employees working in Palestinian NGOs tend to work for up to five years in the same organisation and then search for firms that offer them better opportunities. The following table illustrates the number of years that the surveyed employees have worked in their current organizations.

Table 4.3: Number of Years in Current NGO of the Sampled Palestinian NGO Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 years and more	18	20	20	20
	5-9 years	11	12.2	12.2	32.2
	1-4 years	61	67.8	67.8	100
	Total	90	100	100	

This table illustrates the number of years an individual employee in the population of Palestinian NGO employees sampled for this study has spent in his or her current organization. Only 32% of those sampled had worked for more than five years in their current NGO, which reflects comparatively low rates of job stability and commitment to their organizations.

4.2.4. Type of Contract:

Job offers in Palestinian NGOs are mostly open-ended contracts which offer the employees job security despite the fact that most of these organizations depend on donor funding for fixed term projects. Fig. (4.4) below reflects the clear difference between open ended contracts and short term or fixed term contracts amongst the population of Palestinian NGO employees sampled for this study. The fact that 45.6% of those employees surveyed in the sample population had open ended contracts reflects the job stability in Palestinian NGOs that allows employees the ability to concentrate on job development.

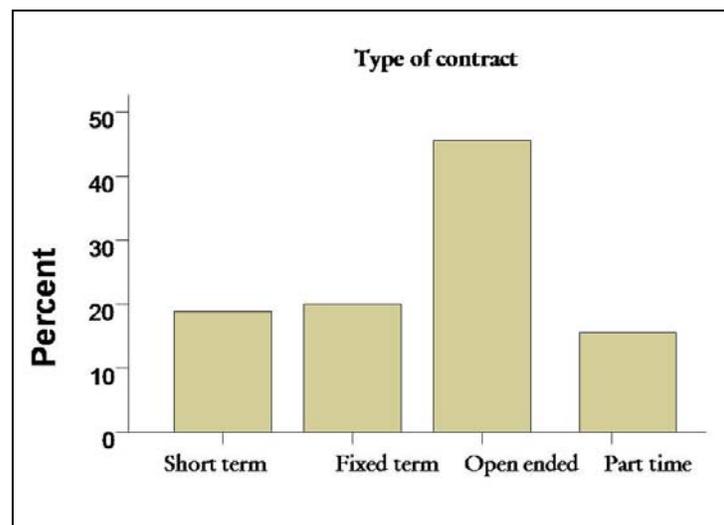


Fig. 4.4: Types of Employee Contracts of Sampled Palestinian NGO Employees

4.2.5. Organizational Field/Sector of Work:

The normal mandate of NGOs in the world concerns involvement in human rights work or business development. However, Palestinian NGOs have historically been involved in all economic and social sectors. The fact that NGOs were the only service providers in Palestine under the occupation has meant that they were forced to fill the gap in services available to the Palestinian people, especially to assist Palestinians in maintaining steadfastness during the seventies and eighties of the twentieth century. The table below illustrates the variety of fields and sectors that the sampled population of Palestinian NGO employees was involved in, which shows their involvement in the broader Palestinian economy (Table 4.4).

Table 4.4: Distribution of Organizational Fields/Sectors of Work of Sampled Palestinian NGO Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agriculture	21	23.3	23.3	23.3
	business development	17	18.9	18.9	42.2
	Children	5	5.6	5.6	47.8
	Education	7	7.8	7.8	55.6
	Women	7	7.8	7.8	63.3
	Research	8	8.9	8.9	72.2
	Culture	9	10	10	82.2
	Health	6	6.7	6.7	88.9
	human rights and democracy	8	8.9	8.9	97.8
	Others	2	2.2	2.2	100
	Total	90	100	100	

The data gathered during this study regarding the distribution of organizational fields/sectors of work shows that 47% of those Palestinian NGO employees sampled works in the fields of agricultural and/or business development, which are directly related to the livelihoods of the Palestinian people.

4.2.6. Size of Organization (Number of Employees):

The NGO sector is considered to be one of the main employers for a huge number of workers in the Palestinian labour market. The number of employees in the NGOs sampled shows that they are relatively big organizations. This results show that 54.4% of the NGOs surveyed had more than 20 employees and 23.3% had between 11 and 19 employees.

4.2.7. Employee Training:

Training is considered a major investment in human resources within an organization. Training may be specific, specialized, or general training. Either way, the aim behind any training is to raise the productivity of the workers in order that they better realize the objectives of the organization. The pie chart below (4.5) shows that 54.4% of those

Palestinian NGO employees sampled received training from their organizations and 45.6% attended training on their own.

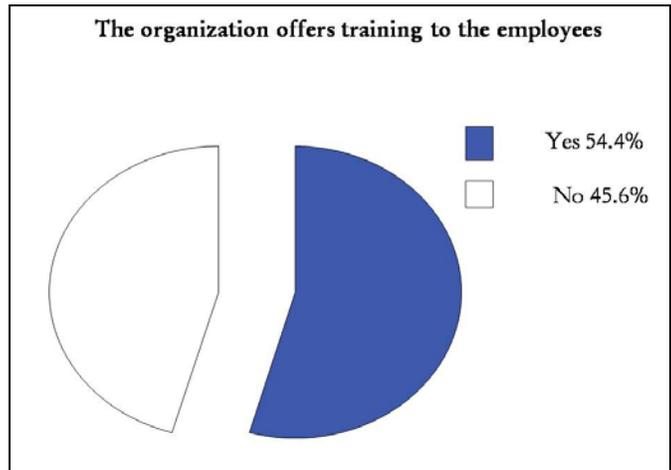


Fig. 4.5: Employer-provided Training Programs for Sampled Palestinian NGO Employees

This chart indicates that, according to the survey results of the sampled employee population, NGOs in Palestine are actively pursuing the training of their staff as a means of capacity building for their employees.

4.2.8. Fringe Benefits:

The survey results show (Fig. 4.6) that the majority of Palestinian NGOs offer their employees fringe benefits such as childcare, provident funds, retirement, pension, health insurance, etc. as part of human resource management strategies. They do so because such social benefits provided by NGOs to their employees are considered as incentives for workers and have effects on their intentions to change organizations or not.

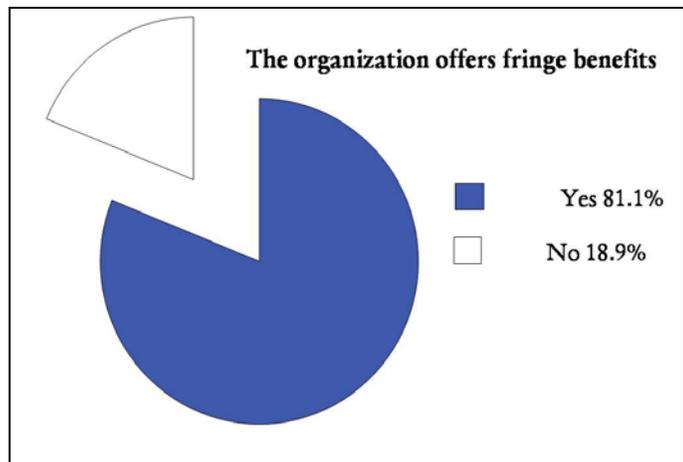


Fig. 4.6: Fringe Benefits Offered by Palestinian NGOs in the Population Surveyed

The above pie chart shows that 81.1% of those employees sampled receive fringe benefits from their organizations. This indicates that Palestinian NGOs offer good social packages

to their staff, which can be considered as a way to attract employees to jobs, as well as offer them more stability at work.

4.2.9. Salary per Month:

The salary policy is one of the most useful practises that organizations utilize as financial incentives to their workers. Salaries affect workers satisfaction and their intentions to leave their organizations. They can also affect an employee’s stability within an organization. The collected data shows that Palestinian NGOs provide medium range salaries. Comparatively, international organizations offer higher salaries to their employees and Palestinian public sector organizations offer lower salary scales to their employees. The graph below (4.7) shows that around half of the population of Palestinian NGO employees sampled receives a monthly salary between USD 1000 -2000 per month.

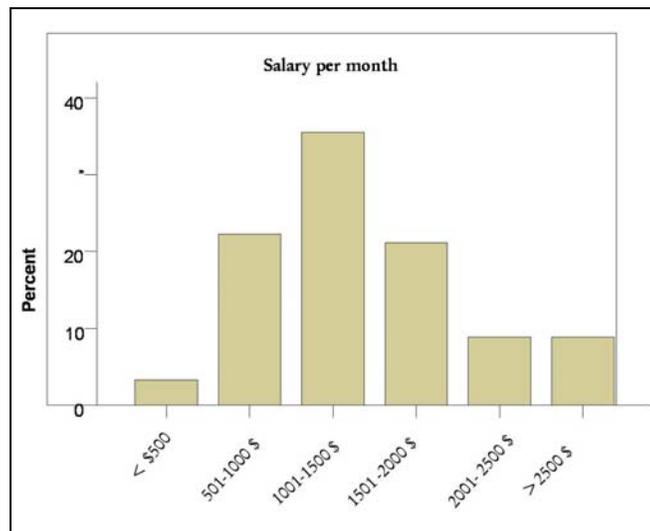


Fig. 4.7: Salary per Month of Sampled Palestinian NGO Employees

This data shows that the sample of Palestinian NGO employees tested in this study has an almost normal distribution of earned salary. 56.7% of the sample has a monthly salary ranging between USD \$1000 – 2000, while very few workers make more than USD 2000 per month.

4.3 Job Mobility

Analysis of results for job mobility sub-factors is summarized below:

4.3.1. Factors Influencing Employee Promotion:

A Likert scale was used in investigating the reasons that are most, second-most, and third-most important for an employee to get promoted. Attaining a higher degree was shown to be the most important factor amongst the sampled population of Palestinian NGO employees for receiving a promotion, followed by the factor of an employee being more trained than others. The survey results showed (Fig. 4.8) that job performance and then an employee’s informal relationship with management came next in influencing employees’ likelihood of promotion.

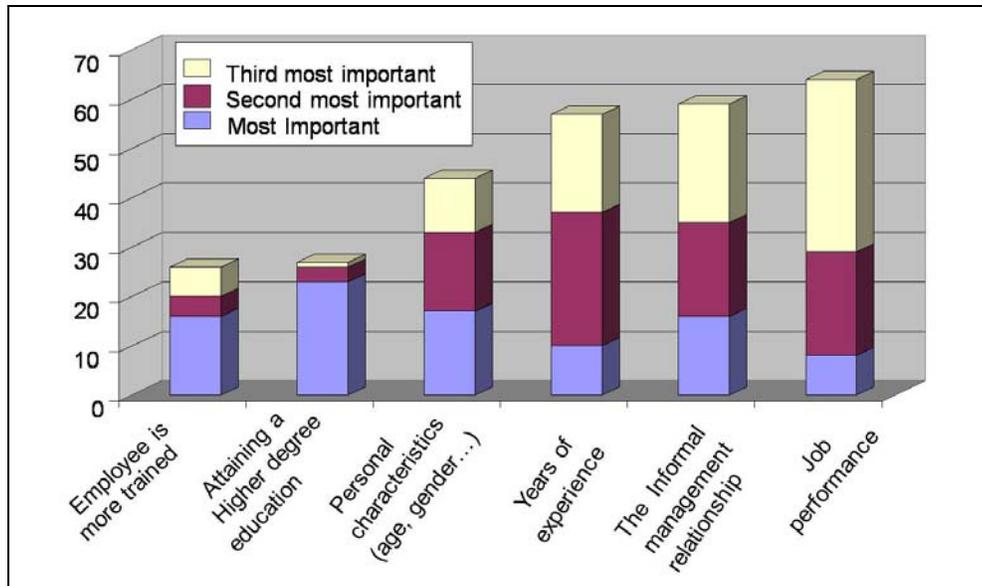


Fig. 4.8: Reasons for promotion among sampled Palestinian NGO employees

The questionnaire given to the sample population of Palestinian NGO employees also inquired into the factors that led to voluntary career mobility on part of the employee. The results showed that a job not offering any new challenges or learning experiences was identified as both the most important factor and the most common factor in promoting employees to change their jobs. A mismatch between an employee's job and his or her education level, skill level, and/or experience came second in line.

4.3.2. Career Mobility:

Career mobility is the movement experienced by employees between organizational roles through two common dimensions: rate of movement and tendency to move. Rate of movement is measured by counting the number of levels an individual employee rises in an organization or the number of movements that the executive has made to other organizations. Tendency to move examines the willingness of an employee to move jobs if the opportunity exists.

The importance of mobility to the individual and organization has been increasingly recognized in the field of career development. Promotions, demotions and transfers may be used by the organization as rewards or punishments conditional on job performance or seniority. Therefore, the control of intra-organizational mobility has importance not only because of consequences associated with the allocation of human resources but also indirectly through its influence on the attitudes and behaviour of employees.

