



## Factors Influencing Employees Job Satisfaction in Non-Profit Organizations

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### ABSTRACT

This research seeks to define job satisfaction and identify its influencing aspects among Saudi non-profit sector employees. Numerous variables, including wages and salary, the relationship with supervisors and co-workers, the benefits granted by the organization, and work tasks have been shown to affect job satisfaction. Initiating a survey with 200 employees, a descriptive technique was employed to analyze these interactions for the workers at these organizations. The results found that non-profit sector workers in Al-Qunfudah Governorate had a level of satisfaction with their job, with the areas in this order of wages, salaries, compensation, and relationship with a co-worker, professional development opportunities, and finally job tasks. In addition, incentives and relationships with managers were proven to have a detrimental impact on job satisfaction.

**Keywords** Job Satisfaction, Non-Profit organizations, Al-Qunfudah governorate, Organizational behavior, Professional development opportunities.



## Introduction

Organizations nowadays are attempting to obtain a competitive advantage because of the high number of businesses. People generally understand that the world is like a global village where everyone is aware of each other's actions. As a result business world faces several problems due to aggressive business methods. Businesses must grow their workers and strive to retain them after providing them with facilitation and possibilities. Furthermore, the organization's human resource department is responsible for lowering employee turnover costs through efficient and effective methods (Sareen, 2018).

Non-profit organizations (NPO) are sometimes hampered by a lack of funds. Employee retention is a critical component of every business's strategy for preserving the company's human assets. Keeping the significance of the human workforce in mind, businesses give many benefits to employees to achieve a competitive advantage (Andjarwati et al., 2019). Organizations will incur hefty losses if they are unable to keep up with their employee's needs. As a result, businesses must retain human resources and use them to achieve a competitive advantage.

The organization strives to achieve its goals and motivate its employees to provide the best performance and achieve the desired goals. Today's organization is embedded in a complex and constantly changing environment bound by several challenges, and potential risks from the external environment. These factors push the organization to improve its performance to overcome challenges continuously. The human component constitutes the most significant part of the main factors to enhance the organization's performance. The importance of job satisfaction emerges as a critical, effective, and vital element to ensure the employee's continuity and upgrading of his performance. It is observed that job satisfaction is a pillar of the highest priority and this importance ensures the continuity and development of the organization. Therefore enhancing job satisfaction requires a lot of effort for departments to raise their level and improve it.

Job satisfaction is an essential component of management science because it effectively improves employee performance and increases productivity. Since most individuals spend a large part of their lives at work, they seek job satisfaction. This makes job satisfaction a vital component affecting employee productivity, especially in NPOs in Saudi Arabia that are currently facing many challenges in terms of financial aspects and administrative support. In light of the scarcity of its financial resources, increased job satisfaction among employees of organizations in the non-profit sector in Saudi Arabia will be positively reflected in the growth of this sector and its impact on the development of the local economy. The present study is based on identifying the most critical factors that contribute to increasing job satisfaction among employees of NPOs in the Al-Qunfudah province in Saudi Arabia, which will help decision-makers to make the best decisions in improving employee performance by raising the level of job satisfaction, achieving organizational goals, and growth in this sector.

This highlights the need to estimate job satisfaction among non-profit sector employees in Saudi Arabia and the most prominent factors that affect them. As previous studies have failed to focus on the topic of job satisfaction for NPOs,



therefore, this study is considered to bridge the existing knowledge gap and work to support decision-making to improve job satisfaction among workers in the non-profit sector in Saudi Arabia. The study is likely to lead to increased productivity and access to the goals of the organization.

### Literature Review

#### *Non-profit Organizations (NPOs)*

NPOs play a significant role in creating community cohesion by offering essential services in several fields, including humanitarian aid, the arts, entertainment, education, healthcare, social services, development support, and environmental protection (Salamon et al., 2003). NPOs are those that do not create income, profit, or any other financial gain for the organizations that construct, manage, or finance them. Both surpluses and deficits are natural outcomes of their economic activities, but any surpluses they may generate are off-limits to other entities. (Fund, 1993). The supply of public goods and the resulting revenue structure distinguishes non-profits from for-profit corporations. Non-profits have some characteristics with for-profit businesses, such as seeking to serve the public rather than shareholders. (NATIONS UNITED, 2003). The revenue structure generally includes contributions of large voluntary time and money due to the prohibition of the distribution of profits.

In many nations, NPOs are permitted to get special tax benefits. Despite these organizations' role in the provision of public goods, there are particular legislative rules relating to governance, reporting obligations, political engagement, and concerns associated with the lack of sovereign government authority in these nonprofits.

Saudi Arabia holds the top position at the moment of yearly humanitarian donations and is one of the greatest providers of development aid outside of European countries (Al-Yahya & Fustier, 2011). The region is ranked between 1.5-2.0% of its Gross Domestic Product (GDP) compared to 0.5-1.0% in most western countries (McKinsey, 2009). Currently, there are 6902 NPOs operating in Saudi Arabia with an employee count of 72151 and volunteers constituting 26.15% of the total workers (Arabia, 2018).

