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**The Impact of International Donors' Organizational Culture on the
Donations Provided to Gaza Strip:
A Comparative Study between International Arabs' and Europeans'
Donors**

أثر الثقافة التنظيمية للمؤسسات الدولية المانحة على الدعم المقدم لقطاع غزة: دراسة مقارنة بين
المؤسسات الدولية المانحة العربية و الأوروبية

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A Thesis Submitted in Partial Fulfillment of the Requirements for
Master's Degree in Business Administration

February-2011 (صفر-1432)

قال الله تعالى على لسان نبيه شعيب عليه السلام:

(قَالَ يَا قَوْمِ أَرَأَيْتُمْ إِن كُنتُ عَلَىٰ بَيْنَةٍ مِّن رَّبِّي وَرَزَقَنِي مِنْهُ رِزْقًا حَسَنًا وَمَا أُرِيدُ أَنْ أُخَالِفَكُمْ إِلَىٰ مَا أَنْتُمْ كُفْرًا عَنْهُ إِن أُرِيدُ إِلَّا الْإِصْلَاحَ مَا اسْتَطَعْتُ وَمَا تَوْفِيقِي إِلَّا بِاللَّهِ عَلَيْهِ تَوَكَّلْتُ وَإِلَيْهِ أُنِيبُ)

هود 88

((قَالَتِ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ))

القصص 26

Dedication

To my Parents and to my Wife, Son and Daughters

I Dedicate this Work

ACKNOWLEDGMENTS

I wish to take this opportunity to express my acknowledgments and gratitude to the research supervisor, Prof. Majed Elfarra for his continued guidance and encouragement throughout the course of this work. It has been a real enjoyment working with Prof. Elfarra and his enthusiasm has been a constant source of inspiration.

Finally, I express my sincere gratitude to my loving parents who emotionally supported me, and I am equally appreciative of the support of my wife, son and daughters who silently endured the many hours I spent away from them to finish this work.

Last and definitely not the least, I would like to thank all people who helped me in completing this work.

Eng. Nihad Abd Ellateif Taha "Elshanti"

February - 2011

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List of Abbreviations

NGO	Nongovernmental Organization
INGO	International Nongovernmental Organization
LNGO	Local Nongovernmental Organization
OPT	Occupied Palestinian Territories
OC	Organizational Culture
CSOs	Civic Society Organizations

Abstract

This study discussed the organizational culture of donors' organizations in order to address its impacts on their donations, and utilized donations as a performance measurement indicator. The nongovernmental organizations' donors, play an important role in the Palestinian territories, particularly in Gaza Strip under the umbrella of relief, poverty fighting, education enhancing, health and in many other fields.

The researcher used a comprehensive survey by examining all Arab and European nongovernmental organizations' donors who are operating in Gaza Strip, and conducted a comparison between these organizations to investigate differences and try to draw improvement suggestions. The researcher chose the Arab and European organizations because they are from two different regions and they are forming the big amount of donations. The main findings of this thesis were:

- Arab and European organizations has strong organizational culture.
- There is a significant impact of organizational culture of donors' organizations on their donations to Gaza Strip, regardless of their ages, sizes or teams personal traits .
- Donors' organizations were managed and operated by qualified and experienced people.
- Donors' performance was rated as high, from their employees perspectives.

The researcher proposed many recommendations, including:

- Improving organizational practices, particularly in the areas of authority delegation, using beneficiaries feedback in decisions, set realistic goals and strategy, risk taking and innovation.
- Creating common perspective to the employee for the entire organizations.
- Encouraging employees to change practices responding to external changes.
- Internalize every employee with the organization's culture to know if he can cope with or not.
- Creating a shared vision for employees to know what their organizations will be like in the future.

المخلص

هذه الدراسة بحثت في موضوع الثقافة التنظيمية للمؤسسات المانحة لتحديد أثرها على الدعم المقدم من هذه المؤسسات, واستخدم الباحث الدعم المقدم كمؤشر لقياس أداء هذه المؤسسات. وتلعب المؤسسات المانحة الدولية غير الحكومية, دورا هاما في المناطق الفلسطينية وخاصة قطاع غزة, وتعمل هذه المؤسسات تحت مظلة الإغاثة ومكافحة الفقر والصحة والتعليم وفي العديد من المجالات الأخرى.

استخدم الباحث المسح الشامل, حيث كان مجتمع الدراسة هو جميع المؤسسات الدولية غير الحكومية المانحة العربية والأوروبية العاملة في قطاع غزة. وقام الباحث بإجراء دراسة مقارنة بين المؤسسات العربية والأوروبية المانحة, بهدف التعرف على الفروق بينها ومحاولة إيجاد الحلول. قام الباحث باختيار المؤسسات الأوروبية والعربية كمجتمع للدراسة لأنهما يمثلان مجموعات ثقافية مختلفة ولأنهما يقدمان النسب الأكبر على الترتيب من المساعدات الخارجية لفلسطين.

أهم النتائج التي توصل إليها الباحث من خلال الدراسة:

- الثقافة التنظيمية السائدة للمؤسسات المانحة غير الحكومية العربية والأوروبية ثقافة تنظيمية قوية.
- يوجد تأثير للثقافة التنظيمية للمؤسسات المانحة العربية والأوروبية على الدعم المقدم منها لقطاع غزة بغض النظر عن السمات الشخصية للعاملين (العمر, الجنس, ..الخ) وللمؤسسات نفسها (عمر المؤسسة, عدد الموظفين..الخ).
- يدير المؤسسات العربية والأوروبية المانحة في غزة فرق مؤهلة وأصحاب خبرات كبيرة في هذا المجال.
- أداء المؤسسات العربية والأوروبية المانحة مرتفع من وجهة نظر العاملين فيها.

قام الباحث باقتراح عدة توصيات, منها:

- العمل على تحسين بعض الممارسات التنظيمية وتحديد ما يتعلق بالتفويض, و الاستفادة من ملاحظات المستفيدين من أفراد ومؤسسات عند اتخاذ القرارات, وضع إستراتيجية وأهداف قابلة للتحقيق في كل مؤسسة, وتشجيع الابتكار والمخاطرة.
- إيجاد نظرة مشتركة بين العاملين للمؤسسة بجميع أقسامها.
- تشجيع العاملين على تغيير بعض الممارسات التنظيمية تماشيا مع التغيرات الحاصلة في البيئة الخارجية للمؤسسة.
- إعطاء فترة تمهيدية لكل موظف جديد كي يتمكن من اختبار موائمه مع الثقافة التنظيمية السائدة من عدمه.
- إيجاد رؤية مشتركة للعاملين ليتمكنوا من معرفة كيف ستكون مؤسساتهم في المستقبل.

Chapter 1:

Introduction

1. Introduction

1.1 Preface

Culture is a unique characteristic of any organization. While the phenomenon of organizational culture is difficult to define succinctly; understanding it can help a manager to predict how his or her organization is likely to respond to different situations; to assess the difficulties that the organization might experience as it confronts a changing future; and to identify the priority issues for the leadership to address as they prepare the organization to compete for the future (Christensen, 2006). Culture is a characteristic of the Organization, not of individuals, but it is manifested in and measured from the verbal and/or nonverbal behavior of individuals – aggregated to the level of their organizational unit (Hofstede, 1998).

Palestine passed by many stages of governance during hundreds of years from the time of the Ottoman Empire (Turkish Khelafa) to the Israeli occupation till now. These stages caused a huge suffering for Palestinians in all aspects of life including education, health, political pressure and psychological sides. The importance of Palestine location and the holy value of its lands opened the doors widely for different humanitarian, political and religious agencies to work freely in the Palestinian territories.

These agencies are international, national and local; they are known as non-governmental organizations which are well-known as NGOs. NGOs, are well known worldwide, they prosper in industrialized countries and extend their activities to form a principal component of the social fabric in developing countries (Alghalyini, 2007).

Most world countries provide their donations to Palestinians through these agencies; some countries also deal directly with the Palestinian Authority or by their local embassies. Also, these agencies are known here and in the world by other terms: civic society organizations (CSOs), which have been major actors in the socio-economic and political development of the Palestinian society, through their ability to reach out and provide basic services to the population (Abdel Shafi, 2004).

There are many reasons for donors and agencies to support and work in Palestine, most of them are working on poverty fighting, job creation, development, relief, and other fields, others are working on hidden agendas; political agendas and Christianization goals. However, these agencies are mix of different cultures and nations, reflected on the agencies works and

output. So, there are Arab, European, Asian and American organizations. Some organizations have native employees in their local offices, but usually the majority of employees are local.

In general, the Palestinian society is characterized by the existence of large number of non-for-profit organizations that work hard to provide much needed high quality services for the Palestinians (Alghalyini,2007).

The support and donations of International NGOs (INGOs) have took many forms: funding for services delivery, capacity building programs and democracy promotion programs. The pre-Oslo support was motivated by humanitarian considerations, and the post-Oslo support in addition aimed at developing civil society as a necessary component of a democratic society. (Abdel Shafi, 2004)

The wide diverse in the types of projects, section criteria, and beneficiaries reflect the need to focus on the organization cultures of these agencies. This research will shed the light on the organizational cultures of Europe and Arab donors to determine the impacts of their cultures on their donations.

1.2 Research Problem

The world countries donated more than 3 billions of dollars to the Palestinian local nongovernmental organizations (LNGOs) through international donors.

In general, there are big differences between INGOs regarding the amount of donations provided to the local community, but all left impacts on the beneficiaries. However, this research deals with the INGOs; the Arabs & the Europeans, to find whether there is a relationship between the INGOs organizational cultures and their donations.

So, the research questions could be as the following:

- Are there differences among INGOs organizational cultures traits?
- Are there impacts of the organizational cultures of Arabs' and Europeans' donors on their donations provided to Gaza Strip?
- Are there differences between Arabs' and Europeans' donors performance due to the organizational culture?

1.3 Research Hypothesis

H1. There is a significant statistical correlation between the organizational culture of donors' organizations and their donations provided to Gaza Strip.

This hypothesis is divided to the following sub-hypothesis:

H1.1 There is a significant statistical correlation between the Involvement trait and the donations provided to Gaza Strip.

H1.2 There is a significant statistical correlation between the Consistency trait and the donations provided to Gaza Strip.

H1.3 There is a significant statistical correlation between the Adaptability trait and the donations provided to Gaza Strip.

H1.4 There is a significant statistical correlation between the Mission trait and the donations provided to Gaza Strip.

H2. There are significant statistical differences in organizational culture traits and donations provided to Gaza Strip due to personality traits of respondents (Age, Sex, qualifications and years of experience).

H3. There are significant statistical differences in organizational culture traits and donations provided to Gaza Strip due to donors' organizations traits (nationality, age in Gaza, number of permanent staff and average annual budget) .

1.4 Research Variables

Independent Variables

The researchers vary in classifying the variables into dependent or independent, so some of them used organizational culture as a dependent variable, and others used it as an independent variable. According to Flatt and Kowalczyk (2006), the independent variable in this research is the organizational culture and its traits as listed below:

- Mission
- Adaptability

- Involvement
- Consistency

The Dependent Variable

The dependent variable is the donations provided to Gaza Strip including the following sub-variables:

- Annual projects budgets.
- Annual implemented projects.
- Projects diversity.
- Project selection criteria.
- Number of beneficiaries (people & organizations).
- Beneficiaries selecting criteria.
- Beneficiaries satisfaction on the organization services
- Job security in the organization.

1.5 Research Objectives

1. Investigating traits of the organizational culture in the Europeans' and Arabs' donor organizations.
2. Finding the relationship between donations and the organizational culture.
3. Assessing the impacts of organization cultures on the donation features and classifications
4. Suggesting some recommendations to direct the donors' organization cultures to meet and serve the needs of the local community.

1.6 Research Importance

Importance to academics

This is the first academe detailed research that is discussing the organizational cultural issues for donors with charitable interests. However, the Arab area is lacking for such deep researches on international organizations and their organizational culture.

Importance to donors

This study, conducted data base for the organizational culture traits for Arab and the European organizations work in Gaza Strip, which will show these strengths and weaknesses points, and help in directing their works to serve the local community in the correct way.

Importance to the researcher

The researcher has worked in the INGOs for a long time. He is also an active member in board of directors in many LNGOs. This thesis helps the researcher in developing his managerial practices and work, and the works of INGOs and LNGOs that he works with.

Importance to the Local NGOs and Community

The managerial practices are expected to be developed positively to meet the requirements of the active and dynamic INGOs'. Moreover, the an improvement is expected in the internal work environment; this will finally reflect positive effects on the employees productivity.

1.7 Scope of Study

Most of donors' charities headquarters are in the West Bank , but this research will focus on Europeans' and Arabs' donors charities working in Gaza Strip, which will be a mirror for INGOS in the West Bank, in addition to the impossibility to reach their offices in the West Bank due to the Israeli closure. However, this study focused only on Arab and European donors. This concentration facilitate the researcher efforts to perform deep and comprehensive analysis for this clearly identified group of donors.

1.8 Difficulties of the Study

During thesis preparing stages, the researcher faced different difficulties as follows:

1. No comprehensive documents are available for those donors working in Gaza Strip.
2. No comprehensive documents showing donors' native regions and nationalities.
3. There were no cooperation from many donors without justifications.
4. Many donors, haven't clear addresses, so it was difficult to contact and access them and this took a long time.
5. Most high managements of donors' organizations are outside, and contacting them was very difficult.

6. There are no international standards for organizational culture and there are no similar researches available for donors in other developing countries with limited resources.

1.9 Summary

This chapter contained a brief overview of the organizational culture subject, as well as defining the NGOs and INGOs terms; also, listed research problem, hypothesis. The research independent variable was the organizational culture and its four traits, while dependent variable was the donations provided to Gaza Strip. The research subject which focused on the Arab and Europeans INGOs in Gaza has big importance to many sides, including academics, donors, LNGOs and the researcher.

Chapter 2 :

The Organizational Culture

2. The Organizational Culture

2.1 Introduction

This chapter discusses organization culture in details, defines it, lists some types of organizational culture, measures organization culture, shows the importance of organization culture and how to change it.

It also explained and discuss Denison Model which used in this thesis . This model meet the purpose of this research, and covers the measuring of performance and effectiveness considered by the researcher as a mirror of the output of the organization culture . The researcher adapted the Denison Model to be effective in measuring the performance and effectiveness of no business firms but for the nongovernmental (non-profit) firms.

This chapter contains the following sections:

1. Defining Organization Culture
2. Types of Organization Culture
3. Measuring Organization Culture
4. Changing Organization Culture
5. Importance of Organization Culture
6. Who shapes the Organization Culture
7. Denison Model

2.2 Defining Organization Culture

It's important to define the organization culture and find common and precise definition for it, to have a common understanding of it. (WordPress, 2008) . (Christensen, Clayton ,2006) pointed to a fact that culture is the result of common learning experiences. So, there are many definitions for OC, but there is no unique definition for it, so one researcher listed 162 definitions for the OC, which means its complex and interacted (Al Maddan, 2010) . This chapter will include some definitions and try to extract a common and suitable definition for the research purpose.

"many scholars have proposed definitions of what culture is. These include: observed behavioral regularities that occur when people interact, the norms that evolve in close working groups, the dominant values espoused by an organization, the philosophy that guides an organization's policy toward employees and customers, the rules for getting along with

other people in the organization, and the feeling or climate of a particular organization" (Christensen, 2006) .

(Boan and Funderburk, 2003) described organizational culture as a tool used to describe the shared beliefs, perceptions, and expectations of individuals in organizations. Delobbe ,Haccoun and Vandenberghe (2005) announced to a general definition of OC as: "a set of cognitions shared by members of a social unit", and listed second definition "a system of shared values and beliefs that produces norms of behavior and establish an organizational way of life". But according to (Hofstede, 1998) the organizational culture is "the collective programming of the mind which distinguishes the members of one organization from another".

Also, Serrat (2009) defines organizational culture as: "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems".

According to (Boan and Funderburk, 2003), the organizational culture is a multidimensional concept that developed independently in several disciplines ranging from social anthropology to organizational psychology.

Belassi , Kondra, and Tukul (2007) defined organizational culture shortly as how things are done in an organization. While he viewed culture as "the philosophy that guides an organization's policies toward employees and/or customers".

(Buvaneswari , 2008) Listed two definitions for the organization culture, the first one:"corporate culture is the pattern of shared beliefs and values that give the member of an institution meaning and provide them with the rules for behavior in their organization." And the second definition:"organizational culture is concerned with how employees perceive the six basic characteristics such as individual, autonomy, structure, reward, consideration and conflict."

One definition is related to this research developed by (Deal, 1998) , so he defined it as "corporate culture is loosely defined as the attitudes, behaviors and personalities that make up a company".

The researcher agreed with (Buvanewari , 2008) results, that every organization will have its own word to describe what it mean by culture, Some of them are core, ethos, ideology, manner, patterns, philosophy, purpose, roots, style, vision and way.

Based on the above definitions, the researcher had developed a particular definition for organizational culture, very relative to the purpose of this research, so "***organizational culture is the pattern of shared beliefs and values that give the organization's members the meaning and the sense how to behave and supply them with the policies towards dealing with internal and external organization environment.***"

2.3 Types of OC

The lines below talks about types of organization culture, there are many classifications for its types. "Organizational culture varies more than any other corporate asset, including large and tangible information and communication technology infrastructure". (Serrat, 2009)

" The common perceptions of the individual members about the organization determines the types of the organizational culture, individuals with realm of universal truths and are broad enough to accommodate any variety of circumstance".(Buvanewari , 2008) However, determining organization culture types in firms and making comparison between their culture helps in identification and assessing dimensions for organization culture.

According to McNamara (2000) , there are different types of culture as well as there are different types of personality. So, determining the organization culture type in this research is not a priority, but the top priority is measuring its culture.

Tharp (2009) reported that 81% of the functional teams within the 57 corporations that they studied had a different organizational culture types than their companies. "One fact no culture type is better than another. The value is in understanding an organization or team's culture and how that culture helps support business goals. Only then can the workspace truly provide the support team members need" (HAWORTH, 2007). This enforces the researchers opinion in not focusing on the organization culture types nor their employees organization Culture types.

Cameron and Quinn (1999) , referred to many types and also levels of culture that affect individual and organizational behavior: "At the broadest level, a global culture, such as a world religion's culture or the culture of the Eastern hemisphere, would be the highest level.

At a less general level are national cultures (e.g., French culture) or subgroup cultures such as gender-based cultures (i.e., distinctive ways in which men and women view the world), ethnic group cultures (e.g., differences between blacks and whites), occupational cultures (e.g., police culture), or socioeconomic group culture (e.g., rich versus poor). Each of these cultures is generally reflected by unique language, symbols, and ethnocentric feelings. Still less broad is the culture of a single organization ".

Most researchers on the organization culture wrote about its types, but the majority of them focused on one of many classifications for the organization types, which is strong and weak classification.

The researcher in this thesis listed three classifications for organization culture types with brief description for each type, starting with the widely used classification: the strong and weak cultures.

2.3.1 Classification One: Strong and Weak Culture

This classification divides organization culture into two types: Strong and Weak Cultures.

The strong culture

Tharp (2009) and Buvanewari (2008) , summarized the strong culture features on the following points:

- A strong culture is a powerful lever for guiding behavior.
- It helps employees to do their job better.
- It is said to be strong where employees respond to stimuli because of their alignment with it.
- A strong organizational culture, with values and internal guides for more autonomy at lower levels, can prevent top administration from increasing its personal power at the expense of middle-level administration.

The weak culture

It is said to be weak where there is little alignment, and control is exercised with administrative orders. (Serrat, 2009)

2.3.2 Classification two: Collaborate, Create, Control, and Compete Culture

HAWORTH (2007) and Tharp (2009) have identified four basic types of organizational culture with short abstract about each, and also announced that each one has different

attitudes, behaviors, and work patterns that must be recognized to enhance effort and performance.

The four types of organizational culture according to them:

A Collaborate (clan)

- Group loyalty and sense of tradition are strong.
- There is a strong concern for people.
- The organization places a premium on teamwork, participation, and consensus.

A Create (adhocracy)

- Innovation and risk-taking are embraced by employees and leaders.
- Success means gaining unique and new products or services.
- Being an industry leader is important.

A Control (hierarchy)

- A highly structured and formal place to work.
- Rules and procedures govern behavior.
- Stability, performance, and efficient operations are the long-term goals.
- Management wants security and predictability.

A Compete (market)

- A results-driven organization focused on job completion.
- People are competitive and goal-oriented.
- Leaders are demanding, hard-driving, and productive.
- Reputation and success are common concerns.
- Long-term focus is on competitive action and achievement of measurable goals and targets.

2.3.3 Classification Three: Academy, Baseball Team, Club, and Fortress Culture

McNamara (2000) , provides different for organization culture types, and determined the following four types for it. Each one has different traits than others.

Academy Culture

- Employees are highly skilled and tend to stay in the organization, while working their way up the ranks.

- The organization provides a stable environment in which employees can develop and exercise their skills.
- Examples: Universities, hospitals, large corporations, etc.

Baseball Team Culture

- Employees are "free agents" who have highly prized skills.
- They are in high demand and can rather easily get jobs elsewhere.
- This type of culture exists in fast-paced, high-risk organizations, such as investment banking, advertising, etc.

Club Culture

- The most important requirement for employees in this culture is to fit into the group.
- Usually employees start at the bottom and stay with the organization.
- The organization promotes from within and highly values seniority.

Examples: Military and some law firms, etc.

Fortress Culture

- Employees don't know if they'll be laid off or not.
- These organizations often undergo massive reorganization.
- There are many opportunities for those with timely, specialized skills.

"Examples are savings and loans, large car companies, etc. "

After studying the above mentioned three classifications and many other researchers on the organization culture types, it can be concluded that there is no accord for one type and they vary in type and classification.

2.4 Measuring OC

Measuring organizational culture is a difficult task, because it's undetectable most of the time, and it's not consciously articulated (Mobley, Lena and Kate, 2005) . Also, the culture varies in organizations, so what works for one may not work for another; this leads to different assumptions (Denison, 2005). "Cultural differences are usually seen most sharply when two organizations are brought together, as in a merger, or when people from different organizations are required to collaborate, as in partnerships of various sorts and customer–supplier relationships" (Denison, 2005).