The factors measured in the study included the number of jobs an employee had held within a NGO in the past ten years, the number of jobs changed that had been accompanied with a change of organization, and lastly, the change of an employee's job category within the same organization or in another organization. The following Fig. (4.9, 4.10), represents the data gathered regarding the sample population of Palestinian NGO employees and their last 10 years of employment, where the employee stated the number of jobs that he was or previously had been employed in.

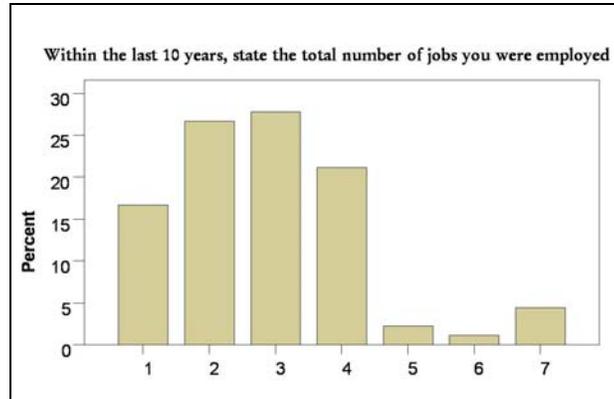


Fig. 4.9: Reason for Changing Jobs among the Sampled Palestinian NGO Employees

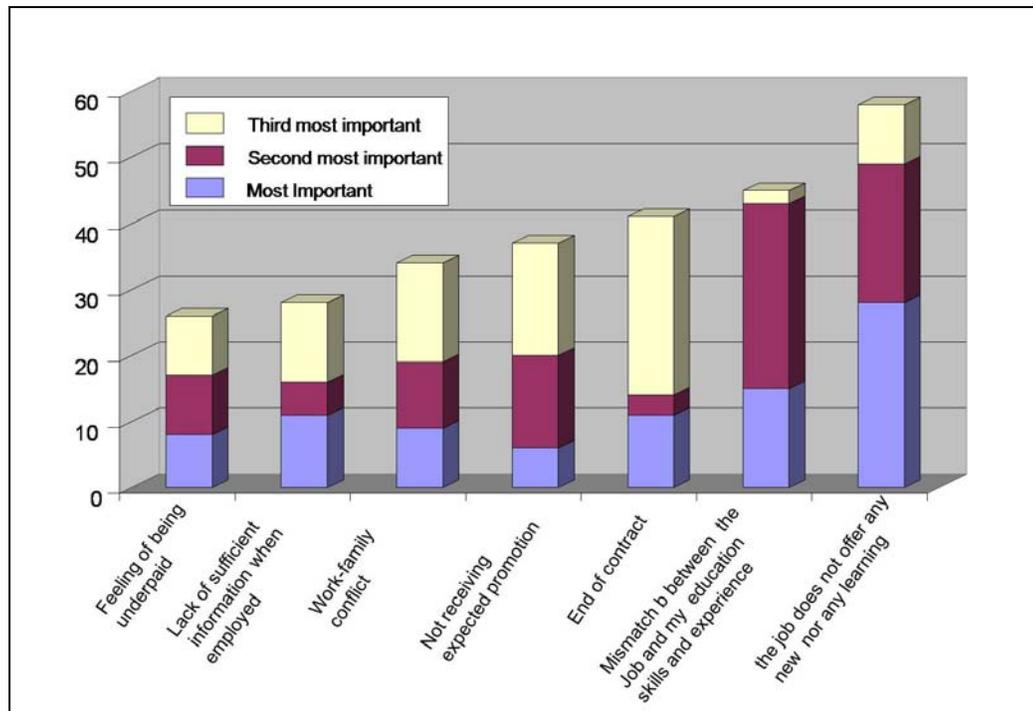


Fig.4.10: Number of Jobs Held in the Past 10 years for Sampled Palestinian NGO Employees

From the survey’s results, it can be deduced that about 50% of the employees in NGOs have changed between 2 and 3 jobs in the past ten years, while the other 50% of the surveyed employees remained in their jobs for an average period of 3-5 years.

Based on Fig. (4.11), it can be deduced that 58.9% of those Palestinian NGO employees sampled have not changed their job or category of job, a phenomenon that reflects the stability of Palestinian NGO employees. When asking those sampled employees to state the number of jobs that involved a change of the organization but maintained the category of job, the survey results show that 63.3% of the sampled employees had been stable within a singular organization.

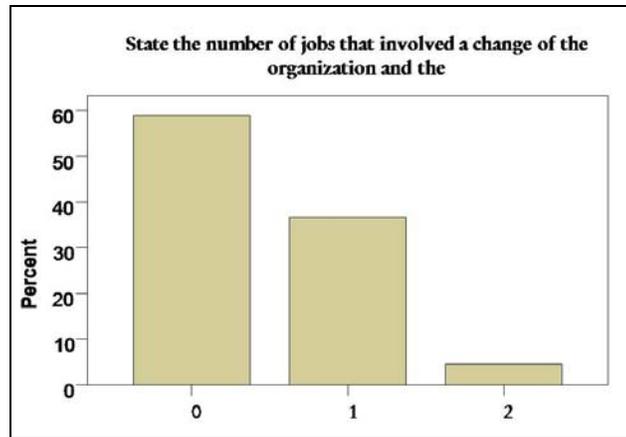


Fig. 4.11: The Number of Job Changes that Involved Both a Change of Organization and a Change of Job Category Amongst Sampled Palestinian NGO Employees

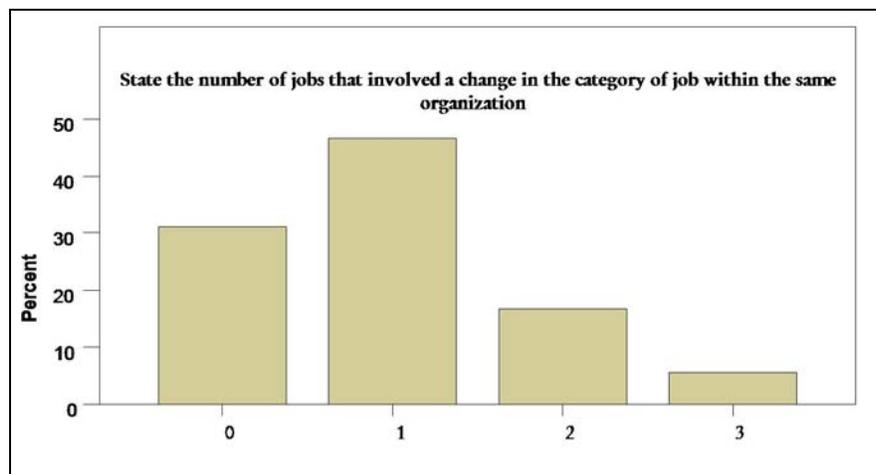


Fig. 4.12: The Number of Jobs that Involved a Change in the Category of Job within the Same Organization for Sampled Palestinian NGO Employees

The graph (4.12) shows the actual number of promotions offered to the sampled Palestinian NGO employees while working within the same organization, which represents vertical career mobility. 46.7% of those employees sampled had received at least one promotion within the same organization. When the sampled employees were whether, based on their current career plans, how long they would like to continue to work at their current NGO, 65.6% answered that they would prefer to continue in the same organization for more than four years. This reflects the commitment of employees and their intention to stay in their current jobs.

4.4 Employee Job Perceptions

Individual employee job perception has generally been the field of specialized psychologists. However, this is no longer the case, as job perception focuses on independent variables that predict career mobility. Employee job perception is perhaps the most influential factor in predicting voluntary career mobility because it reflects employee job satisfaction. Analysis of results for job perception sub-factors shown below:

4.4.1. Job Satisfaction:

Employee job perception was measured in this study through analysing employee perceptions of their individual abilities to find other jobs with the same salary, privileges, and opportunities for promotion within the organization. The survey also measured employee perceptions regarding the usefulness of skills gained from the job, the level of increase their job provided in terms of connections and relationships, the level of increase in their work abilities, and finally their perceptions of job security based on their salaries and employment stability.

Table (4.5) below illustrates the descriptive statistics for factors related to employee job perception from the surveyed population.

Table 4.5: Job Satisfaction of Sampled Palestinian NGO Employees

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Easy to find other job in same salary	90	1.00	5.00	3.3222	1.46746	2.153
Easy to find job with same privileges of past job	90	1.00	5.00	3.2333	1.27244	1.619
Possibility to be promoted in company	90	1.00	5.00	2.8111	1.16979	1.368
My work abilities are helpful in my job	90	1.00	5.00	2.5000	1.24747	1.556
My job increases my connections and relationships	90	1.00	5.00	2.4000	1.27023	1.613
The job is helpful in increasing my job abilities	90	1.00	5.00	2.4667	1.39179	1.937
My professional abilities are higher than those needed in my job	90	1.00	5.00	2.7444	1.05534	1.114
My job supplies the possibility for a promotion	90	1.00	5.00	2.8000	1.24702	1.555
I feel safe and secure in my job	90	1.00	5.00	2.8444	1.28877	1.661
I am satisfied with my salary	90	1.00	5.00	2.8889	1.22194	1.493
My pay adequately reflects the contribution I make in this job	90	1.00	5.00	2.9000	1.30728	1.709
My job gives me employment stability for the future	90	1.00	5.00	3.1889	1.21687	1.481

The results are interpreted below:

- It is easy to find another job in same salary: 47.7% of the sample was aware of the difficulty of finding similar jobs with similar salaries. The employees sampled perceived themselves privileged in the financial compensation they received from their jobs. Thus, it can be deduced that if financial matters constitute the priority for employees, it would be reflected by a trend of employees staying in their jobs.
- It is easy to find a job with the same privileges of my past job: The survey results clearly indicate that there exists a slight difference in privileges offered by the different organizations.
- There is the possibility of promotion within my organization: 45.6% of those employees sampled agreed that there is the possibility to be promoted within their organization. 20% reported otherwise. Thus, there is a generally positive perception towards promotion potential.
- My work abilities are helpful in my job: 61.1% of the employees surveyed were confident that their abilities assist them in their jobs.
- My job increases my connections and relationships: 58.9% of the sample reported having developed better connections and relations through their job.
- My job is helpful in increasing my job abilities: 57.8% of those employees sampled stated a high potential for learning new things in the course of their work.
- My professional abilities are higher than those needed in my job: 33.3% of those employees sampled believed that their professional abilities were within the requirements of their jobs.
- My job supplies the possibility for a promotion: 41.1% of the employees surveyed expect to be promoted in their jobs.
- I feel safe and secure in my job: 44.5% of the employees surveyed were secure in their jobs while 38.9% were insecure.
- I am satisfied with my salary: 42.2% of those employees sampled were satisfied with their salaries compared with 33.3% that were not satisfied with their salaries.
- My pay adequately reflects the contribution I make in my job: 41.2% of the sample believed that they are paid adequately compared with 28.9 who do not believe they receive adequate payment for their work contributions.
- My job gives me employment stability for the future: 27.8 % of the employees sampled felt they have job stability, while 45.5% did not see future stability in their jobs.

4.4.2. Work-Family Conflict:

Work and family are far from independent when trying to explain human resource issues within organizations. Work-family conflict is one of the most significant determinants of occupational mobility and definitely explains many employees' intentions to quit, as a person's perceptions of work-family conflict often influence his/her decision regarding labour mobility.

When enquiring about the interference of one's job with family responsibilities, it was clear from the population of Palestinian NGO employees surveyed that most workers are familiar with work-family conflict. Only 20% of the sampled population did not find any type of variance or tension between family responsibilities and work responsibilities. The graph below (4.13), reflects the survey analysis results.

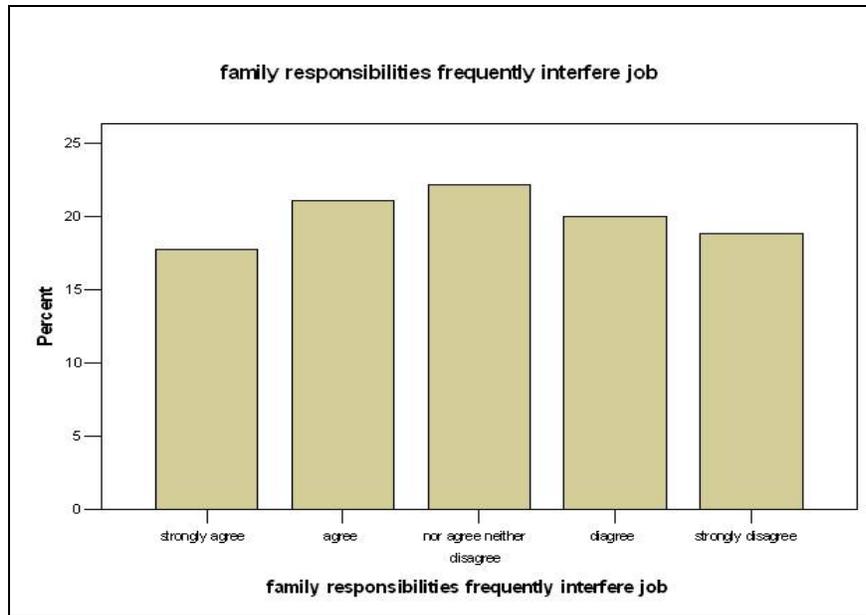


Fig. 4.13: Work-family Conflict among Sampled Palestinian NGO Employees

While 43.3% of employees sampled believed that work does not prevent them from spending time with their families, 37.8% believed that it does. This indicates that workers are not overwhelmed with over-time work and that their families are a priority in their lives. The above indicator leads us to the next factor regarding whether general satisfaction with life depends more on family or work. 15.6% of the employees surveyed strongly disagreed that their families are their main source of satisfaction in life, while 14.4% of those sampled strongly agreed that their families are their main source of satisfaction in life. On the other hand, 45.6% of those sampled reported their families' involvement as the most importance change taking place in their work.

