Internal Factors Affecting Networking in PNGO in the Gaza Strip

العوامل الداخلية المؤثرة على التشبيك في شبكة المنظمات الأهلية بقطاع غزة

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إقــــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ **محمد فواز محمود نصار** لنيل درجة الماجستير في كلية *التجارة/* قسم إدارة الأعمال وموضوعها:

العوامل الداخلية المؤثرة على التشبيك في شبكة المنظمات الاهلية بقطاع غزة

Internal Factors Affecting Networking in PNGO in the Gaza Strip

وبعد المناقشة التي تمت اليوم السبت 05 ذو القعدة 1438 هـ، الموافق 2017/07/29م الساعة الواحدة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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د. خالد عبد دهليز	مناقشاً داخلياً	....
د. سامي نصر أبو شمالة	مناقشاً خارجياً	....

وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية *التجارة/* قسم إدارة الأعمال.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

النائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤوف على المناعمة

Abstract

The research aimed at exploring the relationship between internal factors (organizational culture, personality of employees, self- esteem and attitude towards work politics) of PNGO NGOs in the Gaza Strip and networking. In addition to study the impact of proposed internal factors on networking.

The researcher adopted the analytical descriptive approach to describe and identify the relationship between the proposed internal factors and networking in NGOs under PNGO umbrella. The purpose for using such approach is to discuss and assess the study findings and to give meaningful indications. The study primary data were collected through a survey questionnaire distributed to NGOs registered under PNGO in the Gaza Strip. The distributed questionnaires covered 5 different positions in 56 NGO out of 64.

The findings showed that respondents' answers were positive in all variables, as the respondents agreed that organizational culture, personality, self-esteem, and attitude toward work politics have statistically significant correlation with networking in the organizations. The findings also highlighted the extent of the influence that some internal factors in the targeted NGOs cause on networking. The regression equation indicated that about 57% of change in the organizations networking attributed to the influence of internal factors including organizational culture, self –esteem, and attitude towards workplace politics, while personality factor was excluded. The findings also revealed that there were no significant differences of respondents' answers towards both internal factors and organizations networking attributed to the demographic factors.

In light of the findings, the research provided recommendations to stakeholders and decision makers in NGOs that they should improve activities and mechanisms of networking. Besides that, they also should increase awareness among NGOs employees because of the need to establish constructive relationships and effective networking with other organizations.

ملخص الرسالة

هدفت الدراسة إلى اكتشاف العلاقة ما بين العوامل الداخلية والتي تشمل (**الثقافة التنظيمية ، شخصية الموظفين ، الاعتداد بالنفس ، والموقف تجاه سياسات العمل**) في المنظمات الغير حكومية التابعة لشبكة المنظمات الاهلية في قطاع غزة و التشبيك ، وكذلك دراسة اثر هذه العوامل الداخلية علي التشبيك لدى هذه المنظمات.

اتبع الباحث في هذه الدراسة المنهج الوصفي التحليلي والذي يهدف إلى وصف وتحديد العلاقة بين العوامل الداخلية المقترحة و التشبيك في المنظمات الغير حكومية التابعة لشبكة المنظمات الاهلية في غزة بهدف شرح وتقيم النتائج و إعطاء دلالات ذات معنى.

تم الحصول على البيانات الاولية من خلال استبانة قام الباحث بتوزيعها على المنظمات الغير حكومية المسجلة تحت اطار شبكة المنظمات الاهلية في قطاع غزة . استهدفت الاستبانات الموزعة 5 مناصب مختلفة في 56 منظمة من اصل 64 منظمة تابعة لشبكة المنظمات الاهلية بغزة.

أظهرت النتائج أن آراء المبحوثين كانت إيجابية بخصوص جميع المتغيرات ، وانهم قد اتفقوا بأن هناك علاقة ذات دلالة إحصائية بين التشبيك في المنظمة و العوامل الداخلية والتى تتمثل في الثقافة التنظيمية ، الشخصية ، الاعتداد بالنفس ، والموقف تجاه سياسات العمل .

كما أوضحت النتائج مقدار الأثر الذي تحدثه بعض العوامل الداخلية داخل المنظمات الغير حكومية المستهدفة على التشبيك ، حيث أوجدت معادلة الانحدار أن ما مقداره حوالي 57% من الأثر يرجع إلى العوامل الداخلية والتي تشمل ثقافة المنظمة ، الاعتداد بالنفس ، وكذلك الموقف تجاه سياسات العمل .

كما أظهرت النتائج عدم وجود فروق في مدى استجابة المبحوثين تجاه العوامل الداخلية والتشبيك داخل المنظمات الغير حكومية تعزى إلى العوامل الديموغرافية المتعلقة بالأفراد والمنظمة.

وفي ضوء نتائج الدراسة قدم الباحث توصياته للجهات ذات العلاقة وصناع القرار داخل المؤسسات الغير حكومية بضرورة تطوير وتعزيز أنشطة و آليات التشبيك لدي المنظات الغير حكومية وزيادة الوعي داخل المنظمات الغير حكومية وموظفيها للحاجة إلى بناء علاقات بناءة وعلاقات تشبيك فعالة مع المنظمات الأخرى .

بِسْمِ اللَّهِ الرَّحْمَٰنِ الرَّحِيمِ

قَالَ تَعَالَى: ﴿ وَقُلِ ٱعْمَلُوا۟ فَسَيَرَى ٱللَّهُ عَمَلَكُمْ وَرَسُولُهُۥ وَٱلْمُؤْمِنُونَ ۖ وَسَتُرَدُّونَ إِلَىٰ عَٰلِمِ ٱلْغَيْبِ وَٱلشَّهَٰدَةِ فَيُنَبِّئُكُم بِمَا كُنتُمْ تَعْمَلُونَ ﴿١٠٥﴾ ﴾

Dedications

I would like to dedicate this research to:

- My beloved mother; and to my lovely father who played a very vital role in my life all the time.
- My beloved wife Safinaz, and my beloved kids: Kareem, Waseem Sama, and Lama.
- My brothers and sisters.
- All my colleagues at JICA Palestine Office
- My friends and all people who helped me to success in completing this research

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List of Abbreviations

CBOs	Community based organizations
CBOs	Community- Based Organizations
CS	Civil Society
GS	Gaza Strip
ICTs	Information and Communications Technology
MENA	Middle East and North Africa
NGO	Non-Governmental Organization
NPOs	Non-profit Organizations
OBSE	Organization-based Self-esteem
PCBS	Palestinian Central Bureau of Statistics
PEN	Poverty Education network
PNA	Palestinian National Authority
PNGO	Palestinian Non-Governmental Organizations
PVC's	Office of Private and Voluntary Cooperation
PVC's	Office of private and Voluntary Cooperation
SPSS	Statistical Package for Social Science
UN	United Nations
USAID	U.S Agency for International Aid
WB	West Bank

Chapter One
The Research General Framework

Chapter One
The Research General Framework

1.1 Introduction

NGOs have played an extremely important role in providing the Palestinian community with a variety of services, particularly in health, education, social welfare, agriculture, women and development of human resources sectors (Hadi, 2004).

Networking is recommended as particularly suitable for NGOs to improve performance and enhance impact (Holmén, 2002). It is is essentially to provide NGOs with up-to-date and related information, facilitates the linkages with other organizations including government agencies and supports their activities in different sectors. In addition, networking assists NGOs in tackle administrative, financial and legal problems that they may have, and enable NGOs developing effective and innovative programmes and projects (Global Development Research Center, 2016). In this sense, personal and professional opportunities thought to be developed through networking activities which contributes to organizational functioning by supporting greater organizational communication and accessing resources (Gibson, C., H. Hardy III, J., & Ronald Buckley, M., 2014). Moreover, networking is a very important topic especially for NGOs which have significant contribution in development projects in the Gaza Strip.

In the current lack of fund opportunities for NGOs working in the Gaza Strip, networking strategy is very important to NGOs as a way to survive and for good contribution to the development process. Therefore, this research aims at investigating and deeply revealing those internal factors affecting the networking in PNGO through proposing different variables that affect networking in PNGO. Additionally, it aims at figuring out the relationship of these variables through applying modified theoretical model of networking.

As presented in the literature review section, a lot of studies handled the networking importance for NGOs. This research focuses on those NGOs which are registered under Palestinian Non-Governmental Organization (PNGO) in the Gaza Strip as a case study.

The research proposes some internal factors that might affect the networking in PNGO which include (organizational culture, to personality, self-esteem of employees, and their attitude toward work politics).

1.2   Problem Statement

Networking, coordination, consultation and cooperation strategies are the most important strategies of NGOs. Networking as traditional Palestinian activity particularly among NGOs is crucial in order for civil society to be effective and to fulfill its function and intermediate level bridging the gap between the government and people. Networks contribute to the lobbying efforts through cooperation, exchange of information and mobilization of people. Poor Networking was identified as a major challenge and cause of duplication of efforts, conflicting strategies at community level, a lack of learning from experience and an inability of NGOs to address local structural causes of poverty, deprivation and under-development. Negative competition for resources also undermines the reputation of the sector and the effectiveness of NGO activities at community level (Poverty Eradication Network (PEN), 2016).

The improvement of internal environment of the organizational can lead to improve the performance of organization as it would improve their ability to attract funding build capacity as well as selecting their partners, leading to efficient and effective utilization of resources and to avoid constant pressures of lack of fundraising, weak management skills and difficulties in scaling-up operations can limit effectiveness and accountability (Munyoki, D. J., Kibera, P. F., & Kinyua-Njuguna, J. W., 2014).

Based on an interview with Mr. Amjad Al Shawa "manager of the Palestinian non-governmental organizations". Mr. Al Shawa confirmed that there is a weakness in networking in Palestinian NGOs in Gaza, as they suffer from the poor communication due to the absence of effective use of networking. Coordination rests on emailing and physical meetings, which are restricted by availability of funding. Political separation between Gaza and west bank affects the culture of the organization, competiveness on organizational and individual level, donor policy and personality of employees play an important role in the effectiveness of networking. Networking among most NGOs is not built on the principle of full partnership, but it is a short term benefit. The NGOs in

Gaza need for strategic networking in order to fulfill their desired development and advocacy role in community, and to keep their sustainability. Moreover, Palestinian NGOs; in general, lack the substance of networking, institutional capacity and sustainability (Amjad Alshawa, Personal Communications, March 8, 2016). Therefore, this study is presented to shed the light on the impact of internal factors on networking at PNGO NGOs through answering the research major question:

What is the Impact of Internal Factors on Networking of PNGO in the Gaza Strip?

To answer the major question, the research proposed following sub-questions to be answered.

RQ1: How do respondents perceive the prevalent culture at their Organizations?

RQ2: How do respondents assess their personality characteristics at their organizations?

RQ3: How do respondents assess their self-esteem at their organizations?

RQ4: How do respondents assess their attitude towards workplace politics at their organizations?

RQ5: How do respondents assess the networking activities at their organizations?

1.3   Research Objectives:

The research pursues to achieve the following objectives:

1. Indentify the correlation between internal factors at NGOs in PNGO and networking.
2. Test the impact of internal factors of NGOs in PNGO on the networking.
3. Explore the differences among respondents of NGOs in PNGO towards networking due to personal and organizational demographic characteristic.

1.4   Research Importance

1.4.1   Theoretical Importance

In general, the local libraries lack such studies of NGOs networking aspects in Gaza, and such research gives an opportunity for potential of similar studies to explore the effect of networking on NGOs performance.

1.4.2 Practical Importance

NGOs playing a significant role in the contribution of developing projects in the Gaza Strip. Several factors affect the strength of NGOs, but networking is very important for the sustainability of NGOs. Therefore, this research investigates those internal factors affecting the networking in the NGOs in order to shed the light on the internal factors enabling the of NGO's to face the challenges through effective networking.

1.5 Research Variables and Model

The research focuses on those factors that affect the PNGO networking in response to internal factors. Therefore, the research variables include:

Dependent Variable: the proposed dependent variable is networking at PNGO in the Gaza Strip.

Independent Variables: The independent variables of study include the following internal factors:

- Organizational Culture.
- Personality of employee.
- Self-esteem of employee.
- Attitude towards workplace politics.

The model of the research is modified based on the theoretical model of the antecedents, mechanisms, and outcomes of networking developed by Carter Gibson.

