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FACTORS INFLUENCE EMPLOYEE'S SATISFACTION IN NON-PROFIT ORGANIZATION

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1. Introduction

General Definition of Non-Profit Organization

Nonprofit organizations like the King Hussein Cancer Center (KHCC) are vital agents of change, addressing societal issues and positively impacting millions of lives. Operating with a mission to promote welfare rather than profit, these entities play a pivotal role in providing necessities, advocating for causes, and championing social justice. Noteworthy is their ability to fill gaps left by governments and for-profits, serving as a safety net, and amplifying social change efforts.

This thesis examines the role of nonprofits, particularly the King Hussein Cancer Center (KHCC), in addressing societal challenges and contributing to philanthropy and social progress. It aims to provide valuable insights for both newcomers and those familiar with the topic. Nonprofits, including KHCC, not only address immediate social needs but also serve as hubs of innovation, shaping the landscape of philanthropy and social responsibility.

As we delve into challenges, innovative strategies, and impacts, this exploration seeks a comprehensive understanding of how nonprofits, including KHCC, contribute to a more just and equitable world. Join us in the captivating journey of nonprofits, where dedication meets impact, and the pursuit of a better society, including advancements in cancer care through organizations like KHCC, is a collective endeavor.

Statement of the Problem

KHCC faces several challenges in delivering essential services, including securing sustainable financial resources, managing funding uncertainties, and diversifying income streams. Efficiently mobilizing resources, including financial contributions and volunteer support, poses unique obstacles requiring tailored strategies. Transparently assessing and communicating program impact becomes intricate, hindering support and accountability. Ongoing challenges in volunteer engagement necessitate understanding motivations and incorporating technological trends. In the dynamic healthcare environment, KHCC must continually innovate and adapt to address complex medical needs. Addressing these interconnected challenges, including financial sustainability, resource mobilization, impact

assessment, volunteer engagement, and innovation, is crucial for KHCC's sustained effectiveness and impact. The proposed study aims to provide actionable insights to enhance KHCC's resilience and success in delivering crucial cancer-related services to the community.

2. Rationale

This study aims to explore the factors influencing employee satisfaction within an organizational context. Four key hypotheses are posited to understand the impact of specific elements on employees' overall job satisfaction. These hypotheses focus on team communication, work environment, moral values, and financial values as potential contributors to a positive and fulfilling work experience.

Team Communication

Effective communication is essential for fostering collaboration, reducing misunderstandings, and promoting cohesion within a team. A workplace with ardent team communication is expected to positively impact employees' satisfaction by creating an environment that values open dialogue and mutual support.

Work Environment

The work environment encompasses physical space, organizational culture, and overall atmosphere. A positive work environment, characterized by support, comfort, and professional development.

opportunities are hypothesized to enhance employee satisfaction, contributing to their well-being, morale, and sense of value within the organization.

Moral Value

The ethical foundation of an organization, reflected in its moral values, plays a crucial role in shaping employee satisfaction. High moral standards are expected to foster trust, alignment with organizational values, and a positive culture, thereby positively influencing employees' overall job satisfaction.

Financial Value

Financial considerations, including competitive salaries, benefits, and incentives, are integral to recognizing and rewarding employees. Adequate financial compensation is hypothesized to positively impact employee satisfaction, contributing to their motivation, commitment, and overall contentment within the organization.

In summary, this study investigates the relationships between team communication, work environment, moral values, and financial values with employee satisfaction. The hypotheses collectively suggest that a workplace characterized by effective communication, positive work environments, strong moral values, and fair financial rewards is likely to foster a more satisfying and rewarding experience for employees, influencing their overall job satisfaction.

3. Literature review

Concept of Non-Profit Organizations, Their Role, and Importance

I want to start by exploring what defines nonprofit organizations and why they're so important. Understanding this is essential because it sets the context for how these organizations operate, especially under the unique challenges they face compared to for-profit businesses. This perspective is the foundation of my study since employee satisfaction in nonprofits like KHCC is shaped by the mission-driven nature and resource constraints that make these organizations distinct.

Non-profit organizations (NPOs) are entities formed for purposes other than making a profit. They serve various missions such as charitable, educational, religious, or scientific. NPOs play a crucial role in addressing societal needs and filling gaps where government and for-profit sectors may not reach. NPOs are typically funded through donations, grants, and membership dues rather than through sales of goods or services. *(Salamon and Anheier, 1992)*

The history of organizational effectiveness research in academia is convoluted and lengthy. A summary of the theoretical literature on organizational performance is not appropriate here, but there are a few important concepts and topics that should be understood. When defining and assessing organizational success, the most obvious (and common) method is to ask: How much does an organization accomplish its objectives? Of course, answering this question presupposes several things, including the existence of organizational goals, their discoverability, their degree of stability, the ability to translate abstract objectives into precise, objective measurements, and the timely and appropriate collection, processing, and application of pertinent data. A significant amount of scholarly organizational theory has noted that these are problematic assumptions (Herman and Renz, 1999a)

Employee satisfaction is a critical factor in the success of non-profit organizations. Research has identified several factors that influence employee satisfaction in this sector. One factor that has been found to be important is job satisfaction. A study by Brown and Lent (2005) found that job satisfaction was a significant predictor of overall job satisfaction in non-profit organizations. This is likely because non-profit employees are often highly motivated by the

mission of their organization, and feeling satisfied with their job and its responsibilities is a crucial factor in their overall job satisfaction. (Lent, 2014)

Another factor that has been found to be important is work-life balance. A study by Kristina Jaskyte (2017) found that non-profit employees who reported having a better work-life balance also reported higher levels of job satisfaction. This is likely because non-profit employees often work long hours and may be more likely to experience burnout if they do not have a good balance between their work and personal lives. *(Jaskyte, 2017)*

Additionally, organizational culture has been found to be a principal factor in employee satisfaction in non-profit organizations. A study by Herman and Renz (2008) found that non-profit employees who felt that their organization had a positive culture and valued their contributions were more likely to be satisfied with their jobs, (Herman and Renz, 2008a). This is likely because a positive organizational culture can foster a sense of belonging and engagement among employees, which can contribute to their overall job satisfaction. Leadership and management practices have also been found to be crucial factors in employee satisfaction in non-profit organizations.

A study by Heimeriks and Reitsma (2005) found that non-profit employees who reported having supportive and effective leaders and managers were more likely to be satisfied with their jobs. This is likely because effective leadership and management can provide employees with the resources and support, they need to succeed in their roles, which can contribute to their overall job satisfaction.(Heimeriks and Reitsma, 2005)

Finally, professional development opportunities have been found to be a crucial factor in employee satisfaction in non-profit organizations. A study by Hager and Burton (2005) found that non-profit employees who had access to professional development opportunities, such as training and education, were more likely to be satisfied with their jobs. This is likely because professional development opportunities can help employees build their skills and advance in their careers, which can contribute to their overall job satisfaction. (Hager and Burton, 2005)

The Role of Leadership in the Successful Functioning of NPOs and For-Profit Organizations

Building on the nonprofit context, I now turn to leadership's role, which is crucial for success in any organization but is even more nuanced in a nonprofit setting. Unlike for-profits, where leadership often focuses on financial outcomes, nonprofit leaders must inspire staff and volunteers, often with limited resources. This review directly relates to my hypothesis that strong, supportive leadership is a major contributor to employee satisfaction, helping to create an environment where people feel valued despite the financial and logistical challenges.

Effective leadership is essential for the success of both non-profit and for-profit organizations. Leaders in NPOs often focus on inspiring and mobilizing stakeholders towards a common mission, while leaders in for-profit organizations may emphasize profitability and shareholder value. Leadership in NPOs may involve empowering volunteers, managing limited resources effectively, and fostering a culture of collaboration and innovation.(Bryson, 2004; Yukl, 2012)

Insufficient succession planning and training of future leaders may be the cause of the leadership shortage in the nonprofit sector. Nonprofit organisations may be able to attract suitable leaders from the for-profit and public sectors, given that they are frequently under pressure to become more business-like and that many of them may need to follow laws imposed upon them by government donors. (Theses and Robert Tune, n.d.)

It is undeniable that nonprofit executives need individual expertise, skills, and competences, or human capital, to handle regulatory compliance, financial concerns, legal challenges, and issues unique to their profession (such as nursing, education, music, or other fields). However, accessing, creating, and utilising social capital is a skill that nonprofit leaders must possess for a few of their regular responsibilities, including community connections, fundraising, board development, vendor relations, strategic planning, advocacy, and employee relations. (King, 2004)

Leaders of nonprofits are social entrepreneurs. Leaders are enablers that energize organizations. Leadership in a non-profit setting is distinct from mere management or administrative roles. While managers tend to prioritize stability and predictability, leaders

thrive on navigating change, embracing complexity, fostering innovation, and handling uncertainty. As Leavitt puts it, leaders are those who chart new courses, whereas managers focus on resolving existing challenges.

Leaders do not manage well, and managers most often do not lead successfully since their skills, interests and thinking patterns are different from those possessed by successful leaders.(B. Nanus and Stephen Dobbs, 1999)

Employee Management Strategies in NPOs

Following on from leadership, it's essential to look at how nonprofits manage their employees, especially since many rely on a mix of paid staff and volunteers. These management strategies are crucial because they directly impact how motivated and engaged employees feel. This section is relevant to my hypothesis that supportive management leads to higher satisfaction levels, as effective employee management can make all the difference in a nonprofit setting like KHCC, where resources are often limited.

Employee management in NPOs involves strategies tailored to the unique context of the organization, such as limited financial resources and a focus on mission-driven work. Strategies may include volunteer management, talent retention, and fostering a sense of purpose among staff. NPOs often rely on a mix of paid staff and volunteers, requiring flexible management approaches. (Herman and Renz, 1999b; Wilson, 2000)

Non-profit organizations (NPOs) face unique challenges in managing their employees due to their distinct mission, structure, and resource constraints. Research on NPO employee management has identified several key themes, including the importance of a strong organizational culture, effective communication, and the role of volunteers.