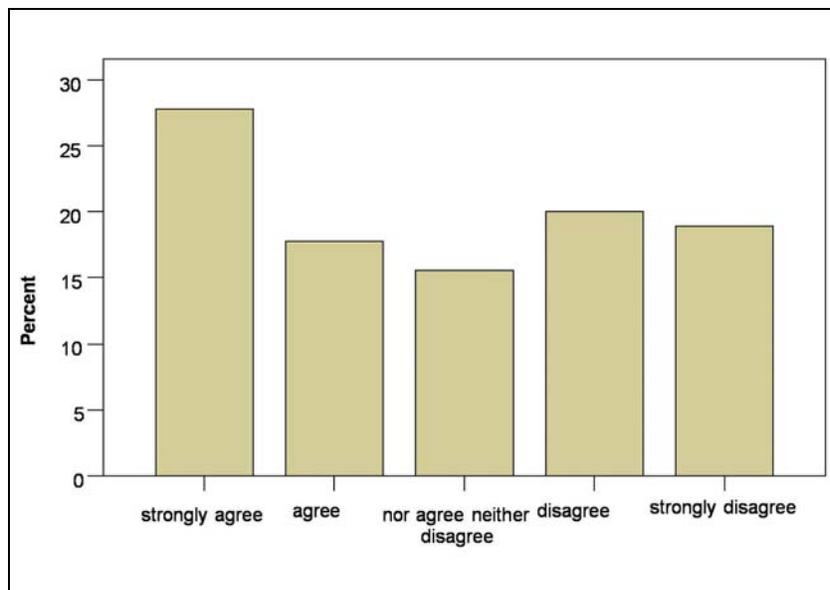


Fig. 4.14: Family Involvement among Sampled Palestinian NGO Employees

The graph (4.14), clearly indicates that Palestinian NGO workers in Ramallah have no clear division between their families and work, which reflects the close connection between social and economic status of families and the difficulty in differentiating between work and family responsibilities. Accordingly, work-family conflict is one of the most significant determinants of occupational mobility and intentions to quit, since an individual's perception of work-family conflict influence his or her decisions regarding career mobility.

4.4.3. Perceived Gender Roles:

Gender roles refer to the division of responsibilities and tasks along gender lines. In Palestinian society women are still more likely to be the main caregivers for children or senior family members than are males. In addition, women are more likely to have career gaps due to taking time off from their careers for child rearing. Generally, the responsibility for taking care of one's home and children affects women's ability to relocate more so than it does men, especially given the lack of child-care facilities provided by Palestinian organizations for their employees.

Despite increasing participation rates for females in the NGO labour force, very few women have risen to positions of leadership and authority. In response to the question of an employee's professional task performance in their employing NGO, 48.9% of those sampled responded that they are the primary breadwinner for their families. To be able to fulfill the role of primary breadwinner, it is necessary that a member of the family devote their time exclusively to housekeeping, which usually falls to the female in the family. The survey results indicate that Palestinian women perform most of the housekeeping; 46.5% of the employees sampled indicated that family balance requires that a woman devote her time exclusively to housekeeping. The family economic stability of those surveyed was largely dependent on the men in the families; 48.9% of those sampled was convinced in this regard, with only 27.8% seeing it as a joint effort between males and females in a family (Table 4.6).

Table 4.6: Scale of Sampled Palestinian NGO Employees that Agree that Economic Support of the Family is the Responsibility of Men

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	20	22.2	22.2	22.2
	agree	24	26.7	26.7	48.9
	nor agree neither disagree	21	23.3	23.3	72.2
	disagree	15	16.7	16.7	88.9
	strongly disagree	10	11.1	11.1	100
	Total	90	100	100	

The survey results show that among the Palestinian NGO employees sampled, women have primary responsibility for childcare and house chores; 47.7% of women in the sample reported being responsible for house chores and childcare. Thus, it can be deduced that gender roles constitute an important determinant in mobility rate differences between men

and women. According to the survey results, female Palestinian NGO employees' chances of getting a better job are about half those of men. The impact of parental leave was not significant in the case of those women surveyed, nevertheless, the negative affects of gender roles combined with the negative effects of having time consumed by children and household chores cannot be ignored in terms of their influence on women's career mobility in Palestinian NGOs based on the above results in this study. Therefore gender issues seem to play an important role in explaining career mobility in Palestinian NGOs. This is further reflected in the fact that Palestinian NGOs are still dominated at the upper management levels by men. Woman, particularly with family responsibilities, seem to trade cash for other compensations such as flexible hours. In addition, there is considerable evidence that women, particularly those with children, opt for a more slowly evolving career.

4.5 Data Processing and Discussion

In the following sections, the cross-analysis of the different results will be presented. This exercise is complemented by an investigation into the correlation among the various factors and later the various hypotheses testing the results.

4.5.1. Reliability:

The interterm consistency reliability, or the Cronbach's alpha reliability coefficient, of the independent variables (job perception, work-family conflict and gender roles) and the dependent variable (career mobility) were obtained. The reliability results for the variables are presented below (Table 4.7).

Table 4.7: Reliability Statistics Results for three Career Mobility Variables Tests among the Sampled Palestinian NGO Employees

	Reliability Statistics	
	Cronbach's Alpha	N of Items
Career mobility	.768	4
Job perception	.890	12
Work family conflict	.616	3
Gender role	.845	3

Since the internal consistency reliability of the questions in measuring career mobility, job perception, work-family conflict and gender roles were all above 0.6, it can be concluded that the questions used in testing the respective variables are consistent and stable. The closer the value of Cronbach's Alpha is to 1, the higher the homogeneity of the questions as a group for measuring the variable, as well as the higher the capability of the individual question independently to measure the variable.

4.5.2. Cross Tabbing of Results:

When cross tabbing the distribution of the employees by work category with the demographic characteristics, a variety of results were unattainable. The employees surveyed that work in administrative assistance constitute a balanced age group. Nine out of twenty employees, which is almost 50%, of the accountants surveyed, were between 20-29 years old. This shows the high viability and productivity of these employees and

reflects the attractiveness of the NGO sector for the younger generation, a factor that keeps this sector a highly dynamic sector in comparison to the private and public sector. However, 50% of the office managers surveyed were 40 years or older. Thus, age seems to be an important factor of career mobility, as the fact that the younger the employee is, the higher the probability is for career mobility. On the other hand, as employees grow older, they seek stability and thus their career mobility is less. Moreover, there was an equal distribution of department managers across the age group. Fourteen out of twenty two employees, which is almost 64%, of administrative assistance employees surveyed were females. This indicates that females tend to go for less demanding jobs due to family and household commitments. On the other hand, 61.5% of the office managers, 80% of the accountants, 91.7% of the project managers, and 90.9% of the department managers surveyed were males. Males usually occupy high managerial posts that require long hours. It has also been found that male managers often prefer to promote other men to leadership positions because they favour dealing with colleagues similar to themselves. Accordingly, women's chances of getting promoted to a managerial or leadership position are much less than for men. Additionally, 25% of the whole sample group had no children. 37% had one to three children, and 28% had four children or more. Following that, 42% of the sample reported having bachelor degrees, which means that 63% of the administrative assistances, 65% of the accountants, and 61.5% of the office managers sampled had a bachelor degree. While 83% of the department managers surveyed hold diplomas or tawjihi. This demonstrates that workers in Palestinian NGOs are educated and thus these NGOs employ highly qualified candidates that seek further higher education and therefore have high prospects in terms of career mobility.

According to the education levels of the sample population, 22.2% earn less than 500 USD, 35.5% earn in the range of 501 to 1000 USD, 21.1% of the remaining salaries are between 1501 to 2001 USD, 4% of the sample earn from 2,001 to 2,500 USD, and only 4% of the sample earn more than 2,500 USD. In other words, 86% of the administrative managers, 85% of the accountants, 83.3% of the project managers, 69% of the office managers, and 100% of the department managers surveyed earn less than 2,000 USD. Thus salaries effect employees' satisfaction and job mobility, as they will try to seek better salaries. The Palestinian NGO sector provides or offers its employees medium range salaries in comparison to salaries offered by the private and public sectors, as well as the salaries offered by international NGOs. Based on this, we can conclude that most middle-aged employees prefer to begin their career path with NGOs earning medium-range salaries and a wealth of experience before they jump to better salaries with international NGOs, the private sector, or internationally funded positions within the public sector. When cross tabbing the number of years of employment among the employees sampled with the demographic characteristics, several results were obtained. In the age range of 20-29 years old, 19.4% of the employees surveyed have been working for less than one year in their post, 25.8% have been working 1-4 years, 29.0% have been working for 5-9 years, and 25.8% have been working for 10 years or more in their current post. However, in the age range of 30-39 years old, 7% have been working for less than one year, 7% have been working for 1-4 years in their posts, 53.6% have been working for 5-9 years and 32.1% have been working for 10 years or more in their current posts. In the age range of 40 years old or above, 3.2% have been working for 1-4 years in their post, 35.5% have been working for 5-9 years, and 61.3% have been working for 10 years or more in their current post. The majority of the employees sampled has been stable in their jobs for more than five years, thus showing a high commitment among the employees sampled to their organization as well as a high level of stability within the Palestinian NGO sector.

Of the employees surveyed, 33.3% of those who have been working for less than one year, 81.8% of those who have been working for 1-4 years, 62.9% of those who have been working for 5-9 years, and 75% of those who have been working for 10 years or more are male. However, 12.5% of the employees who have been working for less than a year in their current post, 36.6% of the employees who have been working in their current post for 1-4 years, 65.7% of the employees who have been working in their current job for 5-9 years, and 97.2% of the employees who have been working for more than 10 years in their current post, earn less than 1,500 USD. Based on these findings, it can be concluded that salaries within Palestinian NGOs are not related to an employees number of years of work experience. When cross tabbing demographic characteristics with years of work experience, a series of results was obtained. All employees surveyed who had 1-4 years of working experience, 50% who had 5-9 years of experience, and 76.5% who had more than 10 years of experience were male. This means that males are able to build more experience in working years. This shows that woman's chances of gathering more work experience is limited by parental responsibilities as a result of gender roles.

Among the employees surveyed who had more than 10 years of experience, 15.7% have tawjihi, 25.5% have diplomas, 41.2% have bachelor degrees, and 15.7% have masters or PhDs. Among the employees surveyed who had 5-9 years of experience, 11.1% have tawjihi, 11.1% have diplomas, 50% have bachelor's degrees and 27.8% have masters or PhDs. All employees surveyed who had been working for 1-4 years have bachelor degrees. This indicates that the higher the education of the employee the greater the working experience.

All employees surveyed who have 1-4 years of working experience earn salaries in the range of 1,000-1,500 USD. 16.6% of the employees surveyed who have 5-9 years of working experience earn between 500-1,000 USD, 33.33% of them earn 1000-1,500 USD, 27.8% earn 1,500-2000 USD, 11.1% earn 2000-2,500 USD and 11.1% earn more than 2,500 USD. Among the employees surveyed who have been working for more than 10 years, 5.9% earn less than 500 USD, 27.5% earn between 500-1,000 USD, 33.3% earn 1,000-1,500 USD, 17.6% earn 1,500-2,000 USD, 7.8% earn 2,000-2,500 USD and 7.8% earn more than 2,500 USD. Accordingly, the greater the working experience, the higher the salary. It is obvious that there is a relationship between the older an employee gets in an organization and an increase in that employee's seniority and tenure within the organization. In other words, there is a positive correlation between these two factors. Individuals acquire skills and experience in a particular job, which leads to higher positions within career mobility.