The modified model by researcher focused on some antecedents of networking as internal factors and studies the relationship between those internal factors and networking. In this regard, the following factors are tackled by this modified model:

- Organization Culture.
- Personality.
- Self-esteem.
- Attitude toward workplace politics.
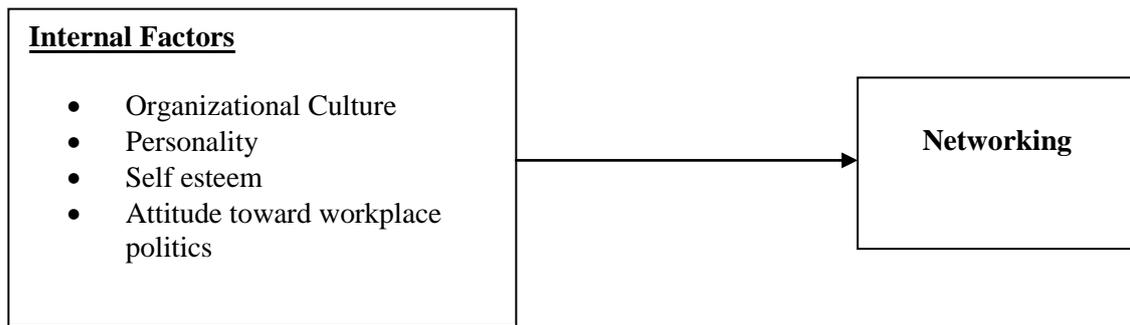
Figure (1.1): Modified Research Model from (Gibson, C., et al., 2014)

1.6 Hypotheses

The researcher proposes three major hypotheses as following:

1- First Main hypothesis:

There is a relationship between the internal factors including the (organizational culture, personality of employees, self esteem, and attitude toward work politics) and networking in PNGO at significance level of ($\alpha \leq 0.05$)

This hypothesis is divided into following 4 sub- hypotheses:

- There is a relationship between organizational culture and networking in PNGO in Gaza at significance level of alpha ($\alpha \leq 0.05$)
- There is a relationship between the personality of employee of PNGO in Gaza and networking with significance level of ($\alpha \leq 0.05$)
- There is a relationship between the employees self -esteem of employee of PNGO networking with significance level of ($\alpha \leq 0.05$)
- There is a relationship between the attitudes toward workplace politics of employee of PNGO networking with significance level of ($\alpha \leq 0.05$)

2- Second major hypothesis:

There is statistically significant impact at the level of significance ($\alpha \leq 0.05$) of the dimensions of internal factors (Organizational Culture, Personality of employee, Self-esteem of employee, Attitude towards workplace politics) on Networking in PNGO.

3- Third major hypothesis:

There are no significant differences among respondents at significance level of (α≤0.05) toward the internal factors affecting networking of PNGO due to personal characteristics (Gender, Age, Qualification, Work experience, and Position) and organizational characteristics (Year of Experience, location of the organization number of staff in the organization, Main Sector /Industry).

1.7   Parameters

The proposed time to handle this research is within 2016/2017 that covers NGOs under PNGO working in the Gaza strip and registered officially at PNGO. The research focused on medium to high level management as target groups who can match the research objectives.

Period: year 2016/2017.

Place: The research focused on the local NGOs at Gaza strip that registered officially at PNGO**.**

Scope: the research aimed at investigating the internal factors affecting networking in PNGO NGOs organizations by testing the relations of independent variables: Organizational culture, personality, self-esteem, attitude toward work politics and their relationship to networking.

1.8   Limitations

This research targeted the NGOs registered in PNGO in Gaza Strip with no access to those NGOs registered under PNGO in West bank because of the constrains imposed by the Israeli occupation to access west bank.

Some NGOs were uncooperative to respond to the questionnaire because of the competitiveness among NGOs or lack of executive staff at the NGO.

1.9 Reserch Structure:

Chapter one provided overview of the research problem, objectives, research variables, and research hypotheses.

Chapter two represented the theoretical framework: in this chapter the researcher explored networking definitions, networking behaviors aspects, importance of networking for NGOs, research variables, and finally overview about networking mechanisms of PNGO.

Chapter three highlighted the previous studies: in this chapter, the researcher illustrated previous studies for networking and highlighted the main findings of networking related studies, and providing comments on previous studies.

Chapter four is the research methodology: in this chapter the researcher addressed the methodology used in this research and data collection, population and sample, research instruments, variable measurement, reliability and validity of instrument, scoring techniques, data gathering procedures, and procedures of statistical analysis.

Chapter five is the data analysis and discussion: in this chapter the researcher summarized the main findings, and compared findings with findings of previous studies.

Chapter six is the conclusion and recommendations: in this chapter, the researcher provided deep conclusion of findings obtained as well as provided a set of recommendations to promote and enhance networking at NGOs sector.

1.10 Chapter Summary

This chapter is an introductory chapter for the research. It gives a brief background and introduction about the networking topic and its importance of for NGOs. In this sense, this chapter represents an introduction about the current research in general. The problem statement of this research is discussed in addition to the research questions which described the problem of the study. Additionally, the research objectives are tackled in details. Hence, the importance of this study is discussed in addition to the main concepts and the hypotheses, research model, variables, parameters, and limitations. Finally, the researcher finished this chapter by clarifying the research structure.

Chapter Two

Theoretical Framework

Chapter Two
Theoretical Framework

2.1   Section One: Networking

2.1.1   Introduction

This chapter handles the basic outlines of networking and networks definitions, highlighting the prospective of networking behavior and importance of networking for NGOs, in addition to highlighting the main variables of the study model. Furthermore, this chapter sheds the light on PNGO as an umbrella for NGOs working in the Gaza Strip. This chapter is the gate for understanding the main concepts of this study.

2.1.2   Networking and Networks Definition

Networking is considered to be one of the most important pillars of any organization which aims at developing and empowering its capabilities and strategies. It's a mean of communication that helps organizations being more efficient and accessible to resources. Networking is thought to facilitate the development of personal and professional opportunities (Wolff and Moser, 2009). The scholars has made early attempts to define networking, where networking was described by Gould and Penley (1984) as "the practice of developing a system or 'network' of contacts inside and/or outside the organization, thereby provided relevant career information and support for the individual" (Gould and Penley,1984). A useful definition was later given by Engel (1993) where he defined networking as the process resulting from our conscious efforts to build relationships with each other. Engel argued that networks are formal, and durable relational patterns that emerge as a result of such efforts focus on social learning, communication and the making of meaning'. Engel mentioned four types for networking: 1) Providing of services, 2) learning together, 3) management 4) advocacy. First, providing of services refers to providing information and training which is about the networks communications infrastructure. Almost all networks for have a vehicle to exchange of ideas and experiences such as a newsletter or a website. Second, learning together refers to the common activities implemented to raise members' level of understanding of development problems. Third, advocacy refers to the activities conducted or facilitated by the network to participate in (and influence) the public or

government debate about development policy. Finally, networks 'management unit' whose role it is to facilitate the networking process. (Engel, 1993). From other prospective, Nelson and Farrington (1994) defined networking from the exchange information prospective as 'Information exchange networking is a collaborative process of information exchange, around a central topic, carried out by actively interested parties. Networking should be limited to those outside of one's direct chain of command. Difference between networks and networking indicated that networking is more than simply working together – more than the just collaboration of individuals and institutions on the basis of common interests. Networking has to do with achieving 'social synergy' , while networks represent 'communities of ideas,' a space for like-minded people to interact on the basis not only of common interests but of conflicting ones too, building mutual trust and learning to accommodate each other's needs (Liebler, C., & Ferri, M., 2004). Holmen (2002) argues that networking is a communication devise, and the term "network" is used to refer to any pattern of interrelationships among people or organizations where each is linked or connected to every other person or organization in the pattern both, directly and indirectly. Subsequently networking is the process of helping to establish, maintain, enhance or contribute to the existence and effective functioning of a network. Church et al. (2002) claim that a network can be called a network when the relationships between those in the network are voluntarily entered into; the autonomy of participants remains intact and there is mutual or joint activities. While the majority of the literature defines networks through their functions and structural characteristics, some studies refrain from the muddle of definitions all together, since it is argued that rigid definitions "make assumptions about what different types of networks should be like rather than embrace their difference Church et al. (2002). Networks usually considered as on-going process, which rarely given a temporal dimension as they are a product of on-going networking. Although networks capitalize on already-existing relationships, the 'formalization' of these relationships in the form of a network does not have to be durable; on the contrary, empirical evidence has shown that networks do have a limited time-span (UNSO 2000). The value-driven understanding of networking can attributes the absence of temporality from network definitions. "Networks are often presented as a new and effective solution to many types of issues because the network is so highly venerable in

civil society work, it is understood by practitioners as an ideal rather than in terms of realpolitik (Baassiri, R. and Fazah, F. 2000).

Forret and Dougherty (2004) argued that networking contributes to the functioning of the organization by supporting better organizational communication and accessibility to resources. In this respect, some scholars linked networking behaviors that focus on the goal of building relationships that will positively impact individuals to advance in their careers. Therefore, they defined networking from the prospective of career development as a tool for career development. They considered networking as "individuals' attempts to develop and maintain relationships with others who have the potential to assist them in their work or career. More recently, Wolff and Moser (2009) defined networking as "behaviors that are aimed at building, maintaining, and using informal relationships that possess the (potential) benefit of facilitating work related activities of individual by voluntarily granting access to resources and maximizing common advantages". As a goal-directed behavior, networking affect both inside and outside of an organization, focusing on creating, cultivating, and utilizing interpersonal relationships. Church et al. (2002) highlighted the difference between networks and networking, he stated that, networks are a structure or architecture whereas networking indicates the active participation in activities together with other network members. Therefore joining a network is not necessarily the same as 'networking', though these terms are often wrongly combined. In the process of networking usually organizations, institutions and individual actors joining forces around on a common concern and build relationships with other independent actors to share knowledge, goods and experiences and to learn from each other with a common target. Creech, H., & Willard, T. (2001). The fruit of networking thought to facilitate exchange of information, experiences and resources, provides reciprocal support among organizations, and facilitates the development of a common identity and a feeling of belonging which strengthens institutionalism (Ranaboldo and Pinzas, 2003). Gibson, et al. (2014) classified the networking definition from the point view of three themes: the first theme that is that networking behaviors can be done both inside and outside of the networker's organization. A second theme is the distinction among developmental stages in a networking relationship. Where, some definitions refer to establishment and maintenance of relationships, whereas others

include the use of established contacts. A third common theme among definitions of networking is that it is driven by an ultimate purpose or goal.

Table (2.1): Historical definitions of networking

Historical Definitions of Networking	Theme		
	Inside/Outside the organization	Stage	Goal directed
Networking is the practice of developing a system or "network" of contacts inside and/or outside the organization, thereby provided relevant career information and support for the individual (Gould and Penley, 1984, p. 246)	Yes	No	Yes
Networking includes a wide array of behaviors designed to build informal interpersonal relationships with people inside and outside the organization. In general, networking involves the exchange of affect (liking, friendship), information, benefits, and influence (Michael and Yukl, 1993, p. 328)	Yes	No	Yes
The process of building up and maintaining a set of informal, cooperative relationships with persons other than the manager's immediate superior and subordinates in the expectation that such relationships will help or assist the manager to perform his or her job better (Orpen, 1996, p. 245)	No	Yes	Yes
Individuals' attempts to develop and maintain relationships with others who have the potential to assist them in their work or career (Forret and Dougherty, 2004, p. 420)	No	No	Yes
Behaviors that are aimed at building, maintaining, and using informal relationships that possess the (potential) benefit of facilitating work-related activities of individual by voluntarily granting access to resources and maximizing common advantages(Wolff and Moser, 2009, p. 196)	No	Yes	Yes

Source: (Gibson et. al., 2014)

Accordingly, they conclude to an integrated definition of networking as a form of goal-directed behavior, both inside and outside of an organization, focused on creating, cultivating, and utilizing interpersonal relationships (Gibson, et al., 2014).

Different definitions were given to networking and networks, but it appears difficult to come up with a definition that includes all concepts mentioned., but most of the authors agree about networking is that it refers to institutions individual and organizations, actors joining forces around on a common objectives. 'Networking is two percent technology and 98% management of relationships' (FINTINERU, G., & FINTINERU, A. 2009).

2.1.3 Networking Behavior

Networking behaviour is well established in the literature. Orpen (1996) defined networking behaviour as a process of building up and maintaining a set of informal cooperative relationships. Other definition for networking behaviors was given from the career success view as individuals' attempts to develop and maintain relationship with others who have the potential to assist them in their work or career. Individuals may build their relationship through engaging in networking behavior with persons both inside and outside their organization. Studies highlighted the content of networking behaviours such as socialising, maintaining internal contexts, engaging in professional networking, enhancing internal visibility and participating in community activities and described networking from interpersonal perspective by defining networking behaviors as, "behaviors designed to build informal interpersonal relationships with people inside and outside the organization (Rasdi, R. M., Garavan, T. N., & Ismail, M., 2012). Many books and articles in the practitioner literatures suggest that networking behaviors are essential to career success (Wolff, H. G., & Moser, K. 2009). Other studies mentioned that certain people appear to be born with the instinct for building and the natural ability to build the appropriate connections and relationships. Others may have to acquire these skills by trial and error and the approach to acquiring these depends largely on the individual's attitude and willingness to move out of his or her comfort zone., therefore networking is a valuable skill by which to facilitate cooperation that may lead to overall community building (which requires continuous practice and patience. (De Klerk, S.