#### *Job Satisfaction*

Numerous variables that add to or hinder job satisfaction have been addressed. Despite its prominence in both theory and practice, the precise definition of "job satisfaction" has not yet been determined. Job satisfaction is accomplished, according to Hoppock, when one can say with sincerity that say I am satisfied with my job (Hoppock, 1935). According to this perspective, an employee's internal state is significant even when job satisfaction is influenced by several external influences. This list provides an overview of the factors that contribute to an employee's sense of job satisfaction. Job satisfaction refers to the activities individuals take in response to their employment inside the organization. (Al-Marsa & Idris, 2005).

Job satisfaction is the number of expectations that correspond to the actual rewards. Job satisfaction is closely related to that person's behavior in the workplace (Davis & Nestrom, 1985). Job satisfaction is a mixture of positive or negative feelings that workers feel about their work. When a person joins a company, he or she introduces the requirements, goals, and viewpoints that distinguish the standards that he or she has rejected.



Job satisfaction is an integral part of public life satisfaction and an essential component in improving institutions. Most research efforts have been devoted to explaining this topic through organizational behaviour, which comprehends that there is a strong overlap between job happiness and organizational behaviour because characteristics that make us happy at work typically lead to higher organizational commitment. Companies believe that monitoring these attitudes is vital because they are typically connected to critical outcomes such as performance, volunteering, absenteeism, and turnover. Aspects of the business case are determinants of satisfaction such as management climate, job content, equalization bonus, employee influence on a workgroup, and promotion opportunities (Arevy et al., 1991).

A qualitative study suggested the development of job satisfaction by assessing the reconciliation of expectations, needs, motivations, and work status (Bussing et al., 1999). This evaluation assesses if a person develops (permanent) contentment with relaxation at work (as a result of expectations and needs being fulfilled) or discontentment with the job (feeling stressed due to unsatisfied needs and expectations). Those who are dissatisfied with their work may either stay ambitious or decrease their aspirations. If you strive for more while being dissatisfied with your existing job, you may end up feeling even worse about it. Unhappiness with one's employment that is both persistent and healthy might encourage proactive problem-solving (Bussing et al., 1999).

Weaver (1980) found a positive relationship between job satisfaction, education, age, income, and occupation. A study entitled the factors influencing employee job satisfaction at goodwill industries (Anders et al., 2004). The factors that contribute to job satisfaction were studied. The results found that the relationship with supervisors and co-workers is one of the vital factors in determining job satisfaction among workers in the organization. The study, however, could not yield further results as it was limited to only one organization.

A study titled "*Job Satisfaction and its Impact on the Performance of Public Organizations in Nigeria*" indicated that managers could control job satisfaction rates for workers in public sectors (Eneh et al., 2017). The study concluded that job tasks and professional development opportunities are factors responsible for job satisfaction. In Saudi Arabia, there is not a lot of research on job satisfaction. However, a study found that job satisfaction for women in Saudi Arabia is high (Mansour & Achoui, 2013).

In a study conducted to measure job satisfaction among nurses in government hospitals in Saudi Arabia, it was found through the study that satisfaction rates are low in this area. This study included a specific category of jobs in the non-profit and public sectors and did not directly target the non-profit sectors (Alshmemri, 2017). There is general agreement in the literature that staff is satisfied with their working life, and that there are two factors that influence them; the demographic and practical environment. Most studies consistently indicated a strong positive relationship between these two combinations and job satisfaction.

Through the literature, the search for job satisfaction is intense in business. At the same time, there is much work to be done in non-profit organizations, leading to a research gap in knowledge for practitioners and non-profit sectors (Jaskyte, 2011). In



the preceding studies, job satisfaction is very important in performance, but it has not been extensively addressed in NPOs. Therefore, the present study focuses on measuring job satisfaction for NPOs in Al-Qunfudah province in Saudi Arabia, which contributes to raising the level of job satisfaction for workers in the organizations in this region.

### ***Determinants of Job Satisfaction***

#### ***Wage and salary***

In its broad definition, remuneration includes all the financial payments that the employee receives for his work, including salaries, bonuses, commissions, or any form of monetary payment. Organizations whose employees receive high wages and salaries showcase higher levels of performance. The wage or salary has a relationship with job satisfaction, which is determined by the amount of the financial reward given to the worker and the degree that it is fair and equitable for others in the organization. When the wage received by the worker does not cover his needs, it will lead to dissatisfaction, poor performance, and rates of absence. Therefore, the wage or salary must reflect the effort that the job requires. Otherwise, it will have a negative impact (Luthans, 2005).