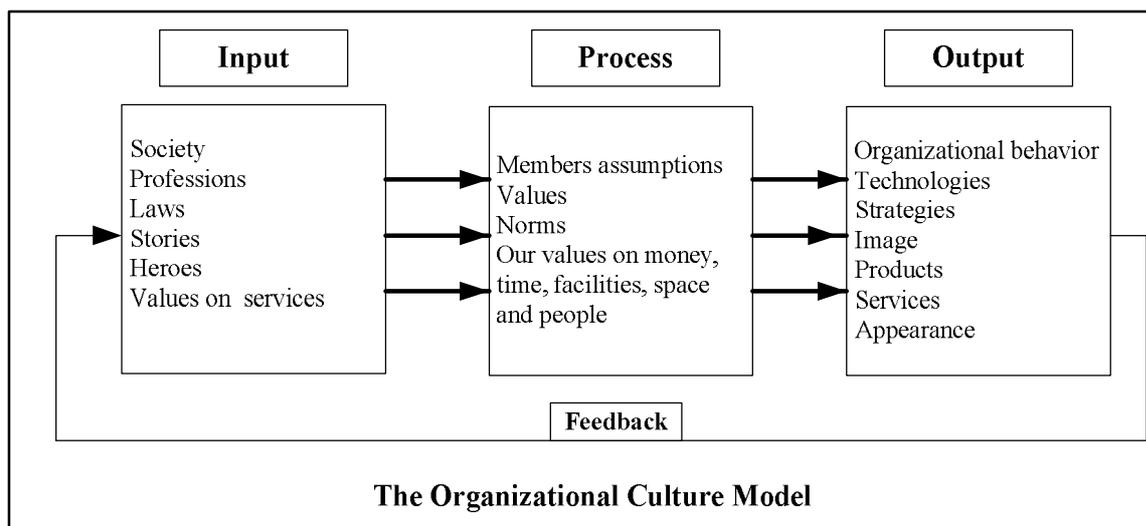
"Although researchers have offered various definitions of organizational culture, few suggest ways of measuring it. Measuring organizational culture is not easy, especially when it is approached as a variable consisting of shared values and beliefs that are taken for granted and not obvious even to an organization's members" (Belassi, Kondra and Tukel, 2007).

Although the difficulties in measuring organizational culture, academics and researchers have focused during recent years on studying how to measure the dimensions of organizational culture and how such measures relate to the effectiveness and competitiveness of the organization (Mobley, Lena and Kate, 2005).

An appropriate study for (McNamara, 2000) has described organizational culture as an integrated system, constituted of input likes, society, professions, laws, stories, heroes, values on competition or service, etc. The process is a mixture of members assumptions, values and norms, e.g., our values on money, time, facilities, space and people. While the outputs such as organizational behaviors, technologies, strategies, image, products, services, appearance, etc. and also feedback.

The following diagram in figure 2.1, showing the organizational culture as a whole system, which will simplify understanding, knowledge, analyzing, and measuring it by linking the most potential elements of organizational culture together.

Figure 2.1: An organizational culture as integrated system



The source: adapted from (McNamara ,2000)

Many researchers linked by outputs and effects of organizational culture, McNamara (2000) added by butting all in equality.

As a result, Belassi, Kondra and Tukel (2007) announced that organizational culture has an influence on overall organization performance. That means its effects can be noted in its internal and external environment. The researcher in this thesis uses a developed measurement model (Denison model, section 3.6), shows the internal and external effects.

"Culture is a characteristic of the organization, not of individuals, but it is manifested in and measured from the verbal and/or nonverbal behavior of individuals aggregated to the level of their organizational unit" (Hofstede, 1998). Therefore, the relevant level of cultural analysis, according to Cameron-Quinn (1999) is: "the level at which change efforts are directed. This may be at the overall organization level or it may be at the level of a subunit supervised by a manager. The target is the level at which culture change is required for organizational performance to improve". So, Tharp (2009) supports this idea by referring to importance of understanding the culture of units or departments in organization to get more accurate picture of the organization.

"In order to reflect the respondents' points of view, questionnaire approaches to the study of organizational culture should be clear about what they are supposed to measure. They should also be analyzed at the level of organizational units and not of individuals" (Hofstede, 1998). The researcher will target by the questionnaire (appendix v) the top management, projects manager, and low grade employees such as project coordinators ... etc. This variation and mixture in management levels and units at the same organization represents it as a whole and at the end gives a complete picture of the organizational culture. "subunit cultures also contain core elements of the entire organization's culture in addition to their own unique elements" (Cameron-Quinn, 1999).

"An organization's culture is reflected by what is valued, the dominant managerial and leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique" (Cameron and Quinn, 1999) .

2.5 Change OC

Because culture is so deeply rooted in an organization's history and collective experience, working to change it requires a major investment of time and resources. Help from a change

agent outside the system is often advisable. Without such help, it is difficult for insiders to view their "reality" as something they've constructed, and to see meaning in things they normally take for granted (Roelofs, 2009).

An excellent culture should be flexible to environment, and each individual, including both top management and bottom employees, should be open to change. In a word, a desired organizational culture is stable and flexible, stable in their vision, values and mission, but elastic in the structure and operations; it should focus on both external adaptation and internal integration, adapting to the customer and market and satisfying to employees at the same time (Mobley, Lena and Kate, 2005).

Culture is enduring, slow to change; changing organizational culture is a very difficult goal to achieve, not only because culture is largely unrecognized, but because once set, commonly shared interpretations, values, and patterns are difficult to modify (Cameron Arbor, 2004).

Culture develops during the course of social interaction. In organizations, there are many different and competing value systems that create a range of organization realities and subcultures, rather than a uniform corporate culture. Culture is shaped by many factors, including the societal culture in which an organization resides, its technologies, markets and competition, and the personality of its founding fathers (Denison, 2005)

"Because of its shared nature and implicit understanding about organizational norms and values, culture can have a dramatic effect on efforts to change specific procedures or processes. For better or worse, organizational culture affects any effort to implement change" (Boan and Funderburk, 2003).

Cameron and Quinn (1999) referred in analysis to the importance of the organizational culture change: "Modifying organizational culture, in other words, is a key to the successful implementation of major improvement strategies as well as adaptation to the increasing turbulent environment faced by modern organizations". And also, alerted of the failure in the attempts to change, which lead to cynicism, frustration, loss of trust, and deterioration in morale among organization members.

2.6 Importance of OC

It is highly important to consider the organizational culture in research, since culture has many important impacts on organizational performance, so organizational culture affects how

organizations do things and influences a firm's in many sides as strategy as well as its processes and, consequently, the outcome (Belassi , Kondra and Tukul., 2007) . A lot of researchers wrote in details to show these importance, so according to Pierre (2006) , and Delobbe, Haccoun and Vandenberghe (2005) the importance of organizational culture are as follows:

1. It's the glue that holds organization together.
2. It can be a critical success factor in implementing organization's strategy.
3. There are significant relationships between the fit of employees and the prevailing organizational culture and a number of important outcomes such as job commitment and turnover.
4. A key component of successful quality improvement initiatives in a variety of industries, including healthcare.
5. Organizational culture is related to an organization's ability to adapt to rapidly changing business demands, to remain competitive, and to sustain high levels of performance.

Christensen and Clayton (2006) referred to a very important issue, that organizational culture affects many aspects of organizational performance , regardless of the size, industry, or age of the organization, including financial performance, customer and employee satisfaction, and innovation. Also, added that culture is a unique characteristic of any organization, and mentioned the following important points:

1. Culture is a unique characteristic of any organization.
2. Understanding it can help a manager predict how his or her organization is likely to respond to different situations; to assess the difficulties that the organization might experience as it confronts a changing future; and to identify the priority issues for the leadership to address as they prepare the organization to compete for the future.
3. Culture affects and regulates the way members of the organization think, feel and act within the framework of that organization.
4. Culture forms the basis of group identity and shared thought, belief, and feeling.

Boan and Funderburk (2003), Kim and Yu (2004) and Belassi, Kondra and Tukul (2007) opinions are compatibles, so they link between impacts of organization culture and with the organization performance items, such as:

1. Financial performance
2. Customer and employee satisfaction.
3. Contribute to quality of work, like nursing care, and patient safety in the health sector.
4. Organizational culture explains why things are happening the way they are.
5. Organizational culture can tell what can be changed to improve performance.

Shortly, the importance of organization culture can be abstracted from Tharp (2009) , so the author announced that culture can affect decisions making with respect to such areas as recruitment, selection, and placement within the organization in addition to other many issues.

2.7 Who Shape the Organization Culture

In this section, the researcher has written in detail about forming and shaping the culture in an organization. So, it is not automatically created when an organization is founded. (Boan and Funderburk, 2003).

The founders of the organization, may be the founder of the culture, but not at all times, so sometimes it's created or developed by the management teams who decide to improve their organization performance. (Cameron-Quinn, 1999) and (Serrat, 2009) .

According to Tharp (2009) : "The culture affects leadership as much as leadership affects culture"; he has analyzed the relationship between organization culture and the leaders of the organization and so on the employees, and described it as a constant interplay. While he added: " The characteristics and qualities of an organization's culture are taught by its leadership and eventually adopted by its followers". However, and based on Boan and Funderburk (2003), norms, values, and assumptions are developed and taught to new employees.

In few words Mobley, Lena and Kate (2005) answered about who shape the organization culture, by "the feelings of every member towards every aspect of corporate life, when counted together, constitute your organizational culture".

2.8 Denison Model

A significant issue in this thesis, is how to measure organizational culture, and how to find touchable or measurable items of the organizational culture. But after wide survey of previous studies and references, the researcher got a result, that the most suitable way to measure the

organizational culture is to measure the organization outcomes like effectiveness and performance, so many researchers link between the effectiveness and performance of organization and its culture. Mobley ..etc (2005) supports this idea by:" The academics and researcher have focused on finding link between the organizational culture and the effectiveness and the performance of the organization".

According to Denison, Haaland and Goelzer (2004)," Research on the link between organizational culture and effectiveness is also limited by lack of agreement about the appropriate measures of effectiveness. Despite these challenges, better understanding of this topic remains critical to the development of organizational studies".

Denison model is very advanced in finding these measures and the relation between organizational culture and effectiveness, so Mobley, Lena and Kate (2005) announced to Denison model as one of the most useful and valid models to measure the organizational culture, chosen by the researcher in this thesis.

Mobley, Lena and Kate (2005) defines and listed Denison model history by the following lines:"It was developed by Dr. Daniel Denison, a famous professor at IMD. In the early 1980s, he studied the performance data from 34 firms and found that in those organizations whose work is more sensibly organized and where individuals are more involved in decision-making, Return on Investment (ROI) and Return on Sales (ROS) are two to three times higher. After the first set of studies, he continued and expanded the range of companies that his research covered; the total number of companies has reached 764 by 1995 and is still growing rapidly year-by-year."

This global model worked out four cultural traits, adaptability, mission, involvement, and consistency influence organization performance to a significant degree (Mobley, Lena and Kate, 2005). Also, Mobley, Lena and Kate (2005) has conducted a result after a precise examination by statistical tools that "the effects of these four traits are remarkably reflected in Sales Growth, Return on Assets (ROA), Quality; Profits; Employee Satisfaction; and Overall Performance"; table 2.1 list some of these performance indicators at the profitable organization.

Table 2.1: The profitable organization performance indicators

The profitable organization performance indicators
Sales Growth
Return on Assets (ROA)
Quality
Profits
Employee Satisfaction
Overall Performance

The source: adapted from (Mobley, Lena and Kate, 2005).

The situation in the non-profit-organizations which are targeted in this research is different; the performance indicators should be different. The researcher depending on many researches in this field has adapted the following table 2.2 which lists some of non-profit organization performance indicators, which are also used in the questionnaire to survey respondents.

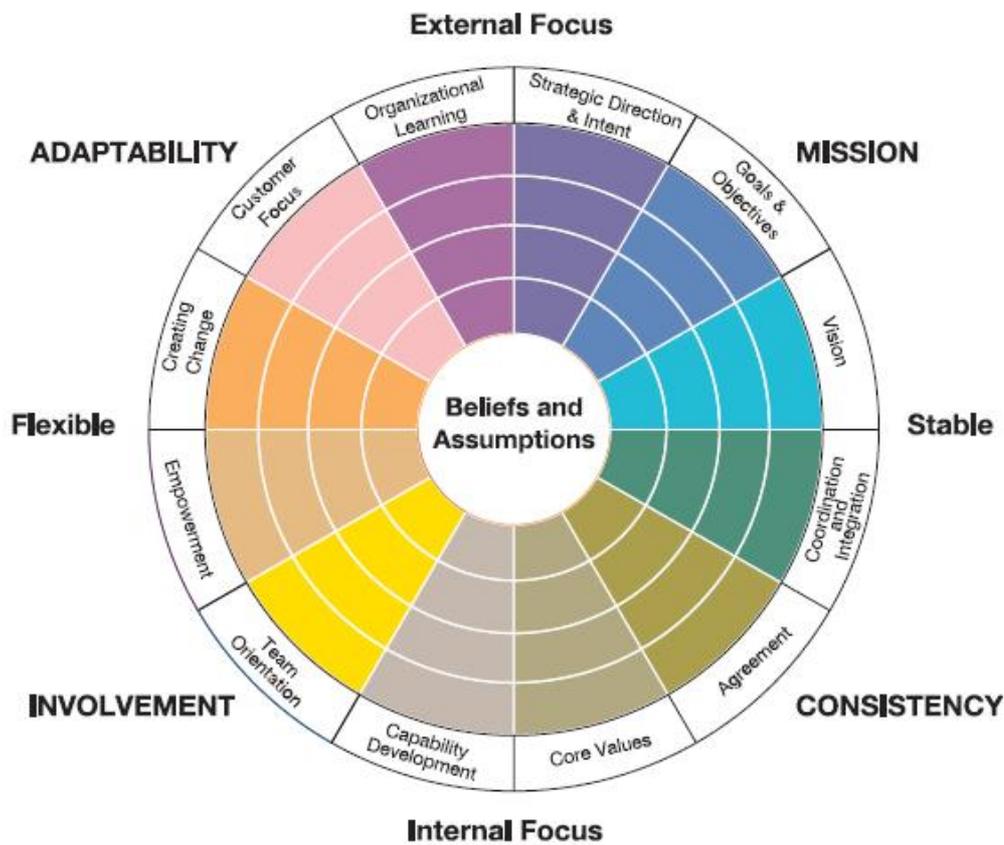
Table 2.2: Non-profit organization performance indicators

#	Indicators
1	Annual income for new projects.
2	Number of implemented projects annually.
3	Diversity in the implemented projects.
4	Used criteria in selecting projects.
5	Number of beneficiaries.
6	Used criteria in selecting beneficiaries.
7	Beneficiaries satisfaction on the services provided.

The source: adapted from (Mellina, 2010); (Lewis, 2003); (Lehtinen, 2002).

" An excellent culture should be flexible to environment, and each individual, including both top management and bottom employees, should be open to change". Also, in a word, described the desired organizational culture as:" stable and flexible: stable in their vision, values and mission, but elastic in the structure and operations; it should focus on both external adaptation and internal integration, adapting to the customer and market and satisfying to employees at the same time" (Mobley, Lena and Kate, 2005). Denison Model has built on these opinions as we see below in Figure 2.2.

Figure 2.2: Denison's Model of organizational culture



The source: Mobley W., Lena W. and Kate F. (2005), "Organizational Culture: Measuring and Developing it in Your Organization", Harvard Business Review China. , 128-139

"At the very centre of Denison model lie an organization's basic beliefs and assumptions. These beliefs and assumptions are the wellspring of behavior and action, but are well hidden under the surface of daily corporate life" (Mobley, Lena and Kate, 2005) .

However, we can still approach culture in a more measurable and useful manner. The four-trait model in Figure 2.2 provides such a possibility. Each of the four quarters above is further divided into three sub-dimensions.

2.8.1 Denison Model Four Traits

The following tables provide an explanation in simple manner for the four traits of Denison model and for the three sub-dimensions of each (Denison, Haaland and Goelzer, 2004).

The Involvement Trait

Table 2.3: The involvement trait

The involvement trait		
Involvement Description	Is about building employees' capability, ownership, and responsibility.	
Sub dimensions		
Empowerment	Team orientation	Capability development
Show how people are empowered with real responsibility. Created a sense of ownership and initiative.	Value is placed on working cooperatively towards common goals. Rely on team effort to get work done.	Is about investment in the development of employees skills to stay competitive, meet ongoing business needs, and meet employees desire to learn and develop.
High Involvement Means:	<p>Empower their people, build their organizations around teams, and develop human capability at all levels.</p> <p>Organization score on this trait reflects how much the organization focuses on developing, informing, involving your people and getting them engaged.</p> <p>Executives, managers, and employees are committed to their work and feel that they own a piece of the organization.</p> <p>People at all organization levels feel that they have at least some input into decisions that will affect their work, and that their work is directly connected to the goals of organization.</p> <p>-Also, high involvement means effective organizations</p>	

The source: adapted from ((Mobley, Lena and Kate, 2005); (Denison, D., Haaland S. and Goelzer, 2004)).

The Consistency Trait

Table 2.4: The consistency trait

The consistency trait		
Consistency Description	It is to examine whether you have a strong and cohesive internal culture.	
Sub dimensions		
Core Values:	Agreement:	Coordination & Integration:
Organization has a shared set of values that creates a strong sense of identity and a clear set of expectations among organization members.	Leaders skilled enough to achieve high agreement and reconcile different opinions on critical issues.	Different functions and units of the organization work together well. Departmental or group boundaries interfere with cooperation.
High Consistency Means:	<p>Organizations also tend to be effective because they have “strong” cultures that are highly consistent, well coordinated, and well integrated.</p> <p>This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity.</p> <p>- High consistency means: a strong and cohesive internal culture.</p>	

The source: adapted from ((Mobley, Lena and Kate, 2005); (Denison, D., Haaland S. and Goelzer, 2004)).

The Adaptability Trait

Table 2.5 : The adaptability trait

The adaptability trait		
Adaptability Description	It is focusing on an organization’s ability to adapt quickly to the signals from the external environment, including customers and the marketplace.	
Creating Change:	Customer Focus:	Organizational Learning:
Taking risks to create change. Learning to read the business environment, envision changes in process and procedures, and make timely change.	Adaptable organizations are driven by their customers; Able to understand customers, satisfy them and anticipate their future needs.	Can you interpret the signals from the environment into opportunities for encouraging innovation and gaining knowledge.
High adaptability means:	Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change. They are continuously changing the system so that they are improving the organizations’ collective abilities to provide value for their customers.	

The source: adapted from ((Mobley, Lena and Kate, 2005); (Denison, D., Haaland S. and Goelzer, 2004)).

The Mission Trait

Table 2.6: The mission trait

The mission trait		
Mission Description	The Mission trait is useful in identifying whether you are in danger of shortsightedness or you are equipped with systematically defined strategic and action plans.	
Vision:	Strategic Direction & Intent:	Goals & Objectives:
Have a shared view of a desired future state. Vision understood and shared by all in the organization.	Planning to ‘make your mark’ in your industry or specialty. Clear strategic intentions convey the organization’s purpose and make it clear how everyone can contribute.	A clear set of goals and objectives linked to the mission, vision, and strategy adequately provided so that everyone could draw as reference in their own work.
High mission Means:	Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future. When an organization’s underlying mission changes, changes also occur in other aspects of the organization’s culture.	

The source: adapted from ((Mobley, Lena and Kate, 2005); (Denison, D., Haaland S. and Goelzer, 2004)).

2.8.2 Denison Model Advantages

Mobley, Lena and Kate (2005) , conclude the advantages of Denison model as follows:

-It focuses on two paradoxes that each organization is constantly seeking to balance.

A- One is consistency versus adaptability: Organizations that are market-focused may encounter problems with internal integration but those too well integrated may be over-controlled and lack adequate flexibility to adjust to the environment.

B- The other is top-down vision (mission) versus bottom-up (involvement): Organizations with too much emphasis on general corporate mission may frequently ignore the issue of employee empowerment and buy-in, but organizations with strong participation may have a hard time in establishing direction.

- The four different traits relates to different aspects of your company's performance.
- The external perspective greatly influences Market Share and Sales Growth.
- The internal focus is more about Return on Investment and Employee Satisfaction.
- The effect of flexibility is strongly related to innovation of new products and services.
- The stability is directly contributing to financial performance such as Return on Assets, Return on Investment, and Return on Sales.

A promotional scheme used by (Mobley, Lena and Kate, 2005) to describe and list advantages of Denison model by dividing the colored circle at figure 2.2 to vertical and horizontal lines, as seen below:

• ***Divided by the vertical middle line:***

- The two traits on the left side of Figure 2.2 (involvement + adaptability) focus on change and flexibility.
- The two traits on the right (mission + consistency) shows the capability to remain predictable and stable over time.

• ***Divided by the horizontal middle line:***

- The upper part (adaptability +mission) is something related to an organization's adapting ability in response to the external environment

The bottom part (involvement + consistency) emphasizes the issues on internal integration of systems, structures and processes.

Also, (Denison, Haaland and Goelzer, 2004) and (Juechter, Fisher and Alford, 1998) showed additional advantages of Denison Model as bellow:

- At the heart of Denison's model of organizational culture are individual beliefs and assumptions which are the sources and the control unit of the four traits elements.
- The four different cultural traits (mission, consistency, adaptability and involvement) are related to different criteria of effectiveness
- The traits of mission and consistency were the best predictors of profitability, the traits of involvement and adaptability were the best predictors of innovation, and the traits of adaptability and mission were the best predictors of sales growth.
- Denison model is often used as part of a diagnostic process to profile specific organizations in order to highlight the strengths and weaknesses of their cultures and to suggest ways in which the organization's culture may influence its effectiveness.

2.9 Summary

The researchers not accord on a united definition for the organizational culture, so the researcher define it as: "***organizational culture is the pattern of shared beliefs and values that give the organization's members the meaning and the sense how to behave and supply them with the policies towards dealing with internal and external organization environment.***". The founders and the executives shape the OC, but it's difficult to change because its rooted in the organization. Denison Model is an effective model used in this research to survey the OC, its linking the OC with the organization performance. Denison divided the OC into four traits representing and balancing the internal and external environment of organization.

Chapter 3:

An Overview of International Nongovernmental Organizations at the Palestinian Territories

3. An Overview of International Nongovernmental Organizations at the Palestinian Territories

3.1 Introduction

Chapter 3 will talk about an overview of international non-governmental organizations (INGOs) at the occupied Palestinian territories, particularly in Gaza Strip. This chapter is divided into four sections including: 1. Historical Background 2. The Impact of International Donors 3. The Europeans' & Arabs' INGOs 4. Amount of Europeans' & Arabs' INGOs Donations to Gaza Strip.

3.2 Historical Background

The terms international non-governmental organizations (INGOs) and non-governmental organizations (NGOs) are widely used today in our daily life, mostly in Palestine. INGO in this research refers to the international donors organizations who work in Palestine. There is no clear number of the INGOs which work in Gaza Strip and the West Bank. (Badwan, Interview, 2010), but according to MAS (2010) there are at least 130 INGOs working in the OPT.

Some of these organizations have representatives in both Gaza and West Bank, MAS (2010) indicated that 84% of the INGOs headquarters are in the West Bank. While other INGOs are concentrated in Gaza and they haven't branches in the West Bank (Mercy International, 2010). Most of these INGOs started work in Palestine after the 1967 war directly, some after 1987 Intefada, some after 2000 Al Aqsa Intefada, and some after the 2008/2009 war in Gaza (Ghuseen, Interview, 2010).

During the last decades, the social and charitable works in Palestine didn't stop and they took many forms; there were also a development which happened rapidly through every political stage. During the Ottmani rule, they established many bodies, clubs or charities which were known as Tekeya to help and affect the local people, and made a special law to regulate these works which are well known till now as the Ottmani law for charities.(Abd Elghai, 2007)

Also, 'During the British Mandate, Palestinians established a mixture of religious, family-related and political organizations to pursue practical and specific projects in the socioeconomic field as well as to express and publicize their political aspirations (Abdul

Hadi, 1997). That stage was more developed with different features according to social and political situations.