Today's commercial organizations place a greater priority on the welfare and calibre of their workforce. The current economic climate, coupled with intense competition, has made it more important than ever to inspire employees to give their all at work. Scholars have demonstrated that, in addition to providing customer-focused goods and services, a key factor contributing to the competitive advantage enjoyed by profit- and non-profit-oriented organizations is the

establishment and maintenance of a stable and reliable workforce through appealing motivational strategies. (Rosnerova and Hraskova, 2020)

Motivated employees in the workplace will lead to higher performance and higher business success therefore managers in organizations are continuously trying to find ways in which they can increase the intensity, reliability, quality, and efficiency of employee performance. Every organization and every person are different therefore it is difficult to pinpoint an exact method or technique that will motivate any individual in any workplace Organizations can vary by sector, location, or unique attributes, and they often adopt different empowerment strategies to align with their specific organizational context. To create a motivated workforce with effective team dynamics it is particularly important for managers to understand the workforce and the challenges that arise from motivating employees. (Ndukw and Ofondu, 2018)

Factors Affecting Employee Satisfaction in NPOs

Now, I dive into the specific factors that can impact satisfaction in a nonprofit context—things like team communication, work environment, and the organization's values. These aspects are central to my study since they reflect what makes or breaks employee experiences. This review ties closely to my hypothesis that a positive work environment and shared values significantly boost job satisfaction, providing a strong foundation for exploring how these factors play out within KHCC.

Employee satisfaction in non-profit organizations (NPOs) is influenced by several key factors. Effective communication within teams fosters collaboration, coordination, and a sense of belonging among employees, contributing significantly to employee satisfaction.

A positive work environment characterized by supportive leadership, opportunities for growth, and a healthy work-life balance enhances employee satisfaction in NPOs. Alignment with the moral values and mission of the organization fosters a sense of fulfillment and purpose among employees, leading to higher levels of satisfaction and commitment. Additionally, fair, and competitive financial compensation, along with other financial benefits, plays a significant role in enhancing employee satisfaction and retention in NPOs.

These factors collectively contribute to a positive organizational culture and employee satisfaction, influencing motivation, engagement, and commitment to the organization's mission.

1.1.1 Team Communication and Employee Satisfaction

Effective team communication is a cornerstone of employee satisfaction, especially within nonprofit organizations (NPOs), where collaboration and coordination are key to achieving organizational goals. In environments where resources are limited, as is often the case in NPOs, communication plays a vital role in ensuring that all team members are aligned with the organization's mission, objectives, and daily operations. Research by Jablin and Putnam (2001) emphasizes the importance of clear and consistent communication channels for reducing ambiguity in the workplace. When employees have a clear understanding of their roles and expectations, they experience greater control and autonomy, leading to higher job satisfaction. (Jablin and Putnam, 2001)

Further supporting this, Hackman and Wageman (2005) found that transparent communication fosters trust and cohesion among team members. Open lines of communication promote a positive work environment where employees feel comfortable sharing ideas, addressing conflicts, and seeking feedback. This mutual respect and understanding strengthen team dynamics, resulting in increased commitment and loyalty to the organization. Moreover, Pelled and Xin (1999) found that team communication directly influences employee engagement, a key driver of job satisfaction. Engaged employees, empowered by effective communication, are more likely to contribute to the team's goals, feel a sense of belonging, and stay motivated to perform their duties effectively.

Thus, prioritizing effective communication within teams can have a significant impact on job satisfaction by reducing uncertainty, fostering trust, and promoting collaboration. Organizations that actively invest in building open communication channels can create a more supportive and satisfying work environment, which ultimately enhances overall performance. (Hackman and Wageman, 2005a; Jablin and Putnam, 2001; Pelled *et al.*, 1999)

1.1.2 Work Environment and Employee Well-Being

The work environment is one of the most influential factors in employee satisfaction, particularly within NPOs where employees are often driven by intrinsic motivation and a commitment to the organization's cause. A positive work environment is characterized by supportive leadership, opportunities for professional development, and a healthy work-life balance. Schneider et al. (2011) argue that when organizations prioritize these aspects, employees feel more valued and empowered, which in turn leads to higher job satisfaction and retention.

Fairness within the workplace is another critical element of employee well-being. Tortia (2006) conducted an extensive survey demonstrating that employees' perceptions of fairness—especially procedural fairness—greatly influence their overall job satisfaction. In NPOs, where resources can be stretched thin, employees may feel the pressures of workload disparities and unequal treatment. Procedural fairness ensures that employees perceive the organization as equitable in its decision-making processes, thus fostering a sense of security and trust. Furthermore, O'Connor and Crowley-Henry (2020) highlighted the link between perceived fairness and employee engagement, showing that fairness concerns not only affect satisfaction but also impact loyalty and commitment to the organization.

A positive work environment that emphasizes fairness and development opportunities enhances both employee satisfaction and overall organizational performance. NPOs, in particular, benefit from creating supportive environments that acknowledge the contributions of their staff while addressing their professional needs and concerns. (Borzaga and Tortia, 2006a; O'Connor and Crowley-Henry, 2019; Schneider *et al.*, 2013)

1.1.3 Moral and Financial Values in Employee Engagement

In nonprofit organizations, employees often choose to work for causes they are passionate about, and this alignment with the organization's moral values plays a pivotal role in driving employee satisfaction. When employees feel that their personal values align with the mission and ethical stance of the organization, they are more likely to experience job fulfilment and remain committed to the organization's goals. Battilana and Dorado (2010) found that employees who identify with their organization's moral purpose often demonstrate greater intrinsic motivation and a deeper sense of purpose in their work. This alignment also fosters

pro-social behaviours, such as volunteering for additional tasks and supporting colleagues, which contributes to a positive organizational culture.

Moreover, Boiral (2013) explains that organizations with a strong moral and ethical foundation tend to cultivate a sense of collective identity among employees. This shared identity encourages a more cohesive and engaged workforce, where employees not only feel a sense of belonging but also are more likely to contribute to the organization's long-term success. However, while moral alignment is a key driver of satisfaction in NPOs, financial compensation still plays a crucial role in retaining top talent. Heneman et al. (2015) and Meyer et al. (2002) found that fair and competitive salaries, alongside comprehensive benefits, are necessary for attracting and retaining skilled employees, even in organizations where the mission takes precedence over financial incentives.

Balancing moral alignment with fair financial rewards allows NPOs to build a committed, motivated workforce that is both passionate about the organization's mission and satisfied with their compensation. (Battilana and Dorado, 2010; Boiral, 2013; Meyer *et al.*, 2002)

Leadership and Organizational Culture

Expanding on the idea of leadership, here I look at how it shapes organizational culture, especially in nonprofits where culture is key to keeping morale high. Leadership style can greatly affect an organization's culture, which in turn influences employees' sense of belonging and satisfaction. This section supports my hypothesis that a positive culture, nurtured by effective leadership, can enhance employee satisfaction and commitment to the mission, a critical focus in organizations like KHCC.

Leadership in nonprofit organizations has a profound impact on both organizational culture and employee satisfaction. Unlike the corporate sector, where transactional leadership styles may dominate, NPOs benefit greatly from transformational leadership. Transformational leaders inspire and motivate their employees by aligning personal goals with the organization's mission, fostering a sense of shared vision and collective purpose. Riggio and Bass (2006) argue that this leadership style is particularly effective in nonprofits, where employees are often motivated by a desire to contribute to societal change. Transformational leadership not only

increases job satisfaction but also enhances organizational commitment, as employees feel more connected to the organization's overarching goals.

The culture within an organization is equally important in determining its success. Schein (2010) explains that a supportive organizational culture—one that values transparency, ethical behavior, and accountability—creates an environment where employees feel valued and respected. In NPOs, where staff often work in high-pressure, resource-constrained environments, a positive culture can mitigate stress and enhance overall job satisfaction. A culture of accountability ensures that employees are recognized for their contributions and held to clear, equitable standards, which fosters trust and commitment.

By fostering transformational leadership and a positive organizational culture, NPOs can create an environment that not only supports employee satisfaction but also drives organizational effectiveness. (Bass, 2006; Schein, 2010)

Strategic and Volunteer Management

At this point, I examine how nonprofits manage their resources, including volunteers, to achieve their goals. Volunteer engagement is unique to nonprofits and plays a vital role in shaping the work environment. This section supports the hypothesis that effective management strategies positively impact employee satisfaction by creating a structured, mission-aligned workplace for both paid staff and volunteers, which is especially relevant to KHCC.

Strategic management is essential for nonprofits to navigate the unique challenges they face, such as fluctuating funding sources, high volunteer turnover, and external pressures from stakeholders. Effective strategic management involves planning, executing, and continuously evaluating organizational goals to ensure that the NPO can adapt to changing environments. Bryson (2011) highlights the importance of strategic planning in ensuring long-term sustainability, especially for organizations that rely on donations, grants, and volunteer support. A well-defined strategic plan allows NPOs to respond proactively to challenges, ensuring that they remain agile and able to meet their objectives despite external uncertainties.

In addition to strategic planning, volunteer management plays a critical role in NPO operations. Volunteers are often the backbone of nonprofit organizations, contributing time, skills, and resources that the organization might otherwise lack. Hager and Brudney (2004) emphasize

the importance of effective volunteer management, which includes proper recruitment, training, and recognition. When volunteers feel that their contributions are valued and that they are making a meaningful impact, they are more likely to remain engaged and committed to the organization's mission. Retaining volunteers is essential for NPOs, as high turnover can disrupt operations and create gaps in service delivery.

By combining strategic management with robust volunteer management practices, NPOs can ensure that they effectively leverage their resources to achieve sustainable growth and impact. (John M. Bryson, 2011; Mark A. Hager. and Jeffrey L. Brudney., 2004)

Challenges in Nonprofit Management

Nonprofits, including KHCC, face distinct challenges, from financial instability to meeting accountability standards. These challenges affect employees in different ways, adding pressure that can influence job satisfaction. This review connects directly to my hypothesis that job satisfaction is linked to an organization's financial and structural stability, as these factors impact the daily work environment and overall employee morale.