#### ***Benefits***

The advantages granted by the organization to the workers are among the factors that contribute to the degree of job satisfaction for the worker, as they feel their importance within the organization. This interest positively reflects job satisfaction, which contributes to raising performance and work (Alaqui, 2015). These features may not be a direct contribution to enhancing performance. Still, it is impossible to overlook them in terms of improving job satisfaction for workers in the organization.

#### ***Work Relations***

Relationships between individuals within the organization, whether between supervisors or between individuals, are necessary to achieve the organization's goals. Conflicts and disputes between individuals must be avoided as it creates a gap that contributes to not achieving full cooperation between individuals. It has been shown that the relationship between individuals represents one of the most important dimensions of job satisfaction (Al-Rouqi, 2003). The level of job satisfaction is affected by the way the supervisor deals with his subordinates. The supervisor, who looks at his associates to achieve productivity goals, loses their loyalty and develops feelings of resentment among them, which reflects negatively on their level of job satisfaction (Al-Sharif, 2015).

The worker's performance is affected by the extent of his relationship with the workers around him, where whenever the interaction of the individual with others achieves an exchange of benefits between him and them, the more this relationship is a source of satisfaction for the individual from his work. On the contrary, the more the individual's interaction with others around him creates tension, the lower the level of job satisfaction (Hamo et al., 2007).

#### ***Professional Development Opportunities***

Mohamed Helmy defined career promotion as the employee's transfer from a lower job position to a more significant job position and a higher or higher category (Ashour, 2013). The promotion is one of the returns that encourage workers who

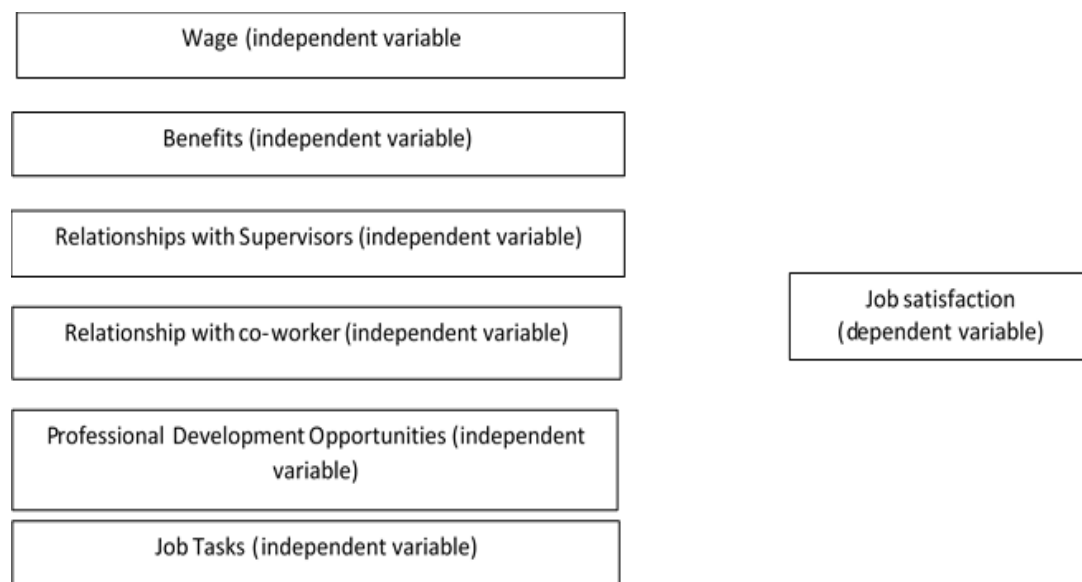


make a great effort and have high skills and capabilities that lead to their high productivity. Qualified individuals have many aspirations and perceptions about work and its development. Therefore, the organization that promotes them and gives them many powers and the ability to develop themselves and their work is thus working to develop and improve work and performance and satisfy those aspirations that are the determining factor for the impact of flight. As promotion of job satisfaction, it is indicated that there is a direct relationship between enhancing opportunities for promotion and job satisfaction, which is determined by the ambition and expectations of individuals. When the individual expects a specific upgrade and gets higher than it, he achieves more satisfaction than having a promotion that is less than his expectation and ambition.

### *Job Task*

The content of the work is one of the determinants that have a substantial impact on job satisfaction due to its importance for the worker. Whenever the elements of the work are enriching and a source of happiness for the worker, he increasingly feels its importance in performing the work and consequently his satisfaction with it. Moreover, it reflects the extent to which the individual works in providing exciting tasks and opportunities to learn and endure the responsibility, **Fig. 1** (Luthans, 2005).