The Palestinian NGOs entered new stage after the 1967 war, they worked to secure accessing funds, which were mainly from UNRWA and other INGOs which have started their work directly after the war (Abdul Hadi, 1997). "It also had an important role in consolidating national and factional identities, with many large NGOs closely linked to internal and external leadership of the major Palestinian factions".(Chemonics International Inc, 2007)

The local NGOs (LNGOs) are the bridge to the outside for Palestinians who live in the OPT particularly for Gaza people after 2007 internal conflicts. "NGOs offer the elite access to the international community, foreign governments, donor organizations and UN agencies" (Abdel Shafi, 2004). Few countries have consulates in Gaza, so the INGOs are not only providers for humanitarian and relief helps, but they also help in finding scholarships, coordination for travel (for patients, scholars,...etc.) and in many aspects of daily life requirements. These efforts can't be done by the LNGOs without financial support, but surely with the help of the INGOs, so the local donations couldn't cover all these big expenses, so the INGOs contributed by 73% of the LNGOs budget (MAS, 2010).

Most LNGOs have solid experiences and do great works, they are also strongly connected with the INGOs. The INGOs are considered as the feeders of the LNGOs. There are more than 800 LNGOs registered at the ministry of interior (Badwan, Interview, 2010), so, " NGOs became an industry providing thousands of attractive jobs for the local economy" (Abdel Shafi, 2004).

An important factor let the LNGOs spread widely and succeeded in getting significant funds as Abdel Shafi (2004) reported: 'Most donors avoided direct funding to the PNA for two reasons: direct bilateral funding could be interpreted as de facto recognition of the PNA as a sovereign entity and further, by channeling funds through international agencies, donors felt that high standards of accountability and transparency were guaranteed'.

At the current stages, the unemployment rates according to House of Commons International Development Committee (2003) are in the region of 60-70%, and added that high percent of those who are employed are dependent upon the LNGOs or the INGOs including UNRWA. The NGOs local or international importance comes from the big gap and sectors which they

cover. MAS (2010) classified donations into nine sectors: charity & relief, health, social, rights, education, infrastructure, children, youth, and women.

According to MOI (2009), there are only 47 INGOs registered at the ministry files; also there are a lot which are not registered till now for political reasons, and added 'the MOI hasn't official real statistics for the exact number of the INGOs who work in Gaza'. Furthermore, there are many INGOs working through local NGOs to pass the ministry of interior requirements, to reduce costs and also because they consider this way simpler than working independently (Mercy, 2010).

The INGOs can be classified according to MOI (2010) as international non-profit organizations work in the OPT through representatives on the ground or through local NGOs and documented as foreign branches .

The origin states of the INGOs vary from most world countries, they represent diverse cultures and interests which are reflected on their projects and targeted sectors.

3.3 The Impact of International Donors

Billions of Dollars passed through these INGOs to OPT for two sides, the main side goes to Palestinian National Authority treasury, " During 2008, donors disbursed \$1.5 billion in budget support to the Palestinian Authority" (Gaza Strip aid, 2008-2009); also a significant amount of donations was awarded to the LNGOs." In the five year period between 1999 and 2004, the OPT received at least \$5.147 billion in international aid" (Al-Haq , 2009).

Every INGO has its special reasons for work in the OPT; many come for humanitarian issues, religious issues and political issues. At the end, all try to work under the humanitarian umbrella, employing the high percent of poverty 79.4% in Gaza Strip as well as huge rate of unemployment (World Bank, 2008).

The majority of the implemented projects in Palestine are funded by INGOs. Every donor reflects its agency policy on the feature of donations, and 62% of INGOs work is based on political agenda (MAS, 2010). The health sector obtained on the great percent of donations, about 14.86% followed by rural development and reliefs (MAS, 2010). "Most of the foreign aid was used for emergency purposes rather than creating strategic and long-term development outcomes" (Gaza Strip aid, 2009).

An enormous amount of money, different types and classifications of projects and different target of beneficiaries, all these differences and variations can be shown clearly on the ground. "This illustrates the high levels of aid dependency in the West Bank and Gaza, particularly taking into account the fact that the majority of public sector salaries are financed with foreign aid". (World Bank, 2008)

The donors are from different areas, but they work on plans drawn by their high management in their organizations under the effect of different cultures, agendas and policies. "World Bank's activities in West Bank & Gaza may be affecting you directly through the projects and policies it finances, or indirectly through its influence on governments, investors, and the development discourse in general. Whether you agree or disagree with them, the policies they promote and the programs they finance may have direct effects on your daily life" (World Bank, 2009). "The Director of the Norwegian Agency for Development Cooperation in the Palestinian Territories openly stated this: Donors are very strong because they have the money so they can set the agenda - both on the governmental level as well as on the NGO level" (Abdel Shafi, 2004).

According to MAS (2010), the majority of INGOs (60%) implement their projects without coordination with LNGOs, which will let them in direct touch or contacts with the local people. 'Support to these organizations must allow work on the basis of their progressive values and political agendas. In the past, the projects funded by EU and USA had to remain non-political' (Schäfer, 2008). These billions press the LNGOs to adapt their objectives, agenda and strategies to match donors policies and requirements particularly after 11/9 attack. And worst of all, the Palestinian society as a whole has been made dependent on foreign donations. This money has been used for immediate issues, to keep the society somehow going (Schäfer, 2008). This adapting affected negatively the most outcomes of the LNGOs, so the main goal for these became securing donations, so when we know that most of these depend totally on international donations including the PNA even in finding the administrative expenses and salaries. "the Palestinians ability to sustain themselves has been exhausted and they are now completely dependent on aid from international donors" (Assad, 2002).

The INGOs are not exception, so they change their strategies and targeted beneficiaries according to the political situation on the ground, and to keep on fund from their feeders

"governments", so we note at this stage most Europeans concentrate on the relief works, while it is impossible to note infrastructure projects. "Following the eruption of the second Intifada in 2000, the majority of donor aid has been focused on emergency crisis relief aimed at combating the immediate effects of Israel's occupation policy" (Al-Haq , 2009).

The INGOs highly contributed by their donations in developing the local community in most levels, but they left very negative effects on all its aspects in general, so it became a follower not a developer, and depending on the foreign aids to find most local needs. Political pressure besides occupation and closure let the Palestinian look to the INGOs as a hope help to cover essential daily needs. Most donors didn't build a factory or a university. "Projects worth millions of Euros have been implemented to improve existing water systems or to educate Palestinians how to save water. But no drop of additional water has been made accessible to the population with all this money" (Assad, 2002).

"(OPT) has considerable economic potential, but the conflict with Israel over more than 50 years has severely constrained its development" (House of Commons International Development Committee, 2003). Most donors didn't use this ability to develop the Palestinian community to stand on its legs, so OPT have land, human resources and well-educated people to be more qualified to lead, but unfortunately the Palestinian community can't do this alone because of the occupation, while the INGOs and foreign governments play on this weakness point. 73.3% of the workers themselves in the INGOs announced this fact: the international aids have not helped the Palestinian cause (MAS, 2010).

The donors at the Paris Conference pledged \$7.7 billion for the PNA (Gaza Strip aid, 2008-2009). These billions besides others from different donors and governments affected directly the local people. " Whether you agree or disagree with them, the policies they promote and the programs they finance may have direct effects on your daily life" (World Bank, 2009).

Another indicator about how much the INGOs interacted in local situations, MAS (2010) announced to that by showing that the external financing decreased to less than 10% of total contribution between 2005-2007, while after 2007 Gaza events increased to 70%.

3.4 The Europeans & Arabs INGOs

According to Gaza Strip Aid (2009), most of world countries had given donations to the OPT. Gaza Strip had taken 24.22% of the total donation to the OPT (MAS, 2010). This thesis can't

include all those donors, but has targeted the Europeans' and Arabs' donors, because they are the larger donors group. Till 2008, the Europeans had contributed by 67.78% of donations, then Arabs by 10.7% (MAS, 2010). Additional reasons had pushed the researcher to focus on the Europeans' and Arab's INGOs in this research:

- The Arabs' donors as well as Europeans' represent wide diversities of cultures of many countries which serve the main goal of this thesis.
- After 2006 legislative elections, most donors had stopped donations in OPT except the Arabs and some Europeans which created new schemes to pass donations to the elected government and to reach recipients directly (FAO et al, 2007).
- The diverse of countries, religions and cultures will serve this research.

However, the Mercy International (2010) referred to a fact, that Arabs' donors represent varieties of parties, governments and organizations. So, the majority related to the Islamic parties, and others for the left. These variations added more value for this research. The differences can also be found in the Europeans, so some of these stopped donations even dealing with municipalities whose main board members and mayors belongs to Hamas, while other donors keep on contacts and still donate them till now (PCHR, 2006).

Table 3.1 shows donors' contributions percents to Palestine, based on a survey done in OPT to see whether Palestinians have knowledge about the international donor that provided most humanitarian and developmental assistance to the Palestinian people. According to the survey: nearly half (48%) of the respondents believe the EU is the international donor that provided most humanitarian and developmental aid to the Palestinian people, followed by the Arab countries (27%), the non-Arab Islamic countries (14%), the US (7%) and Japan (4%).(Near East Consulting, 2006)

Table 3.1: International Donors' contributions percents to Palestine

#	The donor	Contribution percent
1	The European Union (EU)	%48
2	The Arab Countries	%27
3	The United States (US)	%7
4	The Islamic Countries	%14
5	Japan	%4
	Total Donations	%100

Source: adapted from (Near East Consulting, 2006)

3.5 Amount of The Europeans' & Arabs' INGOs Donations to Gaza Strip

"In the five year period between 1999 and 2004, OPT received at least \$5.147 billion in international aid" (Al-Haq , 2009), also according to Gaza Strip aid (2009) during 2008 donors disbursed \$1.5 billion in budget to support the PNA, certainly these numbers didn't include the donations to the LNGOs. Also, in 2006 the external donations to the PNA represent 100% of its budget, because "Israel" prevented it from earning the tax (MAS, 2009).

3.6 Summary

The Palestinian community is historically very rich of LNGOs and INGOs; their importance come from the big gab that they cover in many fields, including employment, relief, health and many other fields. Billions dollars distributed on local projects, NGOs and beneficiaries through INGOs which left huge effects on all theses sides. There is an essential need to enhance and direct INGOs works, to meet the local community requirements and needs.

Chapter 4:

The Previous Studies

4. The Previous studies

4.1 Introduction

This chapter is the outcome of wide survey in libraries, articles, thesis, papers and scientific journals; the researcher concluded the contents of twenty five similar works and built on their studies in completing this research. This chapter includes sections below:

1. Palestinian Studies

2. Arabic studies

3. International Studies

4. Comments on Previous Studies

5. What makes this thesis different?

4.2 The Palestinians Studies

(Okasha, 2008)

"The Impacts of the Organizational Culture on the Level of Performance at Palestine, Practical Study: The Palestinian Telecommunication company (Paltel)"

The purpose of the study was to show the impact of the organizational culture on the professional performance of the employees working at the Palestinian Telecommunication Company (Paltel); in addition, the study aimed at identifying organizational culture at Paltel. The researcher used a random sample of (312) employees who make up only (20%) of the (1561) members of the study population.

The main results of study:

-The study showed that there is a positive impact of the organizational culture on the professional performance of the employees working at Paltel.

-The study also showed that there is a significant statistical evidence between the organizational culture which comprises the following elements: policies and procedures, rules

and regulations, measures and criteria, behavioral types, organizational values and expectations, and organizational convictions and tendencies.

The study recommendations were:

- The company board and personnel department should stress the importance of organizational culture because this will be positively reflected on the professional performance of the employees.
- The employees should stress the importance of the creative values that contribute to increase the level of administrative efficiency.

(Barakat, 2007)

"The implementing of the of Total Quality Management Dimensions under the Organizational Culture in the Working Banks in Gaza Strip "

This study aimed to recognize whether the banks in Gaza strip adopt Total Quality Management (TQM) dimensions or not under the existed organizational culture; these dimensions include the concentration on clients , concentration on employees needs , concentration on operation improvements and finally concentration on managerial needs for competition . Also, the study aimed to clarify the effect of organizational culture on applying TQM dimensions.

This study sample included the top level of management in the different main offices and branches of banks working in the Gaza Strip represented by general directors, directors , deputy or assistant of the director, head of the branch or the auditor , head of department and department in charge . The collected data from the origin recourses, distributed 166 questionnaires and received 138 (83%) .

The study concluded that the banks in Gaza Strip adopts the TQM dimensions under the existed organizational culture , although these TQM dimensions are being applied in different positive levels, the highest level concentrated on the managerial needs for competition.

The study also concluded that there are no significant differences among respondents about actual TQM applications under the existed organizational culture in the Gaza banks attributed to job position, the age, specialization, experience by years, and gender.

The research important recommendation: Enhance the importance and effect of organizational culture, which will improve the effectiveness of TQM application.

(Al-Dao'or, 2007)

"The role of the head teacher as an educational leader in Gaza governorates and his relationship with the school organizational culture from the teachers point of view"

This research aimed at realizing how much the head teacher at secondary school , practices his role as an educational leader and his relationship to the types of organizational culture prevailing in schools , and finding out the effect of (sex , qualification , years of service and the educational region) on the teachers evaluations of the head teachers practices of his role as an educational leader and on the type of the prevailing educational culture in secondary schools. The sample size was 360 samples of 3040 of the secondary teachers.

The main results were:

-The most type of the cultural organization being used in secondary schools was the type of human relations culture then the achievement culture, then the strength culture and finally the system and roles culture .

-There was a relation between the role of the secondary school head teacher as an educational leader and the culture of systems and roles .

-There was a strong relationship between practicing the head teacher in secondary school to his role as an educational leader and the types of the organizational culture being used in secondary schools .

-There were no clear static differences between the teachers evaluations of the cultural organization being used in secondary schools because of the changes in (sex , qualification , years of service and educational region).

The researcher recommended working in order to build cultural means in the secondary school through working in effective good ways team accepting others' opinion and enlarging the orders of the head teacher.

(Abd Elelah, 2006)

"The Organizational Culture Ruled in the Palestinian Universities in Gaza Strip and its Impacts on the Level of Organizational Development for Universities: Comparative Study"

The study aimed to identifying types of organizational culture prevailing at the Islamic University , Al Azhar University and Al Aqsa University in the development at the mentioned universities. Also, the study examined the relationship between the organizational culture and organizational development. The research sample consisted of administrative, academics and top level managements at the universities. The number of respondents was 264 of 340 (77%).

The results of study showed that the top level management at the universities formulated the organizational culture. Further, it showed that the level of organizational development at the Islamic University was very high; at Al Azhar University it was high, while at Al Aqsa University was moderate. The study also showed that there was statistical significant relationship between the organizational culture and organizational development. The researcher suggested some recommendations, including the need to reduce the authoritative management style at Al Azhar and Al Aqsa Universities.

4.3 The Arabic studies

(Klein, Waxin and Radnell,, 2009)

"The impact of the Arab national culture on the perception of ideal organizational culture in the United Arab Emirates"

The purpose of this study was to examine the potential impact of Arab national culture on the style of organizational culture in the United Arab Emirates (UAE); and also improving our understanding of a key dimension of corporate performance, culture. The sample size is small (17 firms); each firm is represented by only one member.

This paper main finding is that a certain amount of the variability of organizational culture can be explained by differences in national culture.

(Yasin, Alavi and Saba, 2008)

"Executive courage in the Palestinian organizational culture"

The purpose of this research was to attempt to shed some light on Palestinian executives and their organizational culture. Specifically, this research focuses on the dimensions of executive courage in the unique Palestinian culture. The impact of executive courage on Palestinian organizations is emphasized. This research represents rare insight into the Palestinian organizational culture.

The research instrument utilized in this study was also used in other cultural settings. Content analysis and factor analysis were used to analyze the data collected from a sample of 40 Palestinian executives.

One of the major results of this study is that there is a positive impact of executive courage on organizational culture of Palestinian organizations.

4.4 The International Studies

- Organizational culture must be impressed on all organization's members as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency.

(Kefela, 2010)

"Understanding Organizational Culture and Leadership - Enhance Efficiency and Productivity"

This paper aimed to find the relationships between innovativeness, organization structure and culture to encourage employees to find meaning and purpose in their work, and to link their individual efforts to those of the entire company.

The author conducted the main following findings:

Organizational culture is the personality of the organization.

It drives the employee's productivity and company performance levels.

Knowledge management and organization culture can direct day-to-day behavior.

It supports structural and process changes, and creates the climate required for successful implementation of innovation strategy.

(Mellina, 2010)

"Non-Profit Brand and Culture Go Hand in Hand "

This paper focused on studying the link between a non-profit organization brand and its culture, presenting a model to guide and support a culture change, and also develop a model for organizational culture change.

The author reached to a result that the organizational culture consisted of two dimensions: hardware (policies) and software (human activities) dimensions. The author either referred to an increase in organizational culture alignment means that the organization is in a better position to reach its strategic objectives and deliver its brand promise.

The author recommended: to enhance performance of organization must enhance and change its culture including people and places.

(Cem, 2010)

"Improving Performance Through the Understanding of Organizational Culture: Binghamton University's Emergency Management Program"

This thesis purpose was to show how understanding organizational culture can improve performance. It performed a comparative case study of three similar organizations, the research design focused on how Binghamton University could improve its emergency management efforts through the consideration of organizational culture.

As a result, emergency situations and unplanned events have the potential to throw an organization into chaos and seriously impact the ability of that organization to fulfill its mission, so the author recommended to construct emergency department.

(Abou-Jarad, Yousef and Nikbin, 2010)

"A Review Paper on Organizational Culture and Organizational Performance"

This paper focused on defining, measuring organization culture and also measuring organization performance. Also, the authors tried to find a link between organization culture and organization performance. This study has been done on the industry sector in Malaysia, but also refers strongly to the performance measurements indicators for the non-profit organizations.

This article worked out very important findings under both topics, organizational culture and organization performance as follows:

1. To have a strong performance we should enhance the organizational culture to become strong.
2. There is a wide variety of cultures as well as performance indicators.
3. Organizational culture practice was the most crucial factor that will determine organization success.
4. The differences in organizational culture distinguished one organizational culture from another.
5. Organization performance is the most important issue for every organization being profit or non-profit one.
6. Organizational performance is the ability of the organization to achieve its goals and objectives.
7. Performance is equivalent to the 3Es (economy, efficiency, and effectiveness).
8. Organizational performance could be categorized under two categories: financial (profitability, return on asset, ...etc) and nonfinancial (satisfaction, organizational commitment, and employee turnover, ...etc) performance measurements indicators that should both used together.

(Ojo, 2009)

"Impact Assessment Of Corporate Culture On Employee Job Performance"

The purpose of this study was to assess the impact of organization culture on employee job performance as well as organizational productivity. The study population was the Nigerian banking industry; a total of 100 employees constituted the sample size.

The main findings of this study: Organizational culture has strong effect on employee job performance, also it determines the productivity level of the organization.

The authors recommended what follows:

- Every employee should first internalize himself with the organization's culture to know if he can cope with or not, because everyone has different culture and beliefs than where he works .
- In case of an organizational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance.

(Rey García, 2008)

"Evaluating the organizational performance and social impact of third sector organizations: a new functional realm for nonprofit marketing"

The purpose of this was to study performance and impact measurement and evaluation in non-profit organizations from an international perspective.

This article findings:

1. Evaluation should focus upon results (outputs and outcome).
2. To evaluate the performance should make benchmarking with competitors.

(Westergren, 2007)

"Getting dressed for success – Designing organizational cultures in the Chinese context"

The purpose of this study was to explore the link between organizational culture of companies and their performance. The study population was four Swedish companies in China.

The researcher conducted the following results:

1. Organizational culture has a great influence on how the employees work, thereby influencing the company's results.
2. The successful companies have a culture which fits the context and is adaptable.
3. There is long-term stability in organizational values, despite sweeping changes in organizational leadership.

The researcher recommended, for further study, addressing the stability of values in organizational culture.

(Rowe, 2007)

"Cybernetics of culture"

The purpose of this paper is to show that culture is a primeval management and has its roots, the same desire for control that management does. Also, this paper explored the fundamental systems that allow to create culture.

This paper conducted some findings as follows:

- Culture is at the heart of the individual and in the ether of the organization .
- Culture is a core process of development.
- Culture is more concerned with the non-touchable dimensions of organization.

(Christensen, 2006)

"What Is an Organization's Culture?"

The purpose of this paper was to study the organizational culture in deep analysis; and discuss also how to change it from low level at the task level not from process.

The author reached to some results:

1. Managing culture is a complex and vital part of the work of general manager.
2. Organizational culture can be one of the most powerful tools that a manager can employ in their efforts to get the diverse and dispersed set of people that comprise most organizations to work together in a coherent, consistent and purposeful way.
3. Culture can also be one of the most vexing barriers to managing change in an organization.

(Bhattacharjya and Venable, 2006)

"The Mutual Influence of Organizational Culture and SSM Applied to SISP – An Action Research Study in a Non-Profit Organization"

This study aimed to show how the culture of an organization can influence the strategic information systems planning (SISP) process, and how the process itself can have a significant influence on organizational culture in a non-profit organization. Also, listed some of the characteristics of non-profit organizations, and focused more on the Australian society.

The study was undertaken at a small community based non-profit organizations in Australia; it has 26 staff members and over 200 community volunteers. The data gathering process conducted by the researcher involved development of a rich organizational text suitable for interpretive analysis, including the analysis of documents, a number of one-on-one interviews with management and operational staff, and group discussions with management.

The authors reached to some findings: Lack of confidence in discussing technology related matters; it also led to some initial hesitation amongst staff with regards to participation in the planning process; the procurement or use of any technology would be driven by the

organizational context and the interviews and discussions were basically for determining organizational needs and did not need any technical expertise.

They recommended management to ensure the alignment between information system and organizational goals and objectives, to success SISP process.

(Balthazard, Cooke and Potter, 2006)

"Capturing the behavioral norms that form organizational culture and drive performance"

This paper aimed to describe how organizational culture is manifested in behavioral norms and expectations, focusing on 12 sets of behavioral norms associated with constructive, passive/defensive, and aggressive/defensive cultural styles. Data are summarized from 60,900 respondents affiliated with various organizations that have used to assess their cultures.

This research worked out the following results:

1. There is a positive impact of some cultural styles (constructive), and the negative impact of others styles (dysfunctional defensive), on both individual and organizational performance.
2. The results link the dysfunctional cultural styles to deficits in operating efficiency and effectiveness.
3. Understanding cultures in terms of expected behaviors and norms can explain why some organizational units (or the entire organization) exhibit dysfunctional behaviors that are counter to the organization's expressed values or mission, and which hamper efficiency and effectiveness.

The main recommendation: fixing dysfunctional organizations requires first and foremost insights into the relatively tangible aspects of their culture that is reflected in the behaviors that members believe are expected of them.

(Balthazard A. Pierre and Cooke A. Robert, 2004)

"Organizational Culture and Knowledge Management Success: Assessing The behavior–Performance Continuum"

This paper aimed to explore the relationship between organization's culture and outcomes that are consistent with successful Knowledge Management environments.