Nonprofit organizations face a myriad of challenges, the most significant of which is financial instability. NPOs often rely heavily on external funding sources such as grants, donations, and government subsidies, which can fluctuate based on economic conditions or changes in public policy. Froelich (2008) highlights the importance of diversification in revenue strategies to mitigate financial risks. Many NPOs are turning to alternative funding models, such as social entrepreneurship and partnerships with for-profit entities, to reduce their reliance on traditional funding streams and build more sustainable financial structures.

In addition to financial challenges, NPOs must also contend with increasing demands for accountability and transparency. Donors, stakeholders, and the public expect nonprofits to demonstrate not only financial responsibility but also measurable social impact. Kaplan (2001) argues that comprehensive performance measurement systems, which assess both financial outcomes and social returns, are essential for maintaining donor trust and organizational credibility. These systems allow NPOs to provide clear evidence of their impact, ensuring that they can secure ongoing support from donors and grant makers.

Addressing both financial and accountability challenges is critical for the long-term sustainability of NPOs. By diversifying funding streams and implementing rigorous performance measurement systems, NPOs can navigate these challenges effectively and ensure their continued success. (Kaplan, 2001; Perlmutter, 2008)

Emerging Trends: Technology and Partnerships

Finally, I look at how technology and partnerships are reshaping the nonprofit landscape, opening up new opportunities and challenges. These advancements could enhance job satisfaction by streamlining operations and broadening organizational impact. This section provides a forward-looking perspective, linking to my hypothesis that adapting to new technologies can positively influence employee satisfaction, especially as nonprofits like KHCC embrace these tools to improve their processes.

The rapid advancement of technology has opened new opportunities for nonprofit organizations to enhance their operations, reach, and impact. From digital fundraising platforms to data-driven decision-making tools, technology is transforming the way NPOs engage with stakeholders and manage their internal processes. Saxton and Wang (2014) argue that the adoption of digital tools, such as social media and online donation platforms, allows NPOs to reach a broader audience, engage supporters in real-time, and increase fundraising efficiency. Moreover, data analytics can provide valuable insights into donor behaviour, allowing organizations to tailor their strategies for maximum impact.

In addition to technological innovations, NPOs are increasingly forming partnerships with other sectors, including government agencies and for-profit enterprises. These cross-sector collaborations leverage the strengths of each partner to address complex societal issues more effectively. Austin (2000) emphasizes that strategic alliances between nonprofits and businesses can enhance resource sharing, innovation, and problem-solving capabilities. By collaborating across sectors, NPOs can access new funding sources, technologies, and expertise, enabling them to scale their impact and address global challenges more effectively.

The integration of technology and partnerships represents a significant opportunity for NPOs to enhance their effectiveness, improve stakeholder engagement, and ensue long-term sustainability. (MacCallum and Austin, 2000; Saxton and Wang, 2014).

4. Material and Method

Research methodology is a series of systematic research techniques. This is simply a guide to conducting research. It outlines and analyses the methods, illuminates their limitations and resources, clarifies their premises and consequences, and relates their potential to the beginnings of knowledge. The research methodology chosen for this study allows the researcher to quantitatively assess and evaluate the factors that affect employee satisfaction at KHCC.

Scale Development

The research used the survey questionnaire to explain the purpose and objectives of the study. The questionnaire consisted of two parts. The first part focused on the demographic data of the participants. The second part consisted of 31 questions that were used to measure the model constructs. The measures were rated using a five-point Likert scale ranging from 1 "strongly disagree" to 5"strongly agree". The measures of the constructs were taken from the literature and slightly modified to fit the context of this study.

Data collection

Data was collected using an online questionnaire. This approach depends on collecting information from participants who respond to the study at a point of time. Compared to other remote data collection methods (e.g., interviews), it also provides a cheaper and faster way to collect data, where no interview is needed, and data is entered automatically. Regarding the language, the questionnaire was written in two languages: Arabic and English. The questionnaire was distributed among employees of nonprofit organizations in KHCC.

A total of 100 responses were received. The researchers conducted a pilot test with 30 participants to measure the reliability and consistency of the instrument. Pilot studies are critical because they can predict where the main research project might fail, whether

research protocols are not being followed, or whether the methods proposed, or the instruments used are inadequate or too complex. The pilot test we conducted aimed to assess the reliability and validity of our survey instrument and model.

Data analysis

In the study, two statistical programs were used to analyses the data, namely (**Excel**, and PLS-SEM). The next step after creating and administering a questionnaire would be to enter the raw data into a data management application such as Microsoft Excel. Microsoft Excel is a spreadsheet program for organizing numbers and data using formulas and functions (Gipson, 2020). Excel analyses are widely used all over the world and are used by companies of all kinds for financial analysis. Using Excel, we were able to create a codebook for our data that would allow us to import the data into PLS-SEM where the data analysis would be performed.

Partial Least Squares Structural Equation Modeling (PLS-SEM) is extensively applied in marketing and social sciences due to its suitability for complex models that involve numerous constructs, indicators, and relationships. As a causal-predictive approach, PLS-SEM is designed to explain underlying causes and predict future behaviors. In light of these advantages, this study employed PLS-SEM to predict employee satisfaction in non-profit organizations within KHCC. The method's ability to model intricate relationships and its strong predictive capabilities make it an ideal tool for examining the complex factors that influence employee satisfaction in this context.

Ethical Considerations

The research will adhere to ethical guidelines, ensuring confidentiality and anonymity of the participants. Informed consent will be obtained from all participants prior to data collection. The study will also be reviewed and approved by the Institutional Review Board (IRB) at the Hungarian University of Agriculture and Life Sciences.

5. Hypothesis

Hypothesis 1 (H1): Team communication has a significant positive impact on employee satisfaction at KHCC.

Hypothesis 2 (H2): Work environment has a significant positive impact on employee satisfaction at KHCC.

Hypothesis 3 (H3): Moral value has a significant positive impact on employee satisfaction at KHCC.

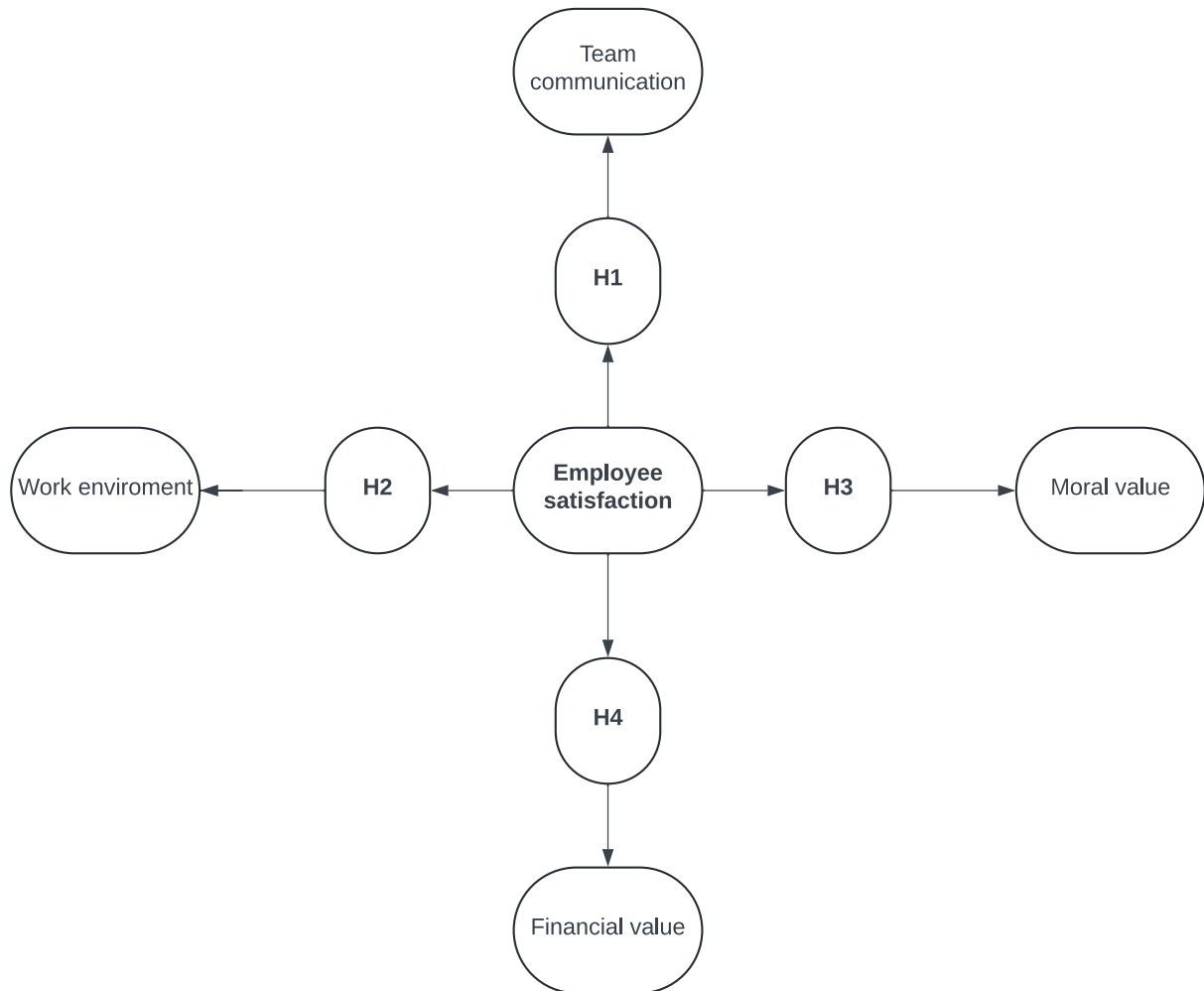**Hypothesis 4 (H4):** Financial value has a significant positive impact on employee performance at KHCC.