When cross tabbing the demographic characteristics of employees in Palestinian NGOs with their type of employment contract, a variety of results were obtained. 52.9% of the employees surveyed who had short term contracts were in the age range of 20-29 years old. Employees surveyed who had fixed term or open ended contracts were equally distributed across the various age ranges. 76.5% of short term contract employees, 66.7% of fixed-term contract holders, and 58.5% of open-ended contract holders surveyed were males. The survey data shows that Palestinian NGOs are now display a tendency to offer short-term contracts to young employees; this decreases an organization's responsibilities towards worker benefits due to the fact that most NGOs depend mainly on short-term contracts for funding of their projects. When cross tabbing demographic factors with the number of employees in an organization, there were several results. The larger the size of the organization the more even the distribution of age range amongst the organization's the

employees. Females surveyed preferred to work in smaller NGOs (60%), while 76.5% of the large NGO employees were males. 60% of small NGO employees surveyed hold masters or PhDs. The medium to large NGOs surveyed employ staffers with a wide range of degrees: 10% holders of tawjihi, 21.4% with diplomas, 52.3% with bachelor degrees, 14.3% with Masters or PhDs. 30% of the small NGO employees surveyed receive salaries above 2,500 USD, 30% receive salaries in the range 1,500-2,000 USD, and 40% receive salaries of 1,000-1,500 USD. 4.3% of the employees of medium to large NGOs surveyed receive salaries of more than 2,500 USD; 11.4% receive salaries in the range of 2,000-2,500 USD, 21.3% receive salaries in the range of 1,500-2,000 USD, and 40% receive salaries in the range of 1,000 – 1,500 USD.

4.5.3. Pearson Correlation:

When investigating the invariant relationships between the variables measured by an interval scale, the following relationships were found significant at $p=.05$. There is a significant positive relationship between work experience and the perception of work-family conflict and a significant positive relationship between an employee's work experience and gender role (Table 4.8). The more the work experience an employee has, the less is work-family conflict the employee perceives, as is the influence of gender roles in his or her life.

Table 4.8: Correlation between Work Experience In Years and Employee Perceptions of Work-Family Conflict and Influence of Gender Roles among Sampled Palestinian NGO Employees

		Family work total	gender role
Work experience in years	Pearson Correlation	.328**	.213*
	Sig. (2-tailed)	.002	.044
	N	90	90

There is positive significant relationship between the number of years an employee has been in his or her current NGO and his or her level of education and salary per month, while there is a negative significant relationship with his or her job perception. This indicates that the more years an employee has spent in an NGO, the higher the employee's degree of education and salary. However, the more years an employee has worked in a given NGO, the more that employee tends to positively perceive his or her job (Table 4.9).

Table 4.9: Correlation between an Employee's Number of Years in his/her Current NGO and his/her Level of Education, Salary per Month, and Overall Job Perception amongst Sampled Palestinian NGO Employees

		Level of education	Salary per month	Job perception total
Number of years in the current NGO	Pearson Correlation	.306**	.232*	-.219*
	Sig. (2-tailed)	.003	.028	.038
	N	90	90	90
	N	90	90	90

There is a significant positive relationship between job perception and number of children, negative significant relationship between job perception and number of employees in the organization, negative significant relationship between job perception and salary per month and a negative significant relationship between the level education and job perception. Accordingly, we can conclude that those employees with a larger number of children tend to have negative perceptions towards their job. However, employees who work in large NGOs have positive perceptions of their jobs. The higher the salary, the better the employees perceive their jobs. The higher the level of education of the employee, the more positively that employee perceives his or her job.

Table 4.10: Total Job Perception of Sampled Palestinian NGO Employees

		Number of children	Number of employees in the organization	Salary per month	Level of education
Job perception total	Pearson Correlation	.226*	-.208*	-.461**	-.515**
	Sig. (2-tailed)	.032	.049	.000	.000
	N	90	90	90	90

When testing Pearson correlation between the career mobility variable and the other tested variables, the following significant relationships were found: a positive relationship exists in terms of an employee's intention to stay, the number of years an employee has in working experience, the number of children an employee has, and an employee's salary per month.

Accordingly, it can be concluded that the higher the number of jobs that the employee has had (career mobility), the higher the employee's intention to stay in his or her job, the higher the employee's salary and the higher the number of children the employee has.

Table 4.11-a: Number of Jobs in last 10 years for Sampled Palestinian NGO Employees

		Within the last 10 years, state the total number of jobs in which you were employed
Within the last 10 years, state the total number of jobs in which you were employed	Pearson Correlation	1
	Sig. (2-tailed)	
	N	90
Based on your current career plan, how long would you like to continue to work at the current NGO?	Pearson Correlation	.461**
	Sig. (2-tailed)	.000
	N	90
Work experience in years	Pearson Correlation	-.541**
	Sig. (2-tailed)	.000
	N	90

Table 4.11-b: Number of Jobs in last 10 years for Sampled Palestinian NGO Employees

		Within the last 10 years, state the total number of jobs in which you were employed
number of children	Pearson Correlation	.231*
	Sig. (2-tailed)	.028
	N	90
	Sig. (2-tailed)	.606
salary per month	N	90
	Pearson Correlation	.325**
	Sig. (2-tailed)	.002
	N	90

A positive significant relationship was found between the employee's intention to stay at his/her current job with the number of years of his/her working experience, the number of years in the employee's current job and the number of the employee's children. So employees that have moved jobs, have longer working experience in their career, and longer experience in their current NGOs, are more likely to intend to stay in their jobs.

Table 4.12: The Future Career Plan of Sampled Palestinian NGO Employees

		Based on your current career plan, how long would you like to continue to work at the current NGO?
Work experience in years	Pearson Correlation	-.370**
	Sig. (2-tailed)	.000
	N	90
Number of years in the current NGO	Pearson Correlation	-.336**
	Sig. (2-tailed)	.001
	N	90
Number of children	Pearson Correlation	.367**
	Sig. (2-tailed)	.000
	N	90

The Pearson correlation matrix obtained for the work-family conflict and gender role variables indicates a positive significant relationship between these two variables. Thus it can be concluded that the employees who agree that there are work-family conflicts also agree that there is an effect from gender role expectations in their jobs. Likewise, those employees who do not perceive a work-family conflict in their life do not perceive the influence of gender role expectations in their careers.

Table 4.13: Work-family Conflict & Gender Role Expectations among Sampled Palestinian NGO Employees

		Work-family Conflict	Gender Role Expectations
Work-family Conflict	Pearson Correlation	1	.278**
	Sig. (2-tailed)		.008
	N	90	90
Gender Role Expectations	Pearson Correlation	.278**	1
	Sig. (2-tailed)	.008	
	N	90	90

4.5.4. Hypothesis Testing:

Following are results of hypothesis testing.

4.5.4.1. t-test:

Gender: a t-test for gender was measured to calculate the difference between group means for the variables. The test serves to indicate whether the variables measured significantly differ for women than for men. As shown in the table below for the t-test, there was a significant difference between men and women among the sampled Palestinian NGO employees in terms of: their level of education, job perception and perceived work-family conflict. The table below (4.14) shows that the average mean for women is higher than the average mean for men. Thus, the hypothesis that there is a difference between men and women in terms of their level of education was substantiated. As for the average mean for job perception, the data indicates that the average mean for men is higher than that of the women. Accordingly, men have a more negative perception towards their jobs than women. So the hypothesis that there is a difference between how men and women perceive their jobs was substantiated. The average mean of men's perception of work-family conflict was 3.600, while the average mean of women's perception of work-family conflict was 2.8667. This significant mean difference indicates that the men disagreed more than women that there exists a work-family conflict. Thus the hypothesis there is a difference between how men and women perceive the work family conflict was substantiated.

Table 4.14: T-test analysis of variables for Sampled Palestinian NGO Employees

Group Statistics					
	sex	N	Mean	Std. Deviation	Std. Error Mean
level of education	male	60	2.5333	0.98233	0.12682
	female	30	3.1000	0.75886	0.13855
Job perception total	male	60	3.4500	0.90993	0.11747
	female	30	2.9667	0.85029	0.15524
Family work total	male	60	3.6000	0.71781	0.09267
	female	30	2.8667	0.89955	0.16424

Table 4.15: Independent Samples Test for Sampled Palestinian NGO Employees

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Diff.	
									Lower	Upper
level of education	Equal variances assumed	5.094	.026	-2.770	88	.007	-.56667	.20454	-.97315	-.16018
	Equal variances not assumed			-3.017	72.825	.004	-.56667	.18783	-.94102	-.19232
Job perception total	Equal variances assumed	1.607	.208	2.427	88	.017	.48333	.19917	.08753	.87914
	Equal variances not assumed			2.483	61.765	.016	.48333	.19468	.09415	.87252
Family work total	Equal variances assumed	.004	.950	4.192	88	.000	.73333	.17495	.38567	1.08100
	Equal variances not assumed			3.889	48.013	.000	.73333	.18858	.35418	1.11249

Diff: Difference.

Continued Studies: A t-test was undertaken to determine if the results comparing whether employees who are continuing their education were significant and different than the results for the employees who are not continuing their education. The test revealed that significant differences do exist between the means for the group of employees who are continuing their education and those who are not with regards to the following variables: the level of employee education, job perception, perceived family-work conflict, work experience in years, and number of years in the current NGO. Accordingly, it can be deduced that the employees who are continuing their education are more educated than those who are not continuing their education. The employees that are continuing their education have a more positive attitude and perception of their jobs. However, the group of employees who are continuing their education perceive more work-family conflict than those who are not continuing their education. The group of employees that are continuing their studies have a higher mean number of years of working experience and a higher mean average of number of years in their current jobs. Accordingly the following hypotheses were substantiated:

- There is a significant difference in the level of education between the group of employees who are continuing their education and those who are not.
- There is a significant difference in the job perception of employees who are continuing their education and those who are not.
- There is a significant difference in perceptions of work-family conflict between employees who are continuing their education and those who are not.
- There is a significant difference in the work experience in years between the employees who are continuing their education and those who are not.
- There is a significant difference in the number of years employees have spent in their current NGOs between employees who are continuing their education and those who are not.

Table 4.16: Education Continuity T-test for Sampled Palestinian NGO Employees

Group Statistics					
	Continuing Studies	N	Mean	Std. Deviation	Std. Error Mean
Level of Education	yes	28	3.1071	.78595	.14853
	no	62	2.5484	.96966	.12315
Job Perception Total	yes	28	2.6786	.86297	.16309
	no	62	3.5645	.80207	.10186
Work-Family Conflict Perception Total	yes	28	3.8214	.61183	.11563
	no	62	3.1452	.86549	.10992
Work Experience in Years	yes	28	2.0000	.76980	.14548
	no	62	1.6452	.79128	.10049
Number of Years in the Current NGO	yes	28	2.8571	.44840	.08474
	no	62	2.3065	.87943	.11169

Table 4.17: Independent Samples of Education Continuity from Sampled Palestinian NGO Employees

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Conf. Interval of the Diff.	
									Lower	Upper
Level of Education	Equal var. assumed	4.994	.028	2.68	88.0	.009	.55876	0.209	0.144	0.974
	Equal var. not assumed			2.90	63.6	.005	.55876	0.193	0.173	0.944
Job Perception Total	Equal var. assumed	.012	.913	-4.74	88.0	.000	-.88594	0.187	-1.258	-0.514
	Equal var. not assumed			-4.61	48.9	.000	-.88594	0.192	-1.272	-0.500
Work-family Conflict total	Equal var. assumed	1.398	.240	3.73	88.0	.000	.67627	0.181	0.316	1.037
	Equal var. not assumed			4.24	71.9	.000	.67627	0.160	0.358	0.994
Work Experience in Years	Equal var. assumed	2.247	.137	1.99	88.0	.050	.35484	0.179	0.000	0.710
	Equal var. not assumed			2.01	53.5	.050	.35484	0.177	0.000	0.709
Number of years in the current NGO	Equal var. assumed	48.655	.000	3.13	88.0	.002	.55069	0.176	0.201	0.901
	Equal var. not assumed			3.93	86.6	.000	.55069	0.140	0.272	0.829

Diff: Difference, var.: variance

4.5.4.2 ANOVA test:

Following are the results of ANOVA tests:

Career Mobility: The ANOVA test was used to measure whether the average mean of the dependent variables, career mobility and intention to quit, was different among the interval-scaled independent variables. The information in the table below indicates that there was a significant mean difference in the career mobility values of the various groups of employees categorized in accordance to their work experience in years, salary per month, gender role perceptions, and age interval. Accordingly, the following hypotheses were substantiated:

- The career mobility of employees varies depending on their work experience in years.
- The career mobility of employees varies depending on their monthly salary.
- The career mobility of employees varies depending on how they perceive their gender roles.
- The career mobility of employees varies depending on the age group to which they belong.