The population were of 60,900 respondents from organizations in America , examined by questionnaires in the period between 1999 and the second quarter of 2002.

The author in this article came out significant findings as follows:

1. Within any organization there may be a variety of cultures.
2. The organizational culture shaped by characteristic differences in professional orientation, status, history, power, visibility, or other factors.
3. Planning a global knowledge management strategy and understanding the cultures of partner stakeholders can spell the difference between project success or failure.

The author recommend to understand organizational cultures to know and explain why organizational units exhibit behaviors that are counter to the organization's expressed values or mission.

(Lee and Kelvin, 2004)

"Corporate culture and organizational performance "

The purposes of this study were to investigate the relationships between organizational culture and organizational performance, and attempted to assess how culture affects organizational performance. The organizational culture profile was used as the primary research instrument among Singaporean companies as a research sample.

The finding: Culture has impact on a variety of organizational processes and performance.

(Denison, Haaland and Goelzer, 2004)

"Effectiveness: Is Asia Different from the Rest of the World?"

The purpose of this study was to explore the importance of cross cultural differences, and to help to understand the impact that organizational culture has on organizational effectiveness. Also, to build an organizational level model that elaborates the cultural factors that help to distinguish effective and ineffective organizations.

The results show a very similar pattern across regions of the world; also there is strong and consistent link between company culture and effectiveness.

The findings suggest that a common perspective on organizational culture may indeed be possible in multinational corporations. Furthermore, these characteristics can be measured and tracked and appear to have a somewhat predictable impact on effectiveness.

(Jaskyte, 2004)

"Transformational Leadership, Organizational Culture, and Innovativeness in Nonprofit Organizations"

This study on leadership, organizational culture, and organizational innovativeness in nonprofit organizations is to find a relationship between all; the sample for this study consisted of 247 employees of nineteen nonprofit organizations.

The main finding of this study was: Leaders can create and manage an organizational culture that promotes innovation.

The author conducted the following two main recommendations:

1. The researchers should explore whether and how strong cultural consensus could foster organizational innovativeness.
2. Nonprofit managers must understand the cultures of their organization and seek to develop values and practices that are supportive of innovation.

(Garmendia, 2004)

"Impact of corporate culture on company performance"

This study aimed to explain the relationship between organizational culture and performance. Organizational performance in this article was defined in terms of differential attainment of a total of 15 basic traits comprising a profile that corresponds to the corporate culture in place.

The samples were 100 companies were included in survey of companies in the life and health insurance industry in Madrid.

The main result: A strong culture has a positive impact on organizational performance (results), particularly if the organization adapts to the environment and interacts proactively with it.

(LEWIS, 2003)

"Practice, power and meaning: frameworks for studying organizational culture in multi-agency rural development projects"

This article aimed to find a link between culture and practice which helpful for analyzing processes within and between development agencies, rural populations and other actors.

A framework developed in this paper was first elaborated at the onset of a three countries to study the influence of organizational culture on the effects of World Bank funded rural development projects that identify the empowerment and strengthening of community based organizations as one of their goals.

This paper findings:

1. Organizational culture is constantly being produced within projects, sometimes tending towards integration, often towards fragmentation.
2. Organizational culture is an indicator why some projects fail, and why ideas stated in project documents are often not realized, especially in the case of the newer.

(Qingxue, 2003)

"Understanding Different Cultural Patterns or Orientations between East and West"

This study aimed to make a comparison between cultural patterns (high-context communication vs. low-context communication, individualism vs. collectivism, equality vs. hierarchy, and assertiveness vs. interpersonal harmony); the author thought the comparison will lead to understanding the differences between East and West and their possible consequences in the intercultural communication.

Many findings came out of this article:

1. Understanding these cultural patterns, which underlie most common behavior of the Easterners and Westerners, help to find out why people from East and West act as they do.
2. This discovery may lead to appreciate the rich diversity and genius that exist in different parts of the globe, avoid potential intercultural problems and become successful communicators in the interaction between East and West.
3. Beliefs, values, or cultural patterns and orientations determine what perceived, how reacted to situations, and how related to other people.

(Lim, 1995)

"Examining the organizational culture and organizational performance link"

This study aimed to discuss the relationship between the organizational culture and the organizational performance, and also try to measure the organizational performance.

This article conducted two main results:

1. The strong culture has a positive influence on organizational performance.
2. The organizational culture has important contribution towards understanding of organization; it can be used as descriptive and explanatory tool.

4.5 Comments on Previous Studies

The listed studies diverse in objectives, populations, and respondents organizations whether profit or non-profit. All accord about the important of organizational culture, and its impacts on many aspects of the organization, particularly the organization's performance and outcomes. But according to the researcher, there are some aspects of differences between the local studies; Arab and international.

Local Studies: Most of these studies focused on recognizing the type of organizational culture ruled in many local organizations; they were very useful in classifying types and defining organizational culture.

They varied in their populations, but the non-profit organizations weren't under focus. Also, no one of local studies linked organizational culture with performance.

Arab Studies: They were similar to the local studies, but wider in their respondents types, and also the objectives tried to achieve.

International Studies: They were very varied in objectives and respondents, they included ministries, profit and non-profit organizations. They focused in measuring organizational culture and link it with performance. An effective models used for this purpose; many performance measurements indicators found for both profit and non-profit organization.

4.6 What makes this thesis different?

What added value to this thesis and makes it different are: the population, so none of these previous studies targeted the Arab's and European's non-governmental organizations which work in Gaza Strip. Also, the outcomes that the researcher tried to measure in order to enhancing it by enhancing the organization culture.

The researcher based on previous works, adapted a model (Denison organizational culture model) to measure organizational culture and also to find a link between it and the performance of organizations. Little adaptations were made on that model and on the performance measurement indicators to meet the thesis requirements.

Chapter 5:

Research Methodology

5. Research Methodology

5.1 Introduction

This chapter discusses the methodology of the study. It includes several sections. They include: 1. Research method, 2. Research population, 3. The questionnaire and its dimensions, 4. The pilot study, 5. Data collection, 6. The response rate, and 7. Statistical Analysis Tools.

5.2 Research Method

To achieve the research goals, descriptive analytical tools were used. Both data resources, the primary and the secondary have been used in this research.

1. The primary data: used by a questionnaire designed for this purpose based on Denison Model (appendix v). It was distributed, filled by respondents, then returned and analyzed.

2. The secondary data: It includes reviewing papers, articles, books, publications and previous studies. Also, the web pages were very helpful in getting updated and new information about organizational culture subject.

5.3 Research population

The research population included Arabs and Europeans non-governmental donors working in Gaza Strip. The researcher used the UNSCO directory of Non-Governmental Organizations in the Gaza Strip (2007), the local non-governmental organizations reports, friends work in these organizations, and the ministry of interior report (charities directorate) to find these targeted organizations. All these resources, didn't succeed in determining the exact number and classification of Arabs and Europeans non-governmental donors which work in Gaza Strip.

Some filtering was made to work out the final list of Arabs and Europeans nongovernmental donors that work in Gaza Strip. The donor nongovernmental organizations were selected based on the following criteria:

- Every non-governmental organization describes itself as a foreign branch for Arab or European country, is selected.

- The Palestinians non-governmental donors organizations, were selected.
- The governmental organizations from both regions were excluded.

Based on these criterion, 38 nongovernmental Arab and European organizations were found in Gaza Strip as seen below in table 5.1; appendix i shows these organizations and their classifications. The researcher used a comprehensive survey to consider all.

Table 5.1: The Number of Arab and European nongovernmental organizations in Gaza Strip

#	The Nationality of INGOs	No. of INGOs
1	Arab	8
2	European	30
Total number of Arab and European INGOs		38

Source: MOI (2010); AIDA(2009); UNISCO(2007).

The researcher distributed 78 questionnaires on all these organizations; every organization received between 1-4 according to these employees number, filled by managements staffs including: general manager, project manager, financial manger and project coordinator. The level at which change efforts are directed according to Cameron and Quinn (1999), and also to get more accurate picture of the organization (Tharp, 2009). 63 questionnaires returned, all were valid; the response rate was 80.7%.

5.4 The Questionnaire Design (Primary Data Resource)

The research used a questionnaire as primary tool for gathering the primary data to achieve the research objectives. It was designed based on Denison Model. The questionnaire was written in English and translated into Arabic because most of Europeans' and Arabs' organizations management teams in Gaza Strip are Arabs.

The questionnaire included three main parts as follows (Appendix No. V):

Part 1: The personal data about the respondents; it consists of five paragraphs.

Part 2: The international non-governmental organization data; it consists of six paragraphs.

Part 3: The questionnaire dimensions which is the main part of the questionnaire; it is divided into two parts: 1. The organization culture traits, 2. The donations provided to the local Community in Gaza Strip.

Questionnaire Measurement Scale

A grade between 1 to 10 was asked to be given at every items by respondents in the third part of questionnaire, where 10 was for high acceptance and 1 for the lowest acceptance.

Content Validity of the Questionnaire

The content validity was useful for examining the extent to which the method of measurement includes all the major elements relevant to the subject being measured (Ghalayini, 2007). The questionnaire were evaluated by 8 experts lecturers from the Islamic and Alazhar universities (Appendix No. III); they provided important feedback, also some paragraphs modified and little added.

5.5 Reliability and Validity of the Questionnaire (Pilot Study).

The Pilot study conducted to assess the reliability and validity of the questionnaire. The pilot study consisted of 31 questionnaires distributed randomly on 13 organizations which represent the research population.

Note: According to the pilot study, no item was removed from the questionnaire. Therefore, the pilot sample was included in the final analysis.

5.6.1 Statistical Validity of the Questionnaire

Statistical validity is used to evaluate and insure questionnaire validity, which include criterion-related validity and construction validity.

A. Criterion Related Validity (Internal consistency)

It measures the correlation coefficient between each item in one field and the whole field. The internal consistency was tested as follows:

Section 1: Organization culture traits

Fist dimension: 1. Involvement Trait

Table 5.2: Correlation coefficient of each item of Empowerment and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Most employees are highly involved in their work.	.764	0.000*
2.	Decisions are usually made at the level where the best information is available.	.934	0.000*
3.	Information is widely shared so that everyone can get the information he or she needs when it's needed.	.867	0.000*
4.	Everyone believes that he or she can have a positive impact.	.823	0.000*
5.	Business planning is ongoing and involves everyone in the process to some degree.	.768	0.000*

* Correlation is significant at the 0.05 level

Table 5.2 clarifies the correlation coefficient for each item of the Empowerment and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

Table 5.3: Correlation coefficient of each item of Team orientation and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Cooperation across different parts of the organization is actively encouraged.	.873	0.000*
2.	People work as they are part of a team.	.868	0.000*
3.	Teamwork is used to get work done, rather than hierarchy.	.794	0.000*
4.	Teams are our primary building blocks.	.852	0.000*
5.	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	.809	0.000*

* Correlation is significant at the 0.05 level

Table 5.3 clarifies the correlation coefficient for each item of the Team orientation and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Table 5.4: Correlation coefficient of each item of Capability development and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Authority is delegated so that people can act on their own.	.781	0.000*
2.	The "bench strength" (capability of people) is constantly improving.	.781	0.000*
3.	There is continuous investment in the skills of employees.	.891	0.000*
4.	The capabilities of people are viewed as an important source of success.	.847	0.000*
5.	The NGO have the necessary skill to solve any problems arise.	.702	0.000*

* Correlation is significant at the 0.05 level

Table 5.4 clarifies the correlation coefficient for each item of the Capability development and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Second dimension: 2. Consistency Trait

Table 5.5: Correlation coefficient of each item of Core Values and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The leaders and managers "practice what they speak".	.848	0.000*
2.	There is a characteristic management style and a distinct set of management practices at the NGO.	.729	0.000*
3.	There is a clear and consistent set of values that governs the way we do business.	.873	0.000*
4.	Ignoring core values will get you in trouble.	.526	0.001*
5.	There are ethics that guide our behavior and tell us right from wrong.	.764	0.000*

* Correlation is significant at the 0.05 level

Table 5.5 clarifies the correlation coefficient for each item of the Core Values and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Table 5.6: Correlation coefficient of each item of Agreement and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	When disagreements occur, we work hard to achieve "win-win" solutions.	.814	0.000*
2.	It is easy to reach consensus, even on difficult issues.	.955	0.000*
3.	We often have no trouble reaching agreement on key issues.	.928	0.000*
4.	There is a clear agreement about the right way and the wrong way to do things.	.907	0.000*

* Correlation is significant at the 0.05 level

Table 5.6 clarifies the correlation coefficient for each item of the Agreement and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Table 5.7: Correlation coefficient of each item of Coordination, Integration and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Our approach to do business is very consistent and predictable.	.747	0.000*
2.	People from different parts of the organization share a common perspective.	.819	0.000*
3.	It is easy to coordinate projects across different parts of the organization.	.763	0.000*
4.	It is easy to work with someone from another part of this organization.	.814	0.000*
5.	There is good alignment of goals across levels.	.869	0.000*

* Correlation is significant at the 0.05 level

Table 5.7 clarifies the correlation coefficient for each item of the Coordination, Integration and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Third dimension: 3. Adaptability trait

Table 5.8: Correlation coefficient of each item of Creating Change and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The way things are done is very flexible and easy to change.	.790	0.000*
2.	We respond well to other donors and other changes in the local community	.787	0.000*
3.	New and improved ways to do work are continually adopted.	.818	0.000*
4.	Attempts to create change usually meet no resistance.	.832	0.000*
5.	Different parts of the organization often cooperate to create change.	.864	0.000*

* Correlation is significant at the 0.05 level

Table 5.8 clarifies the correlation coefficient for each item of the Creating Change and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Table 5.9: Correlation coefficient of each item of Beneficiary Focus and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Beneficiaries comments and recommendations often lead to changes.	.921	0.000*
2.	Beneficiary input directly influences our decisions.	.841	0.000*
3.	All members have a deep understanding of beneficiary wants and needs.	.850	0.000*
4.	The interests of the beneficiary never ignored in our decisions.	.867	0.000*
5.	We encourage direct contact with beneficiary by our employee.	.846	0.000*

* Correlation is significant at the 0.05 level

Table 5.9 clarifies the correlation coefficient for each item of the Beneficiary Focus and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Table 5.10: Correlation coefficient of each item of Organizational Learning and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	We view failure as an opportunity for learning and improvement	.824	0.000*
2.	Innovation and risk taking are encouraged and rewarded.	.890	0.000*
3.	Learning is an important objective in our day-to-day work.	.958	0.000*
4.	We make certain that the "right hand knows what the left hand is doing."	.889	0.000*

* Correlation is significant at the 0.05 level

Table 5.10 clarifies the correlation coefficient for each item of the Organizational Learning and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Fourth dimension: 4. Mission trait**Table 5.11: Correlation coefficient of each item of Strategic Direction , Intent and the total of this field**

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There is a long-term purpose and direction.	.890	0.000*
2.	Our strategy leads other organizations to change the way they operate in the field.	.577	0.000*
3.	There is a clear mission that gives meaning and direction to our work.	.847	0.000*
4.	There is a clear strategy for the future.	.924	0.000*
5.	Our strategic direction is clear to me.	.862	0.000*

* Correlation is significant at the 0.05 level

Table 5.11 clarifies the correlation coefficient for each item of the Strategic Direction & Intent and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Table 5.12: Correlation coefficient of each item of Goals , Objectives and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There is widespread agreement about goals.	.677	0.000*
2.	Leaders set goals that are ambitious, but realistic.	.873	0.000*
3.	The leadership has "gone on record" about the objectives we are trying to meet.	.846	0.000*
4.	We continuously track our progress against our stated goals.	.884	0.000*
5.	People understand what needs to be done for us to succeed in the long run.	.823	0.000*

* Correlation is significant at the 0.05 level

Table 5.12 clarifies the correlation coefficient for each item of the Goals , Objectives and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Table 5.13: Correlation coefficient of each item of Vision and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	We have a shared vision of what the organization will be like in the future.	.915	0.000*
2.	Leaders have a long-term viewpoint	.852	0.000*
3.	Short-term thinking often compromises our long-term vision.	.369	0.022*
4.	Our vision creates excitement and motivation for our employees.	.928	0.000*
5.	We are able to meet short-term demands without compromising our long-term vision.	.862	0.000*

* Correlation is significant at the 0.05 level

Table 5.13 clarifies the correlation coefficient for each item of the Vision and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

Section 2: Additional Questions

Fifth dimension: Donations Provided to the Local Community by your Organization

Table 5.14: Correlation coefficient of each item of the Donations Provided to the Local Community by your Organization and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There is an annual increment in the projects budget.	.880	0.000*
2.	There is an annual increment in the implemented projects.	.864	0.000*
3.	There is a clear diversity in the implemented projects (relief, education, health...etc) .	.814	0.000*
4.	There is a diversity in projects selection criteria.	.782	0.000*
5.	There is an annual increment in numbers of beneficiaries of the organization (people & organizations).	.826	0.000*
6.	The organization keeps on accuracy and transparency in selecting beneficiaries (people & organizations).	.540	0.001*
7.	Beneficiaries satisfaction on the organization services, one of the priority items in the evaluation process.	.536	0.001*
8.	The organization concerns in providing awareness of it is services to the local people.	.478	0.003*
9.	There is high degree of job security in the organization.	.388	0.016*

* Correlation is significant at the 0.05 level

Table 5.14 clarifies the correlation coefficient for each item of the Donations Provided to the Local Community by your Organization and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to measure what it was set for.

5.6.2 Structure Validity of the Questionnaire

It is used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale.

Table 5.15: Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Empowerment	.816	0.000
2.	Team orientation	.809	0.000
3.	Capability development	.814	0.000
4.	Involvement Trait	.924	0.000
5.	Core Values	.885	0.000
6.	Agreement	.821	0.000
7.	Coordination & Integration	.835	0.000
8.	Consistency Trait	.916	0.000
9.	Creating Change	.693	0.000
10.	Beneficiary Focus	.814	0.000
11.	Organizational Learning	.885	0.000
12.	Adaptability trait	.915	0.000
13.	Strategic Direction & Intent	.670	0.000
14.	Goals & Objectives	.885	0.000
15.	Vision	.681	0.000
16.	Mission trait	.791	0.000
17.	Donations Provided to the Local Community by your Organization	.600	0.000

* Correlation is significant at the 0.05 level

Table 5.15 clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to measure what it was set for to achieve the main aim of the study.

Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute, it is supposed to be measuring (Polit & Hunger, 1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

5.6 Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher value reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table 5.16: Cronbach's Alpha for each field of the questionnaire and the entire questionnaire

No.	Field	No. of Items	Cronbach's Alpha
1.	Empowerment	5	0.883
2.	Team orientation	5	0.882
3.	Capability development	5	0.854
4.	Involvement Trait	15	0.931
5.	Core Values	5	0.777
6.	Agreement	4	0.924
7.	Coordination & Integration	5	0.858
8.	Consistency Trait	14	0.936
9.	Creating Change	5	0.887
10.	Beneficiary Focus	5	0.914
11.	Organizational Learning	4	0.901
12.	Adaptability trait	14	0.946
13.	Strategic Direction & Intent	5	0.867
14.	Goals & Objectives	5	0.881
15.	Vision	5	0.834
16.	Mission trait	15	0.944
17.	Donations Provided to the Local Community by your Organization	9	0.860
	All fields	67	0.973

Table 5.16 shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.777 and 0.946. This range is considered good ; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.973 for the entire questionnaire which indicates a good reliability of the entire questionnaire.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

5.7 Statistical Analysis Tools

The researcher used data analysis both qualitative and quantitative data analysis methods. The researcher used Statistical Package for Social Science (SPSS) version 17. The following statistical tools were used:

1. Cronbach's Alpha for Reliability Statistics

2. Pearson and correlation for Validity
3. Frequency and Descriptive analysis
4. The Mean value
5. Kolmogorov-Smirnov test of normality
6. Parametric Tests (T tests, Analysis of Variance)

Chapter 6:

Data Analysis And Discussion

6. Data Analysis and Discussion

6.1 Introduction

This chapter aimed to analyze the data which were collected by the questionnaire in order to find if there are impact of the organizational culture of Arab and European donors on their donations provided to Gaza Strip.

This chapter includes the following sections:

1. The test of normality (a sample Kolmogorov-Smirnov Test).
2. The personal and international nongovernmental organizations data.
3. The organizational culture traits.
4. Additional Questions (The Arab and European nongovernmental organizations donations provided to Gaza Strip).
5. Hypothesis testing.

6.2 Test of Normality (Sample Kolmogorov-Smirnov Test)

Kolmogorove- Smirnov test will be used to identify if the data follow normal distribution or not. This test is considered necessary in testing hypothesis as most parametric Test stipulate data to be normality distributed.

Table 6.1 shows the results for the test of normality; the p-value for each variable is greater than 0.05 level of significance, so the distributions for these variables are normally distributed. Consequently, Parametric tests will be used to perform the statistical data analysis.

Table 6.1: Kolmogorov-Smirnov test of normality

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Empowerment	1.128	0.157
Team orientation	0.722	0.675
Capability development	0.889	0.408
Involvement Trait	0.805	0.537
Core Values	0.813	0.523
Agreement	0.847	0.469
Coordination & Integration	0.546	0.926
Consistency Trait	0.931	0.351
Creating Change	0.855	0.457
Beneficiary Focus	0.821	0.510
Organizational Learning	0.851	0.463
Adaptability trait	0.566	0.905
Strategic Direction & Intent	0.966	0.309
Goals & Objectives	0.763	0.605
Vision	1.018	0.252
Mission trait	0.861	0.449
Donations Provided to the Local Community by your Organization	0.471	0.979
All fields	0.476	0.977

6.3 Personal and International Nongovernmental Organizations Data

Personal data (Demographics):

1.Age

Table 6.2 shows that 33.3% from the sample ages are "Less than 30 years", 36.5%: their ages are from "30 – Less than 40 years", 25.4% their ages are from "40 – Less than 50 years". It is clear that the majority age is more than thirty years; this is very related to tables of qualification and experience below, so they mostly have high degrees and more than tens years of experiences.

Table 6.2: Shows Age of Respondents

Age	Frequency	Percent
Less than 30 years	21	33.3
30 – Less than 40 years	23	36.5
40 – Less than 50 years	16	25.4
More than 50 years	3	4.8
Total	63	100.0

2. Gender

Table 6.3 shows that 79.4% from the sample are Male and 20.6% are Female. This percent is very close to the PCPS (2008), which announced that 18% of the employment in Gaza Strip are females; also, compatible with Ghalayini (2007) study, which related this low percent female employment to the local culture.

Table 6.3: Shows Gender of Respondents

Gender	Frequency	Percent
Male	50	79.4
Female	13	20.6
Total	63	100.0

3. Qualifications

Table 6.4 shows that 3.2% from the sample are "Diploma" holders, 58.7% are "Bachelor's degree" holders, 33.3% are "Master's degree" holders and 4.8% are "PhD." holders. The percent of high degree holders (Master and PhD.) are 38.1%; this high percent refers to very qualified administrative teams leading international organizations at Gaza Strip. This result corresponds with Abdel Shafi (2004) study; an indicator how these organizations attract this group of community. In addition, high qualifications of respondents in general, reflect positively on questionnaire data reality and accuracy.