Figure 1: H1&H2&H3&H4. {Own Work}

6. Organization Overview: King Hussein Cancer Center (KHCC)

The **King Hussein Cancer Center (KHCC)**, located in Amman, Jordan, is the leading comprehensive cancer center in the Middle East, specializing in cancer care, treatment, and research. It was named in honor of the late King Hussein, whose vision was to establish an institution dedicated to combating cancer, the disease that claimed his life. KHCC has earned international recognition as a center of excellence, providing the most advanced cancer treatment while also addressing prevention, research, education, and public awareness. Its holistic approach to cancer care emphasizes not only the medical aspects of treatment but also the psychological, emotional, and social well-being of patients.

Mission, Vision, and Core Values

KHCC's **mission** is to deliver comprehensive cancer care of the highest quality to all patients, regardless of their ability to pay, and to reduce the burden of cancer in Jordan and the surrounding region. KHCC works toward this mission through an integrated model that includes cutting-edge treatment, innovative research, and public education programs aimed at preventing cancer and promoting early detection.

The center's **vision** is to build a cancer-free world by advancing cancer treatment and research in Jordan and the broader Middle East region. KHCC is committed to becoming a regional and international leader in cancer care, continuously improving its services through collaboration, research, and innovation.

KHCC's **core values** include compassion, integrity, respect, and innovation. These values are embedded in all aspects of the organization's work, from patient care to research endeavors. The institution fosters a culture of empathy, ensuring that patients are treated with dignity and respect throughout their treatment journey.

Comprehensive Cancer Services

- KHCC provides a **multidisciplinary approach** to cancer treatment, ensuring that patients receive personalized care tailored to their specific needs. The center's services

encompass the full spectrum of cancer care, from diagnosis and treatment to rehabilitation and palliative care. Among the key services provided are:

- **Diagnostic Services**: KHCC is equipped with state-of-the-art diagnostic tools, including advanced imaging technologies such as MRI, CT scans, PET scans, and nuclear medicine. The center also offers genetic testing and pathology services to ensure accurate diagnoses.

- **Treatment Modalities**: KHCC offers a wide range of treatment options, including:

  - **Surgery**: Specialized oncologic surgeons perform complex cancer surgeries.

  - **Radiation Therapy**: The center uses advanced radiation techniques, such as Intensity-Modulated Radiation Therapy (IMRT) and Stereotactic Radiosurgery (SRS), to precisely target tumors.

  - **Chemotherapy and Targeted Therapies**: Chemotherapy is provided alongside newer targeted therapies, which attack specific cancer cells without harming healthy cells.

  - **Immunotherapy**: KHCC is at the forefront of using immunotherapy to boost the body's natural defenses to fight cancer.

  - **Bone Marrow and Stem Cell Transplantation**: KHCC operates the region's most advanced bone marrow and stem cell transplantation unit, offering life-saving treatments for patients with blood cancers and other disorders.

- **Supportive Care Services**: KHCC's patient care extends beyond medical treatment. The center offers comprehensive **psychosocial support** to help patients and their families cope with the emotional challenges of cancer. This includes counseling, support groups, and complementary therapies. The **palliative care team** focuses on improving quality of life for patients with advanced cancer, managing pain and other symptoms while providing emotional and spiritual support.

- **Pediatric Oncology**: KHCC is a leader in pediatric cancer care, with specialized programs dedicated to children with cancer. The center's pediatric unit is a child-friendly environment designed to meet the unique needs of young patients and their families.

Treatment is provided by a team of pediatric oncologists, nurses, and support staff trained in pediatric care.

Research and Innovation

A critical component of KHCC's mission is to **advance cancer research**. The center is involved in numerous clinical trials and collaborates with global research institutions to develop and test new cancer therapies. KHCC's **research division** focuses on several key areas:

- **Clinical Trials**: The center conducts clinical trials that provide patients access to cutting-edge treatments that are not yet widely available. These trials are essential for developing new cancer therapies and improving patient outcomes.

- **Basic and Translational Research**: KHCC is committed to understanding the molecular and genetic mechanisms of cancer. Through basic research, scientists at the center work to uncover new targets for cancer therapies. Translational research bridges the gap between the laboratory and the clinic, ensuring that discoveries made in the lab are rapidly translated into treatments for patients.

- **Cancer Registry and Epidemiology**: KHCC maintains a **national cancer registry**, which collects data on cancer cases in Jordan. This information is crucial for identifying trends, understanding the burden of cancer in the country, and shaping public health policies aimed at cancer prevention.

Education and Public Awareness

KHCC is not only a treatment center but also a hub for **education** and **training**. The center provides **continuing education** and **training programs** for healthcare professionals, including oncologists, surgeons, nurses, and allied health professionals. It offers **fellowship programs** in various subspecialties of oncology and partners with leading international institutions to enhance the skills and knowledge of its staff.

In addition to professional education, KHCC is deeply involved in **public awareness campaigns** aimed at reducing the incidence of cancer in Jordan. These campaigns focus on cancer prevention, early detection, and the importance of regular screenings. KHCC works

closely with schools, community organizations, and media outlets to promote healthy lifestyles, educate the public about cancer risks, and encourage early detection practices.

Financial Structure and Sustainability

As a **nonprofit organization**, KHCC's financial sustainability is an ongoing challenge. The center relies heavily on donations, both from within Jordan and from the international community, to support its operations. It receives funding through a variety of channels, including:

- **Government Support**: KHCC receives financial backing from the Jordanian government, which helps cover some of the costs of care for patients who are unable to afford treatment.

- **Donations and Grants**: KHCC conducts regular fundraising campaigns to attract donations from philanthropists, private organizations, and international NGOs. These donations are critical to covering the costs of care, research, and the expansion of services.

- **Partnerships**: KHCC has established strategic partnerships with international cancer institutions, pharmaceutical companies, and research organizations to share resources and expertise. These partnerships also provide access to additional funding sources and cutting-edge technologies.

To address the challenge of sustainable funding, KHCC has developed innovative financing strategies, such as establishing endowment funds and partnering with for-profit entities on social entrepreneurship initiatives. These initiatives help to diversify KHCC's revenue streams, ensuring its long-term financial stability and capacity to serve the growing needs of cancer patients.

Social Impact and Community Engagement

KHCC has had a profound impact on **Jordanian society** and the broader Middle East region. Its efforts have significantly improved cancer survival rates in the country and have made advanced cancer care accessible to all segments of society. KHCC is deeply committed to

community engagement, regularly organizing events such as **free screening programs**, **public health workshops**, and **awareness campaigns** aimed at reducing cancer incidence. The center has become a trusted resource for patients and their families, offering hope and support in the face of a devastating illness.

KHCC's role extends beyond its immediate patient base. It serves as a **regional center of excellence**, attracting patients from neighboring countries who seek world-class cancer care. By Sharing its knowledge and expertise with other healthcare institutions across the region, KHCC helps to elevate the standard of cancer care throughout the Middle East.

Challenges and Future Prospects

Despite its success, KHCC faces several **challenges** that could impact on its ability to maintain and expand its services. One of the most pressing challenges is the increasing demand for cancer care, driven by rising cancer rates both in Jordan and globally. This demand puts pressure on the center's resources, from treatment capacity to staffing levels. **Funding constraints** are a constant concern, as the center's reliance on donations and government support makes it vulnerable to fluctuations in financial contributions.

To address these challenges, KHCC has developed a strategic plan that focuses on **expansion**, **innovation**, and **collaboration**. Plans include expanding the center's physical infrastructure to accommodate more patients, investing in new technologies, and strengthening its partnerships with international cancer organizations. KHCC also aims to further its research capabilities, with a focus on personalized medicine and immunotherapy.

Looking ahead, KHCC's **future prospects** are bright, as it continues to build on its reputation as a leader in cancer care, research, and education. The center remains steadfast in its commitment to providing equitable, compassionate care to all patients, and to leading the fight against cancer in Jordan and beyond

7. Results

Demographic Information:

The analysis of demographic characteristics is critical in understanding the composition of the surveyed population, providing valuable context for interpreting the collected data. By examining factors such as gender, age, organizational position, length of employment, and Perception of team communication, researchers can gain a comprehensive understanding of the diversity within the sample.

Gender Distribution: The gender distribution of respondents in Figure 2 revealed that 56% identified as female and 44% as male. This indicates a higher proportion of female participants compared to female participants. The detailed distribution by gender is presented in figure 2.
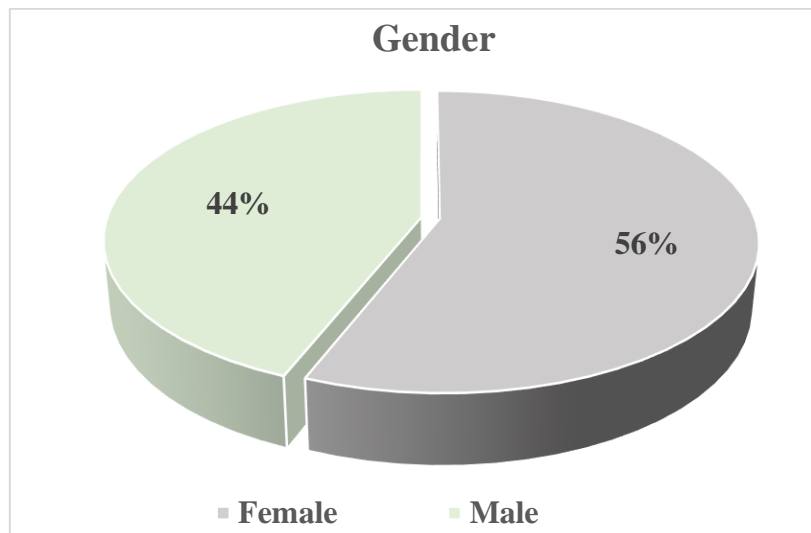

Figure 2:Gender Distribution. { Own Survey}.