2010). Engaging in networking behaviors is one method managers and professionals can use to help proactively manage their protean careers. (Rasdi, et al., 2012) More specifically, other studies found the networking behaviors of increasing internal visibility and engaging in professional activities were positively related to the number of promotions. In addition they found networking behaviors had a significant and positive relationship with salary, promotion, and career satisfaction yet this was mediated by access to information and resources as well as career sponsorship. Also networking behaviors impacted job performance directly as well as indirectly via initiative-taking behaviors. Further, networking behaviors served as a mediator in the relationship between proactive personality and job performance. Additionally, the application of network-building interventions with top management teams enhanced their internal and external social networking and, in turn, led to higher firm performance. Individual benefits related to networking behaviors include access to information, resources, and career sponsorship. In addition, networking behaviors are related to job search, employment, pay, and promotion gains. (McCallum, S. Y. 2008). On the organizational level organizational networking behaviors` defined as those aimed at establishing and maintaining informal relationships with others in the organization, with the intention of maximizing common advantages such as gaining task related support and strategic information. Wolff, H. G., & Moser, K. M. (2009). Networking can increase workplace unity as employees will have the opportunity to know one another on a more personal level. This in turn will increase the motivation and willingness of individuals to invest in time, energy, and effort in sharing knowledge and helping others. Reagans, R., & McEvily, B. (2003). A lack of organizational networking can affect to employee performance, as well as the organization's workflow and culture, whereas good organizational networking can bring about many benefits (Zhu, S., 2017).

Wolff, H. G., & Kim, S., (2012) used a dimensional networking model consists of a structural facet distinguishing contacts within and outside an individual's organization, that is, internal and external networking that yields six types of networking behaviors: (1) building internal contacts; (2) maintaining internal contacts; (3) using internal contacts; (4) building external contacts; (5) maintaining external contacts; and (6) using external contacts Wolff, H. G., & Kim, S. (2012). Networking behaviors directed toward "deepening" networks were associated with a higher number of job referrals,

whereas networking behaviors directed toward "expanding" networks were associated with fewer job referrals. In addition that suggests that networking to maintain existing network relationships grants one access to resources that provide opportunities for career management, whereas networking to build relationships may represent an initial responsibility. Porter, C. M., & Woo, S. E. (2015).

Others view networking as a behavioural syndrome consisting of a series of interrelated and continual behaviours of people and consider networking behaviour as having an internal and an external dimension, each classified to three parameters, including creating, maintaining and using contacts. These parameters are defined below:(Ajdari, P., & Talebi, K. (2015)

- Building contacts: Behaviours which consist of starting and creating new relations as a social activity, therefore this parameter may depend of social skills.
- Keeping contacts: includes social information exchange including what the others are gossiping or other information) in which mediators have a significant role in keeping and maintaining contacts.
- Using contacts: Means using contacts as a tool. While respecting social norms, people sometimes need certain resources..

Networking scholars emphasize achievement of mutually beneficial outcomes the based on development of such cooperative relations, as opposed to pursuing one's own self-interests while social capital is the generated goodwill among individuals that facilitates action. However, they found that the promotion of mutual trust resulting from building and maintaining relationships and providing assistance to others helps. The more individuals participate in networking behavior, the more accumulation of information they receive which may be more detailed and comprehensive, allowing for a better understanding of the meaning of events. Y. McCallum, S., L. Forret, M., & Wolff, H. G. (2014).

2.1.4 Importance of Networking for NGOs

Networking is an effective and efficient tool for the exchange of information and knowledge among NGOs. The networking concept in NGOs should consider their needs and their motivation to face challenges. It is also a tool to disseminate information and knowledge. Networking serves to strengthen NGOs' capacities and negotiating abilities on common ground and joining forces. It promotes democracy and enhances the developmental role of civil society organizations (Abdel Samad, Z. 2004).

From the perspective of civil society literature reviewed, three fundamental drivers to networking are existed. First: Civil society actors want to promote their performance through collective action, when they face a lack of access to relevant knowledge to be a critical factor obstructing their work. Networks are strong because they strengthen creativity and critical thinking through exchange dialogue and information. Second: They want to join forces and to search jointly in terms of analysis and activities for new ways of understanding and intervening in circumstances that are complex. They are sharing strategies and deepening understanding by addressing global problems through knowledge of their local, national and regional contexts is possible. Third: They want to enhance their impact, to take the focus of their activities to a higher policy level, enabling them to participate in the public and/or government debate about development and to effectively influence policy making and even global development issues (Van Zee, A., & Engel, P. 2004).

Networking outcomes for NGOs have exceptionally high and positive expectations and most members expect to benefit from their membership. Usually claimed that networks bring added value to the ongoing work of their member organizations and foster professional capacity development and they take decision to become members of a network do so because they expect to improve the effectiveness of their actions and the quality of their interventions. Østergaard, L. R. (2005).

Dütting, G., & Sogge, D. (2010) argued that collaboration among NGOs can lead to the following important gains:

- Influence of NGOs in key issues and discussion: NGO collaboration can work strategically to shape policy, both internally inside collaborating organizations and externally shaping political and economic outcomes of their advocacy work.

- Protection: Organizations representing groups under threat or working in politically repressive see strength in numbers and can be protected from attack and gain support by finding spaces in networks to follow larger agendas, especially the achievement of broad civil and political rights.

- Higher political standing: enhanced visibility and status can be a positive outcome of collaborating with other NGOs.

- Improved access and leverage: collaboration can help NGOs reach the media and those with political influence, as well as a wider range of social organizations.

- Understand of new themes: NGOs can adjust or expand their range of themes through enhanced interaction, taking other themes as a dimension of their own interest.

The fruitful network helps civil society groups and organizations to accomplish stupendous influence and in policy, democratic governance and social transform through intensify their voices. "Five types of shared purposes for networks often found among NGOs in international development as follows Ashman, D., Charles, C., Cuenca, A., Luca, C., Singer, B., & Schmith, M. (2005):

1. Learn from one another (to learn more about issues and what each organization is doing, to exchange information to share program approaches or to hear about innovative approaches to addressing common problems and identify best practices.

2. To coordinate policies, programs or other activities, (address issues such as gaps or work duplication to maximize the utilization of resources for common objectives.

3. To get common funding for members, (to increase the resources of each individual member or to allocate program funds in a specific sector or area to a group of individual organizations.

4. To establish new social value (to conduct advocacy campaign for policy or social change or to develop common programs for service delivery.

5. To empower members' common identities and interests over the long-term, (to create sector standards or enact legislation to create an enabling context.

Cooperation is therefore very important for NGOs seeking to enhance their impact and scale-up activities. Through properly utilized networking NGOs can greatly enhance their efficiency and impact. By establishing links between organizations, networks can establish inter-organizational scale economies, and significantly expand the information available to its constituent organizations. Networks to be created to fill gaps in available information systems and often in opposition to established interests and institutions. Network is a communication devise or a mechanism that links people or organizations that share some common value and/or objective. As a fundamental advantage of networks is that they allow organizations to face growing challenges without having to enlarge their formal structure and to overcome individual weakness inherent to the network's member institutions".

The equal status among members of a network as they are working together on prioritized issues, learning from each-other and utilizing each-others' skills and resources, can gain both flexibility, strength and efficiency of NGOs (Holmén, H. 2002).

According to the literature, there are a number of benefits of networking as follows (Liebler, C., & Ferri, M. 2004).

1) Increased Access to information, expertise, and financial resources which reflects one set of benefits to network membership.

2) Increased efficiency through leveraging their numbers and allowing for some specialization based on comparative advantage, network members can reduce costs, as well as duplication of efforts.

At the same time, the sharing of lessons learned and best practices can keep NGOs from reinventing the wheel every time they undertake new activities.

3) A multiplier effect as network membership can achieve greater accomplishments through utilization of the multiplier effect, which is created by effective networks.

Individual member NGOs can achieve farther reach and greater impact in relation to their own organizational goals when they participate in networks.

4) Solidarity and Support – Interestingly, several authors mention the development of a sense of solidarity and support as an important benefit that NGOs receive from their participation in networks.

5) Increased visibility – Increasing visibility of issues, good work and best practices, and contributions of underrepresented groups (such as youth or rural women), therefore networking considered to be increasingly imperative for the survival of organizations and achievement of their objectives.

Moreover, networked governance enables different constituencies to cross boundaries and work toward common goals and consequently networks of NGOs can be more effective than individual and isolated organizations as networks may expand the individual capacities of organizations by providing increased social capital and building synergy among disconnected NGOs. Networking facilitates exchange of information, experiences and resources, facilitates the development of a common identity and a feeling of belonging which strengthens institutionalism, and provides mutual support among organizations.

In addition Networks facilitate coordination so that duplication of work is reduced and through networks, parties can find support for the identification and solution of critical problems , have access to financial resources and increase their capacity for learning and improve trust between organizations which reduces opportunistic intentions. Özman, M., & Fındık, D. (2008). Chen, B., & Graddy, E. A. (2010) developed two broad motivations that explain formation of strategic partnerships between lead agencies and their partnering organizations: 1) to obtain resources to meet programmatic needs, and 2) to achieve organizational goals arguing that complex programmatic needs in social service delivery can drive formation of partnerships, and lead organizations may seek partnerships that enhance their actions and behaviors of a network. Chen, B., & Graddy, E. A. (2010).

MOTIVATIONS

Programmatic needs (+)
Organizational Goals (+)

OUTCOMES

• Client Goals Achievement

• Enhanced Inter-organizational Relationship

• Improved organizational learning

PARTNER CHRACTRISTICS

• Shared Visions (+)
• Prior Experience (+)
• Same Sector (+)
• Limited Choice (-)

GOVERNONCE

• Formal Governance (+)

• Interorganizational (+) coordination
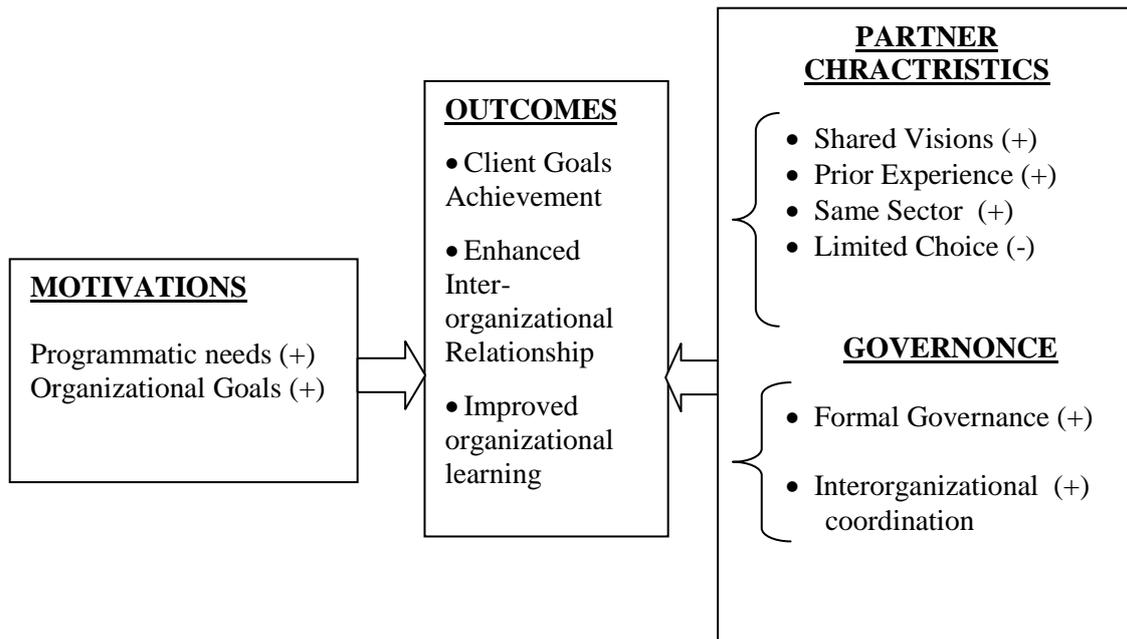
Figure (2.1): Hypothesized Detriments of Nonprofit Lead- Organizations Network effectiveness

Source: Chen, B., & Graddy, E. A. (2010). The effectiveness of nonprofit lead-organization networks for social service delivery. *Nonprofit Management and Leadership*, *20*(4), 405-422

Networking has the potential to address challenges and opportunities that an organization may not be able to solve independently. Hence ability of an organization to join forces with others could avail it valuable solutions that can contribute in achieving its own mission and objectives (Adele, H. A., 2015).

2.2 Section Two: Antecedents to Networking (Internal factors)

2.2.1 Theoretical model of the antecedents, mechanisms and outcome of networking

The theoretical model of the antecedents, mechanisms and outcome of networking is developed by Carter Gibson. This model consider networking as a form of goal-directed behavior, both inside and outside of an organization, focused on meeting, cultivating, and utilizing interpersonal relationships, The model presents three broad levels of networking; namely the antecedents, mechanisms and outcomes of networking in the organizations .