**Fig. 1** Theoretical Framework and Hypothesis Development





### **Hypothesis of the study**

H0: the regression model is insignificant, i.e., the independent variables (wages and compensation, benefits, relationship with supervisors, relationship with colleagues, opportunities for career advancement, work assignments) do not affect the dependent variable (job satisfaction)

H1: the regression model is significant, meaning that the independent variables (wages and compensation, benefits, relationship with supervisors, relationship with colleagues, opportunities for career advancement, work assignments) do not affect the dependent variable (job satisfaction)

### **Methodology**

#### ***Study Design***

A descriptive approach was chosen depending on selecting the correct method based on the nature of each research problem and the study community. This method defines the phenomenon's characteristics and describes its nature and the type of relationships between the variables, their motives, and causes. This approach has been chosen because the subject dealing with this study needs to describe and analyze and reveal the relationship of the variables to each other and reach results and recommendations that contribute to understanding and developing the current reality.

#### ***Research Sample***

The sample is the sub-group so the results of this sample can be generalized to the rest of the study community (Belkacem, 2009). The research sample consisted of 200 workers in NPOs in Al-Qunfudah province where questionnaires were distributed. After applying the study tool, 200 valid analysis forms were approved. Al-Qunfudah province was chosen, where there are more than 35 NPOs operating. The researcher works in an NPO in Al-Qunfudah province, which facilitates his access to the target sample of the research.

#### ***Data collection and measures***

In this research, the questionnaire was used, as it is an essential means of collecting information. The questionnaire was designed based on dividing it into several axes. Under each axis, phrases or questions are formulated and then distributed to the study community in electronic form (via e-mail or the website). The researcher collects, analyzes, and explains the information (Bakhti, 2015).

Based on the previous literature, the form was formulated in three main axes:

- The first axis: Includes the personal data of the sampled individuals to know the characteristics of the sample. It contains six questions about the type of organization, gender, educational level, age, work duration in the non-profit sector, and salary.
- The second axis: includes data on the factors that determine job satisfaction and consists of six sections: wages and rewards (6 questions), benefits (4 questions), relationship with supervisors (6 questions), relationship with co-workers (4 questions), opportunities for career advancement (2 questions), job tasks (3 questions) (Kadarisman, 2012; Bang, 2015).



- The third axis: Includes measuring job satisfaction and contains seven questions to measure job satisfaction for the employee in the organization in which he works (Bang, 2015).

Based on the researcher's design of the questionnaire on the Likert pentatonic scale, the scale of periods has been determined so that the responses of the participants in the questionnaire are analyzed according to the following table (**Table 1**):

**Table 1** :Point Likert scale

Likert-scale	Interval	Difference	Description	Level
1	1.00 – 1.79	0.79	Strongly disagree	Low
2	1.80 – 2.59	0.79	Disagree	
3	2.60 – 3.39	0.79	Natural	Middle
4	3.40 – 4.19	0.79	Agree	High
5	4.20 – 5.00	0.80	Strongly agree	

### **Reliability**

Cronbach's Alpha ( $\alpha$ ) was used to confirm the consistency of the study tool. The general stability coefficient of the study axis is high, reaching (0.983) for a total of 33 questionnaire paragraphs. In contrast, the stability of the axis ranges between 0.656 as a minimum and between 0.959 as a maximum (Appendix A). This indicates that the questionnaire has a high degree of stability according to the Manley scale, which was adopted as a minimum of 0.7 for stability (Nunnally & Bernstein, 1994).

### **Data Analysis**

The SPSS statistical program was used to analyze data and find relationships between variables.

### **Results**

**Table 2** provides the demographic details of the study participants. The percentage of males is 76.5% of the sample size, which is equivalent to 153 individuals. The female rate is 23.5%, equal to 47 individuals, which is considered a small percentage compared to the number of males due to working in the non-profit sectors where times are long and fieldwork is more than deskwork. Most of the sample members are between the ages of 31-40 years, at a rate of 43.5%, then the category from 25- 30 years follows by 32%, then the category 41- 50 years at 12.5%. The category less than 25 years is at a rate of 7%, then 51-60 years is 4.5%, and finally higher than 60 years is 0.5%. It must be explained that most of the workers in these organizations are young, energetic, and tender. Moreover, 64.5% of the study sample holds a university qualification, 21.5% hold a secondary qualification, 10% have graduate certificates, and only 4% of the respondents have an intermediate qualification. The individuals in the sample have experience in the non-profit sector from 1-5 years, making up 42% of the sample size, followed by individuals whose experience reaches from 6-10 years by 32.5%, than individuals whose experience is less than one year at 14%,





followed by individuals with 11-15 years of experience with 13%, and individuals more than 15 years at 7.5%. Most of the sample is experienced in the non-profit sector and has the necessary maturity to manage work and have job stability. Lastly, 49.5% of the sample's individuals get salaries of less than 5000 Saudi riyals, 31.5% get salaries from 5000 to 10,000 Saudi riyals, and 10.5% get salaries of more than 15,000 Saudi riyals. 8.5% of respondents receive salaries from 10,000 to 15,000 Saudi riyals. The average wage for individuals in the sample is less than 5000 riyals and is considered low based on the qualifications of most of the sample individuals who are university students and have experiences ranging from 7-15 years.