Age Distribution: The age distribution of the sample in Figure 3 indicates that 29% of respondents were between 25 and 34 years old, followed closely by 27% who were aged 18 to 24. Additionally, 18% of respondents were between 35 and 44 years old, and an equal proportion (18%) were between 45 and 55 years old. Approximately 8% of participants were aged 56 years or older.
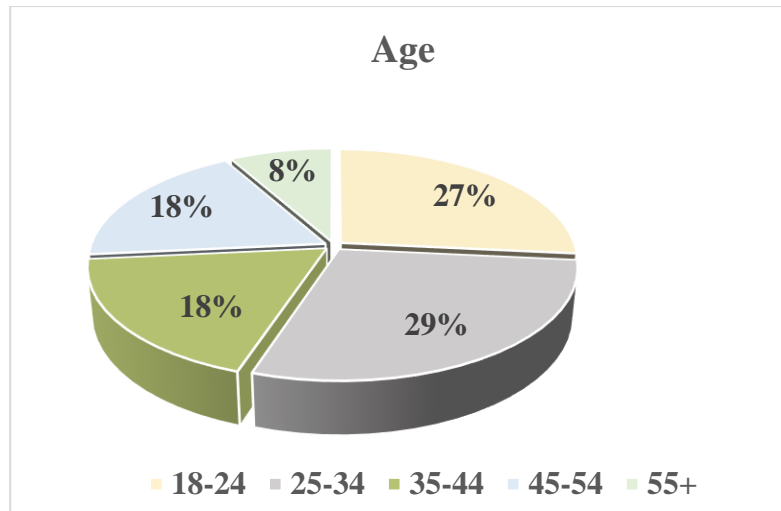
Figure 3:Age Distribution. {Own Survey}.

Length of Employment: Regarding the duration of employment, Figure 4 showed that 42% of respondents had been employed for more than 7 years. Nearly one-third (32%) of participants had a tenure of 1 to 3 years, followed by 14% who were recent hires (less than 1 year). Finally, 10% of respondents had been employed for 4 to 6 years.
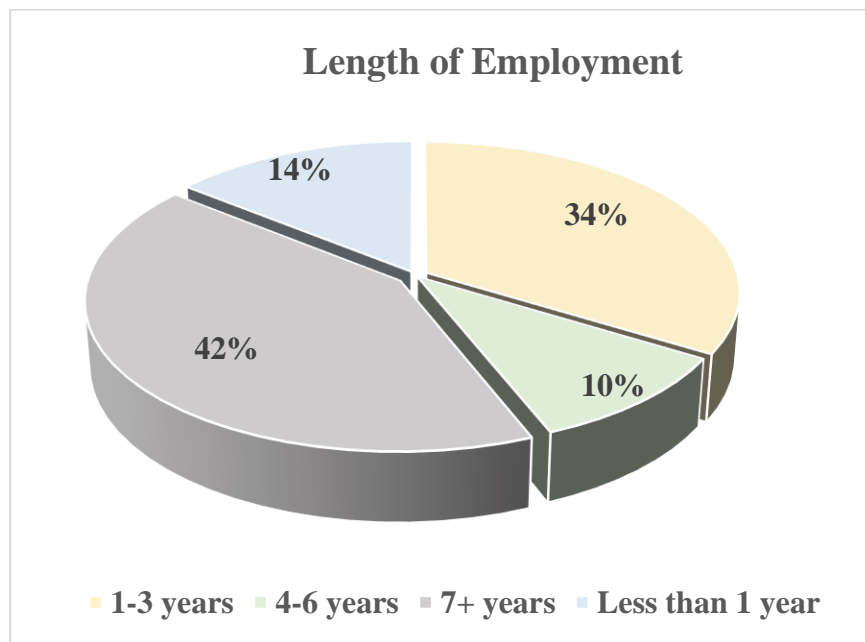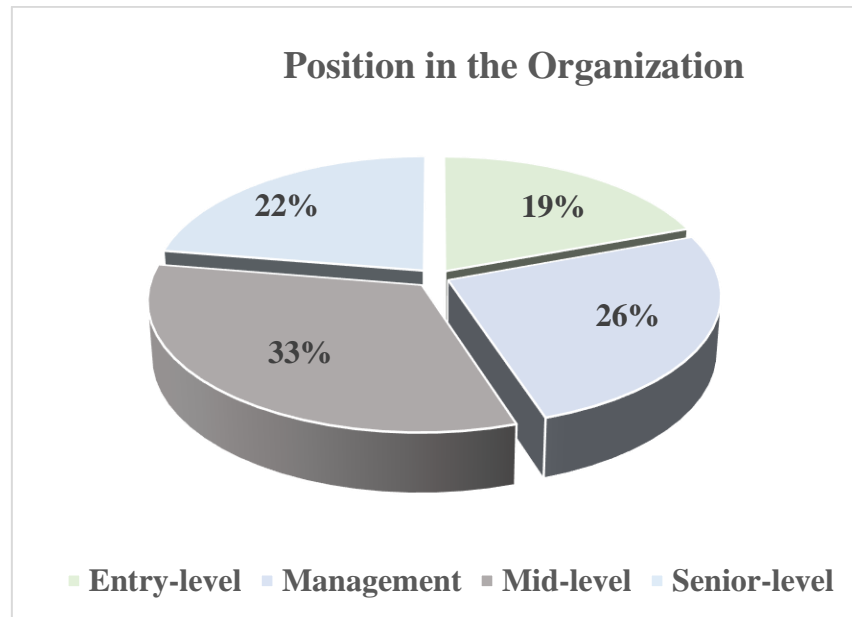

Figure 4:Length of Employment. {Own Survey}.

Position in the Organization: The distribution of respondents by organizational position in Figure 5 showed that one-third (33%) occupied mid-level roles, 26% held management positions, and 22% were in senior-level roles. A minority (19%) were in entry-level positions.

Figure 5: Position in the Organization. {Own Survey}.

Perception of Team Communication: When asked about their perception of communication within their teams, As shown in Figure 6, the majority of employees (57%) reported being satisfied, while an additional 26% indicated moderate satisfaction. Only 3% of respondents perceived communication within their teams as poor.
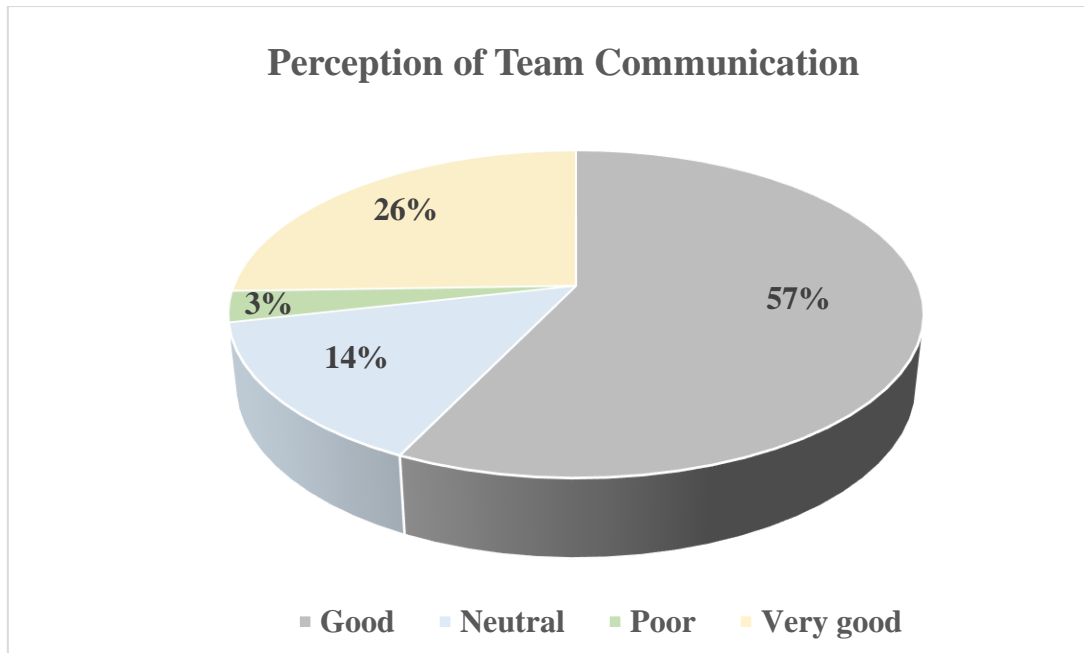
Perception of Team Communication

- Good — 57%
- Neutral — 14%
- Poor — 3%
- Very good — 26%

Figure 6: Perception of Team Communication. {Own Survey}.