The organizational level of antecedents consists of one variable namely; organizational culture. However, the individual level consists of several variables particularly those of self-esteem, personality and attitude toward work politics. Concerning the personal characteristics, the main variables are gender, age, qualification (education), experience, and type of employee work (position), while experience, location, number of staff, and main sector are the main variables of organizational characteristics. In addition, the model proposes two primary mechanisms that mediate the effects of networking on outcomes. (Gibson, et al., 2014).
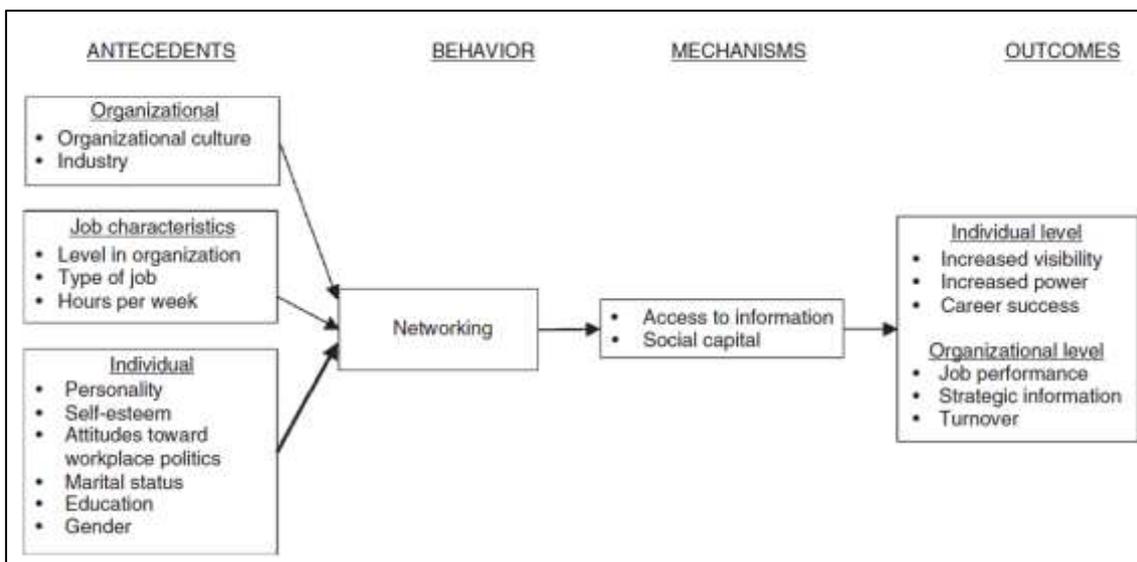
Figure (2.2): Theoretical model of the antecedents, mechanisms, and outcomes of networking

Source: (Gibson, et al., 2014).

However, the model of this research is modified based on the model of theoretical model of the antecedents, mechanisms and outcome of networking. The modified model focused on some antecedents of networking to be considered as internal factors including (Organization Culture, Personality, Self-esteem, and Attitude toward workplace politics).

2.2.2 External Organizational environment

Despite the fact that the research variables tackles those factors related to internal organization environment it worth to investigate the dimension of both external and internal environment of the organizations. As the organization is an open system between itself and its external environment up to a series of relationships that influence each other, external environment of an organization that includes a variety of factors, whose existence influences its behavior and performance? Voiculet, A., Belu, N., Parpandel, D. E., & Rizea, I. C. (2010).

Tolbert and Hall (2009) mentioned five main dimensions of external environment including: 1) environment capacity, 2) heterogeneity, 3) environmental concentration, 4) domain consensus and, 5) environmental uncertainty. Environment capacity focuses on the level of resources available to an organization. Heterogeneity refers to the degree to which the organization faces different demands from different stakeholders, environmental concentration is the distribution of resources used by the organizations, while domain consensus represents the degree to which there is agreement among related organizations and other groups in the society which organizations have the right to provide particular goods/services, and finally the environmental uncertainty relate to environmental instability/change that is associated with broad environmental aspects such as the technology, political-legal and demographics.

Tolbert and Hall (2009) articulated that the environment is the key factor in determining the level of available resources and the ease with which an organization can carry out its activities, variation in the variables existing in the external environment, such as political, legal and competitive environment causes environmental uncertainty. Understanding of the forces outside the organization that can facilitate or inhibit that performance is very imperative to diagnose and improve the performance of an organization, where the adequate scanning of external organizational environment can lead to better performance of the organizations which seek to improve their ability to

identify opportunities and lead to attracting sustainable financial support as well as understanding environment of implementation of the designed and planned programs. (Jane, N. K., Justus, M., & Francis, K., 2014).

2.2.3 Internal Organizational Environment

Internal environment is the key to the ability of an organization to respond to challenges and opportunities in its external environment. Those internal environment includes all elements that are having an internal cause or origin to the organization, which are influenced to a great extent and totally controlled by it, therefore the analysis of the internal environment allows the organization to identify its resources and capabilities as best as possible, in relation to the threats and opportunities (Claudiu, et al., 2013).

Waterman and Julien (1980) described internal environment as key internal aspects that need to be favor within an organization for improved performance or effective change implementation.

Waterman, R. H., Peters, T. J., & Julien, R. P. (1980) stated that internal environment includes information and knowledge, firm's capabilities, financial resources, incentives, organizational demographics such as size, inter-institutional linkages, company's objectives, goals and employees' skills. The internal environment described as those internal controllable forces operating within the organization itself that have a direct impact on an organization's performance (Freeman & Reid, 2006). Silverman (2008) indicated that aspects such as local networks of CBOs organizations, leadership, client characteristics, staff and strategy can have an influence on the success of their programs. The development and exploitation of managers' social networking relationships with external entities affects performance of those organizations.

 Such social networks create social capital for organizations by establishing avenues for the exchange of valuable information, resources, and knowledge (Adler & Kwon, 2002). Networking relationships and ties can have detrimental effects on organization outcomes (Gargiulo & Benassi, 2000). Exploring organizational environment (internal & external) is very important to set the NGOs strategy and the application of strategic management as a tool for their planning, implementation and evaluation as illustrated in the (Fig. 2.2) .Therefore, this research focuses on studying the relationship between

some internal factors that includes the organizational culture, individual factors of staff in PNGO organizations and the networking.
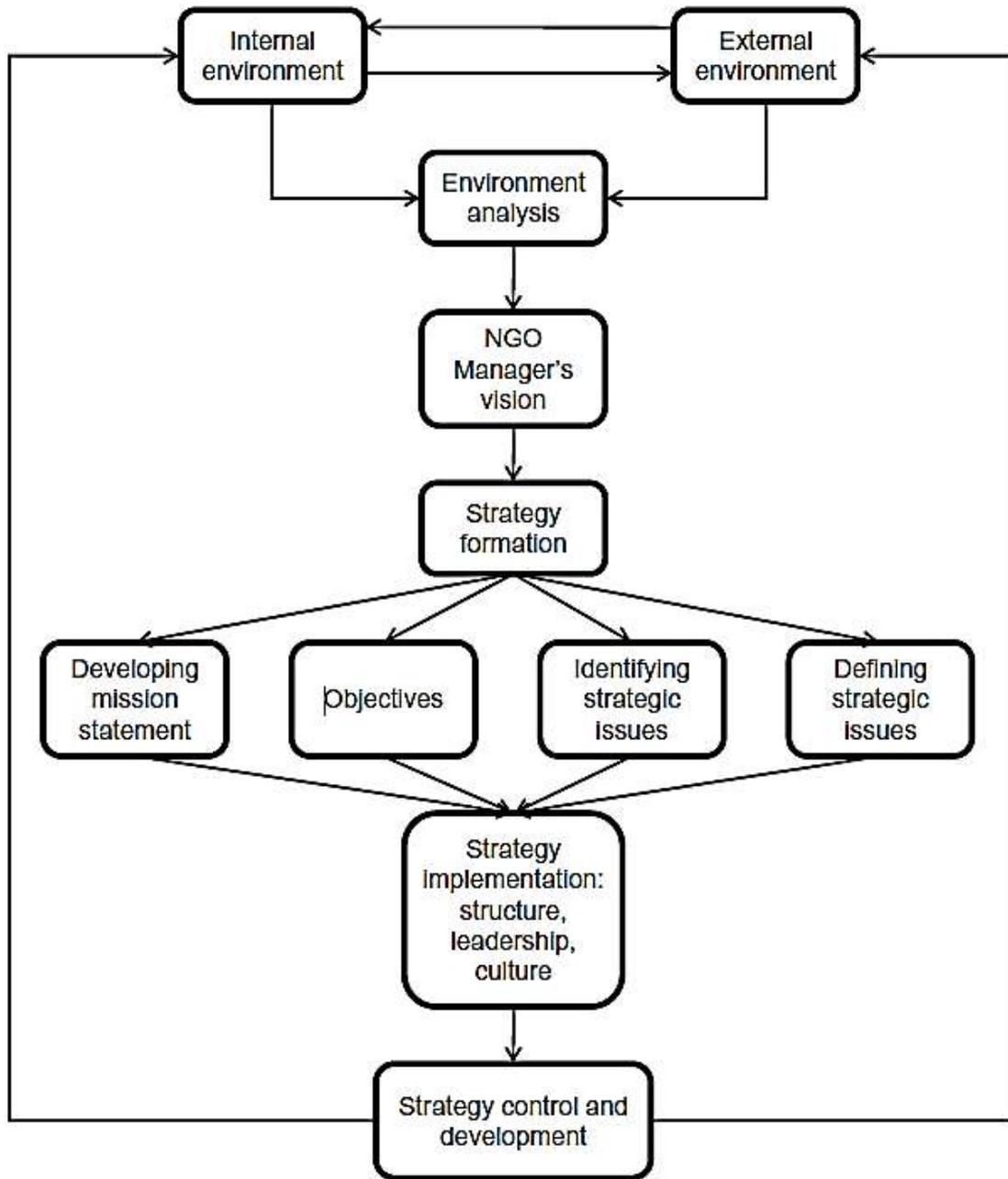
Figure (2.3): Dynamic NGOs strategic Management model

Source: Analoui, F. and Karami, A. (2003), Strategic Management in Small and Medium Enterprises,Thomson Learning, London, p.59.

Following discussion will highlight those main internal factors which constitute the study variables.

2.2.4 Organizational Culture

Culture is what a group learns over a period of time as that group solves its problems of survival in an external environment and its problems of internal integration (Schein, 1990).

The organizational culture is the guide of the organizational behaviors that has been developed by the organization as it learns to handle the problems of external adaptation and internal integration, and that has worked well enough to be considered valid and to be taught to new members as the correct way to see, identify, think, and feel. This definition emphasize on matching external with internal factors in making strategic decisions. Organizational culture captures the subtle, elusive, and largely unseen forces that shape a workplace environment and behaviors Hitt, M., Ireland, R. D., & Hoskisson, R. (2006).

The organizational culture is defined as the ability to establish a set of shared values of organization members regarding the functioning and existence of their organization to enhance the probability of organizational sustainability Certo, S. C., & Certo, S. T. (2011). . The organizational culture exerts its influence through shaping the behavior of organizational members Zheng, W., Yang, B., & McLean, G. N. (2010). Schein refers the organizational culture to shared assumptions, values, and norms Schein, E. H. (2010). .The NGO culture is the guidelines of the organizational behavior that enables the institution to survive through having the ability of adaptation with difference circumstances in addition to consistency, involvement and clear mission where all are affecting the organizational effectiveness toward achieving the assigned tasks and duties. (Al-Masri, 2013)

Literature of organizational culture proposes two schools of thoughts on the matter of organizational culture. On the first hand, organizational Culture appears as given, driven and stable over time (Becker & Geer, 1960; Louis, 1980) drawn from the organization's own social life; on the other hand culture is considered as emergent, negotiated and dynamic (Allaire & Firsirotu, 1984; Trice & Becker, 1984, p. 654), drawn from interactions between people. Selamawit Fisseha Tekeste 2014 Kevin Hoferer put the organizational Culture in the perspective of networking by sum up the two stances by

the sentence states that there is either culture within organizations or there is culture within networks (Tekeste, S., Hoferer, K., 2014)..

The culture of participation in networks has a significant role in identifying the outcomes of networking activities. The favor for organizations that had prior experience with networks where they tended to view their resource use, and the expected benefits, more realistically. Also management also played a greater role in encouraging staff members to share and engage in activities in the network. By contrast, smaller organizations had a much more limited understanding of potential networking benefits and costs. Their organizational culture and tradition dictated that problems and challenges were to be addressed drawing on their own resources rather than scanning their environments to draw in external resources.

One challenge that these results pose is: how does one reach out to, and draw into networking activities those organizations that have no culture of looking beyond their existing structure for wider input? Voluntary networking will take place only if requirements of the primary conditions including proper timing and format are met. Also the right conditions must exist in the organizational capacity. Moreover organizational culture indicates at the more general level that any organization contemplating belonging to a network must have objectives and a culture that converges with the networking concept (Østergaard, L. R., & Nielsen, J. 2005).