**Table 2** Distribution of the sample according to the nature of sex

Item	Measure	Frequency	Percent (%)
Gender	Male	153	76.5
	Female	47	23.5
Age	Less than 25 years	14	7.0
	25 - 30 years	64	32.0
	31 - 40 years	87	43.5
	41 - 50 years	25	12.5
	51 - 60 years	9	4.5
	More than 60 years	1	0.5
Education	Intermediate	8	4.0
	Secondary	43	21.5
	University	129	64.5
	Graduate	20	10.0
Experience	Less than one year	28	14.0
	1 - 5 years	84	42.0
	6 - 10 years	47	32.5
	11 - 15 years	25	13.0
	More than 15 years	15	7.5
Salary/Income	Less than 5000 SR	99	49.5
	SR 5,000- SR 10,000.	63	31.5
	SR 10,000 - SR 15,000	17	8.5
	SR 15,000or more	21	10.5

**Table 3** demonstrates that all Pearson correlation coefficients between the first axis paragraphs (wages and compensation) and the overall axis degree are statistically significant at the 0.000 level of significance, with a minimum correlation coefficient of 0.654 and a maximum correlation coefficient of 0.866. All Pearson correlation coefficients between the two axis items and the overall degree of the axis are statistically significant at the level of significance 0.000, where the minimum correlation coefficients were 0.690, while the upper limit was 0.942. Moreover, all the Pearson correlation coefficients between the paragraphs of the third axis (relationships



with supervisors) and the overall degree of the axis are statistically significant at the level of significance 0.000, where the minimum correlation coefficient was 0.899, while the upper limit was 0.938. All Pearson correlation coefficients between the paragraphs of the fourth axis (relationships with co-workers) and the overall degree of the axis are statistically significant at the level of significance 0.000, where the minimum correlation coefficient was 0.805, while the upper limit was 0.879. All Pearson correlation coefficients between the paragraphs of the fifth axis (professional development opportunities) and the overall degree of the axis are statistically significant at the level of significance 0.000, where the minimum correlation coefficients were 0.931, while the upper limit was 0.940. All Pearson correlation coefficients between the sixth axis paragraphs (job task) and the overall degree of the axis are statistically significant at the level of significance 0.000, where the minimum correlation coefficient was 0.885, while the upper limit was 0.900. All Pearson correlation coefficients between the seventh axis paragraphs (job satisfaction) and the overall degree of the axis are statistically significant at the level of significance 0.000, where the minimum correlation coefficient was 0.581, while the upper limit was 0.706.

Therefore, all paragraphs of the first, second, third, fourth, fifth, sixth, and seventh axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the paragraphs of the first, second, third, fourth, fifth, sixth, and seventh axis. Accordingly, and through the results of consistency and internal consistency in the previous tables, the stability of the questionnaire gives us a high degree of validity, and its internal consistency is valid.

**Table 3** Correlation coefficients

Paragraphs of the axis	Correlation coefficient	Significant value
<b>Degree of each paragraph and the degree of the first axis (wages, salaries, and compensation)</b>		
Can you set aside some of your monthly salary for your savings?	.682**	0.000
Are you satisfied with the salary you receive each month	.856**	0.000
How concerned do you think this organization is with the welfare of its employees?	.825**	0.000
Do you believe your organization provides you with a fair amount of compensation?	.866**	0.000
Are you satisfied with the compensation you receive compared to your co-workers in this organization?	.752**	0.000
Are you satisfied with your career development so far?	.645**	0.000
Does working in this organization guarantee the future of your family?	.781**	0.000



<b>Degree of each paragraph and the degree of the second axis (Benefits)</b>		
Are you satisfied with the health coverage you receive from the organization?	.888**	0.000
Do the health benefits and facilities in this organization provide your family with a feeling of security?	.942**	0.000
How do you consider the health coverage in this organization for your family?	.933**	0.000
Do the health benefits and facilities in this organization provide you with a feeling of security?	.931**	0.000
How do you feel about your future in this organization?	.734**	0.000
Can working in this organization guarantee your pension?	.690**	0.000
<b>Degree of each paragraph and the degree of the third axis (relationships with supervisors)</b>		
Does your supervisor encourage and support your work?	.933**	0.000
Do you feel satisfied with how your superior directs, guides, and manages you?	.930**	0.000
Does your supervisor acknowledge and appreciate your work?	.935**	0.000
Does your supervisor encourage and support your work? Respond/compliment you when observing your work.	.938**	0.000
Is your superior helpful in resolving work-related issues?	.899**	0.000
<b>Degree of each paragraph and the degree of the fourth axis (relationships with a co-worker)</b>		
How satisfied are you with your co-workers' encouragement of your success?	.868**	0.000
Are you satisfied with your portion of your work (in a team)?	.805**	0.000
Is your relationship with your co-workers harmonious? Do you support one another?	.879**	0.000
How far does the relationship with your co-workers feel like family?	.848**	0.000
<b>Degree of each paragraph and the degree of the fifth axis (professional development opportunities)</b>		
I am satisfied with the mechanisms of promotions time and get it.	.940**	0.000
The upgrade is based on performance and efficiency	.931**	0.000