Evaluation of measurement models:

Outer loadings: In Partial Least Squares (PLS) analysis, the initial step involves assessing the measurement model. This model specifies the relationships between observed (measured) variables and latent constructs (Hair *et al.*, 2017). It also allows researchers flexibility in determining the number of indicators for either independent or dependent constructs. The internal consistency of the constructs is evaluated through the outer loadings of the indicators. According to (Hair *et al.*, 2017), indicators with outer loadings greater than 0.60 should be retained, while those with loadings below 0.40 should be excluded. As shown in the results presented below in Figure 7, all indicators exhibit outer loadings above 0.60, indicating strong consistency and reliability in representing the constructs.
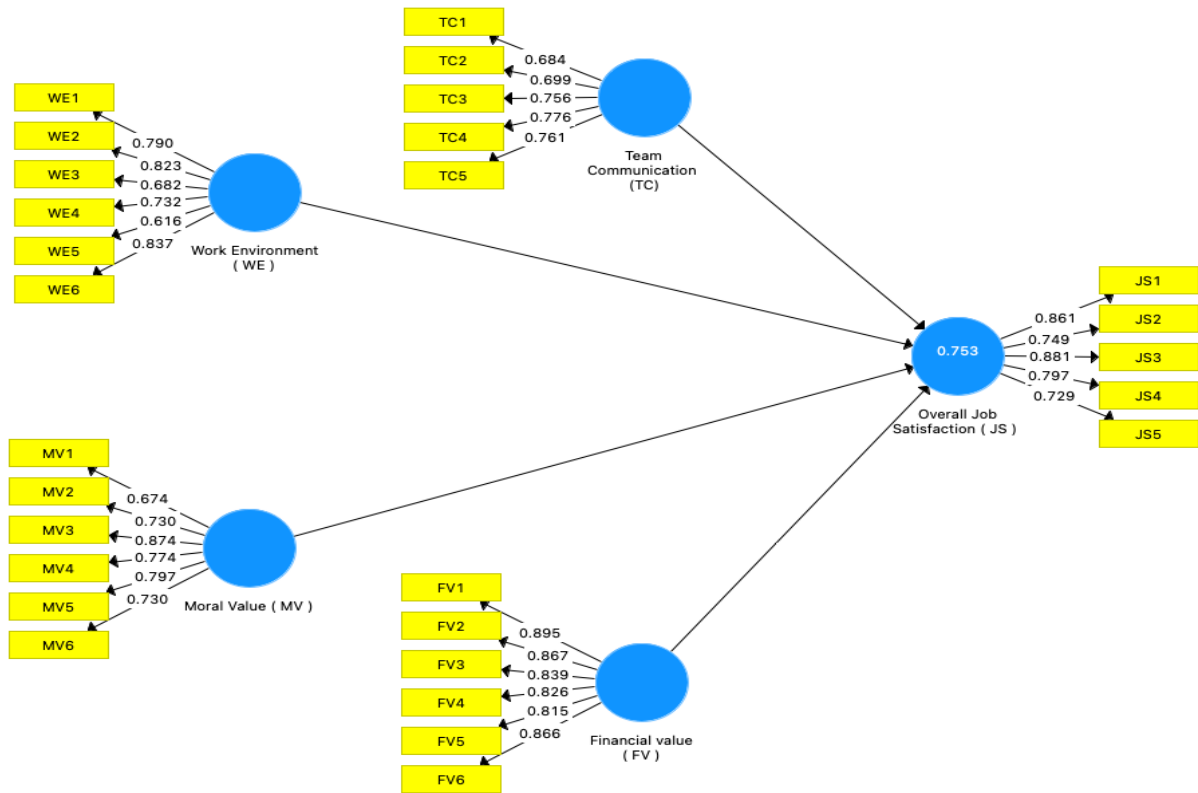
Figure 7:Evaluation of measurement models. {Own Survey}.

Cronbach's alpha: In the social sciences, Cronbach's alpha is a widely used metric for assessing reliability. Internal consistency, which Cronbach's alpha measures, reflects the degree to which all items on a test measure the same underlying construct or concept, indicating the interrelationships among test items. In other words, this form of reliability refers to the self-correlation of the test. The measurement error index is derived by squaring the correlation coefficient and subtracting it from 1. A higher reliability estimate corresponds to a lower proportion of measurement error in the test results. As demonstrated in table 1 below, the Cronbach's α-values for all constructs exceed the established thresholds (0.70) for internal consistency reliability, affirming the consistency and reliability of the model.

Convergent validity (CR) refers to the degree of confidence that a construct is accurately represented by its associated indicators. The convergent validity of the measurement model can be evaluated through composite reliability (CR) and average variance extracted (AVE). A CR

value exceeding the recommended threshold of 0.70 supports the internal consistency and validity of the model.

In addition, AVE was employed to further assess convergent validity. For all constructs in the model, AVE values were above 0.50, thereby satisfying the second criterion for establishing convergent validity.

Table 1:Cronbach's alpha. {Own Survey}.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Financial value (FV)	0.924	0.926	0.941	0.725
Moral Value (MV)	0.858	0.871	0.894	0.586
Overall Job Satisfaction (JS)	0.863	0.870	0.902	0.649
Team Communication (TC)	0.792	0.801	0.855	0.542
Work Environment (WE)	0.844	0.864	0.885	0.564

Model validity: Path coefficients:

A bootstrapping procedure with 5,000 resampled replicates was employed to evaluate the significance of the standardized path coefficients, following the recommendations of (Hair *et al.*, 2011) using a significance threshold of 1.96 at the 5% significance level. The results in Table 2 indicated that team communication and work environment on overall job satisfaction were found to be statistically insignificant. Team communication exhibited a P-value of 0.402 and a t-value of 0.838 ($p > 0.05$), while the work environment showed a P-value of 0.487 and a t-value of 0.695 ($p > 0.05$). Thus, hypotheses H1 and H2 were not supported and were subsequently rejected.

In contrast, both financial value and moral value exerted a significant influence on overall job satisfaction, with financial value yielding a P-value of 0.000, a t-value of 7.189 ($p < 0.05$), and moral value producing a P-value of 0.001, a t-value of 3.229 ($p < 0.05$). Consequently, hypotheses H3 and H4 were supported.

Table 2: Model validity: Path coefficients. {Own Survey}.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Financial value (FV) -> Overall Job Satisfaction (JS)	0.570	0.562	0.079	7.189	0.000
Moral Value (MV) -> Overall Job Satisfaction (JS)	0.246	0.252	0.076	3.229	0.001
Team Communication (TC) -> Overall Job Satisfaction (JS)	0.073	0.081	0.087	0.838	0.402
Work Environment (WE) -> Overall Job Satisfaction (JS)	0.072	0.072	0.103	0.695	0.487

The coefficient of determination (R^2): R^2 quantifies the predictive accuracy of a model and is calculated as the square of the correlation between the observed and predicted values of a given endogenous variable. R^2 values are generally interpreted as follows: 0.19 is considered weak, 0.33 is moderate, and 0.67 is substantial. Table 3 presents the results of the structural model analysis. The R^2 value indicates that the model explains 75.3% of the variance in continuous intention, which is regarded as a substantial and acceptable level of explanatory power.

Table 3:The coefficient of determination (R^2). {Own Survey}.

	R Square	R Square Adjusted
Overall Job Satisfaction (JS)	0.753	0.743

The Importance-Performance Matrix Analysis (IPMA): IPMA has been recognized as a valuable tool for researchers, providing additional insights to enhance management practices (Rahi *et al.*, 2020). IPMA facilitates the identification of constructs that hold relatively high importance but exhibit lower performance in influencing the dependent variable (Hair *et al.*, 2017) The significance of independent variables is assessed based on their overall effects on the dependent variable, while the performance of latent variables is evaluated by rescaling their average values from 0 (lowest) to 100 (highest)(Hair et al., 2017).

As illustrated in Table 4, the IPMA results indicate that financial value and moral value of employees have the highest importance, with values of 0.50 and 0.29, respectively. In terms of performance on overall job satisfaction, constructs such as moral value, team communication, and work environment exhibit the highest performance scores, with values of 73, 68, and 67, respectively.

Table 4:The Importance-Performance Matrix Analysis (IPMA). {Own Survey}.
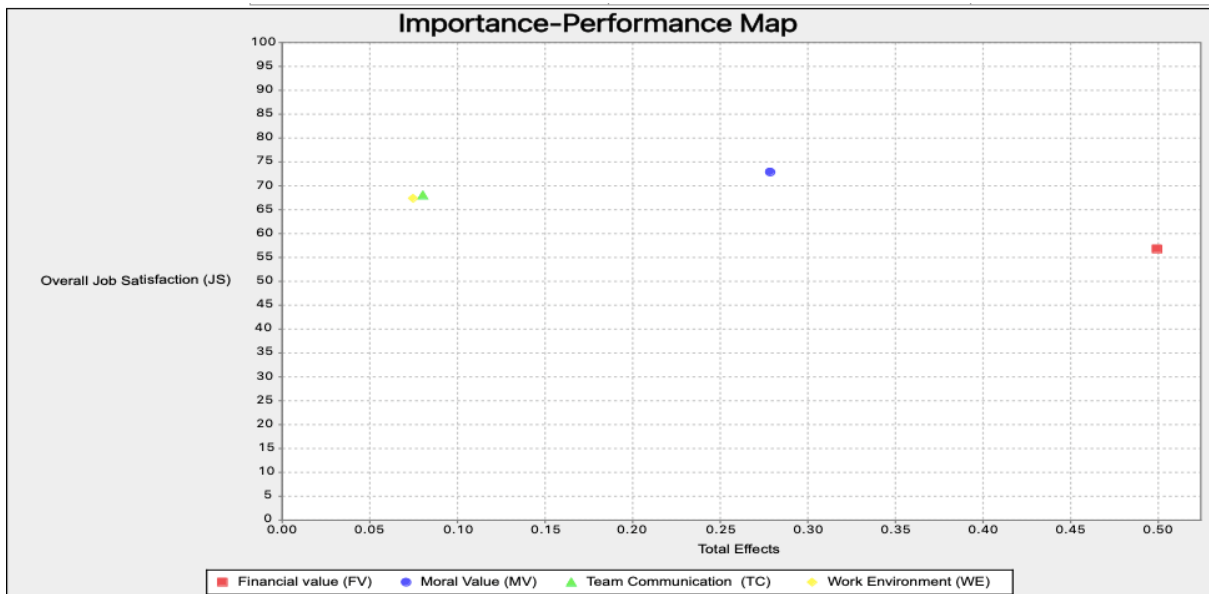
8. Discussion: Critical Analysis of Research Findings

This study explores the factors that shape employee satisfaction at the King Hussein Cancer Center (KHCC), using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze key contributors, including financial value, moral value, team communication, and the work environment. The results provide significant insights into the unique dynamics of employee satisfaction within a nonprofit healthcare context, highlighting implications for management strategies and overall employee engagement.

Financial and Moral Value as Primary Determinants of Employee Satisfaction

The analysis underscores the crucial role that **financial value** plays in determining employee satisfaction at KHCC. The P-value of 0.000 and a t-value of 7.189 suggest that compensation is a central factor in retaining and motivating employees, even in nonprofit environments where the mission often takes precedence. This finding is supported by the broader literature, including studies by (Borzaga and Tortia, 2006b),which emphasize that financial incentives remain critical to maintaining workforce satisfaction, even when employees are motivated by the organization's mission. Inadequate financial compensation, as the study confirms, can result in dissatisfaction and higher turnover, indicating that even nonprofit organizations must prioritize competitive compensation to maintain a dedicated workforce.