Organization with a collaborative and open culture will be more likely to facilitate networking behaviors than one in which employees are competitive and mistrustful of one another. A common instance of a pro-networking culture would be one that encourages open-door policies whereby employees are able or encouraged to ask questions, solicit feedback, or generally interact with coworkers. When employees feel safe introducing themselves to others within the organization, they will be more likely to engage in networking behaviors. However, in some cases, there are likely to be important industry restrictions on networking behavior. In particular, organizations with highly sensitive information may seek to restrict the networking behavior of their employees. (Gibson, et al., 2014).

2.2.5 Personality

Personality has been conceptualized as "The complex organization of cognitions, affects, and behaviors that gives direction and pattern (coherence) to the person's life" (Pervin, 1996). Catell refers to personality to cognitive and behavioral patterns that show stability over time and across situations. Hence, it is reasonable to expect that personality traits would influence personal values and attitudes. Eswaran, S., Islam, M. A., & Yusuf, D. H. M. (2011). Personality researchers typically distinguish a trait, considered to be relatively stable, from a state, which is more transient. Personality has been conceptualized from a variety of theoretical perspectives, and at various levels of abstraction or breadth, each of these levels has made unique contributions to our understanding of individual differences in behavior and experience (John, O. P., & Srivastava, S. 1999).

In this respect, Dougherty, T. W., Ha Cheung, Y., & Florea, L. (2008) propose that personality variables are potentially valuable for understanding why individuals develop particular types of developmental networks, Many personality characteristics might possibly influence individuals' forming of particular types of developmental networks and many personality characteristics might possibly influence individuals' forming of particular types of developmental networks.. Ha Cheung, Y., & Florea, L. (2008). In recent years, John and Srivastava (1999) developed a model so called "Big Five Model" whereby each person's personality can be described as a combination of five major traits, or dimensions:

- Openness to Experience or Intellect is a person's curiosity, imagination, creativity, un-conditionality, level of realism, and resistance to change.
- Conscientiousness is linked with organization skills, work ethic, self discipline and goal realization with persistence and thorough planning.
- Extraversion is the level of sociability and enthusiasm, and is in a way a measure of the intensity of the person's interaction with others.
- Agreeableness indicates how kind, altruistic and friendly is one person towards others, as well as their level of cooperation or sense of competition.

- Neuroticism or Emotional Stability indicates whether a person is tranquil and calm or irritable, emotionally unstable or moody. Evangelinos, O., Zigkolis, C., & Vakali, A. (2015) . Korsakiene, R., & Diskiene, D. (2015, October) argued that, in a broad sense, personality traits include abilities, motives, attitudes and characteristics of temperament as overarching style of person's experiences and actions. Furthermore, personality traits are seen as a complex, genetically co-determined psycho-psychological structures, influencing person's experience and actions. Korsakiene, R., & Diskiene, D. (2015, October).

Wolff and Kim (2012) argued that social and informational aspects of personality will be beneficial to those attempting to network, hence extraversion and openness to experience being significant predictors. They indicated that personality traits reflecting social (extraversion) and informational aspects (openness to experience) are broadly related to networking in general. Some individuals engage more in networking than others and which personality traits facilitate what networking behaviors. Wolff, H. G., & Kim (2012), Higgins and Kram (2001) presented an overall conceptual framework in which they suggested key antecedents. Mediating and moderating processes leading to developmental network structures, and also consequences of these structures for proteges. The major classes of antecedent variables were individual-level influences-including personality. Higgins, M.C., Chandler, D. E., & Kram, K.E. (in press2001),

Several dimensions of personality have been found to be associated to networking behaviors including extraversion (positive relationship), neuroticism (negative relationship), and openness (positive relationships), Social and informational aspects of personality will be beneficial to those attempting to network, hence extraversion and openness to experience being significant predictors. In contrast, people high on neuroticism that are insecure, self-conscious, and temperamental were less likely to engage in networking behaviors, potentially because they may be more hostile when interacting with other people. Personality characteristics play an important role in facilitating or inhibiting progress in the stages of building and maintaining contacts. (Gibson, et al. 2014).

2.2.6 Self esteem

Self-esteem refers to a person's overall evaluation or judgment of his or her own self. Baumeister and Harter coincidently indicated that a lack of unconditional parental or peer support would create feelings of inadequacy and worthlessness, and in turn lead to the development of low self-esteem. Self-esteem has been studied rigorously in psychology studies to understand its relationship with addiction behavior. Individuals with low self-esteem incline toward negative self-evaluation, are suspicious of praise, and interpret evaluative information negatively to themselves. These individuals tend to use addictive substances to withdraw or escape from these negative evaluations and the stress of interpersonal relationships. Lee, Z. W. Y., & Cheung, C. M. K. (2014).

Pyszczynski, T., Greenberg, J., Solomon, S., Arndt, J., & Schimel, J. (2004) indicated that when self-esteem is strong, this anxiety is mitigated and the person is able to go about his or her daily affairs and act effectively in the world. When self-esteem is weak or challenged, this threatens a "leakage" of this core anxiety (Pyszczynski, T., Greenberg, J., Solomon, S., Arndt, J., & Schimel, J. 2004).

Pierce, J. L., & Gardner, D. G. (2004) argued the existence of substantial relationship between global (chronic) self-esteem and organization-based self-esteem(OBSE) which refer to the degree to which an individual believes him/herself to be capable, significant, and worthy as an organizational member providing evidences for American samples reveal a positive and significant relationship between global self-esteem and OBSE (Jex & Elacqua, 1999; Tang & Ibrahim, 1998; Van Dyne, Earley & Cummings, 1990; Vecchio, 2000). Pierce, J. L., & Gardner, D. G. (2004) The willing to speak up in groups found more with High self-esteem people and to criticize the group's approach.

Self-esteem may have indirect effects on leadership, as leadership does not stem directly from self-esteem. Comparing to people with low self-esteem, those with high self-esteem show stronger in-group favoritism, which may increase prejudice and discrimination, while low self-esteem individual might lack the self-confidence to engage in a wide range of social behaviors and, consequently, become more introverted high self-esteem individuals are likely to see themselves as possessing a wide range of socially desirable personality traits and as lacking undesirable traits.

Robins, R. W., Tracy, J. L., Trzesniewski, K., Potter, J., & Gosling, S. D. (2001) stated that High-self-esteem individuals tend to believe that they have valuable resources to exchange with others and that they could satisfy the norm of reciprocity needed for effective networking relationships. As Self- esteem was associated with specific networking behaviors including maintaining contacts, engaging in professional activities, and increasing internal visibility (Forret & Dougherty, 200 I)

2.2.7 Attitude toward work politics

Attitudes are defined as predispositions to respond in a positive or negative way to a specific object, person, or situation (Forret, M. L., & Dougherty, T. W. (2001).
The term politics is limited to behavior that is strategically designed to maximize short-term or long-term self-interest. Individuals are more likely to have a positive evaluation of an organization when their goals are being met rather than when their aspirations are threatened employees' attitudes toward their work, such as job satisfaction, organizational commitment, and job involvement, also seem to be related to the perceived presence of politics and support.

When the work environment becomes uncomfortable, individuals will often try to disengage or withdrawal psychologically. They may be physically present, but their minds are elsewhere. Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997)..The individual's perception of politics is more relevant for our purposes than the actual presence of organizational politics. This is because individuals respond to what they perceive, not necessarily to what is objectively real In this context, the perception of reality is what should show the strongest relationship to work outcomes.

 Ferris et al., (1993) articulated that attitudes toward workplace politics is how individuals feel about using politics as a method of getting ahead. Individuals seeking to increase their visibility in an organization tend to have positive attitudes toward workplace politics. (Gibson, et al., 2014). Organizational politics defined as "subjective state in which organizational members perceive themselves or others as intentionally seeking selfish ends in an organizational context when such ends are opposed to those of others. Individuals' attitudes toward workplace politics should influence their involvement in networking behaviors, particularly if networking is viewed as a means of bypassing formal procedures to obtain self-serving goals. Those who accept the

presence of workplace politics as necessary in organizations-as a way to navigate the informal organization and as a means to the accomplishment of both work- and career-related goals-should be more likely to engage in networking behaviors than those with less favorable attitudes toward workplace politics To the extent that networking is viewed as political behavior, attitudes toward workplace politics are important. (Forret, M. L., & Dougherty, T. W., 2001).

2.3   Section Three: PNGO

2.3.1   PNGO Background

The Palestinian NGO's Network (PNGO) is a civil and democratic body, which seeks to support, consolidate and strengthen the Palestinian civil society on the basis of principles of democracy, social justice and sustainable development. It is a Palestinian NGO umbrella organization comprising 134 member organizations working in different developmental fields in Gaza and west bank (70 in west bank and 64 in Gaza).

Table (2.2): Distribution of PNGO NGOs members in Gaza based on Governorates

Governorate	Number of Organizations
Rafah	5
Khan Younis	8
Central Gaza	9
Gaza	35
North Gaza	7
Total	64

Source: PNGO portal (2016). *About the Portal*. Retrieved November 8, 2016, from: http://pngoportal.org/pngo/?page_id=102&lang=en

PNGO became an imperative part of Palestinian society where it serves as an important coordination mechanism for NGO's sector at the local, regional and international level (PNGO portal, 2016). The establishment of PNGO was in 1993, after signing of the Oslo Agreements with the objective of enhancing networking, coordination, consultation and cooperation among NGOs members working in different developmental areas. Due to the security measurements imposed by the Israel which divided Gaza Strip (GS) and West Bank (WB) into two separate areas, PNGO continued its work through its two main offices in GS and WB.

These offices are managed by two Coordination Committees elected by PNGO members which represents PNGO in the general assembly. They carry out its activities through different committees from its members working in the following five main sectors: health, education youth, women, rehabilitation and agriculture. The pre-condition for any NGOs to join PNGO is to meet a set of criteria. The main role of PNGO is to establish general guidelines and coordinate the NGOs work without line authority on the NGOs.

NGOs members of PNGO work across common sectors in variety of developmental issues as an important reference and mechanism for coordinating the Non-Governmental sector. It succeeded in establishing relations with different civil society organizations, such as the 'Palestinian Union of Charitable Societies', the 'National Institute for NGOs', the various Palestinian Political Parties and the Professional Unions. The work of PNGO seeks to influence decision-makers in the way that ensures all laws, legislations and policies directed towards creating sustainable human development policies and legal environment that is responsive to the development needs of the Palestinian people.

PNGO encourages the local NGOs in issues concerning the basics of development, democratic governance as well as other global development agendas. PNGO played a significant role in developing a forum of civil society organizations for the purpose of presenting an independent voice of civil society in Palestine. PNGO as a framework coordination for NGOs sector in Palestine, it has a developmental vision towards; empowering and protecting the independence of the CS, enhancing its role in the democratization process and national struggle, based on the principles of social justice democracy, rule of law and respect for human rights through; lobbying public opinion, mainstreaming of society concerns into public policies, plans and programs, contributing to mobilizing civil society resources and consolidating coordination and networking (PNGO, 2017).
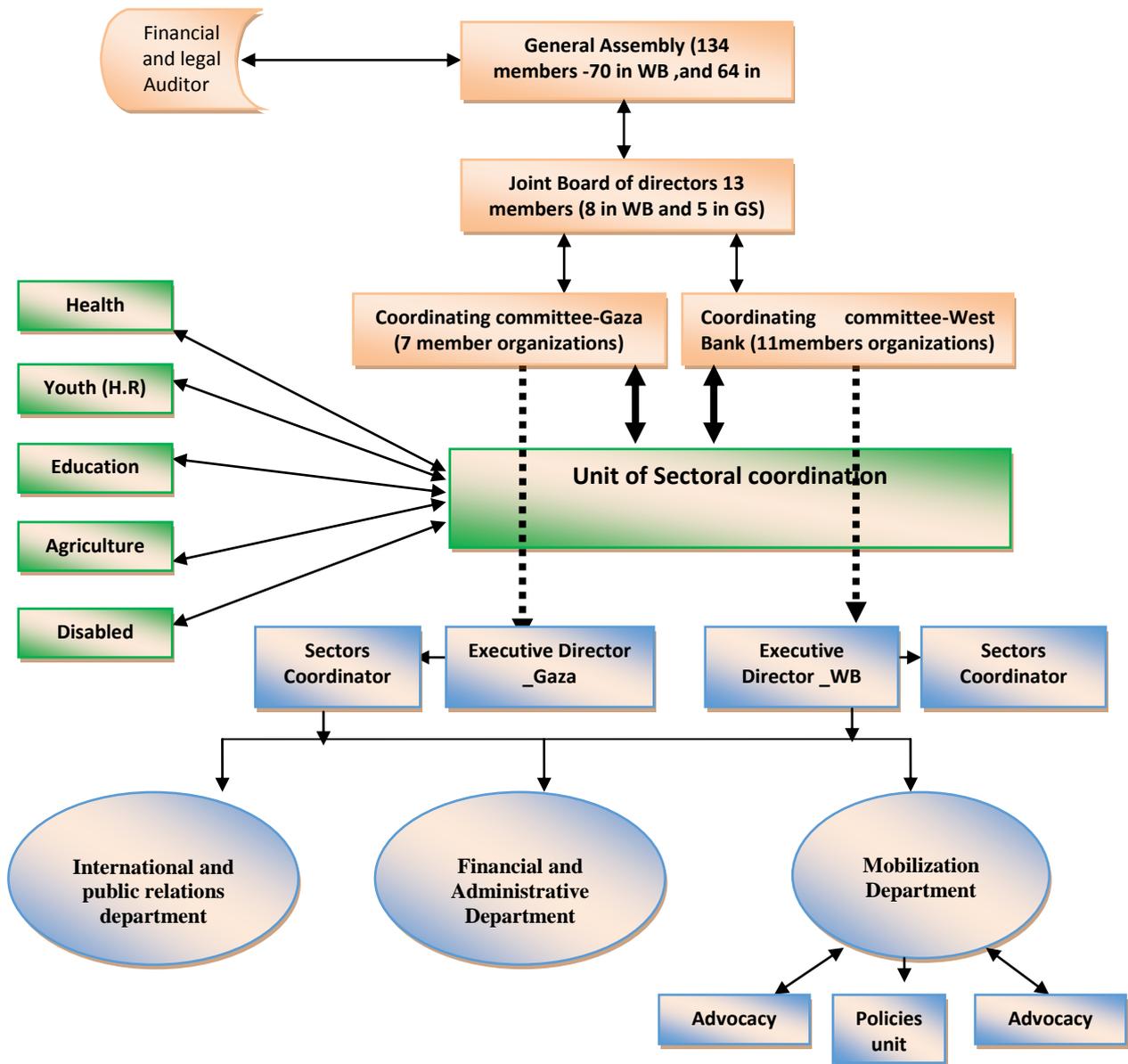
Figure (2.4): PNGO organizational structure