Degree of each paragraph and the degree of the sixth axis (Job Task)		
My company provided me with the materials and tools that let me extract my best.	.885**	0.000
I got enough training to work in my current job.	.900**	0.000
I am satisfied with the circumstances in which I work.	.893**	0.000
Degree of each paragraph and the degree of the seventh axis (Job satisfaction)		
Generally speaking, I am very satisfied with this job	.660**	0.000
I am generally satisfied with the kind of work I do in this job	.641**	0.000
I frequently think of quitting this job	.581**	0.000
Most people on this job are very satisfied with the job	.706**	0.000
People on this job often think of quitting	.679**	0.000

\*\* . Correlation is significant at the 0.01 level

It is clear from **Table 4** that the correlation matrix between the regression model variables, where the highest correlation coefficient between job satisfaction and career advancement opportunities was a value of 0.503 with a value smaller than 0.01. This is followed by work tasks with a value of 0.476 and a smaller indication of 0.01, then salaries with a value of 0.459 and a more miniature representation of 0.01, and from then the relationship with supervisors with a value of 0.383 and a value less than 0.01. Lastly comes the relationship with colleagues with a value of 0.332 and a value less than 0.01, and the last benefits with a value of 0.268 and an indication less than 0.01.

**Table 4** Correlations

		JS	wage	benefit	RS	RC	OP	JT
Pearson Correlation	JS	1.000	.459	.268	.383	.332	.503	.476
	wage	.459	1.000	.662	.491	.167	.636	.715
	benefit	.268	.662	1.000	.318	.139	.470	.544
	RS	.383	.491	.318	1.000	.523	.460	.666
	RC	.332	.167	.139	.523	1.000	.346	.361
	OP	.503	.636	.470	.460	.346	1.000	.601
	JT	.476	.715	.544	.666	.361	.601	1.000
Sig. (1-tailed)	JS	.	.000	.000	.000	.000	.000	.000
	wage	.000	.	.000	.000	.009	.000	.000
	benefit	.000	.000	.	.000	.025	.000	.000
	RS	.000	.000	.000	.	.000	.000	.000



	RC	.000	.009	.025	.000	.	.000	.000
	OP	.000	.000	.000	.000	.000	.	.000
	JT	.000	.000	.000	.000	.000	.000	.
N	JS	200	200	200	200	200	200	200
	wage	200	200	200	200	200	200	200
	benefit	200	200	200	200	200	200	200
	RS	200	200	200	200	200	200	200
	RC	200	200	200	200	200	200	200
	OP	200	200	200	200	200	200	200
	JT	200	200	200	200	200	200	200

**Table 5** shows the results of the ANOVA analysis for the regression significance test, and the value of sig is 0.000 was noticed, which is less than 0.01. Therefore, the zero assumption is rejected, and the alternative hypothesis is accepted, stating that the regression is significant. There is an effect of independent variables on the dependent variable, and the dependent variable is predicted through these independent variables.

**Table 5** ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.709	6	6.285	16.192	.000 <sup>b</sup>
	Residual	74.914	193	.388		
	Total	112.623	199			
a. Dependent Variable: JS						
b. Predictors: (Constant), JT, RC, benefit, OP, RS, wage						

**Table 6** shows standard and non-standard regression coefficients, standard error, test value (T) with probability value of the tests (statistical function), variance inflation factor (VIF) value, and tolerance coefficients:

$$VIF = 1 / \text{Tolerance}$$

Therefore, there is no linear multiplicity problem between the variables, as the previous table helps in obtaining the regression line equation;