Table 6.4: Shows Qualifications of Respondents

Qualifications	Frequency	Percent
Diploma	2	3.2
Bachelor's degree	37	58.7
Master's degree	21	33.3
PhD.	3	4.8
Total	63	100.0

4. Experience

Table 6.5 shows that 28.6% from the sample have experience "Less than 5 years", 20.6% have experience "5 – Less than 10 years" and 50.8% have experience "10 years and higher". The majority of respondents have high experiences in nongovernmental organizations work; this agrees with Abdel Shafi (2004) about the high experiences in the donors' organizations.

Table 6.5: Experience

Experience	Frequency	Percent
Less than 5 years	18	28.6
5 – Less than 10 years	13	20.6
10 years and higher	32	50.8
Total	63	100.0

The International Nongovernmental Organizations Data :

1. Nationality of organization

Table 6.6 shows that 41.3% are " Arab organizations " and 58.7% are " European organizations". In comparing the number of organizations working in Gaza Strip, the European organizations are more and diverse from their native countries, they are from 9 countries; while Arab organizations are just from 5 countries. This agrees with MAS (2010) about how many donors are working in Palestine; this also agrees with Near East Consulting (2006) that the European INGOs contributed by the majority of the foreign aid than the Arab INGOs.

Table 6.6: Shows the Nationality of Organizations included in Survey

Nationality of organization	Frequency	Percent
Respondents from Arab organizations	26	41.3
Respondents from European organizations	37	58.7
Total	63	100.0

2.Age of organization in Gaza

Table 6.7 shows that 46.8% are " Less than 5 years " old , 19.4% are "5 – Less than 10 years " old , 12.9% are "10 – Less than 15 years" old and 21.0% are" 15 years old and higher ". The high percent of new donors in Gaza Strip (46.8%). This is very compatible with what mentioned before in chapter two. So many donors started their works after recent Gaza war (2008/2009). Also, MAS (2010) and World Bank (2008) referred how the political situations on the ground have great impact on the donors works.

Table 6.7: Show the Age of Arab and European Organizations in Gaza Strip

Experience	Frequency	Percent
Less than 5 years	29	46.8
5 – Less than 10 years	12	19.4
10 – Less than 15 years	8	12.9
15 years and higher	13	21.0
Total	62	100.0

3.Number of permanent staff

Table 6.8 shows that 61.3% have " Less than 10 permanent members " , 24.2% have"10 –20". The low level of permanent staff at most donors organizations (61.3%) are logical, since they mostly depend on local partners to implement their projects which agrees with Abdel Shafi (2004); also it agrees with MAS (2010) that %60 of INGOs work locally without LNGOs.

Table 6.8: Shows the Number of permanent staff

Number of permanent staff	Frequency	Percent
Less than 10 members	38	61.3
10 –20	15	24.2
21 –50 members	2	3.2
51 –100	2	3.2
More than 100	5	8.1
Total	62	100.0

4. Arab and European INGOs average annual budget for last two years (2008/2009)

Table 6.9 shows that 5.1% of their Average annual budget for the last two years (2008/2009) is "Less than \$100,000", 23.7% of their Average annual budget for the last two years (2008/2009) is "\$100,000 – Less than \$500,000", 20.3% of their Average annual budget for the last two years (2008/2009) is "\$500,000 – Less than one million" and 50.8% their Average annual budget for last two years (2008/2009) is "One million and higher". This sheds the light on how much money is spent through these organizations. Also, the high percent of poverty locally is %79.4 according to the World Bank (2008); that requires more contributions from donors besides the UNRWA and local government contributions. These millions are referred by MAS (2010) that %73 of LNGOs budgets are from INGOs.

Table 6.9: Shows the average annual budget for last two years (2008/2009) in the Arab and European INGOs

Average annual budget for last two years (2008/2009)	Frequency	Percent
Less than \$100,000	3	5.1
\$100,000 – Less than \$500,000	14	23.7
\$500,000 – Less than one million	12	20.3
One million and higher	30	50.8
Total	59	100.0

5. Implemented projects during 2009

Table 6.10 shows that high percent of the international nongovernmental organizations give priority to relief (%41.6) and health sector (%41.2). This agrees with MAS (2010) that the high percent of INGOs budgets are directed to the health and the relief sectors. Also, Gaza Strip Aid (2008) conducted that the majority of foreign aids are directed to emergency and relief works, while neglecting the work on the long term development or strategically projects. MAS (2010) referred that %62 of INGOs have political agenda, also there are properly other potential reasons like lacking of strategic plans from the Government or may INGOs work without actual need assessments.

Table 6.10: Shows the Arab and European organizations field of works

Field	Frequency	Percent
Relief	34	41.6
Agriculture	20	32.2
Education	34	21.6
Health	38	41.2
Infrastructure	16	28.8
Housing	10	27.5
Capacity building	12	14.3
Others	12	45.1

6. Criteria used in selecting beneficiaries

According to table 6.11, %53 of respondents referred that %68.5 of donors use need assessments in selecting beneficiaries, this is high percent but the criteria in assigning needs assessments are different and vary from donor to another; this corresponds with, World Bank (2008), that every donor has its special reasons for and how to work.

Also, %37 of respondents referred that %36.6 of donors have their special priorities in selecting beneficiaries. This agrees with MAS (2010) and World Bank (2008), that every INGO has its agenda and priorities. Also, Abdel Shafi (2004) announced to a fact, that INGOs have the money, then they are strong to set agenda.

Table 6.11: Shows criterions used in selecting projects

Item	Frequency	Percent
Need assessments	53	68.5
Donors priorities	37	36.6
Recommendations from friends and other organization	21	16.0
Other	2	57.5

6.4 Organization culture traits

First dimension: 1. Involvement Trait

1. Arab organizations

Table 6.12: shows the Aspects of empowerment, mean and T-Test values

	Item	Mean	Proportional weighted mean (%)	T-Test value	P-value	Rank
1	Most employees are highly involved in their work.	8.27	82.69	8.61	0.000*	3
2	Decisions are usually made at the level where the best information is available.	8.31	83.08	7.89	0.000*	2
3	Information is widely shared so that everyone can get the information he or she needs when it's needed.	8.12	81.15	6.51	0.000*	5
4	Everyone believes that he or she can have a positive impact.	8.50	85.00	10.02	0.000*	1
5	Business planning is ongoing and involves everyone in the process to some degree.	8.15	81.54	8.75	0.000*	4
	All items	8.27	82.69	9.21	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “Everyone believes that he or she can have a positive impact” equals 8.50 (85.00%), Test-value = 10.02, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 6.

We conclude that the respondents agreed to this paragraph.

- The MEAN of the item “Information is widely shared so that everyone can get the information he or she needs when it's needed” equals 8.12 (81.15%), Test-value = 6.51, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$.

We conclude that the respondents agreed to this paragraph.

- The MEAN of the field “**Empowerment**” equals 8.27 (82.69%), Test-value = 9.21, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

We conclude that the respondents agreed to the field of “Empowerment”.

2. European organization

Table 6.13: MEAN and Test value for “Empowerment”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	Most employees are highly involved in their work.	8.65	86.49	14.19	0.000*	1
2	Decisions are usually made at the level where the best information is available.	8.27	82.70	8.15	0.000*	3
3	Information is widely shared so that everyone can get the information he or she needs when it's needed.	7.97	79.73	7.39	0.000*	4
4	Everyone believes that he or she can have a positive impact.	8.57	85.68	13.96	0.000*	2
5	Business planning is ongoing and involves everyone in the process to some degree.	7.68	76.76	6.11	0.000*	5
	All item	8.23	82.27	12.80	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “Most employees are highly involved in their work” equals 8.65 (86.49%), Test-value = 14.19, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$.

We conclude that the respondents agreed to this item.

- The MEAN of the item “Business planning is ongoing and involves everyone in the process to some degree” equals 7.68 (76.76%), Test-value = 6.11, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$.

We conclude that the respondents agreed to this item.

- The MEAN of the field “**Empowerment**” equals 8.23 (82.27%), Test-value = 12.80, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

We conclude that the respondents agreed to the field of “Empowerment”.

Conclusion: the "Empowerment" trait at Arab and European Organizations

The mean values of empowerment at both are high, very convergent and there are very small and insignificantly differences (8.27 and 8.23 respectively). According to (Mobley, Lena and Kate, 2005), this means that staff are empowered with real responsibility and have created a sense of ownership and initiative, which agrees with Abdel Shafi (2004).

1. Arab organization

Table 6.14: MEAN and Test value for “Team orientation”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
	Cooperation across different parts of the organization is actively encouraged.	8.38	83.85	8.11	0.000*	2
	People work as they are part of a team.	8.56	85.60	8.68	0.000*	1
	Teamwork is used to get work done, rather than hierarchy.	8.08	80.77	9.38	0.000*	3
	Teams are our primary building blocks.	8.04	80.38	7.01	0.000*	4
	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	7.88	78.80	6.01	0.000*	5
	All items	8.16	81.60	8.73	0.000*	

* The mean is significantly different from 6.

MEAN: Relative importance index.

- The MEAN of the item “People work as they are part of a team” equals 8.56 (85.60%), Test-value = 8.68, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Work is organized so that each person can see the relationship between his or her job and the goals of the organization” equals 7.88 (78.80%), Test-value = 6.01, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Team orientation**” equals 8.16 (81.60%), Test-value = 8.73, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field of “Team orientation”.**

2. European organization

Table 6.15: MEAN and Test value for “Team orientation”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	Cooperation across different parts of the organization is actively encouraged.	8.54	85.41	12.26	0.000*	2
2	People work as they are part of a team.	8.59	85.95	13.27	0.000*	1
3	Teamwork is used to get work done, rather than hierarchy.	8.24	82.43	9.87	0.000*	3
4	Teams are our primary building blocks.	7.75	77.50	7.09	0.000*	5
5	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	7.95	79.46	8.50	0.000*	4
	All items	8.22	82.22	12.87	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “People work as they are part of a team” equals 8.59 (85.95%), Test-value = 13.27, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Teams are our primary building blocks” equals 7.75 (77.50%), Test-value = 7.09, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Team orientation**” equals 8.22 (82.22%), Test-value = 12.87, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field of “Team orientation”.**

Conclusion: the "Team orientation" trait at Arab and European Organizations

Both agreed to the team orientation trait with close and high percent (8.16 and 8.22 respectively); this refers that they have values placed on working cooperatively towards common goals, and they rely on team effort to get work done (Mobley, Lena and Kate, 2005). There is high cooperation between parts of organizations. The differences between both Arab and European organizations in this index are small and insignificant, this is logical and agrees with Denison, Haalan and Goelzer (2004) that there are very similar patterns across regions of the world.

1. Arab organization

Table 6.16: MEAN and Test value for “Capability development”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
	Authority is delegated so that people can act on their own.	7.00	70.00	3.09	0.005*	5
	The "bench strength" (capability of people) is constantly improving.	7.73	77.31	4.96	0.000*	3
	There is continuous investment in the skills of employees.	7.15	71.54	3.48	0.002*	4
	The capabilities of people are viewed as an important source of success.	8.62	86.15	11.09	0.000*	1
	The NGO have the necessary skill to solve any problems arise.	8.04	80.38	7.14	0.000*	2
	All items	7.71	77.08	7.36	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “The capabilities of people are viewed as an important source of success” equals 8.62 (86.15%), Test-value = 11.09, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Authority is delegated so that people can act on their own” equals 7.00 (70.00%), Test-value = 3.09, and P-value = 0.005 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Capability development**” equals 7.71 (77.08%), Test-value = 7.36, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Capability development”.**

2. European organization

Table 6.17: MEAN and Test value for “Capability development”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	Authority is delegated so that people can act on their own.	7.08	70.81	3.93	0.000*	5
2	The "bench strength" (capability of people) is constantly improving.	7.81	78.11	9.02	0.000*	3
3	There is continuous investment in the skills of employees.	7.22	72.16	3.46	0.001*	4
4	The capabilities of people are viewed as an important source of success.	8.43	84.32	10.53	0.000*	1
5	The NGO have the necessary skill to solve any problems arise.	8.38	83.78	11.53	0.000*	2
	All items	7.78	77.84	8.52	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “The capabilities of people are viewed as an important source of success” equals 8.43 (83.78%), Test-value = 11.53, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Authority is delegated so that people can act on their own” equals 7.08 (70.81%), Test-value = 3.93, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Capability development**” equals 7.78 (77.84%), Test-value = 8.52, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Capability development”.**

Conclusion: "Capability development" trait at Arab and European Organizations

This paragraph get on the lowest agreed between all involvement trait indices but not bad scores (7.71 and 7.78 respectively); particularly, the authority delegation paragraph was the lowest at both, this is very logical, because the headquarters of all these organizations, Arab or European are outside, which means different regions and cultures; also, this agrees with MAS (2010) that %84 of INGOs' headquarters are in the West Bank. Also, this corresponds with Abd Elelah (2006) about the authoritative leaders style in Gaza. Then the investment in skills of employees, which means that there are needs for employees to learn, and development of employees' skills to stay competitive (Moblely, Lena and Kate 2005). But however, all respondents and at both sides agreed to capability development. These weaknesses are probably because high percent of INGOs are new in Gaza as mentioned by

MAS (2010) and they did not know till now their organizational needs, also probably because employees are newer and not alignment with the new cultures.

First dimension: 1. Involvement Trait

Table 6.18: MEAN and Test value for “Involvement Trait”

	Involvement Trait	MEAN	MEAN (%)	Test value	P-value	Rank
1.	Arab organizations	8.04	80.44	9.12	0.000*	2
2.	European organizations	8.07	80.75	13.21	0.000*	1

* The mean is significantly different from 6.

Arab organization

The MEAN of the dimension “Involvement Trait” equals 8.04 (80.44%), Test-value = 9.12 , and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

We conclude that the respondents agreed to dimension of “Involvement Trait”.

European organization

The MEAN of the dimension “Involvement Trait” equals 8.07 (80.75%), Test-value = 13.21, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$.

We conclude that the respondents agreed to dimension of “Involvement Trait”.

Involvement trait at Arab and European organization

Table 6.18 shows respondents agreed from both to involvement trait with close percent. This means according to (Denison, Haaland and Goelzer, 2004), that most respondents feel that they have at least some input into decisions in some degree that will affect their work, and also, their work is directly connected to the goals of the organization. This is logical, because their headquarters are mostly outside and need their opinions even if not accepted.

Second dimension: 2. Consistency Trait

1. Arab organization

Table 6.19: MEAN and Test value for “Core Values”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	The leaders and managers "practice what they speak".	8.23	82.31	8.51	0.000*	2
2	There is a characteristic management style and a distinct set of management practices at the NGO.	7.62	76.15	5.31	0.000*	5
3	There is a clear and consistent set of values that governs the way we do business.	7.92	79.23	6.14	0.000*	3
4	Ignoring core values will get you in trouble.	7.73	77.31	5.31	0.000*	4
5	There are ethics that guide our behavior and tell us right from wrong.	8.62	86.15	9.42	0.000*	1
	All items	8.02	80.23	8.38	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There are ethics that guide our behavior and tell us right from wrong” equals 8.62 (86.15%), Test-value = 9.42, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “There is a characteristic management style and a distinct set of management practices at the NGO” equals 7.62 (76.15%), Test-value = 5.31, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Core Values**” equals 8.02 (80.23%), Test-value = 8.38, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Core Values”.**

2. European organization

Table 6.20: MEAN and Test value for “Core Values”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
	The leaders and managers "practice what they speak".	8.11	81.08	9.97	0.000*	3
	There is a characteristic management style and a distinct set of management practices at the NGO.	7.76	77.57	5.61	0.000*	5
	There is a clear and consistent set of values that governs the way we do business.	8.25	82.50	7.96	0.000*	2
	Ignoring core values will get you in trouble.	8.03	80.28	6.71	0.000*	4
	There are ethics that guide our behavior and tell us right from wrong.	8.73	87.30	10.10	0.000*	1
	All items	8.19	81.85	11.48	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There are ethics that guide our behavior and tell us right from wrong” equals 8.73 (87.30%), Test-value = 10.10, and P-value = 0.000 which is

smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**

- The MEAN of the item “There is a characteristic management style and a distinct set of management practices at the NGO” equals 7.76 (77.57%), Test-value = 5.61, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “Core Values” equals 8.19 (81.85%), Test-value = 11.48, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Core Values”.**

Conclusion: the “Core Values” at the Arab and European organizations

The respondents from both organizations agreed to core values (8.02 and 8.19 respectively), they are very similar in results; the lowest mean value for Arab and European organizations was in item "There is a characteristic management style and a distinct set of management practices at the NGO", this is very logical and related to majority of organizations and their team are new (MAS,2010) and (World Bank, 2008). Also, this agrees with Ojo (2009) to internalize every employee with the organization's culture to know if he can cope with or not, because everyone has different culture and beliefs than where he works .

1. Arab organization

Table 6.21: MEAN and Test value for “Agreement”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	When disagreements occur, we work hard to achieve "win-win" solutions.	7.85	78.46	6.70	0.000*	1
2.	It is easy to reach consensus, even on difficult issues.	7.65	76.54	5.64	0.000*	3
3.	We often have no trouble reaching agreement on key issues.	7.73	77.31	5.94	0.000*	2
4.	There is a clear agreement about the right way and the wrong way to do things.	7.60	76.00	5.15	0.000*	4
	All items	7.71	77.15	7.03	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “When disagreements occur, we work hard to achieve "win-win" solutions” equals 7.85 (78.46%), Test-value = 6.70, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “There is a clear agreement about the right way and the wrong way to do things” equals 7.60 (76.00%), Test-value = 5.15, and P-value =

0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**

- The MEAN of the field “**Agreement**” equals 7.71 (77.15%), Test-value = 7.03, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Agreement”.**

2. European organization

Table 6.22: MEAN and Test value for “Agreement”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	When disagreements occur, we work hard to achieve "win-win" solutions.	7.81	78.11	6.43	0.000*	1
2	It is easy to reach consensus, even on difficult issues.	7.41	74.05	5.11	0.000*	2
3	We often have no trouble reaching agreement on key issues.	7.41	74.05	4.78	0.000*	2
4	There is a clear agreement about the right way and the wrong way to do things.	7.81	78.11	8.15	0.000*	1
	All items	7.61	76.08	7.26	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “When disagreements occur, we work hard to achieve "win-win" solutions” equals 7.81 (78.11%), Test-value = 6.43, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “It is easy to reach consensus, even on difficult issues” equals 7.41 (74.05%), Test-value = 5.11, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Agreement**” equals 7.61 (76.08%), Test-value = 7.26, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. **We conclude that the respondents agreed to the field “Agreement”.**

Conclusion: The "agreement" index at the Arab and European organizations

Both agreed on agreement but with low degree in comparison with other indices (7.71 and 7.61 respectively); there are differences between Arab and European organizations as follows:

Arab organization:

The lowest agreed percents were respectively on: "There is a clear agreement about the right way and the wrong way to do things", then "It is easy to reach consensus, even on difficult issues".

European organization:

The highest agreed on both "There is a clear agreement about the right way and the wrong way to do things" and "When disagreements occur, we work hard to achieve "win-win" solutions" with the same percents, while the lowest was on "It is easy to reach consensus, even on difficult issues".

In agreement index, differences can be seen particularly between both at "There is a clear agreement about the right way and the wrong way to do things", it's the lowest in Arab and the highest in European organization; this is very logical and agrees with Qingxue (2003) and Klein (2009), so international organizations mostly may contain employees from many regions which lead variety of cultures.

1. Arab organization

Table 6.23: MEAN and Test value for "Coordination & Integration"

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	Our approach to do business is very consistent and predictable.	7.62	76.15	5.70	0.000*	4
2	People from different parts of the organization share a common perspective.	7.58	75.77	5.36	0.000*	5
3	It is easy to coordinate projects across different parts of the organization.	8.12	81.15	7.43	0.000*	1
4	It is easy to work with someone from another part of this organization.	7.96	79.62	6.41	0.000*	3
5	There is good alignment of goals across levels.	8.08	80.80	7.08	0.000*	2
	All items	7.88	78.75	7.70	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item "It is easy to coordinate projects across different parts of the organization " solutions" equals 8.12 (81.15%), Test-value = 7.43, and P-value =

0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**

- The MEAN of the item “People from different parts of the organization share a common perspective” equals 7.58 (75.77%), Test-value = 5.36, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Coordination & Integration**” equals 7.88 (78.75%), Test-value = 7.70, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Coordination & Integration”.**

2. European organization

Table 6.24: MEAN and Test value for “Coordination & Integration”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	Our approach to do business is very consistent and predictable.	7.76	77.57	7.41	0.000*	5
2	People from different parts of the organization share a common perspective.	7.78	77.84	8.39	0.000*	4
3	It is easy to coordinate projects across different parts of the organization.	7.92	79.19	8.84	0.000*	3
4	It is easy to work with someone from another part of this organization.	8.24	82.43	13.49	0.000*	2
5	There is good alignment of goals across levels.	8.27	82.70	10.10	0.000*	1
	All items	7.99	79.95	12.66	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There is good alignment of goals across levels” equals 8.27 (82.70%), Test-value = 10.10, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Our approach to do business is very consistent and predictable” equals 7.76 (77.57%), Test-value = 7.41, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Coordination & Integration**” equals 7.99 (79.95%), Test-value = 12.66, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Coordination & Integration”.**

Conclusion on: “Coordination & Integration” index at Arab and European organizations

There are few differences between both (7.88 and 7.99 respectively); the main differences are as follows:

Arab organizations:

The item " People from different parts of the organization share a common perspective" got the lowest mean value and that probably because employees are new and not aligned with the organizational goals (Lewis, 2003). The item "Our approach to do business is very consistent and predictable" got a lower mean value, and that probably because the organizational culture is not fitted (Westergren, 2007). But the majority agreed on the item "It is easy to coordinate projects across different parts of the organization", this is logical because all Arab organizations are Arabs, Palestinians from Gaza working in the same sector, so the differences are few and the cooperation is done easily; also this corresponds with Denison, Haaland and Goelzer (2004) that World regions' have similar cultural patterns.

European organization:

The majority agreed on the item "There is good alignment of goals across levels" item, while the minority were similar to Arab organizations, this agrees with World Bank (2010) that every donor has its agenda so they came to Gaza Strip based on clear goals, also probably the European organizations ages are older than the Arab ones in Gaza, so they are rooted to their goals and objectives among employees.

Second dimension: 2. Consistency Trait

Table 6.25: MEAN and Test value for “Consistency Trait”

	Consistency Trait	MEAN	MEAN (%)	Test value	P-value	Rank
1.	Arab organization	7.88	78.81	8.35	0.000*	2
2.	European organization	7.95	79.51	12.10	0.000*	1

* The mean is significantly different from 6.