Source: PNGO Stratigic plan (2017-2020).

2.3.2   PNGO Strategies

Palestinian NGO network "PNGO" plays an important role in the mobility of the Palestinian civil society. It also plays a clear role since its establishment in strengthening the civil work institutions capabilities. Palestinian NGO Network is characterized as flexible and responsive to changes in the internal and external

environments, and representative of the various affiliated NGOs sectors. According to PNGO Strategic Plan, the strategic frame of PNGO relies on three major axis as follows:

First. national axis that involves issues regarding the national level such as activate and support the strengthening of steadfastness strategies against the Israeli occupation, enhancing of International Advocacy to the Palestinian issues through international accountability of the occupation, international solidarity for the Palestinian people's rights, to join the international agreements and conventions, and enhance the right of return for Palestinian refugees.

Second, policies axis : that involves the control over the policies and practices of government in policy formulation and implementation, sectorial representation in the official and international level, improving of sectorial coordination and networking with the official and international level, active participation in the development of sectorial policies ,influence the national policies through active participation in the formulation of national development plans and the adoption of special laws for institutions of civil work, promote and adopt the vision of development and the role of network in national policies, affect the donors and international institutions policies related to finance, formulating policies in partnership and cooperation with the private sector as a key component of Palestinian society components, increase and expand coordination and networking with all components of civil society (labor unions, student, political parties .... etc), and build alliances in the national general issues relating to civil society.

Third, capacity and institutional building axis is devoted to promote civil work sector capabilities that develop and respect for the legal environment of civil work, building the capacity of civil organizations network members (administrative and financial procedures, representation and powers of boards of directors and executive departments, fundraising, networking, lobbying and advocacy....), promote accountability and transparency of member and non-member organizations in the network in the area of : Code of Conduct, governance and accountability, respect for laws, impact.), promote democracy among civil society organizations, and activate the policies of coordination among sectors (at the level of PNGO network members and on the Palestinian level).

PNGO works to activate sectorial coordination policies between NGOs (at the level of network members and on the Palestinian level) (PNGO, 2017).

One of the major strategic objectives of PNGO is to enhance the organizational capacities of PNGO members and promote coordination and cooperation among PNGO sectors on the one hand, and between the sectors and different bodies on the national, regional and international levels. This objective achieved through the following work approaches:

- Developing and activating the process of sectorial planning.
- Consolidate transparency, accountability and good governance principles among civil society organizations.
- Improving the cognitive efficiency of PNGO by enhancing the performance, and leadership skills of its employees.
- Improving communication mechanisms among the PNGO general assembly and steering committee in the West Bank and Gaza Strip.
- Activating, developing and expanding NGOs' participation in forums, networks, local and Arabic federations, and international coalitions that share the Network's vision and strategy.
- Developing and promoting financial sustainability.
- Reviewing and improving the administrative, financial and information systems.

2.3.3 PNGO networking activities

Coordination and networking are major forces, and keys to success for any organization or body of NGO sector in Palestine. The Palestinian NGO Network believes that effective and structured networking efforts help the member organizations to avoid duplication in development work, join forces, and agree on common political and social visions. In this context, PNGO promotes coordination, cooperation and consultation not only among Palestinian NGOs, but also between the Palestinian NGO sector and the different bodies of the Palestinian society. The establishment of a common platform becomes even more vital while witnessing the current political segregation and ever more increased travel impediments between the West Bank, Jerusalem and the Gaza Strip. At the same time PNGO is engaged in a wider process of enhancing civil society coordination and strengthening process. (PNGO net, 2016).

2.3.3.1 Networking /Coordination on Sectoral level

 As PNGO networking mechanism depends on the sectorial approach, PNGO continues the efforts in enhancing the coordination and networking for the influence in sectorial policies and decisions through activate the main six sectors under the umbrella of PNGO. PNGO members organizations categorized into sectors represented by 6 main sectors include: 1) education sectors, 2) agriculture sector, 3) rehabilitation of people with disability sector, 4) health sector, 5) women sector, and 6) youth sector. PNGO in cooperation with NGOs conducts several meeting, seminars, and workshops to coordinate and network toward the community sensitive issues in different sectors. Sectorial networking and coordination have a great impact on improving several sectors in the community such as the coordination in health sector which contributes in solving some problems resulted from siege and separation.

2.3.3.2 Networking /Coordination on Cluster level

Cluster groups include the UN agencies, international organizations, local NGOs , and government bodies aimed at coordination and networking in different filed. In order to avoid duplication in humanitarian work and to concentrate the efforts toward the development issues, PNGO seeks to evolve the NGOs in the cluster groups in order to have an active role in decision making related to development and humanitarian work in Gaza.

Activities of cluster networking include participation in formulation of plans and strategies of humanitarian and development work in Gaza. Cluster groups tackle most aspects in Gaza include food cluster, shelter cluster, wash clusters and others. PNGO held many workshops for its members' organizations to make orientation to cluster work and encouraged NGOs to have a proactive role in the design making related to the civil society work in Gaza. PNGO also organized many workshops and meetings to identify the priority needs for Gaza through the clusters meeting in cooperation with international and local agencies working in Gaza. The networking of PNGO on cluster level provides the network with the power to influence the trend and direction of international community toward the real needs of Palestinian community based on the

coordination with NGOs working on the ground with direct contact with community. (PNGO, 2015)

2.3.3.3   Networking on the National level

PNGO actively adopts the policies of coordination and communication for networking with the civil society organizations within the network or out of PNGO membership. Networking activities of PNGO are not limited to the member organizations, but also extended to networking with, local NGOs not registered at PNGO. On the equal footing, networking activities extended to the national level through the meeting with municipalities, government institutions, universities and representative bodies of local community in order to put a comprehensive prospective to the mechanism of supporting people especially in Gaza (Amjad Alshawa, Personal Communications, June 3, 2016).

2.3.3.4   Networking on the International level

PNGO has strong networking with Arab and international organizations in civil society work. PNGO has a membership with organizations such as world social forum, Arab NGO network for development, and World Alliance for citizens participations CIVICUS. In addition, it has a strong cooperation and networking with Associations of international Development agencies through participation in meetings, and orientation for the strategies and needs of Palestinian (Amjad Alshawa, Personal Communications, June 3, 2016). PNGO conducted many meetings with international deletions to discuss challenges facing PNGO in civil society work in Gaza and the reality of NGOs work in Gaza. PNGO participated in many conferences and occasion related to the civil society work for coordination and networking and for raising the voice of Palestinian civil community and advocacy for his rights. (PNGO, 2015).

2.3.4   Mechanism of Enhancing Networking and Coordination in PNGO

In an effort to promote knowledge sharing, collaboration and coordination among Palestinian NGO network, PNGO was established with the objective of enhancing coordination, consultation and cooperation among different sectors of civil society. It became an important component of Palestinian society and serves as an essential coordination mechanism for the NGO sector at the local, regional and international

level. Sinokrot, N. (2005) articulated that PNGO adopts the sectorial mechanism in networking among NGOs, where PNGO members meet and discuss the latest issues related to the sector and they work to develop a common vision toward the issue of this sector. In this regard PNGO succeeded to influence the public policy related to some sectors for. For instance, health sector at PNGO prepared a study to modify the public health law, this modification made by PNGO was adopted and applied in public health sector. PNGO aims at enhancing networking and coordination mechanism with partners organizations to ensure that they are linked with related sectors in PNGO through:

- Preparing documented programs which include the common vision of activities, goals, and policies related to each sector.
- Documentation of meetings and seminars with stakeholder's organizations related to development programs.
- Continually and intensively follow up, coordination, and networking with the official institutions, private sectors, and civil organization.
- Follow up ideas raised during the meetings and work to formulate those ideas on a form of projects that can be achieved through the cooperation and networking with related bodies.
- Working to secure fund to carry out programs, projects and activities to enhance the networking of PNGO NGOs.
- Establishing PNGO portal that includes all activities and database of PNGO members in different sectors
- PNGO conducts different studies about the concepts of civil society work and the rules related to the civil society in order to create common vision to the Palestinian NGOs. As well as PNGO conducts seminars, workshops, and periodical meetings to discuss the vital issues concern the NGOs sector in Palestine which include advocacy, lobbying, and development issues.
- PNGO represents the NGOs sector in Palestine in the regional and international event for networking on international and regional levels.

PNGO addresses needs of NGOs and Palestinian civil society to combine service delivery and advocacy and to strength their voice through networking and coordination in order to achieve goals of Palestinian society in national liberation, steadfastness and

in protecting their political, social and economic rights. However, NGOs still needs to enhance networking, coordination, cooperation and partnerships building locally, in the Arab region, and internationally.

2.4   Chapter Summary:

This chapter presented the theoretical framework of the research in three main sections; the first section illustrated different aspects of networking definitions as well as described the networking behavior, in addition to the importance of networking for NGOs.

In the section two the theoretical model of the antecedents, mechanisms and outcome of networking was discussed as wells the internal factors which represent the research variables (organizational culture, personality, self-esteem, and attitude toward work politics). Moreover in this section the research provided overview about the external and internal environment of the organization and how do impact the performance of the organization.

Finally, in the section three, as the research population targets those NGOs under PNGO, so the research presented overview about the PNGO background, strategies and discussed briefly the main networking activities of PNGO on different levels.

Chapter Three

Previous Studies

Chapter Three
Previous Studies

3.1 Introduction

In this chapter the researcher reviews studies relevant to the research subject. The reviewed studies in this chapter illustrate different dimensions of networking related to antecedents of networking behavior, importance of networking for NGOs, networking and career success, and other studies to illustrate the individual physiological motivation toward networking.

3.2 Local and Regional Studies

1. The Obstacles Facing Networking between NGOs and Ways to Address Them (Al-agha, 2014).

The study aimed to identify the obstacles facing the networking between NGOs in Gaza governorate. It mainly focus on identifying administrative, social, technical, and coordination obstacles and impediments related to networking among NGOs in Gaza governorate. The study sought to reach conception proposal for ways to counter those obstacles, the researcher adopted descriptive studies and comprehensive survey method was used. The study applied to (12) development NGO registered at Palestinian NGO network. Sample of the study include (97) board members and 150 employees working in various programs in development NGOs, in addition to interviewed a number of 20 experts in the field of civil society dealing with youth issues. The most important findings of this study revealed the absence of specialization in work and lack of capacity building of employees on the process of networking, the absence of the division in work the effect of party affiliation, political division in the Palestinian society, the presence and control of the Israeli occupation. The study proposed some recommendation for strengthening the networking among NGOs in Gaza through developing of management experience and increase the follow-up by the boards of directors , allow a greater role for community leaders to participate in the networking process and to separate political parties work for institutional work. , to increase the professional efficiency and increase

the awareness among workers and increase the exchange of information between the civil society organizations and to support the tools for the success of the process of networking and to increase coordination between the civil and governmental associations through regular meetings between NGOs and the exchange of capabilities and experiences between NGOs.

2. Networking Obstacles between NGOs and The Role of Social Service in its limitation (Ibrahim, 2007)

The study sought to achieve two main objective 1) Obstacles facing networking among NGOs including obstacles related to networking stages, cultural, political aspects, and those related to the goal of network. 2) Come to prospective a proposal to overcome obstacles.