Table 4.18: ANOVA Test Career Mobility of Sampled Palestinian NGO Employees

		Sum of Squares	Df	Mean Square	F	Sig.
Work Experience in Years	Between Groups	21.327	6	3.555	8.359	.000
	Within Groups	35.295	83	.425		
	Total	56.622	89			
Salary per Month	Between Groups	46.125	6	7.688	6.593	.000
	Within Groups	96.775	83	1.166		
	Total	142.900	89			
Gender role	Between Groups	14.534	6	2.422	2.273	.044
	Within Groups	88.455	83	1.066		
	Total	102.989	89			
Age interval	Between Groups	65.177	6	10.863	8.902	.000
	Within Groups	101.279	83	1.220		
	Total	166.456	89			

Intention to Quit: When testing whether there is a difference among the average means of the interval-scaled variable as to employees' intention to quit, it was found that there is a

significant difference in the mean value of years employees intend to remain in their jobs depending on their work experience in years, number of years in their current NGO, number of children, job perception and age interval. Accordingly, the following hypotheses were substantiated:

- The intention of employees to stay in their jobs varies depending on their work experience in years.
- The intention of employees to stay in their jobs varies depending on the number of years they have worked in their current NGO.
- The intention of employees to stay in their jobs varies depending on the number of children they have.
- The intention of employees to stay in their jobs varies depending on their job perception.
- The intention of the employees to stay in their jobs varies depending on the age interval to which they belong.

Table 4.19: ANOVA Test of Intention to Quit among Sampled Palestinian NGO Employees

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Work experience in years	Between Groups	8.68	4	2.17	3.85	0.01
	Within Groups	47.94	85	0.56		
	Total	56.62	89			
Number of years in the current NGO	Between Groups	7.32	4	1.83	3.04	0.02
	Within Groups	51.14	85	0.60		
	Total	58.46	89			
Number of children	Between Groups	89.59	4	22.40	5.28	0.00
	Within Groups	360.86	85	4.25		
	Total	450.46	89			
Job perception total	Between Groups	7.31	4	1.83	2.31	0.06
	Within Groups	67.18	85	0.79		
	Total	74.49	89			
Age interval	Between Groups	33.71	4	8.43	5.40	0.00
	Within Groups	132.75	85	1.56		
	Total	166.46	89			

4.5.4.3. Regression Testing:

Career mobility: The question of ‘Do the demographic factors, job related factors, job perception, work-family conflict and gender role jointly influence career mobility?’ was tested using regression. The results show that 65.0% of changes in career mobility (R square= 0.650) were caused by changes in demographic factors, job related factors, job perception, perceived work-family conflict and gender roles jointly. This indicates a

significant relationship ($XXX < 0.000$ and the hypothesis is thus substantiated. The factors that significantly influence career mobility are:

- Work experience in years
- Number of years in the current NGO
- Number of training courses received longer than 20 hours offered/funded/initiated by the organization
- Age
- Continued studies
- Salary per month
- Job perception

Table 4.20: Career Mobility Regression Testing for Sampled Palestinian NGO Employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.806	0.650	0.555	0.955

Predictors: (Constant), gender role, Job perception total, Category in the organization, The organization offers fringe benefits like childcare, provident fund, retirement, pension, health insurance, etc., Organization fieldwork, age, Number of training courses received longer than 20 hours pursued or funded by yourself , Type of contract, sex, Number of employees in the organization , studies are continued, number of children, Number of training courses received longer than 20 hours offered/funded/initiated by the organization, The organization offers training to the employees , salary per month, Family work total, level of education , Number of years in the current NGO, Work experience in years

Table 4.21: Career Mobility Regression Testing -1

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.569	19	6.240	6.844	0.000 ^a
	Residual	63.831	70	0.912		
	Total	182.400	89			

Predictors: (Constant), gender role, Job perception total, Category in the organization, The organization offers fringe benefits like childcare, provident fund, retirement, pension, health insurance, etc., Organization fieldwork, age, Number of training courses received longer than 20 hours pursued or funded by yourself , Type of contract, sex, Number of employees in the organization , studies are continued, number of children, Number of training courses received longer than 20 hours offered/funded/initiated by the organization, The organization offers training to the employees , salary per month, Family work total, level of education , No. of years in the current NGO, Work experience in years. Dependent Variable: Within the last 10 years, state the total no. of jobs you were employed.

Dependent Variable: Within the last 10 years, state the total no. of jobs you were employed

Table 4.22: Career Mobility Regression Testing-2

Coefficients						
Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.898	2.686		-2.568	0.012
	Work experience in years	-0.874	0.286	-0.487	-3.055	0.003
	Number of years in the current NGO	0.998	0.262	0.565	3.810	0.000
	Number of training courses received longer than 20 hours offered/funded/initiated by the organization	-0.053	0.024	-0.228	-2.260	0.027
	Age	0.086	0.032	0.526	2.650	0.010
	studies are continued	0.698	0.318	0.227	2.194	0.032
	salary per month	0.353	0.131	0.313	2.704	0.009
	Job perception total	0.413	0.175	0.264	2.360	0.021

Intention to quit: The question ‘Do the demographic factors, job related factors, job perception, work-family conflict and gender role jointly influence the employees’ intention to quit?’ was tested using regression. The result showed that 56.9 % of changes in career mobility (R square= 0.569) is caused by changes in the demographic factors, job related factors, job perception, work-family conflict and gender role jointly and that the relationship is significant ($XXX < 0.000$). The hypothesis is thus substantiated. The factors that significantly influence career mobility are:

- Category in the organization
- Number of years in the current NGO
- Type of contract
- Organization fieldwork
- The organization offers fringe benefits like childcare, provident fund, retirement, pension, health insurance, etc.
- Age
- Number of children
- Continued Studies
- Family-work conflict

Table 4.23: Regression Testing of Intention to Quit among Sampled Employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755	.569	.453	.69187

Predictors: (Constant), gender role, Job perception total, Category in the organization, The organization offers fringe benefits like childcare, provident fund, retirement, pension, health insurance, etc., Organization fieldwork, age, Number of training courses received longer than 20 hours pursued or funded by yourself , Type of contract, sex, Number of employees in the organization , studies are continued, number of children, Number of training courses received longer than 20 hours offered/funded/initiated by the organization, The organization offers training to the employees , salary per month, Family work total, level of education , Number of years in the current NGO, Work experience in years

Table 4.24: Regression Testing-1

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.314	19	2.332	4.872	.000 ^a
	Residual	33.508	70	.479		
	Total	77.822	89			

Predictors: (Constant), gender role, Job perception total, Category in the organization, The organization offers fringe benefits like childcare, provident fund, retirement, pension, health insurance, etc., Organization fieldwork, age, Number of training courses received longer than 20 hours pursued or funded by yourself , Type of contract, sex, Number of employees in the organization , studies are continued, number of children, Number of training courses received longer than 20 hours offered/funded/initiated by the organization, The organization offers training to the employees , salary per month, Family work total, level of education , Number of years in the current NGO, Work experience in years

Dependent Variable: Based on your current career plan, how long would you like to continue to work at the current NGO?

Table 4.25: Regression Testing-2

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.763	1.946		-2.961	0.004
	Category in the organization	-0.189	0.051	-0.35	-3.697	0
	Number of years in the current NGO	0.61	0.19	0.529	3.214	0.002
	Type of contract	0.262	0.088	0.272	2.978	0.004
	Organization fieldwork	0.02	0.03	0.062	0.674	0.502
	The organization offers fringe benefits like childcare, provident fund, retirement, pension, health insurance, etc.	0.521	0.226	0.219	2.307	0.024
	age	0.096	0.024	0.9	4.082	0
	number of children	0.118	0.046	0.283	2.581	0.012
	studies are continued	0.46	0.23	0.229	1.999	0.049
	Family work total	0.264	0.141	0.24	1.867	0.066

Dependent Variable: Based on your current career plan, how long would you like to continue to work at the current NGO?

Chapter 5

Conclusions and Recommendations

5.1 Conclusions

Based on the results and analyses of the responses of the Palestinian NGO employees sampled in this case study on career mobility in the NGO sector in the region of Ramallah, the following conclusions were identified:

- The demographic factor analyses indicate that the NGO sector is more attractive to the young generation of Palestinians who are dynamic and willing to learn more. This reflects the viability of the sector in responding to the needs of the Palestinian people.
- The NGO sector is a male dominant sector with a low percentage of female employees. This reflects a gender insensitive policy of employment within these organizations.
- Age is an important factor of career mobility; the younger the employees, the higher the probability of career mobility. As employees grow older they seek stability, thus their career mobility is less.
- Schooling increases the likelihood of occupational upgrading. Individuals that are more educated are more likely to move to a higher-level job. Educated employees expect higher salaries and better compensation for the cost of being educated. Therefore, when educated employees change careers, they often are willing to accept small salary gain or even a loss as a type of long-term investment in their personal value to that industry. This reflects the high percentage of education among employees of Palestinian NGOs, a generally acknowledged quality in the Palestinian context.
- Palestinian NGO managements generally try to retain educated employees as they are considered a major asset to the NGO. Educated employees mobility is generally a voluntarily initiated action.
- Based on the number of years of experience of the employees and their intentions to stay in the current organization indicating the sustainability of the organizations, most of the employees interviewed had an experience in other organizations before starting there work in the NGOs in which they were currently working when interviewed for the case study.
- Two thirds of the employees interviewed were men, which may indicate that men still dominate the labor market and women still work mostly as house wives or may prefer other types of jobs that are less demanding and with less working hours to enable them to meet up with their family needs as well as work needs. Also we should not ignore the probability of existence for some policies in some of the

targeted institutions that prefer to recruit men rather than women for different reasons.

- Two thirds of those employees sampled were considered well qualified, since they have bachelor degrees and higher education. As for those with lower levels of education, they have experiences at most likely in these NGOs or in previous institutions as discussed before.
- Most of the employees declared that the organizations offer training for them, which indicate the interest of the organizations with their employees and reflects the feeling of belonging of the employees to there organizations. Also employees are working on the development of their own skills the fact that a high percentage of them are attending training courses on their own and not only the ones offered by their organization.
- From the results of the study, we can notice that the employees are over loaded compared to the public sector as an example. Most of the employees have titles and job descriptions and very few of them have other jobs like services and cleaners.
- Half of NGO employees have open ended contracts reflecting their policy in institutionalizing their human resources.
- Most of the employees declared that the organizations offer training for them, which indicate the interest of the organizations with their employees and reflects the feeling of belonging of the employees to there organizations.
- Employees are working on the development of their own skills, evidenced by the fact that a high percentage of them are attending training courses on their own and not only the training courses offered by their organization.
- Workers in Palestinian NGOs are well educated and thus these NGOs employee highly qualified candidates that seek further higher education and therefore have high prospects in career mobility.
- NGOs in Palestine have good human resource systems offering employees a number of privileges such as health insurance, compensation, etc. This climate, in addition to other arrangements, attracts qualified people to work in such organizations.
- Taking into consideration the historical role of NGOs and grassroots organizations in Palestine as a result of the Israeli occupation, we find a wide variety of sectors represented within those organizations.
- From looking at the number of jobs in which the sampled employees worked over the last ten years, the average number of jobs held per employee was three jobs (mean = 2.86). This indicates that employees remain in their job for an average period of around three years.
- Two thirds of the sampled employees have not changed their job category, which reflects the stability of employment in those Palestinian NGOs sampled, as well as reflects a process of gathering work experience on part of these employees.
- Half of those employees sampled have received at least one promotion within their organization.
- Two thirds of the sampled employees would prefer to continue in the same organization for more than four years, which reflects the commitment of employees and their intentions to stay in their current jobs. This will contribute to increasing organizational efficiency and, of course, reflects employee satisfaction to some extent.

- Salaries in Palestinian NGOs are medium on the scale in comparison to public institutions and international organizations.
- Employees with a larger number of children tend to have negative perceptions towards their job. However, employees who work in large NGOs have positive perceptions of their jobs. The higher the salary, the better the employees perceive their jobs. The higher the level of education of the employee, the employee more positively perceives his job.
- Most middle-aged employees sampled prefer to begin their career path with NGOs earning medium salaries, while gaining a wealth of experience before they jump to better salaries with international NGOs, the private sector, or internationally funded positions within the public sector.
- NGOs are now having the tendency to offer short term contracts for young employees, which lessens the organizations' responsibilities towards workers' benefits due to the fact that most NGOs depend mainly on short term contracts for funding their projects.
- There is a significant positive relationship between work experience and the perception of family-work conflict and a positive significant relationship between work experience and perceived gender roles. The more the work experience of the employee, the employee perceives that there is little family work conflict and that there is a gender role influence in their lives.
- The larger the size of the organization the more even distribution of the age range of the employees. From the sampled population, women prefer to work in small sized NGOs, while most of the employees of large NGOs are men.