Arab organization

The MEAN of the dimension “Consistency Trait” equals 7.88 (78.81%), Test-value = 8.35, and P-value=0.000 which is smaller than the level of significance. **We conclude that the respondents agreed to the dimension “Consistency Trait”.**

European organization

The MEAN of the dimension “Consistency Trait” equals 7.95 (79.51%), Test-value = 12.10, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to dimension of “Consistency Trait”.**

Conclusion on consistency trait

Table 6.25 shows agreement from both on consistency trait with little higher in the European organizations. This trait is one of the partial indicators for type of culture, weak or strong. According to Denison, Haaland and Goelzer P (2004), this means both have strong internal culture, also refer to it as a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity. This conformity agrees with Ghalayini (2007), so most staff are from the same region and work in the same sector. The internal consistency probably because of the small number of staff at most INGOs, which reduce the conflicts that caused by different patterns of cultures that may be varied in any organizations, as mentioned by Qingxue (2003).

Third dimension: 3. Adaptability trait

1. Arab organization

Table 6.26: MEAN and Test value for “Creating Change”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	The way things are done is very flexible and easy to change.	7.54	75.38	5.88	0.000*	3
2	We respond well to other donors and other changes in the local community	7.92	79.23	8.19	0.000*	1
3	New and improved ways to do work are continually adopted.	7.88	78.85	10.57	0.000*	2
4	Attempts to create change usually meet no resistance.	7.15	71.54	4.10	0.000*	5
5	Different parts of the organization often cooperate to create change.	7.54	75.38	5.13	0.000*	3
	All items	7.61	76.08	7.88	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “We respond well to other donors and other changes in the local community” equals 7.92 (79.23%), Test-value = 8.19, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Attempts to create change usually meet no resistance” equals 7.15 (71.54%), Test-value = 4.10, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Creating Change**” equals 7.61 (76.08%), Test-value = 7.88, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Creating Change”.**

2. European organization

Table 6.27: MEAN and Test value for “Creating Change”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	The way things are done is very flexible and easy to change.	7.84	78.38	7.36	0.000*	1
2.	We respond well to other donors and other changes in the local community	7.81	78.11	6.43	0.000*	2
3.	New and improved ways to do work are continually adopted.	7.49	74.86	4.70	0.000*	3
4.	Attempts to create change usually meet no resistance.	7.27	72.70	5.14	0.000*	5
5.	Different parts of the organization often cooperate to create change.	7.36	73.61	4.69	0.000*	4
	All items	7.54	75.45	6.79	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “The way things are done is very flexible and easy to change” equals 7.84 (78.38%), Test-value = 7.36, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Attempts to create change usually meet no resistance” equals 7.27 (72.70%), Test-value = 5.14, and P-value = 0.000 which is smaller than the level of significance. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Creating Change**” equals 7.54 (75.45%), Test-value = 6.79, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Creating Change”.**

Conclusion on: “Creating Change” index in Arab and European organizations

Little differences have been found between both, but the Arab got a higher mean value (7.61 and 7.54 respectively), but they both have low mean values in item "Attempts to create change usually meet no resistance" paragraph. This percent at this index refers to respondents, being afraid of taking risk, creating change and timely change (Mobley, Lena and Kate, 2005). Also, these results are very logical to modify this part of culture and changing it is very difficult (Cameron and Arbor, 2004).

1. Arab organization

Table 6.28: MEAN and Test value for “Beneficiary Focus”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	Beneficiaries comments and recommendations often lead to changes.	7.65	76.54	5.97	0.000*	4
2	Beneficiary input directly influences our decisions.	7.62	76.15	4.85	0.000*	5
3	All members have a deep understanding of beneficiary wants and needs.	7.77	77.69	6.10	0.000*	3
4	The interests of the beneficiary never ignored in our decisions.	8.27	82.69	7.79	0.000*	2
5	We encourage direct contact with beneficiary by our employee.	8.31	83.08	7.62	0.000*	1
	All items	7.92	79.23	7.55	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “We encourage direct contact with beneficiary by our employee” equals 8.31 (83.08%), Test-value = 7.62, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Beneficiary input directly influences our decisions” equals 7.62 (76.15%), Test-value = 4.85, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “Beneficiary Focus” equals 7.92 (79.23%), Test-value = 7.55, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Beneficiary Focus”.**

2. European organization

Table 6.29: MEAN and Test value for “Beneficiary Focus”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1	Beneficiaries comments and recommendations often lead to changes.	7.65	76.49	6.13	0.000*	5
2	Beneficiary input directly influences our decisions.	7.78	77.84	6.85	0.000*	4
3	All members have a deep understanding of beneficiary wants and needs.	8.38	83.78	15.67	0.000*	2
4	The interests of the beneficiary never ignored in our decisions.	8.27	82.70	10.95	0.000*	3
5	We encourage direct contact with beneficiary by our employee.	8.65	86.49	11.69	0.000*	1
	All items	8.15	81.46	11.63	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “We encourage direct contact with beneficiary by our employee” equals 8.65 (86.49%), Test-value = 11.69, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Beneficiaries comments and recommendations often lead to changes” equals 7.65 (76.49%), Test-value = 6.13, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Beneficiary Focus**” equals 8.15 (81.46%), Test-value = 11.63, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Beneficiary Focus”.**

Conclusion on the: “Beneficiary Focus” in Arab and European organizations

Both agreed on this index with higher mean value but not much in the European organizations. They were very similar on agreement to item "We encourage direct contact with beneficiary by our employee"; the same was but the lowest agreed on responding to the beneficiaries. All keen to keep contact with beneficiaries, but donors at the same time have their own political agenda (World Bank, 2008). This is probably because what mentioned by Cem (2010) how the emergency situations and unplanned events change organizations strategies, and this is a normal event in Gaza.

1. Arab organization

Table 6.30: MEAN and Test value for “Organizational Learning”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	We view failure as an opportunity for learning and improvement	8.46	84.62	8.21	0.000*	1
2.	Innovation and risk taking are encouraged and rewarded.	7.85	78.46	4.72	0.000*	4
3.	Learning is an important objective in our day-to-day work.	7.96	79.62	5.43	0.000*	3
4.	We make certain that the "right hand knows what the left hand is doing."	8.15	81.54	7.01	0.000*	2
	All items	8.11	81.06	6.72	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “We view failure as an opportunity for learning and improvement” equals 8.46 (84.62%), Test-value = 8.21, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Innovation and risk taking are encouraged and rewarded” equals 7.85 (78.46%), Test-value = 4.72, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Organizational Learning**” equals 8.11 (81.06%), Test-value = 6.72, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Organizational Learning”.**

2. European organization

Table 6.31: MEAN and Test value for “Organizational Learning”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	We view failure as an opportunity for learning and improvement	8.05	80.54	9.10	0.000*	1
2.	Innovation and risk taking are encouraged and rewarded.	6.95	69.46	2.77	0.009*	4
3.	Learning is an important objective in our day-to-day work.	7.81	78.11	7.70	0.000*	3
4.	We make certain that the "right hand knows what the left hand is doing."	7.97	79.73	5.82	0.000*	2
	All items	7.70	76.96	7.24	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “We view failure as an opportunity for learning and improvement” equals 8.05 (80.54%), Test-value = 9.10, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Innovation and risk taking are encouraged and rewarded” equals 6.95 (69.46%), Test-value = 2.77, and P-value = 0.009 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Organizational Learning**” equals 7.70 (76.96%), Test-value = 7.24, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Organizational Learning”.**

Conclusion on: “Organizational Learning” index in the Arab and European organizations

Agreement was higher in the Arab organizations and less in European ones (8.11 and 7.7 respectively); the item "Innovation and risk taking are encouraged and rewarded" got low mean value for both organizations.

Third dimension: 3. Adaptability trait

Table 6.32: MEAN and Test value for “Adaptability trait”

	Adaptability trait	MEAN	MEAN (%)	Test value	P-value	Rank
1.	Arab organization	7.86	78.63	8.17	0.000*	1
2.	European organization	7.81	78.05	10.13	0.000*	2

* The mean is significantly different from 6.

Arab organization

The MEAN of the dimension “Adaptability trait” equals 7.86 (78.63%), Test-value = 8.17, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the dimension of “Adaptability trait”.**

European organization

The MEAN of the dimension “Adaptability trait” equals 7.81 (78.05%), Test-value = 10.13, and P-value=0.000 which is smaller than the level of significance. **We conclude that the respondents agreed to the dimension “Adaptability trait”.**

Adaptability trait in Arab and European organization

Table 6.32 shows agreement on the adaptability trait in both. Adaptable organizations mean that they are directed by their customers, learn from their mistakes, and have capability and experience at creating change (Denison, Haaland and Goelzer, 2004); all agreed on these but in different ratios.

Fourth dimension: 4. Mission trait

1. Arab organization

Table 6.33: MEAN and Test value for “Strategic Direction & Intent”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	There is a long-term purpose and direction.	8.15	81.54	6.59	0.000*	2
2.	Our strategy leads other organizations to change the way they operate in the field.	7.35	73.46	4.51	0.000*	5
3.	There is a clear mission that gives meaning and direction to our work.	8.19	81.92	6.41	0.000*	1
4.	There is a clear strategy for the future.	7.85	78.46	4.98	0.000*	4
5.	Our strategic direction is clear to me.	8.00	80.00	5.77	0.000*	3
	All items	7.91	79.08	6.60	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There is a clear mission that gives meaning and direction to our work” equals 8.19 (81.92%), Test-value = 6.41, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Our strategy leads other organizations to change the way they operate in the field” equals 7.35 (73.46%), Test-value = 4.51, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “Strategic Direction & Intent” equals 7.91 (79.08%), Test-value = 6.60, and P-value=0.000 which is smaller than the level of significance. **We conclude that the respondents agreed to the field “Strategic Direction & Intent”.**

2. European organization

Table 6.34; MEAN and Test value for “Strategic Direction & Intent”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	There is a long-term purpose and direction.	7.97	79.73	7.55	0.000*	3
2.	Our strategy leads other organizations to change the way they operate in the field.	7.11	71.11	3.34	0.002*	5
3.	There is a clear mission that gives meaning and direction to our work.	8.24	82.43	10.68	0.000*	1
4.	There is a clear strategy for the future.	7.76	77.57	5.65	0.000*	4
5.	Our strategic direction is clear to me.	8.03	80.27	6.84	0.000*	2
	All items	7.83	78.34	8.09	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There is a clear mission that gives meaning and direction to our work” equals 8.24 (82.43%), Test-value = 10.68, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Our strategy leads other organizations to change the way they operate in the field” equals 7.11 (71.11%), Test-value = 3.34, and P-value = 0.002 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Strategic Direction & Intent**” equals 7.83 (78.34%), Test-value = 8.09, and P-value=0.000 which is smaller than the level of significance. **We conclude that the respondents agreed to the field “Strategic Direction & Intent”.**

Conclusion on: “Strategic Direction & Intent” in Arab and European organizations

All agreed on this index but with little differences (7.91 and 7.83 respectively); both are compatible in ranking item, so the highest one in both is " There is a clear mission that gives meaning and direction to our work", and lowest was " Our strategy leads other organizations to change the way they operate in the field", this greatly agrees with Cameron and Arbor (2009) about the difficulty in changing the organizational culture.

1. Arab organization**Table 6.35: MEAN and Test value for “Goals & Objectives”**

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	There is widespread agreement about goals.	8.58	85.77	10.61	0.000*	1
2.	Leaders set goals that are ambitious, but realistic.	7.92	79.23	6.81	0.000*	4
3.	The leadership has "gone on record" about the objectives we are trying to meet.	8.15	81.54	7.98	0.000*	2
4.	We continuously track our progress against our stated goals.	8.08	80.77	6.16	0.000*	3
5.	People understand what needs to be done for us to succeed in the long run.	7.92	79.20	6.08	0.000*	5
	All items	8.14	81.38	8.18	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There is widespread agreement about goals” equals 8.58 (85.77%), Test-value = 10.61, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “People understand what needs to be done for us to succeed in the long run” equals 7.92 (79.20%), Test-value = 6.08, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “Goals & Objectives” equals 8.14 (81.38%), Test-value = 8.18, and P-value=0.000 which is smaller than the level of significance. **We conclude that the respondents agreed to the field “Goals & Objectives”.**

2. European organization**Table 6.36: MEAN and Test value for “Goals & Objectives”**

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	There is widespread agreement about goals.	8.14	81.35	9.87	0.000*	1
2.	Leaders set goals that are ambitious, but realistic.	7.84	78.38	10.00	0.000*	4
3.	The leadership has "gone on record" about the objectives we are trying to meet.	7.86	78.65	6.86	0.000*	3
4.	We continuously track our progress against our stated goals.	7.78	77.84	6.44	0.000*	5
5.	People understand what needs to be done for us to succeed in the long run.	7.97	79.72	9.62	0.000*	2
	All item	7.92	79.16	10.79	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There is widespread agreement about goals” equals 8.14 (81.35%), Test-value = 9.87, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**

- The MEAN of the item “We continuously track our progress against our stated goals” equals 7.78 (77.84%), Test-value = 6.44, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “Goals & Objectives” equals 7.92 (79.16%), Test-value = 10.79, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Goals & Objectives”.**

Conclusion on: “Goals & Objectives” index in Arab and European organizations

No big differences between both, but they agreed on this index (8.14 and 7.92 respectively). They agreed highly on " There is widespread agreement about goals" paragraph.

1. Arab organization

Table 6.37: MEAN and Test value for “Vision”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	We have a shared vision of what the organization will be like in the future.	7.77	77.69	5.37	0.000*	4
2.	Leaders have a long-term viewpoint	7.88	78.85	5.56	0.000*	2
3.	Short-term thinking often compromises our long-term vision.	8.12	81.15	8.46	0.000*	1
4.	Our vision creates excitement and motivation for our employees.	7.85	78.46	5.91	0.000*	3
5.	We are able to meet short-term demands without compromising our long-term vision.	7.65	76.54	5.64	0.000*	5
	All item	7.85	78.54	7.26	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “Short-term thinking often compromises our long-term vision” equals 8.12 (81.15%), Test-value = 8.46, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “We continuously track our progress against our stated goals” equals 7.65 (76.54%), Test-value = 5.64, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “Vision” equals 7.85 (78.54%), Test-value = 7.26, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Vision”.**

2. European organization

Table 6.38: MEAN and Test value for “Vision”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	We have a shared vision of what the organization will be like in the future.	7.75	77.50	6.52	0.000*	1
2.	Leaders have a long-term viewpoint	7.75	77.50	5.75	0.000*	1
3.	Short-term thinking often compromises our long-term vision.	7.11	71.14	3.49	0.001*	4
4.	Our vision creates excitement and motivation for our employees.	7.64	76.39	6.12	0.000*	3
5.	We are able to meet short-term demands without compromising our long-term vision.	7.72	77.22	6.62	0.000*	2
	All item	7.61	76.06	7.06	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “We have a shared vision of what the organization will be like in the future” equals 7.75 (77.50%), Test-value = 6.52, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “Short-term thinking often compromises our long-term vision” equals 7.11 (71.14%), Test-value = 3.49, and P-value = 0.001 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “**Vision**” equals 7.61 (76.06%), Test-value = 7.06, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Vision”.**

Conclusion on: the “Vision” index in Arab and European organizations

All agreed on this index, according to (Mobley...2005) this means organizations have a shared view of a desired future state, vision understood and shared by all in the organization.

Fourth dimension: 4. Mission trait

Table 6.39: MEAN and Test value for “Mission trait”

	Mission trait	MEAN	MEAN (%)	Test value	P-value	Rank
1.	Arab organization	7.97	79.66	7.57	0.000*	1
2.	European organization	7.76	77.60	9.46	0.000*	2

* The mean is significantly different from 6.

Arab organization

The MEAN of the dimension “Mission trait” equals 7.97 (79.66%), Test-value = 7.57, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to dimension of “Mission trait”.**

European organization

The MEAN of the dimension “Mission trait” equals 7.76 (77.60%), Test-value = 9.46, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to dimension of “Mission trait”.**

Mission trait in Arab and European organizations

All agreed on mission trait, this is an initial indicator for successful organizations, so they have a clear sense of purpose and direction that defines organizational goals and strategic objectives (Denison, Haaland and Goelzer, 2004).

Organizational Culture (Involvement, Adaptability, Consistency and Mission Traits)**Table 6.40: MEAN and Test value for "Organizational Culture"**

	Organizational Culture	MEAN	MEAN (%)	Test value	P-value	Rank
1.	Arab organization	7.94	79.4	9.2	0.000*	1
2.	European organization	7.90	79.0	12.9	0.000*	2

* The mean is significantly different from 6.

Table 6.40 shows the mean values for organizational culture in Arab and European organization (7.97 and 7.9 respectively), and their P-values are smaller than the level of significance $\alpha = 0.05$, then we conclude that the Arab and European organizations have strong culture (Denison, Haaland and Goelzer, 2004). The differences between both are very small, which insure having strong culture with lower in the European organizations. This is very logical, because all factors of the strong organizational culture are found (Tharp, 2009).

Also, there are factors which strengthen the respondents' organizational culture, as follows:

- The majority of management team are highly qualified, this simplifies their alignment with their organizations goals and objectives, and any conflicts can be easily solved (Ghalyini, 2007).

- The majority of the local management teams are from the same regions (similar cultures), which is reflected positively on their relationships and treatments (Denison, Haaland and Goelzer, 2004).
- Most respondents' organizations have small number of employees, this reduced the cultures conflicts and create a climate of harmony (Qingxue, 2003).
- The respondents' organizations are from many regions, but work is in one region, so similarity is very logical (Denison, Haaland and Goelzer, 2004).
- They have strong organizational culture because they are highly involved, adaptable, consistent and have clear mission, also this is an indicator for success (Denison, 2005).

6.5 Level of development in the donations provided to local community in Gaza Strip

1. Arab organization

Table 6.41: MEAN and Test value for “Donations Provided to the Local Community by your Organization”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	There is an annual increment in the projects budget.	8.38	83.85	8.11	0.000*	3
2.	There is an annual increment in the implemented projects.	8.38	83.85	9.36	0.000*	3
3.	There is a clear diversity in the implemented projects (relief, education, health...etc) .	8.23	82.31	7.43	0.000*	5
4.	There is a diversity in projects selection criteria.	7.50	75.00	5.09	0.000*	8
5.	There is an annual increment in numbers of beneficiaries of the organization (people & organizations).	8.58	85.77	8.91	0.000*	1
6.	The organization keeps on accuracy and transparency in selecting beneficiaries (people & organizations).	8.35	83.46	8.00	0.000*	4
7.	Beneficiaries satisfaction on the organization services, one of the priority items in the evaluation process.	8.50	85.00	9.15	0.000*	2
8.	The organization concerns in providing awareness of it is services to the local people.	7.77	77.69	6.47	0.000*	7
9.	There is high degree of job security in the organization.	7.96	79.62	6.02	0.000*	6
	All item	8.18	81.84	10.97	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “There is an annual increment in numbers of beneficiaries of the organization (people & organizations)” equals 8.58 (85.77%), Test-value = 8.91, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**

- The MEAN of the item “There is a diversity in projects selection criteria” equals 7.50 (75.00%), Test-value = 5.09, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to this item.**
- The MEAN of the field “Level of development in the donations provided to local community in Gaza Strip” equals 8.18 (81.84%), Test-value = 10.97, and P-value=0.000 which is smaller than the level of significance. $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Level of development in the donations provided to local community in Gaza Strip”.**

2. European organizations

Table 6.42: MEAN and Test value for “Donations Provided to the Local Community by your Organization”

	Item	MEAN	MEAN (%)	Test value	P-value	Rank
1.	There is an annual increment in the projects budget.	6.30	62.97	0.76	0.227	7
2.	There is an annual increment in the implemented projects.	6.49	64.86	1.35	0.093	6
3.	There is a clear diversity in the implemented projects (relief, education, health...etc) .	6.21	62.06	0.47	0.320	8
4.	There is a diversity in projects selection criteria.	6.57	65.71	1.50	0.072	5
5.	There is an annual increment in numbers of beneficiaries of the organization (people & organizations).	7.03	70.27	2.95	0.003*	3
6.	The organization keeps on accuracy and transparency in selecting beneficiaries (people & organizations).	8.43	84.32	7.94	0.000*	1
7.	Beneficiaries satisfaction on the organization services, one of the priority items in the evaluation process.	8.43	84.32	11.18	0.000*	1
8.	The organization concerns in providing awareness of it is services to the local people.	8.08	80.81	8.78	0.000*	2
9.	There is high degree of job security in the organization.	6.73	67.30	2.14	0.020*	4
	All items	7.17	71.67	5.02	0.000*	

* The mean is significantly different from 6.

- The MEAN of the item “The organization keeps on accuracy and transparency in selecting beneficiaries (people & organizations)” equals 8.43 (84.32%), Test-value = 7.94, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. **We conclude that the respondents agreed to this item.**
- The MEAN of the item “There is a clear diversity in the implemented projects (relief, education, health...etc)” equals 6.21 (62.06%), Test-value = 0.47, and P-value =

0.320 which is greater than the level of significance $\alpha = 0.05$. **We conclude that the respondents (Do not know, neutral) to this item.**

- The MEAN of the field “**Donations Provided to the Local Community by your Organization**” equals 7.17 (71.67%), Test-value = 5.02, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. **We conclude that the respondents agreed to the field “Donations Provided to the Local Community by your Organization”.**

Conclusion on: “Donations Provided to the Local Community by your Organization” in Arab and European organizations

The result in section two shows acceptance on their organizations donations provided to the local community from both with different ratios (8.18 and 7.17 respectively). This is an indicator to the performance of these organizations, there is acceptance from both on the performance, but in the Arab organizations it was greater. This survey is from these organizations' management staff perspectives; they have degrees of acceptance varied from Arab to European organizations. This is a logical matter, so the heads of Arab organizations even if they were outside this region, can easily contact with their beneficiaries, and there is a cultural dimension here.

Arab organizations:

The highly accepted paragraph was "There is an annual increment in numbers of beneficiaries of the organization (people & organizations)" which agrees with MAS (2010). The lowest was " There is a diversity in projects selection criteria".

European organizations:

The highly acceptance paragraph was " The organization keeps on accuracy and transparency in selecting beneficiaries (people & organizations" and " Beneficiaries satisfaction on the organization services, one of the priority items in the evaluation process " with same degrees, while the lowest was on " There is a clear diversity in the implemented projects (relief, education, health...etc)".

This acceptance to the current performance corresponds with MAS (2010), it was announced to raising donations amounts to Palestine by %70 after 2007, on the year 2005-2007. Also,

the recent attack on Gaza in 2008/2009 attracted many new INGOs to work particularly in Gaza. There are many donors from Asia and Africa who started work in Gaza after 2007, and they were not before.

However, there is a significant deference in the level of donations development among Arab and European nongovernmental organizations in favor of Arab INGOs; this is probably because most Arab INGOs are new in Gaza, also Arab donations increased after the recent war on Gaza in 2008/2009, also probably because the Egyptians reduced restrictions on these INGOs to pass and work in Gaza.

6.6 Hypothesis Test

The First Hypothesis

H1. There is a significant statistical correlation between the organizational culture of donors' organizations and their donations provided to Gaza Strip.

This hypothesis is divided into the following sub-hypothesis:

H1.1 There is a significant statistical correlation between *Involvement* trait and donations provided to Gaza Strip.