Theoretical section of the study identify some concepts about the NGOs , networking , factors encourage existence of networking , importance of networking in addition to factor for networking success. The study also presented some challenges that face the Arab NGOs networking in the Arab World including legal, cultural, and institutional to imagine a proposal to overcome obstacles. Descriptive approach was adopted in this study using comprehensive survey for 54 members of general assembly of Naher Al ieel protection network in Aswan in Egypt in addition to 23 NGOS community leader belong to the network. The study used the questionnaire method and interview with experts in regards to networking in NGOS. The results of study with regard to the first study question about obstacles of networking revealed that there is variation in the obstacles differ from stage to another in the process of networking that related to the cultural, institutional and obstacles related to the networking objectives in each stage some obstacles include concern about partnership, competiveness of network goals and other obstacles. While results answered the second question of the study related to the proposed perception of the community service role in facing those NGOs networking among NGOS revealed that the bases of this perception is to aware the NGIOs to the importance of networking and its positive impact on the community work and how to tackle the networking obstacles through raising the awareness of networking, capacity building of NGOs for networks formulation. This perception could be achieved through

different meetings with NGOs leaders, workshops, and group discussion inside the network to exchange views. The study recommended to enhance the role for the socialist in overcome networking in NGOs through playing multi roles including the expert, the educational, the coordinator and developer for the networking behavior in the organization.

3. The Role of Networking in Building the Organizational Capacity of Arab NGOs. (Yassin, 2006).

This study aims to identify the role of Arab NGOs network in building the organizational capacity of NGOs members in the network, in the areas of coordination, training, financing, and total quality management. The study sets two general goals: 1) Identify the relationship between the NGOs members in the Arab network in respect to type of relationship (cooperative relations, a competitive- a conflictive –a dependant), level of relationship (non-governmental organizations with non-government organization or non-government organizations with governmental), the nature of the relationship (common programs, activities, or memberships). 2) To identify the role of Arab NGOs network in building the organizational capacity of NGOs members in the network. Researcher used in this study the descriptive method with comprehensive survey for population of 27 NGOs in Cairo using A questionnaire and semi-structured interview. The sample of the study includes 250 board members of director in addition to 27 directors of NGOs. Result of the Study indicated that there were many patterns of relationships between NGOs, and weak of contributions of Arab NGOs network in enhancing the relationships between the NGOS members as well as the network has playing a positive role in the training field, in addition that the network has positive role in supporting in building the organizational capacity of NGOs. Finally the study recommend to strengthening the role of Arab network in networking and coordination among its members.

4. The Relationship between Networking and NGOs Capacity Building (Al Omary, 2004).

This study aims to introduce the relationship between networking and NGOs capacity building in regards to the internal governance, management of NGO, management of services, financial management, alliance and mobilization, advocacy, and community dialogue. The study proposed that there is a relationship between the networking and NGOs capacity building in all above mentioned aspects. Researcher discussed the concepts, and objectives of networking and network formulation. Researcher also uses the social system theory that refers that the society consists of interrelated institutions that work toward common interest. Researcher adopted the destructive approach in his research using comprehensive survey of board of directors members in the network (NGO capacity building network) that include 12 NGO in addition to 8 NGOS members of AMMN network. The researcher used a questionnaire in addition to some interviews in data collection as primary resources. This study conducted in three of Egypt Governorates, Al Bhera, Matrouh, and Alexandria .responded to the questionnaire were 150 board members of the two NGOs networks Results of the study showed that networking improve the participation of board members of NGOs in governance and improve the planning strategies of NGOs. Also the study reveals that there is positive impact of networking on capacity building for improving the services provided by the NGOs by coordination of work for avoiding duplications in service to the target groups. Moreover the study emphasized the role of networking in enhancing the financial performance and accountability of the NGOs by setting a transparent and accountable financial system especially in the project and services that have partnership between NGOs each other .On other hand the study come up to the result that capacity building of NGOs in advocacy in common issues is essential outcome of networking between NGOs. In addition that networking has positive relationship to the community dialogue through giving chance to people with disability or complains system and community networking. Finally the study recommended for enhancement the capacity building for board of members and employees of NGOs as this will increase the effect of networking of NGOS.

5. Visions of NGOs Board Members Towards the Possibility of Applying Networking Approach (Abdelhalim, 2003)

The study aims at identifying the concepts of networking in NGOS, its goals, benefits, possibility of application and networking requirements from board of directors' members' point of view. The study set a number of questions toward the extend of cognition for NGOs Board of Directors members to the networking concepts, goals, importance, their vision to the possibility of applying networking approach in NGOs ,and the effective requirements of success the networks among NGOs. The study presented theoretical information regarding networking definitions , classifications of networks , principle of networking and the stages of network formulation, also the study targeted the networking concepts as entrance to the organizing the community through different accesses such as networking and philosophy of community, networking and objectives and method of organizing the community through advocacy, development issues. The researcher used destructive approach using ac comprehensive survey to members of board of directors of NGOS in ALfayoum in Egypt using questionnaire for 174 member representing 32 NGO in AL fayoum . Statistical results of the study refere to pre-knowledge of members to the networking as a modern a approach for enhancement the cooperation in NGOS work. While clear understanding and vision of members noticed to the networking and its importance in join the efforts and increase communications among NGOS. The study also resulted that the benefits of networking from the point view of members was a sources of power influence, and supporting NGOS programs, and useful in solving the obstacles facing NGOS and supporting one decision of NGOs. Also as a result it was positive trend among all sample toward the possibility of networking application as a real need for NGOs in common work and developing its performance to be more effective and influencing the decision makers and to face the challenges and community variables. The study recommend to : engagement of youth people to the NGOs board of directors, increase the voluntary work in addition to set mechanism to translate the cognition of members to networking to actual acts , motivate the boards members to conduct meetings, dialogues , and increase the coordination efforts among them , capacity development to human resources of NGOs, and also the study emphasized that the requirements for the success of network conclude in mutual trust and confidence among network members and

readiness for engagement in the network based on good planning transparency, justice and accountability .

3.3   Foreign Studies

1. Networking: A Prerequisite for Socio Value Creation of NGOS in Southwestern Nigeria (Adele, 2015).

The study examined impact of networking on healthcare service delivery of selected NGOs in southwestern Nigeria. Census-based surveys of NGOs that provide healthcare services were made, to sample a total of seven registered NGOs utilized for the study. A total number of 548 copies of questionnaire were administered on both the selected NGO officials and their beneficiaries. Data obtained were analyzed using descriptive statistical tools, and inferential statistical tools. The study concluded that strategic partnership and collaboration is necessary to enable NGOs accomplish their social mission. The study shows that networking of an NGO was perceived as the ability of the NGO to partner with other important agencies with a view to leverage on critical resources it needs but which are not within its reach independently. Networking was measured by the extent of relationships an organization builds with foundations, donors, partners, volunteers and government or its agencies in order to achieve together what individually might not be easily achievable. Findings revealed that networking enabled NGOs circumvent resource constraints, expand operational scope and improve value proposition of their innovations. The study recommend for sponsorship, donations and volunteers for health care delivery by NGOs through which it access critical resources.

2. Untangling the Networking Phenomenon: A Dynamic Psychological Perspective on How and Why People Network (Porter, & Woo, 2015).

The aim of the study was to establish a theoretical foundation for investigating strategic networking from a dynamic, psychological perspective. The study suggested a dynamic, psychological model of how and why individuals strategically network, to explain the networking phenomenon across dyadic and intraindividual levels. The study was seeking to facilitate the development of networking research by achieving two objectives. First, to review and organize the varied body of networking studies into four

distinct interrelated disciplinary perspectives through identify a common theme that cuts across networking perspectives including :(1) networking for (managerial or leader) work performance, (2) networking as a career management strategy, (3) networking as a job search strategy, and (4) networking as behaviors. Second to build a theoretical model whic provides a strategic perspective on how dyadic network relationships developed over time. The proposed model explains how a networking interaction, established as an exchange of resources within a given network relationship at a certain stage of relationship maturity, affects the relational schemas of those involved in the interaction and how each networking partner's relational schema influences their perceptions of and expectations for their network relationship ("how").Moreover, it explains how relational schemas guide beliefs about networking partners, which influence whether one is motivated to network with a specific person to acquire valued resources ("why"). The finding of the study revealed that access to interpersonal resources is a common reason "why" people network. The study recommended for future research that may investigate whether there are individual differences in how people evaluate the instrumentality of their network contacts or the expectation that their contacts will reciprocate networking behaviors.

3. Understanding the Role of Networking in Organizations (Gibson, Hardy & Ronald Buckley, 2014).

The study aims at reviewing and exploring theory on the definition, antecedents, outcomes, and mechanisms of networking in organizations. In this study definitions of networking were reviewed and an integrated definition of networking in organizations is presented. The study provided a theoretical model of the antecedents and outcomes of networking as well as consider mechanisms through which networking leads to individual and organizational outcomes. Findings of this study reveal that networking is defined as goal-directed behavior which occurs both inside and outside of an organization, focused on creating, cultivating, and utilizing interpersonal relationships. The study recommend for further research to focus on providing comprehensive tests of theories of the antecedents, mechanisms, and outcomes of networking.

4. Networking Enablers, Constraints and Dynamics: a Qualitative Analysis (Kim, 2013)

The study aims to examine how individuals network and develop instrumental relationships, and to reveal what enables and what constrains for individuals' networking attempts. The study used a qualitative methodology to explore individuals' networking experiences. Semi-structured interviews were carried out to collect data with 30 managers and analyzed using a grounded theory approach. The finding of the study revealed that access opportunities, positive perceptions, and compatible interests enable networking, whereas the absence or cessation of common interests constrains it. The study recommends individuals to develop relationships, individuals to start networking at the beginning of their careers. Also recommend organizations wishing to encourage their professional development program to integrate networking enablers and constraints into their training to enhance individuals' understanding of how networking functions.

5. Managerial Networking in Nonprofit Organizations: the Impact of Networking on Organizational and Advocacy Effectiveness. (Johansen and leroux, 2013)

This study aims to study the effects of managerial networking on nonprofit effectiveness. The study was the first to apply the basic elements of Meier and O'Toole's model to the nonprofit sector. Using survey data from a random sample of 314 nonprofit human service organizations in 16 U.S. states, the study explored the frequency of various networking relationships on organizational and advocacy effectiveness. The findings reveal that political networking increases advocacy effectiveness and community networking increases organizational effectiveness. The study recommend for future studies of managerial networking in the nonprofit sector, and it identifies some different dimensions of networking that can be tested in subsequent studies to determine the effects they may have on various nonprofit performance outcomes.

6. Networking as Key Factor in Artpreneurial Success (Klerk & Saayman, 2012).

The purpose of the study was to investigate the current level of networking skills and to identify the understanding of entrepreneurs of their current networking relationships. The study targeted the tourism industry, which is considered as a people's industry and needs high levels of networking skills to meet customer needs and expectations. Networking can therefore be seen as a key success factor for this industry. The study targeted Grahamstown National Arts festival is South Africa's oldest arts festival. The study used quantitative study (questionnaire) to achieve its goal of the study and 137 festival entrepreneurs participated. A factor analysis was conducted to determine the factors that correlate most strongly with each other. Main findings indicated that becoming a festival entrepreneur is a career choice and, second, that relationships and trust are important aspects of networking behavior. This study recommended government needs to look at supporting educational programmes to educate these festival entrepreneurs by teaching networking skills, either at school level or during adult training courses.

7. The Multiple Dimensions of Managerial Networking (René T., Agnes A., Kenneth J. , 2012).

The study aims to give multiple scales for managerial networking activity, each related to a specific type of support from the agency's environment. A cumulative scaling analysis of the network ties of Texas school district superintendents for the years 2002 and 2005 was conducted. These data include important information regarding the more than 1,000 school districts in the state of Texas. The study illustrated the potential of cumulative scaling for the analysis of managerial networking by comparing the effect of the managerial networking factor with those of the three networking scales on the pass rates of Latino students on the Texas Assessment of Academic Skills. Finding showed the existence of three such stable and homogeneous networking scales, respectively, providing (a) political support, (b) bureaucratic coping, and (c) coproduction. The study recommend providing deeper and more nuanced explanations for variation in agency performance, at least two steps need to be taken in future research. The study also recommended to identify different types of managers, based on their networking activity

on the separate dimensions. And to test more systematically how strongly specific networking approaches by managers may affect various indicators of agency performance.

8. Networking and Managers' Career Success in the Malaysian Public Sector The Moderating Effect of Managerial level (Rasdi, Garavan, Ismail, 2012).