It can be concluded from all of the above and based on all the analyses conducted, that the factors that significantly influence career mobility are:

- Work experience in years
- Number of years in the current NGO
- Number of training courses received longer than 20 hours offered/funded/initiated by the organization
- Age
- Continued studies
- Salary per month
- Job perception

The factors that significantly influence intention to quit are:

- Category in the organization
- Number of years in the current NGO
- Type of contract
- Organization fieldwork
- The organization offers fringe benefits like childcare, provident fund, retirement, pension, health insurance, etc.
- Age
- Number of children
- Studies are continued
- Family work conflict

5.2. Recommendations

As our research has established, the sampled employees in Palestinian NGOs are generally young, ambitious, educated and well trained men. NGO employees receive comparatively good financial compensation, which they are satisfied with. Palestinian NGOs commonly offer training and fringe benefits on top of their salaries. Employees are fully aware that it is difficult to find jobs with the same salary and privileges. Where as the NGO staff members have remained employed for an average range of 3.844 years in their previous jobs, they plan to stay only for another 3.156 years in their current job.

Although the NGO employees understand that their jobs positively contribute to the development of their job skills and help to increase their working networks, they believe that their professional abilities are higher than those needed for the job. Yet, employees feel insecure in their jobs and do not believe that their jobs offer future employment stability. It would be fair to deduce that the employees sampled perceive working in NGOs as an opportunity to develop their skills and abilities, while they do not foresee themselves permanently employed in that sector. Work in NGOs has ended up becoming a form of gateway employment that helps employees attain a successful career in the future. On the other hand, although the Palestinian NGO sector is large, diverse and efficient, it has focused its operations on short-term projects and failed to institutionalize its structure and build up a robust staff. It would be difficult to conclude whether the nature of the NGOs ended up with this mobile labour force or vice versa. However, this also raises the question of the logic of the presence of these NGOs, which defies the purpose of their existence with the grand aim of alleviating the peoples suffering, reducing the poverty and promote a sustainable development. Accordingly, the following recommendations could be asserted:

- To Palestinian NGOs: Since labour mobility has a negative implication for NGOs' competitiveness and human resource management, NGOs should generally aim to retain their employees, thus reducing the rate of voluntary labour mobility and intention to quit. Accordingly, NGOs should move towards implementing programmes rather than projects that would ensure employment stability to their staff by offering them open-ended contracts and should consider promoting their own 'older' employees in whom they have already invested, rather than going for the option of recruiting new, 'younger' employees. This would ensure retaining employees for a substantial number of years, which would reduce the likelihood of employees voluntarily resigning. NGOs should encourage their employees to continue their education and possibly contribute to their tuition costs. NGOs should introduce a gender sensitive employment policy to attract more female employees. NGOs should continue offering fringe benefits.
- The Employees: The employees should be wiser in their selection of jobs in order to better match their education, skills and experience. They should be more careful in their intentions to quit, as changing a job means losing on built expertise and entering into periods of insecurity, as each new job includes a period of probation. Young employees should focus on their long-term careers rather than going for short term intermittent jobs, even if this is not financially profitable in the short term, it will pay off in the long run. The stereotype mode of categorizing women as housewives and men as the breadwinner is still prevailing.

For further studies on career mobility: The scale used to measure mobility should take into consideration the exact period for each job in order to reach a more reliable result. Future

research should also investigate the influence of work environment on career mobility. Lastly, a larger population of employees and NGOs should be sampled in order to increase the scope and reliability of the results.

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Annex 1: Questionnaire

التدرج المهني

هذه الاستمارة هي جزء من دراسة عن التدرج المهني في إطار برنامج الماجستير. المعلومات المعطاة ستعامل بسرية. شكرًا لتعاونكم.

1. المسمى الوظيفي:

- مساعد إداري
- محاسب
- مدير مشروع
- مدير مكتب
- مدير دائرة
- أخرى مع التحديد _____

2. عدد سنين خبرة العمل:

- 10 سنوات فأكثر
- 9-5 سنوات
- 4-1 سنوات
- أقل من سنة

3. سنوات العمل في المؤسسة الحالية:

- 10 سنوات فأكثر
- 9-5 سنوات
- 4-1 سنوات
- أقل من سنة

4. نوع العقد:

- قصير الأمد
- محدود المدة
- عقد مفتوح
- عقد عمل جزئي

5. مجال عمل المؤسسة:

- زراعة
- تطوير الأعمال
- أطفال
- تعليم
- نساء
- أبحاث
- ثقافي
- صحة
- حقوق الإنسان \ ديمقراطية
- أخرى مع التحديد: _____

6. عدد موظفي المؤسسة:

- أقل من 5
- 10-5
- 11-19
- 20 فأكثر

7. هل تقدم المؤسسة تدريب للكادر:

- نعم (اذهب إلى سؤال 8)
- لا (اذهب إلى سؤال 9)

8. في خلال السنوات الثلاثة الماضية، أذكر عدد الدورات التي شاركت بها بدعم أو تمويل من المؤسسة والتي كانت مدتها عشرون ساعة فأكثر (_____)

9. في خلال السنوات الثلاثة الماضية، ما عدد الدورات التي شاركت بها بتنسيق أو دعم شخصي والتي كانت مدتها عشرون ساعة فأكثر (_____)

10. المؤسسة تقدم مزايا إضافية مثل بدل خدمة، توفير، برنامج تقاعد، راتب تقاعدي وتأمين صحي وغيرها
● نعم () ● لا ()

11. خلال العشرة أعوام الماضية، أذكر عدد الوظائف التي شغلتها (_____)

12. من بين الوظائف التي ذكرت سابقًا، الرجاء ذكر عدد الوظائف التي شملت تغيير المؤسسة والتصنيف الوظيفي في آن واحد (_____)

13. من بين الوظائف التي ذكرت سابقًا، الرجاء ذكر عدد الوظائف التي شملت تغيير المؤسسة مع إبقاء التصنيف الوظيفي (_____)

14. من بين الوظائف التي ذكرت سابقًا، الرجاء ذكر عدد الوظائف التي شملت تغيير التصنيف الوظيفي ضمن المؤسسة نفسه (_____)

15. بناءً على التخطيط المهني الحالي لك، ما هو عدد السنين التي تتوقع العمل بها في نفس المؤسسة والتصنيف الوظيفي؟

- أقل من سنة ● 1-3 سنوات ● 4 - 6 سنوات ● 7 - 10 سنوات ● 10 سنوات وأكثر

16. أي من الأسباب التالية تدفعك لتغيير وظيفتك، أختار أهم ثلاثة عوامل بالنسبة لك من المذكورة ورقمها حسب أهميتها بنظرك بحيث ترقم 1 الأكثر أهمية بالنسبة لك و 2 العامل الذي يليه بالأهمية و 3 العامل الذي أقل أهمية بالنسبة إليك بينها:

- * عدم الحصول على الترقية المتوقعة
----- * عدم توفر المعلومات الكافية عن الوظيفة عند التوظيف
----- * عدم التوافق بين الوظيفة والتعليم والخبرات والمهارات
----- * عدم توافق الوظيفة مع المسؤوليات العائلية
----- * الشعور بأن الراتب أقل مما تستحق
----- * لا يوفر العمل أية فرص للتعلم أو لتطوير المهارات
----- * عدم تعامل الإدارة معك على أساس من المساواة مع باقي الموظفين في إتاحة الفرص لتقديم المكافآت
----- * غيرها، أذكرها

17. أختار من الأسباب التالية أهم ثلاثة أسباب كانت سبب ترقية أي موظف في المؤسسة التي تعمل بها. الرجاء ترتيب الاحتمالات حسب أهميتها. رقم 1 الأهم حتى 3 الأقل أهمية من بينها:

- * الأداء الوظيفي
----- * العلاقات الشخصية مع الإدارة أو المقربين منها
----- * سنوات الخبرة
----- * الصفات الشخصية (العمر، الجنس،)
----- * الحصول على درجة تعليم أعلى
----- * مستوى التدريب عند الموظف
----- * غيرها، أذكرها

18. العمر:

19. الجنس:

- أنثى ● ذكر

20. عدد الأولاد:

21. المستوى التعليمي:

- توجيهي ● دبلوم ● بكالوريوس ● ماجستير أو دكتوراه

22. هل أنت تتابع دراستك في الوقت الحاضر؟

- لا () ● نعم ()

23. الراتب الشهري (\$):

- أكثر من 2500 ● 2001-2500 ● 1501-2000 ● 1001-1500 ● 501-1000 ● أقل من 500

الرجاء تحديد مدى موافقتك الرأي مع العبارات المذكورة أدناه من خلال تصنيفها حسب السلم المذكور أدناه:

5	4	3	2	1
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة

24. من السهل إيجاد وظيفة أخرى في نفس مستوى الراتب.
(1) (2) (3) (4) (5)
25. من السهل إيجاد وظيفة أخرى لها نفس الميزات الوظيفية.
(1) (2) (3) (4) (5)
26. هناك إمكانية لحصولي على ترقية داخل المؤسسة.
(1) (2) (3) (4) (5)
27. الوظيفة التي أعمل بها تساعدني على استخدام قدراتي المهنية.
(1) (2) (3) (4) (5)
28. الوظيفة التي أعمل بها تساعدني على زيادة معارفي وعلاقاتي.
(1) (2) (3) (4) (5)
29. الوظيفة تساعدني على رفع قدراتي المهنية.
(1) (2) (3) (4) (5)
30. إن مؤهلاتي العلمية أعلى من تلك التي تتطلبها وظيفتي.
(1) (2) (3) (4) (5)
31. وظيفتي تعطيني فرص للترقية.
(1) (2) (3) (4) (5)
32. أشعر بالأمان الوظيفي في العمل.
(1) (2) (3) (4) (5)
33. الراتب مرضي.
(1) (2) (3) (4) (5)
34. الراتب متساوي للأثر الذي أقدمه في عملي.
(1) (2) (3) (4) (5)
35. مدير المؤسسة يعطي الجميع فرص متساوية للتقدم.
(1) (2) (3) (4) (5)
36. المسؤوليات العائلية تتداخل بعلمي.
(1) (2) (3) (4) (5)
37. عملي يمنعني من إضاعة الوقت الكافي مع عائلتي.
(1) (2) (3) (4) (5)
38. للتمكن من العمل داخل المؤسسة بمهنية عالية والتزام يجب على أحد أفراد الأسرة التفرغ كاملة للمسؤوليات العائلية.
(1) (2) (3) (4) (5)
39. للحفاظ على التوازن العائلي على المرأة أن تتركس وقتها لأعمال المنزل وتربية الأطفال.
(1) (2) (3) (4) (5)
40. الدعم الاقتصادي في العائلة من مسؤولية الرجل.
(1) (2) (3) (4) (5)
41. عائلتي هي أهم سبب للرضا الذاتي في حياتي.
(1) (2) (3) (4) (5)
42. أهم الأشياء التي تحدث معي تكون مرتبطة بعائلتي.
(1) (2) (3) (4) (5)
43. إن فرص تقدم الرجال الوظيفي أفضل من فرص النساء.
(1) (2) (3) (4) (5)
44. عدد الأسباب التي كان لها الأثر الإيجابي لتقدمك الوظيفي وتلك التي كان لها الأثر السلبي.