Equally important is the finding that **moral value** has a significant impact on employee satisfaction, with a P-value of 0.001 and a t-value of 3.229. The high performance score of 73 in the Importance-Performance Matrix Analysis (IPMA) reveals that employees at KHCC derive a deep sense of fulfillment from working in an organization that aligns with their personal values, especially in a healthcare setting where the mission is inherently tied to saving lives. This strongly aligns with **Deci and Ryan's Self-Determination Theory (1985)**, (Deci and Ryan, 1985)which posits that intrinsic motivators—such as a personal connection to an organization's mission—can drive higher levels of job satisfaction. At KHCC, employees' commitment to the organization's goals, alongside their sense of purpose, serve as powerful drivers of satisfaction. This finding reinforces the idea that in mission-driven environments, the alignment between an employee's personal values and the organization's purpose is crucial for fostering job satisfaction and engagement.

The Unexpected Role of Team Communication and Work Environment

Interestingly, **team communication** (P-value = 0.402, t-value = 0.838) and the **work environment** (P-value = 0.487, t-value = 0.695) were not found to be significant determinants of employee satisfaction in this study. This outcome diverges from traditional organizational behavior theories, which often cite communication and work environment as essential factors in employee satisfaction. For instance, (Hackman and Wageman, 2005b) stressed that open lines of communication help build trust and cohesion within teams, thereby increasing job satisfaction. The deviation from these findings in the case of KHCC suggests that in mission-driven organizations, intrinsic rewards such as moral alignment with the organization's goals may override the impact of day-to-day communication or physical work conditions.

That said, it's crucial not to overlook the fact that **57% of employees reported being satisfied** with team communication, and **67% were satisfied** with the work environment. While these factors may not have emerged as statistically significant, they are clearly not sources of dissatisfaction either. This suggests that for KHCC, maintaining positive communication and a supportive work environment is essential for sustaining employee morale. The findings indicate that while team dynamics and workplace conditions might not directly impact overall satisfaction, they still contribute to the general well-being and operational effectiveness of the organization.

Building on Existing Literature

This study's findings both confirm and challenge established perspectives on employee satisfaction within nonprofit organizations. As noted in the **Literature Review**, prior research—such as that by (Herman and Renz, 2008b) emphasized the importance of mission alignment in driving employee satisfaction in nonprofit settings. The current study's results reinforce this, affirming that moral alignment with an organization's goals is a significant factor in employee contentment. However, the study also diverges from traditional literature on team communication and work environment—areas that are often portrayed as vital in ensuring employee satisfaction (Jablin and Putnam, 2001). These findings suggest that in a nonprofit healthcare context like KHCC, employees may prioritize their connection to the organization's mission above other factors typically associated with job satisfaction.

By building on existing research, this study expands the understanding of how job satisfaction functions in mission-driven organizations, particularly in the nonprofit healthcare sector. It

highlights the importance of adopting a more nuanced approach to understanding employee satisfaction, recognizing that while certain factors—like financial security and mission alignment—are universal, others, such as communication and work environment, may carry less weight in specific organizational contexts.

Recommendations

In light of the findings, several key recommendations emerge for KHCC to further enhance employee satisfaction. These suggestions focus on reinforcing the factors that have the greatest impact while addressing areas for improvement to ensure a comprehensive approach to workforce satisfaction.

1.1.4 Enhancing Financial Compensation

Given the significant role financial value plays in influencing employee satisfaction, KHCC should explore innovative ways to offer competitive compensation within the constraints of a nonprofit budget. One approach could involve introducing **performance-based incentives**, such as bonuses tied to patient outcomes or key performance indicators. Non-monetary rewards, such as extended vacation time or professional development opportunities, could also help alleviate dissatisfaction related to financial concerns, providing employees with alternative forms of compensation that enhance their overall job satisfaction.

1.1.5 Strengthening the Connection to the Organizational Mission

Since moral value has been shown to be a key determinant of satisfaction, KHCC should prioritize reinforcing its mission in day-to-day operations. This can be achieved through **employee recognition programs** that highlight individual contributions to the organization's goals, helping staff feel connected to the larger purpose of their work. Regular updates on the organization's impact—such as stories of patient recovery or community outreach—could further strengthen this alignment, making the mission more tangible and reinforcing employees' sense of purpose.

1.1.6 Maintaining and Improving Team Communication and Work Environment

While team communication and the work environment were not statistically significant, the satisfaction rates indicate that these areas still matter to employees. Regular **team-building activities** and opportunities for **open dialogue**—such as town hall meetings or feedback

sessions—could help maintain positive communication. Improving the physical workspace through **ergonomic upgrades** or **wellness initiatives** could further contribute to a supportive environment, ensuring that these factors do not become sources of dissatisfaction in the future.

1.1.7 Developing Leadership Programs

Although leadership was not directly analyzed in this study, it is an essential component of organizational success in the nonprofit sector. KHCC could benefit from leadership development programs that focus on **transformational leadership**, a style that has been shown to be particularly effective in mission-driven organizations. By equipping managers with the tools to inspire and motivate their teams, KHCC could foster a more empowering and supportive organizational culture, further enhancing employee satisfaction.

1.1.8 Exploring Long-Term Financial Sustainability

To maintain employee satisfaction and the organization's mission, KHCC should explore ways to secure more **diverse funding sources**. This could involve forming partnerships with private sector organizations, pursuing **grant funding**, or expanding philanthropic efforts. A more diversified funding base would provide KHCC with greater financial flexibility, enabling it to offer competitive salaries and invest in employee development initiatives, further enhancing job satisfaction and retention.

9. Conclusion

This research provides an in-depth examination of factors influencing employee satisfaction at the King Hussein Cancer Center (KHCC) and highlights broader implications for non-profit organizations. Understanding the significance of financial compensation and moral alignment can guide other nonprofits in improving employee satisfaction. As non-profits face increasing competition for talent, prioritizing these factors could enhance not only workforce retention but also organizational effectiveness and mission fulfillment. By exploring elements such as financial value, moral alignment, team communication, and the overall work environment, we have gained valuable insights into the unique dynamics of employee experiences within a nonprofit healthcare setting.

One of the most striking findings of this study is the vital role that financial compensation plays in fostering employee satisfaction. Contrary to the common perception that individuals working in nonprofit organizations are primarily motivated by altruistic values, our research suggests that competitive pay is essential for attracting and retaining skilled staff. Employees at KHCC are deeply committed to the center's life-saving mission; however, the data indicate that when financial stability is lacking, it can lead to decreased job satisfaction and increased turnover. This underscores the importance of ensuring that nonprofit organizations maintain a balance between their noble mission and the financial realities of compensating their employees fairly.

Furthermore, the implications of this finding extend well beyond the walls of KHCC. Many nonprofit organizations face the challenge of prioritizing their mission while often neglecting financial considerations, particularly in times of economic uncertainty. However, our research highlights the risks associated with overlooking the importance of financial compensation. Doing so can diminish the motivation of even the most dedicated employees and hinder an organization's ability to fulfil its critical mission. It is crucial for nonprofit leaders to recognize the necessity of providing adequate financial incentives alongside their organizational values to maintain a motivated and satisfied workforce.

In addition to financial compensation, our study found that the alignment between employees' moral values and the mission of the organization plays a significant role in job satisfaction.

Employees at KHCC derive immense fulfilment from their work, knowing that they are contributing to the well-being of cancer patients and making a meaningful impact in their lives. This intrinsic motivation—rooted in a shared commitment to the organization's goals—strengthens employees' dedication to their work and fosters a powerful sense of belonging. As such, it is essential for organizations to continually communicate and reinforce their mission, ensuring that employees understand the profound impact of their contributions.

However, our findings also reveal that moral alignment is not a one-time achievement; it requires ongoing effort and reinforcement. KHCC must actively engage employees by sharing success stories, patient testimonials, and organizational milestones. Such communication not only strengthens the connection between employees and the organization's mission but also fosters a sense of community and shared purpose. This practice can help keep employees motivated and engaged, ensuring that they remain committed to their roles and the organization's overarching goals.

While financial compensation and moral alignment emerged as the most significant factors influencing employee satisfaction, the roles of team communication and the overall work environment were also examined. Although these elements did not have as pronounced an effect in this study, they remain critical to the overall employee experience. A positive team dynamic and a supportive work environment can greatly enhance employee morale and create a sense of belonging within the organization. As KHCC moves forward, it is important to monitor these factors closely, as any decline in communication or workplace conditions could potentially undermine the strong foundations established by financial and moral incentives. Based on the data analysis, the results of the model as the following:

Hypothesis 1 (H1): Team communication has a significant positive impact on employee satisfaction at KHCC.
This hypothesis was not supported according to the study's outcomes, which indicated no statistically significant link between team communication and employee satisfaction (P-value = 0.402). Although employees value effective team interaction, financial compensation and moral alignment are more prominent factors influencing their satisfaction.

Hypothesis 2 (H2): The work environment has a significant positive impact on employee satisfaction at KHCC.

This hypothesis was not supported based on the findings, showing that the work environment did not significantly impact employee satisfaction (P-value = 0.487). While a positive workplace atmosphere is generally believed to boost employee satisfaction, the data reveal that financial rewards and alignment with the organization's mission have a stronger effect in this context.

Hypothesis 3 (H3): Moral value has a significant positive impact on employee performance at KHCC.

This hypothesis was supported due to a significant correlation found in the analysis (P-value = 0.000). This finding suggests that moral alignment plays an essential role in job satisfaction, although it does not directly translate to improved performance metrics. While it is commonly believed that increased satisfaction enhances performance, this study suggests the relationship is more complex within a nonprofit healthcare setting.

Hypothesis 4 (H4): Financial value has a significant positive impact on employee satisfaction at KHCC.