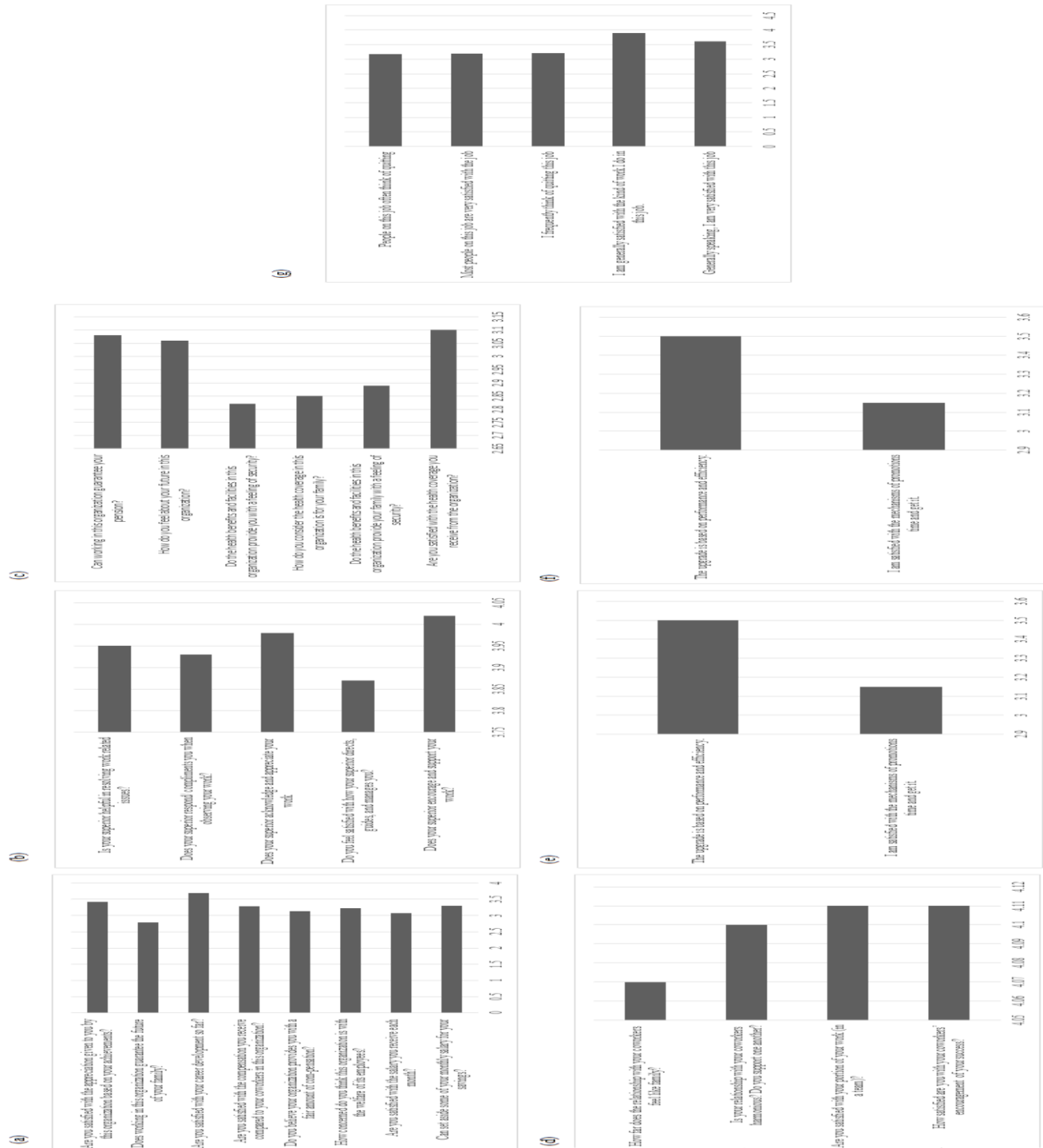
$$\text{Predicated JS} = 0.229 \times (\text{wage}) - 0.116 \times (\text{benefit}) - 0.009 \times (\text{RS}) + 0.165 \times (\text{RS}) + 0.259 \times (\text{OP}) + 0.165 \times (\text{JT}) + e$$



Table 6 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.403	.286		4.907	.000		
	wage	.181	.081	.229	2.239	.026	.328	3.048
	benefit	-.075	.051	-.116	-1.452	.148	.544	1.839
	RS	-.006	.062	-.009	-.099	.921	.456	2.192
	RC	.176	.077	.165	2.295	.023	.670	1.492
	OP	.165	.052	.259	3.177	.002	.518	1.931
	JT	.117	.072	.165	1.634	.104	.336	2.973

The following **Fig. 2** shows the average responses of the respondents about the first, second, third, fourth, fifth, sixth, and seventh axis, respectively.



**Fig. 2** Opinions of responses on the axis paragraphs (a) Wages and compensation; (b) Benefits; (c) Relationship between Superiors; (d) Relationship Among Co-workers; (e) professional development opportunities; (f) Job task; (g) Job satisfaction

The model was built to measure the relationship between the variables through the SPSS Amos program, and the following results in **Table 7** were obtained. The association was an intermediate mean between the independent variables (wages, relationship with co-workers, opportunities for career advancement, and job tasks)



and between the dependent variable, job satisfaction, at a rate ranging between 0.181 as a maximum and 0.117 as a minimum, and then the relationship with co-workers, then career development opportunities, and then job task. This is instead of a positive relationship between these variables and the dependent variable.