Annex 2-a: Cross Cutting Descriptive Data:

Table: distribution of employees by category in the organization and demographic characteristics

		Title											Group Total		
		Administrative Assistant		Accountant		Project Manager		Office Manager		Department Manager		Others		Count	Row %
		Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %		
Age group	20-29 years	7	22.6%	9	29.0%	3	9.7%	3	9.7%	3	9.7%	6	19.4%	31	100.0%
	30-39 years	8	28.6%	6	21.4%	4	14.3%	4	14.3%	4	14.3%	2	7.1%	28	100.0%
	40 years and over	7	22.6%	5	16.1%	5	16.1%	6	19.4%	5	16.1%	3	9.7%	31	100.0%
Group Total		22	24.4%	20	22.2%	12	13.3%	13	14.4%	12	13.3%	11	12.2%	90	100.0%
Sex	male	8	13.3%	16	26.7%	11	18.3%	8	13.3%	10	16.7%	7	11.7%	60	100.0%
	female	14	46.7%	4	13.3%	1	3.3%	5	16.7%	2	6.7%	4	13.3%	30	100.0%
Group Total		22	24.4%	20	22.2%	12	13.3%	13	14.4%	12	13.3%	11	12.2%	90	100.0%
no. Of children	no children	6	24.0%	6	24.0%	2	8.0%	5	20.0%	1	4.0%	5	20.0%	25	100.0%
	1-3 children	15	40.5%	8	21.6%	4	10.8%	2	5.4%	4	10.8%	4	10.8%	37	100.0%
	4 children and more	1	3.6%	6	21.4%	6	21.4%	6	21.4%	7	25.0%	2	7.1%	28	100.0%
Group Total		22	24.4%	20	22.2%	12	13.3%	13	14.4%	12	13.3%	11	12.2%	90	100.0%
level of education	0							1	100.0%					1	100.0%
	towhee	1	8.3%	3	25.0%	3	25.0%			4	33.3%	1	8.3%	12	100.0%
	diploma	1	5.9%	4	23.5%	1	5.9%	1	5.9%	6	35.3%	4	23.5%	17	100.0%
	bachelor	14	33.3%	13	31.0%	5	11.9%	8	19.0%	2	4.8%			42	100.0%
	masters or PhD	6	33.3%			3	16.7%	3	16.7%			6	33.3%	18	100.0%
Group Total		22	24.4%	20	22.2%	12	13.3%	13	14.4%	12	13.3%	11	12.2%	90	100.0%
salary per month	less than 500 \$					2	66.7%					1	33.3%	3	100.0%

Annex 2-b: Cross Cutting Descriptive Data:

Table: distribution of employees by category in the organization and demographic characteristics

		Title											Group Total		
		Administrative Assistant		Accountant		Project Manager		Office Manager		Department Manager		Others		Count	Row %
		Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %		
	501-1000 \$	6	30.0%	4	20.0%	3	15.0%	4	20.0%			3	15.0%	20	100.0%
	1001-1500 \$	4	12.5%	10	31.3%	4	12.5%	2	6.3%	9	28.1%	3	9.4%	32	100.0%
	1501 - 2000 \$	9	47.4%	3	15.8%	1	5.3%	2	10.5%	3	15.8%	1	5.3%	19	100.0%
	2001-2500 \$	1	12.5%	3	37.5%			1	12.5%			3	37.5%	8	100.0%
	more than 2500 \$	2	25.0%			2	25.0%	4	50.0%					8	100.0%
Group Total		22	24.4%	20	22.2%	12	13.3%	13	14.4%	12	13.3%	11	12.2%	90	100.0%

Table: distribution of employees by years of experience in the current NGO and demographic characteristics

		Years of experience at company								Group Total	
		Less than one year		1-4 years		5-9 years		10 years and more		Count	Row %
		Count	Row %	Count	Row %	Count	Row %	Count	Row %		
Age group	20-29 years	6	19.4%	8	25.8%	9	29.0%	8	25.8%	31	100.0%
	30-39 years	2	7.1%	2	7.1%	15	53.6%	9	32.1%	28	100.0%
	40 years and over			1	3.2%	11	35.5%	19	61.3%	31	100.0%
Group Total		8	8.9%	11	12.2%	35	38.9%	36	40.0%	90	100.0%
Sex	male	2	3.3%	9	15.0%	22	36.7%	27	45.0%	60	100.0%
	female	6	20.0%	2	6.7%	13	43.3%	9	30.0%	30	100.0%
Group Total		8	8.9%	11	12.2%	35	38.9%	36	40.0%	90	100.0%
no. Of children	no children	2	8.0%	5	20.0%	10	40.0%	8	32.0%	25	100.0%
	1-3 children	6	16.2%	4	10.8%	14	37.8%	13	35.1%	37	100.0%
	4 children and more			2	7.1%	11	39.3%	15	53.6%	28	100.0%
Group Total		8	8.9%	11	12.2%	35	38.9%	36	40.0%	90	100.0%
level of education	0							1	100.0%	1	100.0%
	tawjihe	1	8.3%	2	16.7%	3	25.0%	6	50.0%	12	100.0%
	diploma					9	52.9%	8	47.1%	17	100.0%
	bachelor	1	2.4%	7	16.7%	16	38.1%	18	42.9%	42	100.0%
	masters or PhD	6	33.3%	2	11.1%	7	38.9%	3	16.7%	18	100.0%
Group Total		8	8.9%	11	12.2%	35	38.9%	36	40.0%	90	100.0%
salary per month	less than 500 \$					1	33.3%	2	66.7%	3	100.0%
	501-1000 \$					12	60.0%	8	40.0%	20	100.0%
	1001-1500 \$	1	3.1%	4	12.5%	10	31.3%	17	53.1%	32	100.0%
	1501 -2000 \$	4	21.1%	1	5.3%	6	31.6%	8	42.1%	19	100.0%
	2001- 2500 \$	1	12.5%	4	50.0%	2	25.0%	1	12.5%	8	100.0%
	more than 2500 \$	2	25.0%	2	25.0%	4	50.0%			8	100.0%
Group Total		8	8.9%	11	12.2%	35	38.9%	36	40.0%	90	100.0%

Table: distribution of employees by years of experience and demographic characteristics

		Years of Experience						Group Total	
		1-4 years		5-9 years		10 years and more		Count	Row %
		Count	Row %	Count	Row %	Count	Row %		
age group	20-29 years	3	9.7%	20	64.5%	8	25.8%	31	100.0%
	30-39 years			16	57.1%	12	42.9%	28	100.0%
	40 years and over					31	100.0%	31	100.0%
Group Total		3	3.3%	36	40.0%	51	56.7%	90	100.0%
Sex	male	3	5.0%	18	30.0%	39	65.0%	60	100.0%
	female			18	60.0%	12	40.0%	30	100.0%
Group Total		3	3.3%	36	40.0%	51	56.7%	90	100.0%
no. Of children	no children	3	12.0%	11	44.0%	11	44.0%	25	100.0%
	1-3 children			22	59.5%	15	40.5%	37	100.0%
	4 children and more			3	10.7%	25	89.3%	28	100.0%
Group Total		3	3.3%	36	40.0%	51	56.7%	90	100.0%
level of education	0					1	100.0%	1	100.0%
	tawjihi			4	33.3%	8	66.7%	12	100.0%
	diploma			4	23.5%	13	76.5%	17	100.0%
	bachelor	3	7.1%	18	42.9%	21	50.0%	42	100.0%
	masters or PhD			10	55.6%	8	44.4%	18	100.0%
Group Total		3	3.3%	36	40.0%	51	56.7%	90	100.0%
salary per month	less than 500 \$					3	100.0%	3	100.0%
	501-1000 \$			6	30.0%	14	70.0%	20	100.0%
	1001-1500 \$	3	9.4%	12	37.5%	17	53.1%	32	100.0%
	1501 -2000 \$			10	52.6%	9	47.4%	19	100.0%
	2001- 2500 \$			4	50.0%	4	50.0%	8	100.0%
	more than 2500 \$			4	50.0%	4	50.0%	8	100.0%
Group Total		3	3.3%	36	40.0%	51	56.7%	90	100.0%

Table: distribution of employees by type of contract and demographic characteristics

		Type of contract								Group Total	
		Short term		Fixed term		Open ended		Part time		Count	Row %
		Count	Row %	Count	Row %	Count	Row %	Count	Row %		
Age group	20-29 years	9	29.0%	7	22.6%	13	41.9%	2	6.5%	31	100.0%
	30-39 years	4	14.3%	6	21.4%	13	46.4%	5	17.9%	28	100.0%
	40 years and over	4	12.9%	5	16.1%	15	48.4%	7	22.6%	31	100.0%
Group Total		17	18.9%	18	20.0%	41	45.6%	14	15.6%	90	100.0%
Sex	male	13	21.7%	12	20.0%	24	40.0%	11	18.3%	60	100.0%
	female	4	13.3%	6	20.0%	17	56.7%	3	10.0%	30	100.0%
Group Total		17	18.9%	18	20.0%	41	45.6%	14	15.6%	90	100.0%
no. of children	no children	10	40.0%	2	8.0%	12	48.0%	1	4.0%	25	100.0%
	1-3 children	2	5.4%	12	32.4%	20	54.1%	3	8.1%	37	100.0%
	4 children and more	5	17.9%	4	14.3%	9	32.1%	10	35.7%	28	100.0%
Group Total		17	18.9%	18	20.0%	41	45.6%	14	15.6%	90	100.0%
level of education	0							1	100.0%	1	100.0%
	tawjihi	2	16.7%	5	41.7%	2	16.7%	3	25.0%	12	100.0%
	diploma	2	11.8%	2	11.8%	8	47.1%	5	29.4%	17	100.0%
	bachelor	8	19.0%	7	16.7%	23	54.8%	4	9.5%	42	100.0%
	masters or PhD	5	27.8%	4	22.2%	8	44.4%	1	5.6%	18	100.0%
Group Total		17	18.9%	18	20.0%	41	45.6%	14	15.6%	90	100.0%
salary per month	less than 500 \$	3	100.0%							3	100.0%
	501-1000 \$	3	15.0%	2	10.0%	11	55.0%	4	20.0%	20	100.0%
	1001-1500 \$	7	21.9%	6	18.8%	14	43.8%	5	15.6%	32	100.0%
	1501 -2000 \$			10	52.6%	5	26.3%	4	21.1%	19	100.0%
	2001- 2500 \$	1	12.5%			6	75.0%	1	12.5%	8	100.0%
	more than 2500 \$	3	37.5%			5	62.5%			8	100.0%
Group Total		17	18.9%	18	20.0%	41	45.6%	14	15.6%	90	100.0%

Table: distribution of employees by area of work and demographic characteristics

		Agriculture		Business development		children		education		Women		research		culture		health	
		Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
age group	20-29 years	7	22.6%	4	12.9%	2	6.5%			7	22.6%	1	3.2%	3	9.7%	2	6.5%
	30-39 years	6	21.4%	6	21.4%	3	10.7%	3	10.7%			7	25.0%			3	10.7%
	40 years and over	8	25.8%	7	22.6%			4	12.9%					6	19.4%	1	3.2%
Group Total		21	23.3%	17	18.9%	5	5.6%	7	7.8%	7	7.8%	8	8.9%	9	10.0%	6	6.7%
Sex	male	15	25.0%	11	18.3%	3	5.0%	6	10.0%	6	10.0%	1	1.7%	9	15.0%	6	10.0%
	female	6	20.0%	6	20.0%	2	6.7%	1	3.3%	1	3.3%	7	23.3%				
Group Total		21	23.3%	17	18.9%	5	5.6%	7	7.8%	7	7.8%	8	8.9%	9	10.0%	6	6.7%
no. of children	no children	4	16.0%	4	16.0%	1	4.0%	3	12.0%			5	20.0%	2	8.0%	4	16.0%
	1-3 children	7	18.9%	11	29.7%	2	5.4%	1	2.7%	5	13.5%	3	8.1%	3	8.1%	1	2.7%
	4 children and more	10	35.7%	2	7.1%	2	7.1%	3	10.7%	2	7.1%			4	14.3%	1	3.6%
Group Total		21	23.3%	17	18.9%	5	5.6%	7	7.8%	7	7.8%	8	8.9%	9	10.0%	6	6.7%
level of education	0													1	100.0%		
	tawjihi	4	33.3%	4	33.3%					1	8.3%			3	25.0%		
	diploma	3	17.6%	2	11.8%	2	11.8%	2	11.8%	1	5.9%	1	5.9%			1	5.9%
	bachelor	10	23.8%	8	19.0%	2	4.8%	4	9.5%	5	11.9%	4	9.5%	3	7.1%	5	11.9%
	masters or PhD	4	22.2%	3	16.7%	1	5.6%	1	5.6%			3	16.7%	2	11.1%		
Group Total		21	23.3%	17	18.9%	5	5.6%	7	7.8%	7	7.8%	8	8.9%	9	10.0%	6	6.7%

Table: distribution of employees by area of work and demographic characteristics

		Agriculture		Business development		children		education		Women		research		culture		health	
		Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
salary per month	less than 500 \$															3	100.0%
	501-1000 \$	10	50.0%	1	5.0%			3	15.0%					4	20.0%	1	5.0%
	1001-1500 \$	8	25.0%	9	28.1%	3	9.4%	1	3.1%	1	3.1%	4	12.5%			2	6.3%
	1501 - 2000 \$	2	10.5%	4	21.1%	2	10.5%	1	5.3%	3	15.8%	1	5.3%	2	10.5%		
	2001-2500 \$			3	37.5%			1	12.5%	3	37.5%	1	12.5%				
	more than 2500 \$	1	12.5%					1	12.5%			2	25.0%	3	37.5%		
Group Total		21	23.3%	17	18.9%	5	5.6%	7	7.8%	7	7.8%	8	8.9%	9	10.0%	6	6.7%

Table: distribution of employees by area of work and demographic characteristics

		others		Count	Row %
		Count	Row %		
age group	20-29 years	1	3.2%	31	100.0%
	30-39 years			28	100.0%
	40 years and over	1	3.2%	31	100.0%
Group Total		2	2.2%	90	100.0%
Sex	male	1	1.7%	60	100.0%
	female	1	3.3%	30	100.0%
Group Total		2	2.2%	90	100.0%
no. of children	no children	1	4.0%	25	100.0%
	1-3 children	1	2.7%	37	100.0%
	4 children and more			28	100.0%
Group Total		2	2.2%	90	100.0%
level of education	0			1	100.0%
	tawjihi			12	100.0%
	diploma	1	5.9%	17	100.0%
	bachelor	1	2.4%	42	100.0%
	masters or PhD			18	100.0%
Group Total		2	2.2%	90	100.0%