To test the hypothesis we use the Pearson correlation between the *Involvement* trait and the donations provided to Gaza Strip, and the results in table 6.43 illustrate that the p-value is less than 0.05, and the value of Pearson correlation is positive . That means there is a positive relationship between *Involvement* trait and donations provided to Gaza Strip in Arab and European organizations.

As result, *Involvement* which include Empowerment, Team orientation and Capability development has positive effect on the performance. This is very logical, so if employees are deeply involved and part of the decision makers then they will feel as their organization and lead to enhance their performance and productivity.

In case of high Team orientation, there will be cooperation across all parts of organizations and all work within a team; this creates harmony between employees and then relationship between their jobs and the goals of organization can be seen. This will reduce effort to get work done and effect performance and productivity positively.

In the Capability development index, when employees have high skills and also have the authority to act and solve any problem in the work, then the performance will increase and will reduce the time to finish works.

Table 6.43: Correlation between the Involvement trait and the donations provided to Gaza Strip

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1	Empowerment	.656	0.000*	.394	0.008*
2	Team orientation	.593	0.001*	.548	0.000*
3	Capability development	.554	0.002*	.282	0.045*
	Involvement Trait	.652	0.000*	.472	0.002*

* The relationships is significant a 0,05 level.

H1.2 There is a significant statistical correlation between *Consistency* trait and donations provided to Gaza Strip.

To test the hypothesis we use the Pearson correlation between the Consistency trait and the donations provided to Gaza Strip, and the results in table 6.44 illustrate that the p-value is less than 0.05, and the value of Pearson correlation is positive; that means there is a positive relationship between the Consistency trait and the donations provided to Gaza Strip in Arab and European organizations.

Organizations that are highly consistent, tend to be effective because they are well integrated and coordinated (Denison, 2005). Also, it means that there is a clear and consistence set of values governing the way of works; and refers to set of ethics to tell employees the right from wrong. In this case, the employee will be familiar of what he should do; this means additional performance.

Agreement, when managers succeeded in finding agreement between employees about difficult issues, then these will be less conflicts and more productivity (Jaskyte, 2004).

Also, when there is high coordination and integration, there will be a share common perspective and easy coordination between different parts of organizations; when all are involved, there will be an increase in the productivity and performance.

Table 6.44: Correlation between the *Consistency* trait and the donations provided to Gaza Strip

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Core Values	.601	0.001*	.355	0.016*
2.	Agreement	.641	0.000*	.327	0.024*
3.	Coordination & Integration	.721	0.000*	.453	0.002*
4.	Consistency Trait	.707	0.000*	.434	0.004*

* The relationships is significant a 0,05 level.

H1.3 There is a significant statistical correlation between *Adaptability* trait and donations provided to Gaza Strip.

To test the hypothesis we use the Pearson correlation between the *Adaptability* trait and the donations provided to Gaza Strip, and the results in table 6.45 illustrate that the p-value is less than 0.05, and the value of Pearson correlation is positive . that means there is a positive relationship between *Adaptability* trait and donations provided to Gaza Strip in Arab and European organizations; this also means positive relationship between creating change, beneficiaries focus and organizational learning and performance.

This is a logical relationship, when an organization be adaptable, this means it's able to understand beneficiaries and satisfy them. Also, the organization is able to interpret the external signals from environment to opportunities for encouraging innovations. This agrees with performance indicators mentioned before, like beneficiaries opinions, satisfactions and find their requirements. This corresponds with Westergren (2007), that the successful organization has adaptable culture.

Table 6.45: Correlation between the *Adaptability* trait and the donations provided to Gaza Strip in Arab and European INGOs

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
	Creating Change	.562	0.001*	.456	0.002*
	Beneficiary Focus	.742	0.000*	.325	0.025*
	Organizational Learning	.629	0.000*	.498	0.001*
	Adaptability trait	.722	0.000*	.514	0.001*

* The relationships is significant a 0,05 level.

H1.4 There is a significant statistical correlation between *Mission* trait and donations provided to Gaza Strip.

To test the hypothesis we use the Pearson correlation between the *Mission* trait and the donations provided to Gaza Strip, and the results in table 6.46 illustrate that the p-value is less than 0.05, and the value of Pearson correlation is positive; that means there is a positive

relationship between Mission trait and donations provided to Gaza Strip in Arab and European organizations; also it means positive relationship between Strategic direction & intent, Goals & objectives and Vision and performance.

Organization high mission means, it knows how it will look in the future and it has strategic objectives. This affect performance positively, so there will be vision for the future projects and beneficiaries.

Table 6.46: Correlation between the Mission trait and the donations provided to Gaza Strip in Arab and European organizations

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Strategic Direction & Intent	.429	0.014*	.500	0.001*
2.	Goals & Objectives	.588	0.001*	.504	0.001*
3.	Vision	.445	0.011*	.599	0.000*
	Mission trait	.502	0.005*	.605	0.000*

* The relationships is significant a 0,05 level.

Finally,

There is a significant statistical correlation between the organizational culture of donors' organizations and their donations provided to Gaza Strip.

To test the hypothesis we use the Pearson correlation between the organizational culture of donors' organizations and their donations provided to Gaza Strip, and the results in table 6.47 illustrate that the p-value is less than 0.05, and the value of Pearson correlation is positive; that means there is a positive relationship between the organizational culture of donors' organizations and their donations provided to Gaza Strip in Arab and European organizations.

The researcher concludes, the organizational culture and its traits (Involvement, Consistency, Adaptability and Mission) have positive impacts on the organizations performance. These findings agree with Abou-Jarad, Yousef and Nikbin (2010), that the organizational culture practices are the most crucial factor that determines organization's success.

The independent variable is the organizational culture, and the dependent variable is the donations provided to Gaza Strip. Table 6.47 shows, the independent variable is very much correlated to the dependent variable.

Table 6.47: Correlation between the organizational culture of donors' organizations and their donations provided to Gaza Strip in Arab and European organizations.

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	The organizational culture	.711	0.000*	.589	0.000*

* The relationships is significant a 0,05 level.

The second Hypothesis

H2. There are significant statistical differences between organizational culture traits and donations provided to Gaza Strip due to traits of respondents personality.

There is a significant difference among the respondents toward the Impact of the Donors' Organizational Culture on the Donations Provided to Gaza Strip due to (Sex).

To test the hypothesis we use the Independent Sample T-test and the results illustrated in table 6.48 show that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields, then there is insignificant difference among the respondents towards these fields due to (sex). We conclude that sex characteristics have no effect on these fields in Arab and European organizations; this agrees with Barakat (2007) and Al-Dao'or (2007).

Table 6.48: Independent Sample T-test - Sex

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Empowerment	-0.973	0.340	0.234	0.816
2.	Team orientation	-1.353	0.189	-1.086	0.285
3.	Capability development	-1.249	0.224	0.622	0.538
4.	Involvement Trait	-1.291	0.209	-0.042	0.967
5.	Core Values	-1.177	0.251	-0.157	0.876
6.	Agreement	-1.081	0.291	0.380	0.706
7.	Coordination & Integration	-1.227	0.232	1.752	0.089
8.	Consistency Trait	-1.267	0.217	0.668	0.508
9.	Creating Change	0.711	0.484	1.421	0.164
10.	Beneficiary Focus	-0.646	0.524	-0.188	0.852
11.	Organizational Learning	-0.585	0.564	-0.524	0.604
12.	Adaptability trait	-0.259	0.798	0.375	0.710
13.	Strategic Direction & Intent	-0.287	0.777	-0.641	0.526
14.	Goals & Objectives	-0.613	0.546	0.157	0.876
15.	Vision	-0.162	0.873	0.541	0.592
16.	Mission trait	-0.365	0.718	-0.065	0.949
17.	Donations Provided to the Local Community by your Organization	-0.213	0.833	0.960	0.343
	All fields	-0.799	0.432	0.426	0.673

There is a significant difference among the respondents toward the Impact of the Donors's Organizational Culture on the Donations Provided to Gaza Strip due to (Age) .

To test the hypothesis we use the one way ANOVA and the results illustrated in table 6.49 show that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields, then there is insignificant difference among the respondents towards these fields due to (age) . We conclude that age characteristics have no effect on these fields in Arab and European organizations, this agrees with Barakat (2007) and Al-Dao'or (2007).

Table 6.49: One way ANOVA test - Age

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Empowerment	0.922	0.160	0.689	0.565
2.	Team orientation	0.761	0.390	0.789	0.509
3.	Capability development	0.719	0.452	0.743	0.534
4.	Involvement Trait	0.833	0.289	0.662	0.581
5.	Core Values	0.575	0.677	0.779	0.514
6.	Agreement	0.571	0.684	1.275	0.299
7.	Coordination & Integration	0.580	0.670	3.063	0.052
8.	Consistency Trait	0.592	0.648	1.511	0.230
9.	Creating Change	0.524	0.768	2.317	0.094
10.	Beneficiary Focus	0.727	0.440	1.625	0.202
11.	Organizational Learning	0.828	0.296	1.336	0.280
12.	Adaptability trait	0.715	0.457	2.485	0.078
13.	Strategic Direction & Intent	0.756	0.397	1.331	0.281
14.	Goals & Objectives	0.833	0.288	1.329	0.282
15.	Vision	0.911	0.177	0.627	0.603
16.	Mission trait	0.842	0.276	1.207	0.323
17.	Donations Provided to the Local Community by your Organization	0.672	0.521	1.532	0.225
	All fields	0.768	0.381	1.889	0.151

There is a significant difference among the respondents toward the Impact of Donors's Organizational Culture on Donations Provided to Gaza Strip due to (Qualification) .

To test the hypothesis we use the one way ANOVA and the results illustrated in table 6.50 show:

The p-value (Sig.) for Strategic Direction & Intent and Mission trait fields is less than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents toward these fields due to (qualification) . **We conclude that the qualification characteristics have an effect on these fields in Arab organizations.**

The p-value (Sig.) for Donations Provided to the Local Community by your Organization field is less than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents toward this field due to (qualification) . **We conclude that the qualification characteristics have an effect on this field in European organizations.**

In general, table 6.50 shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields in general; then there is insignificant difference among the respondents towards these fields due to (qualification) . We conclude that the qualification characteristics have no effect on these fields, this agrees with Barakat (2007) and Al-Dao'or (2007), and also because all respondents are very qualified.

Table 6.50: One way ANOVA test - Qualification

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Empowerment	0.750	0.534	0.338	0.798
2.	Team orientation	1.409	0.267	0.240	0.868
3.	Capability development	1.514	0.239	1.292	0.293
4.	Involvement Trait	1.184	0.339	0.754	0.528
5.	Core Values	0.665	0.582	1.089	0.367
6.	Agreement	0.831	0.491	1.016	0.398
7.	Coordination & Integration	0.916	0.449	0.117	0.949
8.	Consistency Trait	0.772	0.522	0.839	0.482
9.	Creating Change	0.941	0.438	0.537	0.660
10.	Beneficiary Focus	0.897	0.458	0.794	0.506
11.	Organizational Learning	0.932	0.442	1.182	0.332
12.	Adaptability trait	1.100	0.370	0.903	0.450
13.	Strategic Direction & Intent	4.673	0.011*	2.396	0.086
14.	Goals & Objectives	1.934	0.154	0.991	0.409
15.	Vision	3.053	0.051	0.342	0.795
16.	Mission trait	3.215	0.043*	1.344	0.277
17.	Donations Provided to the Local Community by your Organization	1.673	0.202	3.390	0.029*
	All fields	0.675	0.577	1.751	0.176

* The mean difference is significant a 0,05 level

There is a significant difference among the respondents towards the Impact of the Donor's Organizational Culture on the Donations Provided to Gaza Strip due to (Years of Experience).

To test the hypothesis we use the one way ANOVA and the results illustrated in table 6.51 show:

The p-value (Sig.) for Strategic Direction & Intent, Goals & Objectives, Vision and Mission trait fields is less than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents towards these fields due to (qualification) . **We conclude that the qualification characteristics have an effect on these fields in Arab organizations .**

The p-value (Sig.) for Strategic Direction & Intent, Vision and Mission trait fields is less than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents towards these fields due to (qualification) . **We conclude that the qualification characteristics have an effect on these fields in European organizations.**

In general, table 6.51 shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields in general; then there is insignificant difference among the respondents towards these fields due to (years of experience) . **We conclude that the years of experience characteristics have no effect on these fields, this agrees with Barakat (2007) and Al-Dao'or (2007).**

These result agree with Ghalayini (2007) regarding traits of respondents personality (sex, age, qualifications and years of experience), so both types of sex (male and female) belonged to the same region and the same sector of work and both are highly qualified in their work, the same for years experience, age and qualifications.

Table 6.51: One way ANOVA test - Years of Experience

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Empowerment	0.567	0.575	0.644	0.531
2.	Team orientation	0.646	0.533	0.837	0.442
3.	Capability development	0.638	0.537	0.609	0.550
4.	Involvement Trait	0.676	0.519	0.934	0.403
5.	Core Values	1.203	0.318	1.694	0.199
6.	Agreement	1.327	0.285	0.936	0.402
7.	Coordination & Integration	2.303	0.123	0.355	0.704
8.	Consistency Trait	1.902	0.172	0.995	0.380
9.	Creating Change	0.664	0.524	1.447	0.249
10.	Beneficiary Focus	1.642	0.215	0.693	0.507
11.	Organizational Learning	0.321	0.729	2.419	0.104
12.	Adaptability trait	0.974	0.393	1.691	0.199
13.	Strategic Direction & Intent	3.717	0.040*	7.496	0.002*
14.	Goals & Objectives	4.160	0.029*	3.052	0.060
15.	Vision	4.935	0.016*	4.717	0.016*
16.	Mission trait	4.622	0.021*	7.080	0.003*
17.	Donations Provided to the Local Community by your Organization	1.003	0.382	1.589	0.219
	All fields	2.029	0.154	2.693	0.082

* The mean difference is significant a 0,05 level

The Third Hypothesis

H3. There are significant statistical differences between organizational culture traits and donations provided to Gaza Strip due to donors' organizations traits.

There is a significant difference among the respondents towards the Impact of the Donors's Organizational Culture on Donations Provided to Gaza Strip due to (Age of organization in Gaza).

To test the hypothesis we use the one way ANOVA and the results illustrated in table 6.52 show:

The p-value (Sig.) for Organizational Learning field is less than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents towards this field due to (age of organization in Gaza) . **We conclude that the age of organization in Gaza characteristics have an effect on this field in Arab organizations.**

In general table 6.52, shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for all fields, then there is insignificant difference among the respondents towards these fields due to (age of organization in Gaza) . We conclude that the age of organization in Gaza characteristics have no effect on these fields; this agrees with Barakat (2007) and Al-Dao'or (2007).

Table 6.52: One way ANOVA test - Age of organization in Gaza

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Empowerment	0.925	0.445	0.477	0.700
2.	Team orientation	0.669	0.580	0.181	0.909
3.	Capability development	1.809	0.175	0.284	0.837
4.	Involvement Trait	1.218	0.327	0.119	0.948
5.	Core Values	1.572	0.224	1.288	0.295
6.	Agreement	1.011	0.407	0.569	0.639
7.	Coordination & Integration	0.282	0.838	0.611	0.613
8.	Consistency Trait	0.887	0.463	0.618	0.609
9.	Creating Change	0.201	0.894	0.586	0.629
10.	Beneficiary Focus	1.465	0.251	1.115	0.358
11.	Organizational Learning	3.087	0.048*	0.387	0.763
12.	Adaptability trait	1.456	0.254	0.133	0.940
13.	Strategic Direction & Intent	0.457	0.715	0.639	0.595
14.	Goals & Objectives	0.348	0.791	0.827	0.489
15.	Vision	0.628	0.605	0.157	0.924
16.	Mission trait	0.459	0.714	0.307	0.820
17.	Donations Provided to the Local Community by your Organization	0.594	0.626	0.098	0.961
	All fields	0.641	0.597	0.181	0.909

* The mean difference is significant a 0,05 level

There is a significant difference among respondents toward the Impact of the Donors' Organizational Culture on Donations Provided to Gaza Strip due to (Number of permanent staff).

To test the hypothesis we use the one way ANOVA and the results illustrated in table 6.53 show:

The p-value (Sig.) is less than the level of significance $\alpha = 0.05$ for the fields in general, then there is significant difference among the respondents towards these fields due to (number of permanent staff) . We conclude that the number of permanent staff characteristics have an effect on these fields in Arab organizations; this is probably because most Arab organizations

are new in Gaza and their staff are also new, so they are not in alignment with these goals and culture till now .

The p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields in general, then there is insignificant difference among the respondents towards these fields due to (number of permanent staff). We conclude that the number of permanent staff characteristics have no effect on these fields in European organizations .

Table 6.53: One way ANOVA test - Number of permanent staff

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Empowerment	7.778	0.001*	1.300	0.292
2.	Team orientation	4.424	0.014*	0.865	0.496
3.	Capability development	4.433	0.014*	1.915	0.133
4.	Involvement Trait	7.100	0.002*	1.731	0.168
5.	Core Values	9.751	0.000*	1.168	0.344
6.	Agreement	7.771	0.001*	0.373	0.826
7.	Coordination & Integration	4.400	0.014*	0.145	0.964
8.	Consistency Trait	8.569	0.001*	0.520	0.721
9.	Creating Change	2.955	0.055	0.334	0.853
10.	Beneficiary Focus	6.319	0.003*	1.130	0.360
11.	Organizational Learning	9.086	0.000*	0.522	0.720
12.	Adaptability trait	7.956	0.001*	0.381	0.820
13.	Strategic Direction & Intent	1.466	0.251	1.502	0.226
14.	Goals & Objectives	3.459	0.034*	1.034	0.405
15.	Vision	1.748	0.186	0.317	0.864
16.	Mission trait	2.180	0.119	0.823	0.520
17.	Donations Provided to the Local Community by your Organization	1.046	0.392	1.294	0.294
	All fields	6.455	0.003*	0.819	0.523

● The mean difference is significant a 0,05 level

There is a significant difference among the respondents toward the Impact of the Donors' Organizational Culture on Donations Provided to Gaza Strip due to (Average annual budget for the last two years (2008/2009)).

To test the hypothesis we use the one way ANOVA and the results illustrated in table 6.54 show:

The p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields, then there is insignificant difference among the respondents towards these fields due to (average annual budget for the last two years (2008/2009)) . We conclude that the average annual budget for last two years (2008/2009) characteristics have no effect on these fields in Arab and European organizations. This is probably because most donors have big annual budgets, and there are not part of budgets decision making, while they have no decision in determining budgets, and most Arab INGOs are new. Probably because they are all donors, and it is normal to have high annual budgets.

Table 6.54: One way ANOVA test - Average annual budget for last two years (2008/2009)

	Hypothesis	Arab organization		European organization	
		Test value	P-value	Test value	P-value
1.	Empowerment	0.290	0.751	0.926	0.440
2.	Team orientation	0.309	0.738	0.555	0.649
3.	Capability development	0.196	0.823	1.384	0.267
4.	Involvement Trait	0.142	0.868	0.649	0.590
5.	Core Values	0.740	0.488	1.530	0.227
6.	Agreement	0.127	0.881	0.418	0.741
7.	Coordination & Integration	0.251	0.780	2.517	0.077
8.	Consistency Trait	0.134	0.875	0.674	0.575
9.	Creating Change	0.816	0.455	0.110	0.954
10	Beneficiary Focus	0.056	0.946	0.641	0.595
11	Organizational Learning	1.207	0.318	0.279	0.840
12	Adaptability trait	0.543	0.588	0.136	0.938
13	Strategic Direction & Intent	0.864	0.435	1.187	0.331
14	Goals & Objectives	0.764	0.478	0.329	0.805
15	Vision	0.074	0.929	0.285	0.836
16	Mission trait	0.475	0.628	0.586	0.629
17	Donations Provided to the Local Community by your Organization	1.292	0.295	1.277	0.300
	All fields	0.327	0.724	0.438	0.727

Chapter 7:

Conclusions and Recommendations

7. Conclusions and Recommendations

7.1 Introduction

This chapter contains conclusions on thesis subject, and it also provides recommendations appropriate to enhance the organization culture and performance of international nongovernmental organizations.

7.2 Conclusions

There is a strong relationship between the organizational culture of INGOs and their donations (performance indicator); it affected performance, so any enhancing of the organizational culture will enhance performance. In general, Arab and European organizations have strong organizational culture, and they have relatively high performance respectively. The weighted means values insure this relationship between organizational culture and donations.

There are weaknesses in some areas of performance such as: diversity in implemented projects, diversity in selection criteria and beneficiaries awareness. Enhancing donors' organizational culture will enhance the performance and donations features.

Conclusion on Organizational Culture Traits

- **Traits of Organizational Culture (Involvement Trait)**

The overall means are 80.4 for Arab and 80.07 for European organizations; they are well focused on developing, and building employees' capability, ownership and responsibility. But there is a need for more focusing on some practices like clarifying goals of organization, team building and authority delegation .

- **Traits of Organizational Culture (Consistency Trait)**

Both Arab and European organizations are well consistent; the weighted means 78.8 and 79.5 respectively; they have strong and cohesive internal culture, but there are some areas which need enhancing such as creating a common perspective between all organization departments and showing employees the right thing from the wrong.

- **Traits of Organizational Culture (Adaptability Trait)**

The weighted means are 78.6 and 78.1 respectively; they are well adapted to signals from external environment. But there are some weakness practices need more focusing and developing in the Arab as well as the European organizations like cooperation between departments to create change, beneficiaries notes and comments and encouraging risk taking.

- **Traits of Organizational Culture (Mission Trait)**

They are equipped with systematically defined strategic and action plans; the weighted means were 79.66 and 77.6 respectively. There are some weakness practices which need more focusing like setting clear goals and strategy.

Organizational culture affects organizational performance , regardless of respondents and organization traits (age, sex, size, and qualifications ..etc.).

7.3 Recommendations

This section includes the recommendations that are necessary to overcome the weaknesses in organizational culture practices and in performance indicators in Arab and European organizations, and the following are recommendations for many sides, starting from top weakness practices:

Recommendations for the Arab INGOs

On the area of organizational culture practices

1. Work to empower the authority delegation, this will let employees feel organizations as their own.
2. Developing a clear and written set of management practices at each organizations; this will show employees what and how they should behave.
3. Creating characteristic management styles in each organization, this will reduce conflicts between employees and the entire organization's parts.
4. Creating clear ethical and practical code to show the right and the wrong way to do things; this will solve the diversity of cultures in the same organization.

5. Top management should work to build common perspective for employees of the entire organization.
6. Creating change should be a philosophy to meet external changes.
7. Decisions should take in consideration beneficiaries comments and notes.
8. Change work according to beneficiaries comments and notes.
9. Encouraging innovation and risk taking by staff.
10. Organization's strategy should be distinctive and let other organizations be followers.
11. Showing employee what he or she should do to succeed in the long run.
12. Goals should be realistic and be able to achieve.
13. Shared vision of what the organization will be like in the future
14. Internalize every employee with the organization's culture to know if he can cope with or not.