While the average inverse relationship between independent variables (benefits and the relationship with supervisors) and the dependent variable (job satisfaction) was found, the ratio between benefits and job satisfaction is -0.075, and the correlation between the two relationships and between job satisfactions was -0.006. The independent variable (salaries, wages, and compensation) has the most significant positive impact on the dependent variable (job satisfaction) with a parameter of 0.181, followed by the independent variable effect (relationship with co-workers) with a factor of 0.176, then the independent variable (opportunities for professional advancement) with a factor of 0.165. Finally, the independent variable (job task) affects the dependent variable (job satisfaction) with a parameter of -0.117. While it was found that the independent variable (benefits) adversely affects the dependent variable (job satisfaction) with a parameter of -0.075, as well as the independent variable (relationship with supervisors) adversely affects the dependent variable (job satisfaction) with a factor of -0.006.

**Table 7 Relationship between the variables**

Variables	Parameter
Wages and compensation	.181
Relationships with co-workers	.176
Professional development opportunities	.165
Job Task	.117
Relationships with supervisors	-.006
Benefits	-.075

### Discussion

The study measured the level of job satisfaction. It determines the factors that affect it through theoretical and applied research and after analyzing the data and measuring the strength of the relationship between the variables in the study. The results showed that job satisfaction among workers in the non-profit sector is satisfactory, where workers enjoy a good level of job satisfaction. These results are consistent with a study by Speers (2004), which focused on the non-profit sector in America. Kadarisman's (2012) survey on the public sector in Bangladesh also indicated that job satisfaction is high in the non-profit sector in general.

The present study measured the strength of factors that affected job satisfaction and showed that wages, salaries, and compensation influence this research. The second factor is the relationship with a co-worker, the third factor is the professional development opportunities, the fourth factor is the job task, and the fifth factor is the benefits. At the same time, sixth is the relationship with supervisors. However, these





results differ from the study conducted by Speers (2004), as this study concluded that soft factors are challenging to measure. For instance, the relationship with supervisors and colleagues is more influential on job satisfaction than solid factors like salaries, compensation, work tasks, and benefits. The difference in these results may be due to the restriction of one NPO.

The study found salary is the first factor in determining job satisfaction. Kadarisman (2012) study also revealed the same result in the public sector. This forms the difference in the effects that the benefits and relationship with supervisors in this research are the last factors in determining job satisfaction, and are incompatible. These results are also consistent with the study by Speers (2004).

Finally, job satisfaction in the non-profit sector is an important and broad topic for those searching for it and conducting future studies. This study also remains a simple contribution from the total contributions to enrich research in the field of knowledge. Some of the limitations of this study are that it was limited to a sample of single NPO employees in Al-Qunfudah province in Saudi Arabia. In this study, NPOs were chosen in the Al-Qunfudah province in the Kingdom of Saudi Arabia, where the Al-Qunfudah province contains five NPOs in multiple areas; organizations concerned with childhood and orphans, organizations interested in advocacy and teaching the Holy Quran, and organizations interested with relief and social work with more than 85 employees in these organizations. Lastly, the study, its field, the design of the questionnaire, its arbitration, distribution, data collection, analysis, and interpretation were carried out during the academic season 2019/2020 at King Abdul-Aziz University in Jeddah.

### Conclusion

The level of job satisfaction among workers in the non-profit sector in the Al-Qunfudah Governorate is satisfactory. The determinants of job satisfaction can be arranged as follows: wages, salaries, compensation, and relationship with a co-worker, professional development opportunities, and finally, job tasks. At the same time, it was found that job satisfaction is adversely affected by benefits and relationships with supervisors. The incompatibility in the results may be due to the difference in society and where the research sample was from a small geographical area. The administrative system may make them equal in the targeted organizations, so these factors must be re-examined within a framework to generalize the results to non-profit organizations in Saudi Arabia.

The study recommends that job satisfaction is one of the essential things that NPO care about in Al-Qunfudah province, as job satisfaction significantly correlates with motivation at work. An increase in job satisfaction rates within the organization guarantees effective performance to a large extent. This can be achieved by providing a healthy environment for employees and work teams, increasing employee cohesion through a clear definition of roles and powers, developing the career path for employees, and determining the factors that cause progress within the organization with integrity and transparency.

### Declaration and statements

#### *Author's Contributions*

The authors contributed to the design, execution, analysis, and writing of this article.

**Conflicts of Interest Statement**

The author has no conflicts of interest to declare.

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**Data Availability Statement**

All data generated or analyzed during this study are included in this published article

**Ethical Approval**

Not applicable

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**Appendix A****Cronbach coefficient to measure the stability of the study tool**

Axis	Number of phrases	Axis stability
The first axis is salaries, wages, and compensations	8	0.906
The second axis advantages	9	0.925
The third axis is the relationship with the supervisors	5	0.959
The fourth axis is the relationship with co-workers.	4	0.872
The Fifth Axis professional development opportunities	2	0.857
The sixth Axis job task	3	0.872
The seventh Axis job satisfaction	5	0.656
Overall resolution stability	33	0.983