Table: distribution of employees by area of work and demographic characteristics

		others		Count	Row %
		Count	Row %		
salary per month	less than 500 \$			3	100.0%
	501-1000 \$	1	5.0%	20	100.0%
	1001-1500 \$			32	100.0%
	1501 - 2000 \$	1	5.3%	19	100.0%
	2001-2500 \$			8	100.0%
	more than 2500 \$			8	100.0%
Group Total		2	2.2%	90	100.0%

Table: distribution of employees by no. of employees in the organization and demographic characteristics

		workers in company										Group Total	
		less than 5 workers		5-10 workers		11-19 workers		more than 20 workers		5		Count	Row %
		Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %		
Age group	20-29 years	7	22.6%	1	3.2%	3	9.7%	18	58.1%	2	6.5%	31	100.0%
	30-39 years	2	7.1%	3	10.7%	7	25.0%	16	57.1%			28	100.0%
	40 years and over	1	3.2%	4	12.9%	11	35.5%	15	48.4%			31	100.0%
Group Total		10	11.1%	8	8.9%	21	23.3%	49	54.4%	2	2.2%	90	100.0%
Sex	male	4	6.7%	7	11.7%	10	16.7%	37	61.7%	2	3.3%	60	100.0%
	female	6	20.0%	1	3.3%	11	36.7%	12	40.0%			30	100.0%
Group Total		10	11.1%	8	8.9%	21	23.3%	49	54.4%	2	2.2%	90	100.0%
no. Of children	no children	4	16.0%			9	36.0%	10	40.0%	2	8.0%	25	100.0%
	1-3 children	5	13.5%	2	5.4%	7	18.9%	23	62.2%			37	100.0%
	4 children and more	1	3.6%	6	21.4%	5	17.9%	16	57.1%			28	100.0%
Group Total		10	11.1%	8	8.9%	21	23.3%	49	54.4%	2	2.2%	90	100.0%
level of education	0							1	100.0%			1	100.0%
	tawjihi			5	41.7%	1	8.3%	6	50.0%			12	100.0%
	diploma	1	5.9%	1	5.9%	4	23.5%	11	64.7%			17	100.0%
	bachelor	3	7.1%			15	35.7%	22	52.4%	2	4.8%	42	100.0%
	masters or PhD	6	33.3%	2	11.1%	1	5.6%	9	50.0%			18	100.0%
Group Total		10	11.1%	8	8.9%	21	23.3%	49	54.4%	2	2.2%	90	100.0%
Salary /month	less than 500 \$					2	66.7%	1	33.3%			3	100.0%
	501-1000 \$			5	25.0%	5	25.0%	8	40.0%	2	10.0%	20	100.0%
	1001-1500 \$	4	12.5%			9	28.1%	19	59.4%			32	100.0%
	1501 -2000 \$	3	15.8%	1	5.3%	4	21.1%	11	57.9%			19	100.0%
	2001- 2500 \$							8	100.0%			8	100.0%
	more than 2500 \$	3	37.5%	2	25.0%	1	12.5%	2	25.0%			8	100.0%
Group Total		10	11.1%	8	8.9%	21	23.3%	49	54.4%	2	2.2%	90	100.0%

able: distribution of employees by offering training to the employees and demographic characteristics

		is the organization offer training to the employees				Group Total	
		yes		No		Count	Row %
		Count	Row %	Count	Row %		
age group	20-29 years	17	54.8%	14	45.2%	31	100.0%
	30-39 years	13	46.4%	15	53.6%	28	100.0%
	40 years and over	19	61.3%	12	38.7%	31	100.0%
Group Total		49	54.4%	41	45.6%	90	100.0%
Sex	male	27	45.0%	33	55.0%	60	100.0%
	female	22	73.3%	8	26.7%	30	100.0%
Group Total		49	54.4%	41	45.6%	90	100.0%
no. of children	no children	15	60.0%	10	40.0%	25	100.0%
	1-3 children	23	62.2%	14	37.8%	37	100.0%
	4 children and more	11	39.3%	17	60.7%	28	100.0%
Group Total		49	54.4%	41	45.6%	90	100.0%
level of education	0			1	100.0%	1	100.0%
	tawjihi	2	16.7%	10	83.3%	12	100.0%
	diploma	7	41.2%	10	58.8%	17	100.0%
	bachelor	29	69.0%	13	31.0%	42	100.0%
	masters or PhD	11	61.1%	7	38.9%	18	100.0%
Group Total		49	54.4%	41	45.6%	90	100.0%
salary per month	less than 500 \$	2	66.7%	1	33.3%	3	100.0%
	501-1000 \$	14	70.0%	6	30.0%	20	100.0%
	1001-1500 \$	15	46.9%	17	53.1%	32	100.0%
	1501 -2000 \$	11	57.9%	8	42.1%	19	100.0%
	2001- 2500 \$	3	37.5%	5	62.5%	8	100.0%
	more than 2500 \$	4	50.0%	4	50.0%	8	100.0%
Group Total		49	54.4%	41	45.6%	90	100.0%

Table: distribution of employees by privileges supplied and demographic characteristics

		privileges supplied				Group Total	
		yes		No		Count	Row %
		Count	Row %	Count	Row %		
age group	20-29 years	24	77.4%	7	22.6%	31	100.0%
	30-39 years	24	85.7%	4	14.3%	28	100.0%
	40 years and over	25	80.6%	6	19.4%	31	100.0%
Group Total		73	81.1%	17	18.9%	90	100.0%
Sex	male	46	76.7%	14	23.3%	60	100.0%
	female	27	90.0%	3	10.0%	30	100.0%
Group Total		73	81.1%	17	18.9%	90	100.0%
no. of children	no children	21	84.0%	4	16.0%	25	100.0%
	1-3 children	33	89.2%	4	10.8%	37	100.0%
	4 children and more	19	67.9%	9	32.1%	28	100.0%
Group Total		73	81.1%	17	18.9%	90	100.0%
level of education	0			1	100.0%	1	100.0%
	tawjihi	6	50.0%	6	50.0%	12	100.0%
	diploma	15	88.2%	2	11.8%	17	100.0%
	bachelor	36	85.7%	6	14.3%	42	100.0%
	masters or PhD	16	88.9%	2	11.1%	18	100.0%
Group Total		73	81.1%	17	18.9%	90	100.0%
salary per month	less than 500 \$			3	100.0%	3	100.0%
	501-1000 \$	14	70.0%	6	30.0%	20	100.0%
	1001-1500 \$	31	96.9%	1	3.1%	32	100.0%
	1501 -2000 \$	14	73.7%	5	26.3%	19	100.0%
	2001- 2500 \$	7	87.5%	1	12.5%	8	100.0%
	more than 2500 \$	7	87.5%	1	12.5%	8	100.0%
Group Total		73	81.1%	17	18.9%	90	100.0%

ملخص الدراسة

تهدف هذه الدراسة الاستطلاعية لدراسة الحراك الوظيفي بين العاملين في المنظمات الفلسطينية غير الحكومية ولأن أكثر من 90 % من المنظمات غير الحكومية الفلسطينية تقع مكاتبهم في وسط مدينة رام الله، فإن هذه الدراسة تركز تحديداً على المنظمات غير الحكومية في هذه المدينة فقط.

هذا المشروع يسعى إلى معالجة العديد من الأسئلة البحثية. حيث يبحث في ما هي العوامل المحددة التي تؤثر على الحراك الوظيفي في المنظمات الأهلية الفلسطينية؟ وهل العوامل المختلفة التي تؤثر على الحراك الوظيفي متشابهة أم مختلفة؟ وأخيراً، هل هي عوامل متصلة أو غير متصلة بالعمل؟

كما وتمت مراجعة أدبيات بحوث منشورة سابقاً بشأن مفهوم الحراك الوظيفي و تم لاحقاً وضع عدة فرضيات بناءً عليها فيما يتعلق بالمسائل البحثية. هذه الفرضيات تقترح بأن: (1) إن العوامل الديمغرافية و العوامل ذات الصلة بالعمل و التصور الوظيفي و الصراع الوظيفي-الأسري المدرك و التأثيرات المدركة للأدوار الجندرية، جميعاً و بدرجات متفاوتة تؤثر على الحراك الوظيفي و رغبة الموظفين بترك العمل. (2) إن المستوى التعليمي للموظفين وحالة التعليم المستمر تؤثر بشكل واضح على حراكهم الوظيفي. (3) إن المتغيرات التي تؤثر على الحراك الوظيفي للرجل تختلف عن تلك التي تؤثر على الحراك الوظيفي للمرأة.

وعقب صياغة الفرضيات، تم إجراء بحث نوعي لاختبار هذه الفرضيات. حيث تم إعداد واختبار استبيان منظم حول الحراك الوظيفي. و تم إعداد هذا الاستبيان لقياس قائمة من المتغيرات التي تسهم في الحراك الوظيفي. و تم قياسه من خلال عدد الوظائف المختلفة التي تقلدها الموظف خلال عشر سنوات. كما تم التفريق بين الأشكال المختلفة للحراك الوظيفي وذلك بتصنيفه إلى فئتين: الحراك الوظيفي الذي يشمل تغيير المنظمة، والحراك الوظيفي الذي يشمل تغيير فئة الوظيفة.

استناداً إلى البحوث التي أجريت لاختبار الفرضيات، تم التوصل إلى عدة استنتاجات: أولاً: هناك فرق كبير في المستوى التعليمي بين فئة الموظفين اللذين يواصلون تعليمهم وبين أولئك اللذين ليسوا كذلك. ثانياً: هناك اختلاف كبير في التصور الوظيفي بين الموظفين اللذين يواصلون تعليمهم وأولئك اللذين ليسوا كذلك. كما أن هناك اختلاف كبير في الصراع الوظيفي – الأسري بين الموظفين اللذين يكملون تعليمهم وبين أولئك اللذين ليسوا كذلك. وفي مجال التعليم المستمر، فإن هناك فارقاً كبيراً في عدد سنوات الخبرة العملية بين مجموعة الموظفين اللذين يواصلون تعليمهم وأولئك اللذين ليسوا كذلك. وأخيراً: إن هناك اختلاف كبير في عدد السنوات التي عملها الموظف في منظمته الحالية بين الموظفين اللذين يواصلون تعليمهم وأولئك اللذين ليسوا كذلك. وبالتالي، فإن الحراك الوظيفي لعينة العاملين في المنظمات غير الحكومية الفلسطينية التي تم اختبارها، يتباين اعتماداً على عدد سنوات خبرتهم العملية، الراتب الشهري، تصورهم لعملهم، أدوار الجنسين و السن. كما وتتباين نية الموظفين بالبقاء في عملهم اعتماداً على عدد سنوات خبرتهم العملية، عدد السنوات التي عملها الموظف في منظمته الحالية، بالإضافة إلى عدد الأطفال لديهم، تصورهم الوظيفي و السن.

من نتائج الدراسة، فإنه من الواضح أن موظفي المنظمات غير الحكومية الفلسطينية مثقلين مقارنة مع العاملين في القطاع العام. فمعظم موظفي المنظمات غير الحكومية لديهم مسميات وظيفية و وصف وظيفي و عدد قليل جداً منهم يعملون في وظائف ثانوية أو إضافية كما هو الحال في صناعة الخدمات. و علاوة على ذلك، فإن ثلثي موظفي المنظمات غير الحكومية الفلسطينية يعتبروا مؤهلين تأهيلاً جيداً حيث إنهم حاصلين على درجة البكالوريوس و أتموا شكلاً من أشكال التعليم العالي. بينما فئة الموظفين

الحاصلين على مستوى تعليمي أدنى فإنهم يملكون خبرة عملية أكبر إما في منظماتهم الحالية أو من مؤسسات سابقة.

ويمكن أن نستنتج من هذا البحث أن المنظمات غير الحكومية في فلسطين لديها نظم موارد بشرية جيدة حيث تقدم للموظفين عدد من الامتيازات، بما في ذلك التأمين الصحي، وتعويضات العمال... الخ. إن بيئة العمل هذه بالإضافة إلى العوامل الأخرى تجذب الأشخاص المؤهلين للعمل في مثل هذه المنظمات.

واعتماداً على نتائج هذه الدراسة، توصي الباحثة بمنح علاوات جيدة بالنسبة لأفراد أسرة الموظف، إعطاء رواتب جيدة وعلاوات سنوية، إعطاء الموظفين توصيف وظيفي أفضل، إعطاء الموظفين وظائف دائمة بعقود محددة، تحسين نظم الامتيازات والحوافز، مثل التأمين الصحي، الإجازة السنوية، التعويض، ونظم الادخار.