On the area of performance

1. Projects selection criteria should be based on actual and joint needs assessments, and should be coordinated between INGOs, the LNGOs and the government.
2. Organizations should provide awareness of services to the local people, to benefit of their feedback in enhancing performance.
3. All staff should find job security, this positively affect their performance.
4. Organizations should diversify projects classifications, according to change in local community and its needs.

Recommendations for the European nongovernmental donors organizations

On the area of organizational culture practices

1. Focusing on creating teams work culture.

2. Work to empower the authority delegation; this will let employees feel organizations as their own.
3. Developing a clear and written set of management practices at each organization.
4. Creating characteristic management styles in each organization.
5. Creating clear ethical and practical code to show the right and the wrong way to do things.
6. High management should work to build common perspective for employees of the entire organization.
7. Creating change should be a philosophy to meet external changes.
8. Decisions should take in consideration beneficiaries comments and notes.
9. Change according to beneficiaries comments and notes.
10. Encouraging innovation and risk taking by staff.
11. Organization's strategy should be distinctive and let other organizations to be followers.
12. Goals should be realistic and be able to achieve.
13. Work on tracking goals achieving continuously.

On the area of performance

1. Organizations should diversify projects classifications, according to change in local community and its needs.
2. They should work on increasing annual projects and budgets, to meet the increased percent of poverty and effects of siege.
3. Projects selection criteria should be based on actual and joint needs assessments.

Recommendations for the Palestinian government

1. The ministry of interior should create directory for International donors including full details about their regions, addresses and interests.
2. Every ministry should have a strategic plan at least for one year, and do well in marketing plans for donors.
3. Creating independent cooperation unit, for coordinating and simplifying works between and through donors.

7.4 Future Researches

The following are suggestions for future research topics:

1. Investigating the organizational culture of international donors working in Gaza Strip from all regions.
2. Conducting comparative study between the organizational culture of international donors in Gaza Strip and those in the West Bank.
3. Conducting study on the performance of the international donors in Gaza Strip.

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Appendixes

Appendix i: Arabs and Europeans NGOs that work in Gaza Strip

Appendix ii: Cover letter to the Evaluator

Appendix iii: Names of Evaluators

Appendix iv: Questionnaire cover letter (English version)

Appendix v: The questionnaire (English version)

Appendix vi: The questionnaire (Arabic version)

Appendix i: Arabs and Europeans INGOs that work in Gaza Strip

: List of Arabs and Europeans INGOs that work in Gaza Strip

#	Non-governmental Organization Name	Arabian/European	Native Country
1.	Shuraka'a "E'atelif El Khair"	Arabian	Palestine
2.	Norwegian People's Aid	European	Norway
3.	The Mercy International	Arabian	Kuwait
4.	Qatar Charity	Arabian	Qatar
5.	Qatar Red Crescent	Arabian	Qatar
6.	Human Appeal International	Arabian	United Emarats
7.	Union of Arabs Physicians	Arabian	Egypt
8.	Welfare Association	Arabian	Palestine
9.	Islamic Relief – UK	European	United Kingdom
10.	Map-UK	European	United Kingdom
11.	Interpal	European	United Kingdom
12.	COOPY	European	Italy
13.	Action Against Hunger	European	Spain
14.	Oxfam	European	United Kingdom
15.	Help Aged	European	United Kingdom
16.	San Jon Hospital	European	United Kingdom
17.	Norwegian Refugees Council (NRC)	European	Norway
18.	Merlin	European	United Kingdom
19.	Muslim Hands	European	United Kingdom
20.	HAJAR	European	France
21.	Mabart Ala'mal	Arabian	Kuwait
22.	CRIC	European	Italy
23.	Save Children – UK	European	United Kingdom
24.	Save Children - Swede	European	Swede
25.	The Norwegian Church	European	Norway
26.	The Danish Relief	European	Danish
27.	The Dove and Dolphin Charity	European	United Kingdom
28.	Human Land – Italy	European	Italy
29.	The Polish Humanitarian Works	European	Poland
30.	The Civil Volunteer Group (GVC)	European	Italy
31.	International Cooperation South South(CISS)	European	Italy
32.	Premiere Urgent	European	France
33.	Handicap International	European	Italy
34.	Italy Relief	European	Italy
35.	Medecins Sans Frontieneres	European	France
36.	Medecins Sans Frontieneres	European	Spain
37.	International Medical Corps	European	United Kingdom
38.	Islamic Relief – France	European	France

The source: (UNISCO, 2007); AIDA (2009); (MIO, 2010).

Appendix ii : Cover letter to the Evaluator

بسم الله الرحمن الرحيم

23 تشرين الثاني، 2010

السيد الدكتور: / المحترم,,,
السلام عليكم ورحمة الله وبركاته,,,

الموضوع: تحكيم استبانته.

يقوم الباحث: نهاد عبد اللطيف طه والملتحق في برنامج ماجستير إدارة الأعمال بالجامعة الإسلامية بغزة بإعداد استبانته خاصة برسالة الماجستير بعنوان: " أثر ثقافة المؤسسات الدولية العربية والأوروبية المانحة على الدعم المقدم لقطاع غزة: دراسة مقارنة بين المؤسسات الدولية المانحة العربية والأوروبية".

لذا أرجو التكرم بإيداء رأيكم في فقرات الاستبانته ومدى ملائمتها لغرض البحث وإجراء التعديلات أو المقترحات التي ترونها مناسبة.

شاكرا لكم حسن تعاونكم,,,

وتفضلوا بقبول فائق الاحترام والتقدير,,,

الباحث

نهاد عبد اللطيف طه

المرفقات:

- مشكلة الدراسة والفرضيات
- الاستبانته

Appendix iii : Names of Evaluators

Table : Names of Evaluators

#	Lecturer	University
1	Dr Rushdi Wadi	The Islamic University
2	Dr Yousef Bahar	The Islamic University
3	Dr Sami Abu Alros	The Islamic University
4	Dr Nehaya Eltelbani	Al Azhar University
5	Dr Akram Sammor	The Islamic University
6	Dr Waseem Alhabeel	The Islamic University
7	Dr Marwan Alagha	Al Azhar University
8	Dr Samir Safi	The Islamic University

Appendix iv : Questionnaire cover letter (English version)

Dear Executive, Manager, Employee:

The researcher is conducting an academic research under title "**The Impact of the Donors's Organizational Culture on the Donations Provided to Gaza Strip: Comparative Study between the International Arabs and Europeans Donors**". The research is a requirement for the fulfillment of the Master of business administration degree.

The information in this questionnaire will just used for the purpose of academic research. Please fill it with thoroughly, honestly and subjectively. Also, bearing in mind that the information will be treated with highly privacy and confidently.

Thank you for your time and cooperation

Nihad Abd Ellatief Taha "El-Shanty"

Researcher

Appendix v : The questionnaire (English version)

(Please put (√) on the appropriate answer)

Part One: Personal data (Demographics)

Job title:.....

Age in years:

<input type="checkbox"/> Less than 30 years	<input type="checkbox"/> 30 – less than 40 years
<input type="checkbox"/> 40 – Less than 50 years	<input type="checkbox"/> more than 50 years

Sex:

<input type="checkbox"/> Male	<input type="checkbox"/> Female
-------------------------------	---------------------------------

Qualification:

<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor degree	<input type="checkbox"/> Master	<input type="checkbox"/> Doctorate
----------------------------------	--	---------------------------------	------------------------------------

Years of Experience:

<input type="checkbox"/> Less than 5 years	<input type="checkbox"/> 5 – Less than 10 years	<input type="checkbox"/> 10 years and higher
--	---	--

Part Two: The International Nongovernmental Organization Data

Nationality of organization:

Arab Europe

Age of organization in Gaza:

<input type="checkbox"/> Less than 5 years	<input type="checkbox"/> 5 – Less than 10 years
<input type="checkbox"/> 10 – Less than 15 years	<input type="checkbox"/> 15 years and higher

Number of permanent staff:

<input type="checkbox"/> Less than 10 members	<input type="checkbox"/> 10 –20	<input type="checkbox"/> 21 –50 members	<input type="checkbox"/> 51 –100	<input type="checkbox"/> Higher than 100
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Average annual budget for last two years (2008/2009):

Less than \$100,000 \$100,000 – Less than \$500,000

() \$500,000 – Less than one million () One million and higher, please write:.....

The percent of total for the implemented projects during 2009:

(%) Relief (%) Agriculture (%) Education (%) Health (%) Infrastructure
 (%) Housing (%) Capacity building (%) Other, please write:.....

The percent of total for the items that your organization depend on in selecting beneficiaries

(people & organization):

(%) Need assessments (%) Donors priorities (%) Recommendations from friends and other organization (%) Other, please: write.....

Part Three: Questionnaire dimensions

(Please put mark 1-10 for your evaluation for the following items, while mark 10 means strongly satisfaction and so on)

Section 1: Organization culture traits

Fist dimension: 1. Involvement Trait

No.	Dimension	Mark (1-10)
	1.1 Empowerment	
	Most employees are highly involved in their work.	
	Decisions are usually made at the level where the best information is available.	
	Information is widely shared so that everyone can get the information he or she needs when it's needed.	
	Everyone believes that he or she can have a positive impact.	
	Business planning is ongoing and involves everyone in the process to some degree.	
	1.2 Team orientation	
	Cooperation across different parts of the organization is actively encouraged.	
	People work as they are part of a team.	
	Teamwork is used to get work done, rather than hierarchy.	
	Teams are our primary building blocks.	
	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	
	1.3 Capability development	
	Authority is delegated so that people can act on their own.	
	The "bench strength" (capability of people) is constantly improving.	
	There is continuous investment in the skills of employees.	
	The capabilities of people are viewed as an important source of <u>success</u> .	
	The NGO have the necessary skill to solve any problems arise.	

Second dimension: 2. Consistency Trait

No.	Dimension	Mark (1-10)
	2.1 Core Values	
	The leaders and managers "practice what they speak."	
	There is a characteristic management style and a distinct set of management practices at the NGO.	
	There is a clear and consistent set of values that governs the way we do	

	business.	
	Ignoring core values will get you in trouble.	
	There are ethics that guide our behavior and tell us right from wrong.	
	2.2 Agreement	
	When disagreements occur, we work hard to achieve "win-win" solutions.	
	It is easy to reach consensus, even on difficult issues.	
	We often have no trouble reaching agreement on key issues.	
	There is a clear agreement about the right way and the wrong way to do things.	
	2.3 Coordination & Integration	
	Our approach to do business is very consistent and predictable.	
	People from different parts of the organization share a common perspective.	
	It is easy to coordinate projects across different parts of the organization.	
	It is easy to work with someone from another part of this organization.	
	There is good alignment of goals across levels.	

Third dimension: 3. Adaptability trait

No.	Dimension	Mark (1-10)
	3.1 Creating Change	
	The way things are done is very flexible and easy to change.	
	We respond well to other donors and other changes in the local community	
	New and improved ways to do work are continually adopted.	
	Attempts to create change usually meet no resistance.	
	Different parts of the organization often cooperate to create change.	
	3.2 Beneficiary Focus	
	Beneficiaries comments and recommendations often lead to changes.	
	Beneficiary input directly influences our decisions.	
	All members have a deep understanding of beneficiary wants and needs.	
	The interests of the beneficiary never ignored in our decisions.	
	We encourage direct contact with beneficiary by our employee.	
	3.3 Organizational Learning	
	We view failure as an opportunity for learning and improvement	
	Innovation and risk taking are encouraged and rewarded.	
	Learning is an important objective in our day-to-day work.	
	We make certain that the "right hand knows what the left hand is doing."	

Fourth dimension: 4. Mission trait

No.	Dimension	Mark (1-10)
	4.1 Strategic Direction & Intent	
	There is a long-term purpose and direction.	
	Our strategy leads other organizations to change the way they operate in the field.	
	There is a clear mission that gives meaning and direction to our work.	
	There is a clear strategy for the future.	
	Our strategic direction is clear to me.	
	4.2 Goals & Objectives	
	There is widespread agreement about goals.	
	Leaders set goals that are ambitious, but realistic.	
	The leadership has "gone on record" about the objectives we are trying to meet.	
	We continuously track our progress against our stated goals.	

	People understand what needs to be done for us to succeed in the long run.	
	4.3 Vision	
	We have a shared vision of what the organization will be like in the future.	
	Leaders have a long-term viewpoint	
	Short-term thinking often compromises our long-term vision.	
	Our vision creates excitement and motivation for our employees.	
	We are able to meet short-term demands without compromising our long-term vision.	

Section 2: Additional Questions

Fifth dimension: Donations Provided to the Local Community by your Organization

No.	Dimension	Mark (1-10)
	There is an annual increment in the projects budget.	
	There is an annual increment in the implemented projects.	
	There is a clear diversity in the implemented projects (relief, education, health...etc) .	
	There is a diversity in projects selection criteria.	
	There is an annual increment in numbers of beneficiaries of the organization (people & organizations).	
	The organization keeps on accuracy and transparency in selecting beneficiaries (people & organizations).	
	Beneficiaries satisfaction on the organization services, one of the priority items in the evaluation process.	
	The organization concerns in providing awareness of it is services to the local people.	
	There is high degree of job security in the organization.	

Appendix vi : The questionnaire (Arabic version)

القسم الأول: البيانات الشخصية

(الرجاء وضع علامة (√) أمام الإجابة المناسبة)

1. المسمى الوظيفي:
2. العمر بالسنين:
() 20 - أقل من 30 () 30 - أقل من 40 () 40 - أقل من 50 () 50 سنة فأكثر.
3. الجنس:
() ذكر () أنثى.
4. المؤهلات العلمية:
() دبلوم أو أقل () بكالوريوس () ماجستير () دكتوراه.
5. عدد سنوات الخبرة:
() أقل من 5 سنوات () 5 - أقل من 10 سنوات () 10 سنوات فأكثر.

قسم الثاني: بيانات المؤسسات المانحة غير الحكومية

1. جنسية المؤسسة:
() عربية () أوروبية.
2. عمر المؤسسة في غزة:
() أقل من 5 سنوات () 5 - أقل من 10 () 10 - أقل من 15 () 15 سنة فأكثر.
3. عدد العاملين (غير المتطوعين):
() أقل من 10 () 10 - 20 () 21 - 50 () 51 - 100 () أكثر من 100.
4. متوسط الميزانية السنوية لأخر سنتين ماليتين (2008-2009) بالدولار الأمريكي:
() أقل من 100,000 () 100,000 - أقل من 500,000 () 500,000 - أقل من مليون () مليون دولار فأكثر:
5. النسبة المئوية لكل من المشاريع التالية من إجمالي المشاريع التي نفذتها المؤسسة عام 2009:
() اغاثية () زراعية () تعليمية () صحية () بنية تحتية () إسكان () تطوير وبناء قدرات المؤسسات () أخرى:
حدد
6. النسبة المئوية للعناصر التالية التي يتم الاعتماد عليها في عملية اختيار المستفيدين (أفراد ومؤسسات):

(%) دراسة احتياجات المجتمع المحلي (%) أولويات المانحين (%) توصيات من شخصيات
ومؤسسات أخرى () أخرى: حدد

القسم الثالث: محاور الاستبانة

(الرجاء وضع التقييم المناسب أمام كل فقرة من الفقرات التالية حيث كلما اقتربت الدرجة من 10 دل على الموافقة العالية على ما ورد في الفقرة والعكس صحيح)
الجزء الأول: سمات الثقافة التنظيمية

المحور الأول: 1- مستوى التفويض والتدخل في إدارة وتطوير المؤسسة (Involvement)		
1-1 تعزيز دور العاملين (Empowerment)		
الرقم	العبارة	الدرجة 1 - 10
1	معظم العاملين لديهم حب وانتماء لعملهم في المؤسسة	
2	يتم اتخاذ القرارات بناء على معلومات متكاملة ودقيقة.	
3	المعلومات متاحة لكافة الموظفين في أي وقت يحتاجونها.	
4	كل فرد في المؤسسة يشعر بأن له دور ايجابي ومؤثر في المؤسسة.	
5	تخطيط أعمال المؤسسة يتقدم باستمرار ويقوم على إشراك العاملين في عملية التخطيط.	
2-1 العمل بروح الفريق (Team orientation)		
1	يوجد تشجيع قوي للتعاون في جميع أقسام المؤسسة المختلفة.	
2	يعمل أفراد المؤسسة بروح الفريق.	
3	يتم انجاز الأعمال عبر العمل الجماعي بدون معيقات راجعة لتعدد المستويات الإدارية لأعضاء الفريق.	
4	فرق العمل الجماعي تشكل أحد المكونات الأساسية للمؤسسة.	
5	عمل المؤسسة منظم بحيث يستطيع كل موظف الربط بين وظيفته وبين أهداف المؤسسة.	
3-1 تطوير القدرات (Capability development)		
1	يوجد تفويض للعاملين يمكنهم من اتخاذ القرارات والتصرف بأنفسهم.	
2	قدرات العاملين في تحسن مستمر.	
3	تستثمر المؤسسة باستمرار في تحسين مهارات العاملين.	
4	تعتبر قدرات العاملين مصدر هام لنجاح المؤسسة.	
5	المؤسسة لديها المهارات اللازمة لحل أي مشكلة قد تنشأ.	
المحور الثاني: 2- التماسك والانسجام (Consistency)		
1-2 القيم الأساسية (Core Values)		
1	رؤساء ومدراء المؤسسة يطبقون ما يقولون.	
2	يوجد أسلوب إداري متميز ومجموعة واضحة من السياسات الإدارية في المؤسسة.	

3	يحكم طريقة العمل في المؤسسة مجموعة من القيم المتناسقة والواضحة.
4	تجاهل القيم الأساسية من قبل العاملين يؤدي إلى متاعب خلال عملهم في المؤسسة.
5	توجد أخلاقيات في المؤسسة تحكم سلوك العاملين وتساعدهم في تمييز الفعل الخاطئ من الصائب.
2-2 الاتفاق بين العاملين (Agreement)	
1	في حال الاختلاف في وجهات النظر يتم التوصل إلى حلول مرضية لكافة الأطراف (لا يوجد خاسر).
2	من السهل الوصول إلى توافق حتى في القضايا الصعبة.
3	غالبا يتم الوصول لاتفاق في القضايا الرئيسية بدون مشاكل.
4	يوجد اتفاق واضح حول الطريقة الخاطئة والصحيحة لفعل الأشياء.
3-2 التكامل والتنسيق (Coordination & Integration)	
1	طريقة المؤسسة في تنفيذ الأعمال مستقرة ويمكن توقعها في المستقبل.
2	العاملين من جميع أقسام المؤسسة لديهم رؤية مشتركة للعمل.
3	من السهل تنسيق عمل المشاريع عبر مختلف أقسام المؤسسة.
4	من السهل العمل بانسجام مع موظف آخر من قسم آخر في نفس المؤسسة.
5	يوجد تكامل وتناسق بين الأهداف في مختلف أقسام المؤسسة.
المحور الثالث: 3- سمة التكيف (Adaptability)	
1-3 إحداث التغيير (Creating Change)	
1	طريقة تنفيذ الأعمال مرنة جدا وسهلة التغيير.
2	تستجيب المؤسسة بشكل جيد للتغيرات في المجتمع المحلي وكذلك لطرق عمل المانحين الآخرين.
3	يتم تبني طرق جديدة ومحسنة باستمرار لتنفيذ الأعمال.
4	محاولات إحداث تغييرات في طريقة العمل تتم عادة بدون معارضة.
5	تتعاون أقسام المؤسسة غالبا لإحداث التغيير.
2-3 التركيز على المستفيدين (أفراد ومؤسسات) (Beneficiary Focus)	
1	غالبا ما تؤدي ملاحظات وتوصيات المستفيدين إلى إحداث تغييرات على عمل المؤسسة.
2	ملاحظات المستفيدين لها تأثير مباشر على قراراتنا.
3	جميع العاملين لديهم فهم واضح وعميق لاحتياجات ومتطلبات المستفيدين.
4	متطلبات المستفيدين لا يتم تجاهلها أبدا في قراراتنا.
5	تشجع المؤسسة موظفيها على التواصل المباشر مع المستفيدين.
3-3 التعلم التنظيمي (Organizational Learning)	
1	ننظر إلى الفشل كفرصة للتعلم وتحسين الأداء.
2	تشجع المؤسسة ونكافئ الابتكار والمخاطرة.

3	التعلم هو هدف هام في عملنا اليومي.
4	نحرص على أن تكون جميع أقسام المؤسسة على تواصل مع بعضها البعض.
المحور الرابع: 4- سمة الرسالة (Mission)	
1-4 التوجه الاستراتيجي (Strategic Direction & Intent)	
1	يوجد أهداف و توجهات طويلة الأمد لدى المؤسسة.
2	إستراتيجية المؤسسة تجبر المؤسسات الأخرى على تغيير طريقتها في العمل.
3	توجد رسالة واضحة للمؤسسة توجه وترشد العاملين لأداء عملهم.
4	توجد إستراتيجية واضحة للمستقبل.
5	التوجه الاستراتيجي للمؤسسة واضح بالنسبة لك.
2-4 الغايات والأهداف (Goals & Objectives)	
1	يوجد إجماع واسع لدى العاملين حول غايات و أهداف المؤسسة.
2	تضع الإدارة العليا أهداف طموحة ولكنها قابلة للتحقيق.
3	توضح الإدارة العليا الأهداف المنشودة التي تحاول تحقيقها.
4	نقيم باستمرار تقدمنا باتجاه الأهداف الموضوعة.
5	يتفهم العاملون ما يجب عليهم عمله للمؤسسة لتأمين النجاح على المدى الطويل.
3-4 الرؤية (Vision)	
1	توجد رؤية مشتركة لما سوف تكون عليه المؤسسة في المستقبل.
2	لدى إدارة المؤسسة رؤية طويلة الأمد.
3	التفكير قصير الأمد غالبا ما يضعف الرؤية طويلة الأمد.
4	رؤيتنا تحدث تحمسا وتحفيزا لدى العاملين.
5	نستطيع تلبية المتطلبات قصيرة الأمد دون إضعاف رؤيتنا طويلة الأمد.

الجزء الثاني: حجم الدعم المقدم من قبل مؤسستكم للمجتمع المحلي في قطاع غزة

الرقم	العبارة	الدرجة 1 - 10
1	يوجد زيادة سنوية في الميزانية المخصصة للمشاريع.	
2	يوجد زيادة في عدد المشاريع المنفذة سنويا.	
3	يوجد تنوع واضح في المشاريع المنفذة (تنموية، اغاثية، تعليم، بنية تحتية، صحي... الخ).	
4	يوجد تنوع في المعايير المستخدمة في اختيار المشاريع المنفذة.	
5	هناك تزايد واضح سنويا في عدد المستفيدين (أفراد و مؤسسات) من المؤسسة.	
6	تراعي المؤسسة الدقة والموضوعية في اختيار للمستفيدين (أفراد و مؤسسات).	
7	رضا المستفيدين عن الخدمات التي تقدمها المؤسسة من أولوياتكم في تقييم التمويل والمشاريع المنفذة.	

	تهتم المؤسسة بتوعية الجمهور المحلي بخدمات المؤسسة.	8
	توجد درجة عالية من الاستقرار الوظيفي في المؤسسة.	9

النهاية

شاكرًا لكم حسن تعاونكم