This hypothesis was supported, as the analysis revealed a strong, statistically significant link between financial compensation and employee satisfaction (P-value = 0.000, t-value = 7.189). This outcome underscores the importance of competitive salaries and benefits in supporting employee morale and overall satisfaction within the organization.

The insights from this research have far-reaching implications for the nonprofit sector. They highlight a shift in employee expectations, with many seeking compensation packages that reflect the demands and complexities of their roles. As the lines between for-profit and nonprofit employment continue to blur, it is crucial for nonprofits to adapt their strategies to ensure both professional fulfilment and financial security for their staff. This evolution will necessitate changes in leadership practices, governance structures, and funding models within nonprofit organizations.

Additionally, this study emphasizes the importance of cultivating a positive workplace culture and effective communication within nonprofits. While financial compensation and moral

alignment are critical components of employee satisfaction, fostering a supportive and collaborative environment is equally vital for long-term success. Nonprofits, particularly in high-pressure sectors like healthcare, must create environments where employees feel appreciated and empowered to perform at their best. This involves not only addressing the physical aspects of the workplace but also nurturing a culture defined by transparency, openness, and teamwork.

From a managerial perspective, the findings of this study serve as a valuable guide for nonprofit leaders striving to enhance employee satisfaction. Acknowledging that financial stability is a fundamental aspect of job satisfaction is essential. Even during challenging times, innovative compensation strategies—such as performance-based incentives, bonuses, or additional benefits—can significantly elevate employee morale. Beyond financial rewards, nonprofits must effectively convey their mission and its impact, helping employees forge an emotional connection with their work and the organization's objectives. By fostering a sense of purpose alongside competitive financial incentives, nonprofits can create environments where employees feel fulfilled both personally and professionally.

Looking to the future, this research opens several exciting avenues for exploration. While the focus of this study was on a single nonprofit healthcare institution, it would be worthwhile to investigate whether these findings are applicable across various sectors within the nonprofit landscape. Do employees in educational, environmental, or social service organizations prioritize financial value and moral alignment in the same way as healthcare workers at KHCC? Conducting cross-sector studies could provide a more comprehensive understanding of employee satisfaction within nonprofit organizations, revealing both universal and sector-specific drivers of job satisfaction.

Moreover, future research could delve into the long-term consequences of changes in compensation, mission communication, and work environment on employee satisfaction. Investigating how employees adapt to shifts in pay structures over time, especially in resource-constrained settings, and how consistent reinforcement of mission alignment influences employee retention and performance are critical areas for further study. Longitudinal research

could yield valuable insights into the effects of nonprofit management practices on employee satisfaction and organizational success over time.

Another compelling area for future research involves examining the impact of different leadership styles on employee satisfaction within nonprofit organizations. Leadership significantly shapes organizational culture and directly influences employee experiences. Understanding how various leadership approaches—such as transformational versus transactional leadership—affect employee satisfaction in nonprofit contexts could provide practical insights for managers looking to enhance organizational performance.

In summary, this study has significantly enriched our understanding of employee satisfaction in nonprofit healthcare organizations. It highlights the complex interplay between financial compensation, moral alignment, and workplace dynamics. For nonprofits to thrive in today's challenging environment, they must foster workplaces where employees feel valued, engaged, and motivated, ensuring their continued commitment to the mission. The insights gained from this research not only apply to KHCC but also offer vital lessons for the broader nonprofit sector, paving the way for more sustainable, engaged, and effective workforces.

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11. Annexes

Annex 1

Factors Influencing Employee Satisfaction at KHCC and Beyond

Hello! I'm Kareen Zayadeen, and I'm exploring the factors that influence employee satisfaction in non-profit organizations (NPOs), with a specific focus on the King Hussein Cancer Center (KHCC). This survey aims to gather insights from employees about their experiences and perceptions in the workplace, both at KHCC and within the broader non-profit sector. Your feedback is essential for identifying areas for improvement and enhancing job satisfaction across NPOs. All responses will be kept confidential. Thank you for your participation!

Question 1:

Age

العمر

- 18-24
- 25-34
- 35-44
- 45-54
- 55+

Question 2:

Gender

الجنس

- Male
- Female

Question 3:

Position in the Organization

الوظيفة في المنظمة

- Entry-level
- Mid-level
- Senior-level
- Management

Question 4:

Length of Employment

مدة العمل

- Less than 1 year
- 1-3 years
- 4-6 years
- 7+ years

Question 5:

How would you rate the level of communication within your team?

كيف تقيم مستوى التواصل داخل فريقك؟

- Very poor
- Poor
- Neutral
- Good
- Very good

Question 6:

I feel comfortable sharing ideas and feedback with my team.

أشعر بالراحة في مشاركة الأفكار والتعليقات مع فريقي.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Question 7:

The communication between departments in the organization is effective.

التواصل بين الأقسام في المنظمة فعال.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Question 8:

My team effectively resolves conflicts when they arise.

فريقي يحل النزاعات بشكل فعال عندما تنشأ.

- Strongly disagree
- Disagree
- Neutral

- Agree
- Strongly agree

Question 9:

I am informed of important organizational decisions in a timely manner.

أتم إعلامي بالقرارات المهمة في المنظمة في الوقت المناسب.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Question 10:

My manager provides clear communication regarding expectations and feedback.

مديري يقدم تواصلًا واضحًا بشأن التوقعات والتعليقات.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Question 11:

The physical workspace provided by the organization supports my productivity.

المساحة المادية المقدمة من المنظمة تدعم إنتاجيتي.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Question 12:

The organizational culture promotes a positive and supportive work environment.

ثقافة المنظمة تعزز بيئة عمل إيجابية وداعمة.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Question 13:

I feel valued and respected by my colleagues and superiors.

أشعر أنني مُقدر ومحترم من قبل زملائي والرؤساء.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Question 14:

The organization provides adequate resources (e.g., technology, equipment) to perform my job effectively.

توفر المنظمة موارد كافية (مثل التكنولوجيا والمعدات) لأداء عملي بفعالية .

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 15:

The work environment promotes a healthy work-life balance.

بيئة العمل تعزز توازن صحي بين العمل والحياة.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 16:

I have access to opportunities for professional growth and development.

لدي وصول إلى فرص للنمو والتطور المهني.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 17:

The organization's values align with my personal beliefs.

قيم المنظمة تتماشى مع معتقداتي الشخصية.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 18:

I feel that the work I do contributes to a greater good or social cause.

أشعر أن العمل الذي أقوم به يساهم في الخير العام أو قضية اجتماعية .

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Question 19:

The organization upholds high ethical standards in its operations.

تلتزم المنظمة بمعايير أخلاقية عالية في عملياتها .

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 20:

I feel proud to work for an organization that is committed to its mission.

أشعر بالفخر للعمل في منظمة تلتزم بمهمتها .

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Question 21:

The organization promotes social responsibility and ethical practices.

تشجع المنظمة على المسؤولية الاجتماعية والممارسات الأخلاقية .

- Strongly disagree

- Disagree

- Neutral

- Agree
- Strongly Agree

Question 22:

The organization encourages employees to contribute to decision-making processes.

تشجع المنظمة الموظفين على المشاركة في عمليات اتخاذ القرار.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Question 23:

I am satisfied with the financial compensation and benefits I receive.

أنا راضٍ عن التعويض المالي والمزايا التي أستلمها.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Question 24:

The organization provides fair opportunities for salary increases and promotions.

توفر المنظمة فرصًا عادلة لزيادة الرواتب والترقيات.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Question 25:

My financial compensation is comparable to similar positions in other organizations.

تعويضي المالي قابل للمقارنة مع المناصب المماثلة في منظمات أخرى.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Question 26:

The financial rewards I receive reflect the value I bring to the organization.

المكافآت المالية التي أتلقاها تعكس القيمة التي أقدمها للمنظمة.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Question 27:

The benefits package (e.g., healthcare, vacation) provided by the organization meets my needs.

حزمة المزايا (مثل الرعاية الصحية، والإجازات) المقدمة من المنظمة تلبي احتياجاتي

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 28:

The organization offers sufficient financial support for training and development opportunities.

توفر المنظمة دعمًا ماليًا كافيًا لفرص التدريب والتطوير.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 29:

Overall, I am satisfied with my job at this organization.

بشكل عام، أنا راضٍ عن عملي في هذه المنظمة .

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Question 30:

I see myself working here for the foreseeable future.

أرى نفسي أعمل هنا في المستقبل القريب.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

Question 31:

I feel motivated to give my best effort at work.

أشعر بالتحفيز لبذل قصارى جهدي في العمل .

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Question 32:

I feel secure in my job position within this organization.

أشعر بالأمان في وضعي الوظيفي داخل هذه المنظمة.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Question 33:

The organization provides opportunities for me to advance my career.

توفر المنظمة لي فرصًا للتقدم في مسيرتي المهنية.

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly Agree

Annex 2

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Appendix 1

STUDENT DECLARATION

Signed below, **Zayadeen Kareen Hesham**, student of the Szent István Campus of the Hungarian University of Agriculture and Life Science, at the BSc Course of **Business Administration and Management** declare that the present Thesis is my own work and I have used the cited and quoted literature in accordance with the relevant legal and ethical rules. I understand that the one-page-summary of my thesis will be uploaded on the website of the Campus/Institute/Course and my Thesis will be available at the Host Department/Institute and in the repository of the University in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   **no***

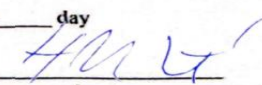Date: 2024. November month 02. day

_____
Student

SUPERVISOR'S DECLARATION

As primary supervisor of the author of this thesis, I hereby declare that review of the thesis was done thoroughly; student was informed and guided on the method of citing literature sources in the dissertation, attention was drawn on the importance of using literature data in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   **no** *

Approval of thesis for oral defense on Final Examination: <u>approved</u>   not approved *

Date: <u>Gödöllő</u>   20<u>24. november</u>   month <u>1.</u>   day

_____
signature

*Please, underline the correct choice!