The purpose of the study was to investigate how managerial level moderates the relationships between networking behaviours and career success in the context of a public sector organization in Malaysia. The study utilized a cross-sectional design and investigated these relationships indicated on a sample of 288 managers from the Malaysian public sector. The study found that increasing internal visibility was related to monthly income and subjective career success. The findings of this study indicated that only some forms of networking behaviors are related to managers' number of promotions and subjective career success in addition that networking behaviors can be considered a potential career enhancing strategy. The study recommended that each form of networking behaviors investigated in this study should be given greater attention and warrants in-depth studies in order to better understand and to improve the effectiveness of networking behaviours for all managers regardless of their managerial levels.

9. The Effectiveness of Nonprofit Lead-Organization Networks for Social Service Delivery (Chen & Graddy, 2010).

The study aims at exploring the role that partnership features play in the effectiveness of lead community-based networks between nonprofit organizations networks and public agencies. Study used data on children and family services in Los Angeles County, where 34 lead agencies were selected for study. The survey was targeted to the executive director or the Family Preservation FP program manager in each of the lead agencies or networks. The response rate was 76 percent. The study took into consideration the impact of the motivations for forming partnerships and the nature of the resulting partnerships on perceived outcomes for interorganizational relationships , clients, , and organizational learning. The main finding of the study indicated the enhancement of client outcomes and interorganizational relationships when partnerships

are established to meet specific programmatic and organizational goals, where the organizational learning, is affected only when partnerships are established to enhance organizational legality. Moreover the finding indicated that partners selected because they share common vision to increase effectiveness, while those selected because there are few alternative partners decrease effectiveness. The study recommended for additional work is needed to understand the determinants of lead-organization network effectiveness.

10. The Importance of Networking as a Management Skill (De Klerk, 2009).

This study reported on networking practices in Gauteng businesses. This empirical study consisted of an exploratory, sequential mixed-method research design, which included five focus group discussions to investigate the content of the networks and a structured questionnaire aimed at analysing the perceptions and experiences of business owners and managers in Gauteng Province in South Africa on the structure of their networks. The participants considered networking important to business success and stated that they would have benefited from training on building relationships, earlier on in their careers. The findings of the study showed consensus on the importance of networking, whether it is in an individual's personal or business life. Based on these findings, the study recommended that policy makers educators at all levels, managers should focus on networking as part of management training. Networking approach should be within the context in which it takes place and accordingly an individual's own approach should be adapted.

11. Effects of Networking on Career Success: A Longitudinal Study (Wolff & Moser).

This study provided a dynamic view on the effects of networking on career success through reports results of a longitudinal study. The assessment of networking was conducted with 6 subscales that resulted from joining measures of the facets of (a) internal versus external networking and (b) building versus maintaining versus using contacts. Objective (salary) and subjective (career satisfaction) measures of career success were obtained for 3 consecutive years. Multilevel analyses showed that networking is related to synchronous salary and that it is related to the growth rate of

salary over time. Networking is also related to synchronous career satisfaction. As satisfaction remained stable over time, no effects of networking on the growth of career satisfaction were found. The study recommends for future research attempt to assess the joint contribution of structural-level social capital and individual-level networking behavior on career success.

12. Friends or Foes? A Network Approach to the Relations among Women's Organizations in Turkey (Ozman and Fındık, 2008)

This study investigated the state of networks among women's organizations in the capital city of Turkey. The study is composed of detailed interviews with 28 active women's organizations concerning their ties with other organizations. It analysed the physical architecture of their networks, and investigate how inter-organizational networks emerge, what barriers exist for their effectiveness, and what benefits do organizations achieve from them. Results reveal that while people working in various organizations are intensively involved in personal linkages, resulting in a very dense network of informal relations between organizations, these are hardly transformed into collaborative actions in the context of formal projects where parties commit their resources for longer periods. The paper recommends a considerably widespread opinion among Turkish policy makers, scholars and public that networks among NGOs should be strengthened for increased effectiveness, and that currently these networks are not strong enough.

13. An Examination of Internal and External Networking Behaviors and their Relationship to Career Success and Work Attitudes (McCallum, 2008).

This study aims at examine internal and external networking behaviors and what related to these behaviors may impact work attitudes and career success. Study survey selected 335 of middle- to upper-level leaders of a large privately-owned Midwest health system. The questionnaire was distributed to each Health System leader attending one of two leadership development retreat sessions. The measurement of career success was done by salary, bonus pay, number of promotions, and career satisfaction. While the measurement of work attitudes were measured through four variables, job satisfaction along with the three types of organizational commitment. Findings of the study

indicated that internal and external networking behaviors were related to both career success and work attitudes. The study recommended organizations to encourage internal and external networking behaviors to reap the rewards of lower turnover rates as individuals receiving promotions and who are more satisfied with their careers and their current jobs would be less likely to make changes to their current employment.

14. To Network or not to Network: NGO Experiences with Technical Networks (Østergaard and Nielsen, 2005)

This study investigated those factors that make networks attractive and useful to NGO members and also answered the questions how far NGOs are taking a strategic decision about their to participation in networks. The methodology used in this study was semi-structured interviews with key informants out of the 35 member organizations. The main finding of this study showed that NGOs tend to have exceptionally high and positive expectations of networking outcomes and it is seeking that members predominatingly expect to benefit from their membership. Also the finding revealed that whether NGOs benefit from their network participation depends in part on the network itself or how well the network manages to offer timely, relevant and tailor-made activities that suitable for specific member organizations. The study recommended encouraging initiatives from members in order to 'get them on board', to encourage them to use networking strategically.

15. NGO Networks: Building Capacity in a Changing World. (Liebler and Ferri, 2004)

This study focused on the role of networks to build the capacity of the organizations for their membership. Network activities take into consideration the entire organization and the context in which it operates, and recognize how changes in one part of the organization impact others. The methodology used in this study was an interview-and document-based analysis, and made use of four major elements including – a literature review, interviews of network staff and thought leaders, an online survey of network members, and a peer learning event. The study selected staff members from a sample of ten network from whom through interview in an attempt to represent the range of contexts, sectors, and organizational forms that currently exist. The study recommend to

fund and support existing networks, encourage attempts with various methods for building organizational capacity through networks , encourage capacity building for network leaders and members and support the creation of a community of Practice devoted to networks.

16. NGO Networks: Strength in Numbers (Abelson, 2003)

This study explored the role networks play in empowering NGOs, as connected with PVC's (Office of Private and Voluntary Cooperation, USAID) PVC Strategic Framework. The major finding of the study reveals that NGO networks will most likely prove to be a valuable tool in PVC's approach to local NGO sector strengthening. Networks have the potential to become a critical tool to coordinate and leverage development activities of existing NGO. The study recommends that (Office of Private and Voluntary Cooperation, USAID) PVC has the opportunity to play a vital and central role in shaping NGO networks as effective agents in international development.

17. NGOs, Networking, and Problems of Representation (Holmén, 2002)

The study aims to offer a discussion of the advantages (pros) and disadvantages (cons) of NGO-networking, and mainly tackle the issue of representation in NGO-networks, and the implications of this problem for representing 'the other' outside the NGO-world itself. The study argued that networking is believed to strengthen NGO's ability to speak with one voice and to significantly increase their impact as policy negotiators and advocating agencies. However, while NGO-networking definitely has a potential to improve the undertakings of NGOs and grassroots' organizations in LDCs, much of this potential is not realized. NGOs have been found not to share information voluntarily as they are often fierce competitors for funds, market-shares and clients and – particularly – for the right to represent other, smaller NGOs. The so called 'NGO-community' is heterogeneous and there is reason to doubt that it should have only one voice. The study found that too much networking is done to increase the domination of a few large and well connected while too little networking is devoted to practical and grassroot-relevant

efforts on the ground. The study recommended for strengthen the cooperation and among NGOs.

18. Correlates of Networking Behavior for Managerial and Professional Employees (Forret & Dougherty, 2001)

This study focused on investigating the relationship between the involvement in networking and personal and job characteristics. The study targeted 418 managers and professionals, Finding showed that gender, socioeconomic background, self-esteem, extraversion, favorable attitudes toward workplace politics, organizational level, and type of position are significant predictors of involvement in networking behaviors. Implications of these results and directions for future research on networking are discussed. The study recommend for conducting future studies to applying different research methodologies and to conduct other types of research studies, such as observing and interviewing individuals at meetings of business-related organizations, would provide rich information as to how involvement in that particular type of activity benefits the careers of managers and professionals.

19. NGO Networking in The MENA Region (Baassiri, Fazah, 2000)

This study aims to discover the factors of grant the networking in (Middle east and North Africa) MENA Region. A survey for seventy-five NGO networks operating on both a country and regional basis was conducted. The study used the questionnaire technique that covered key areas identified as the components of network. Findings confirmed the role of culture and values in the promotion of networking and that management and regulatory structures do not guarantee effectiveness or sustainability when there is an absence of networking culture and values. The study recommend to enhance the networking culture and value and support networks which include a range of organizations, groups, and individuals and to enhance organizational ownership of network operation through an agreed upon participatory coordination scheme. Study also recommends that NGOs must find ways to connect with many stakeholders in many sectors as well as informal social action groups in order to guarantee their continued impact in a new social and political situation.

3.4　Comments on Previous Studies

The research focused on those internal factors related to organizational and individual characteristics affecting networking behavior at the organizations, and more specifically the NGOs organizations under PNGO in Gaza. The reviewed literature included some studies that illustrated organizational and individual level antecedents of networking. As well as some studies that highlighted the importance of networking for NGOs. Further other previous studies focused on tackling networking from the management view as a career success. Finally, some previous studies investigated in how individuals network and develop instrumental relationships, for networking attempts.

From the researcher point of view, these comments could be classified according to networking prospective areas of four main above mentioned concepts as follows:

1.　Organizational and individual level antecedents affecting networking

This part of previous studies identified antecedent variables associated with networking behaviors and linked personality characteristics and attitudes to networking behaviors. Literature proposed antecedent variables include, demographic, human capital characteristics, job-related components demographic, human capital characteristics, and job-related components were also investigated. Studies agreed that networking is influenced by many individual level variables .Some literatures argued that most frequently researched individual difference-based antecedent of networking behavior is personality.

More specific, some studies showed that attitudinal characteristics of self-esteem, extraversion, and attitudes toward workplace politics are related to involvement in networking behavior. Those studies suggested that these demographic and personal characteristics might influence individuals' ability and desire to interact with others who have the potential to assist them in their work or career.

From the other hand, the studies which emphasizes on the culture of an organization argue that organizational culture has a great impact on networking opportunities of employees. They indicate that organization with a collaborative and open culture will be

more likely to facilitate networking behaviors than one in which employees are competitive and mistrustful of one another. They confirmed that culture and values strongly contributes in the promotion of networking in the organization. (McCallum, S. Y. 2008, Gibson, C., et al. 2014, Forret, M. L., & Dougherty, T. W. 2001, Baassiri, R. Fazah, F. "2000)

2. Importance of Networking for NGOs

Other previous studies asserted the importance of networking for NGOs where most of studies agreed that networking is an effective tool for strengthening NGOs to improve performance and enhance the value of service delivery. The main reason behind this is that networking is commonly seen as an effective means to share information and spread knowledge about grassroots' needs, solutions and best practices. In addition, networking is believed to strengthen NGO's ability to speak with one voice and to significantly increase their impact as policy negotiators and advocating agencies.

Moreover, networking was described as contributor to nonprofit growth in organizational resources when managers aspire to higher involvement in the networking process due to the scope and extent of goals which contribute to capacity building of NGOs staff. Meanwhile other finding revealed that NGOs appear to have exceptionally high and positive expectations of networking outcomes and it is striking that members overwhelmingly expect to benefit from their membership. However still the NGOs networking issue prominent challenge in the civil society work. (Østergaard, L. R. 2005, Holmén, H. 2002, Liebler, C., & Ferri, M. 2004,. Özman, M., & Fındık, D. 2008 , Adele, H. A. 2015, stergaard, L. R. and J. Nielsen 2005),

3. Networking from the management view as career success

Importance of networking, whether it is in an individual's personal or organizational level, was recommended that educators at all levels, managers and policy makers focus on networking as part of management training. Networking should be approached within the context in which it takes place and an individual's own approach should be adapted accordingly. Many professional books and articles recommend networking as a practice that contributes to higher performance and career success. Literature indicated

that engaging in networking behaviors is one method managers and professionals can use to help proactively manage their protean careers.

The career literatures focused on developing and leveraging managers' social capital through networking behaviors in achieving managers' career outcomes while other studies showed managerial level moderated the relationships between some types of networking and objective career success. Generally most of studies have linked the career success with networking behavior Kim, S. (2013). Johansen, M., & LeRoux, K. (2013). Klerk, S. D., & Saayman, M. (2012 Rasdi, et al. (2012), De Klerk, S. (2010)

4. How individuals network and develop instrumental relationships, for networking attempts.

This part of previous study focuses on illustrating the phenomenon of networking as psychological personal behavior that tries to answer why people network, and how, what enablers, and what constrains. Some studies argue that that access to interpersonal resources is a common reason why people network because they expect that it results in the most satisfying outcome.

Other studies argue that that networking follows a sequential logic of relationship development (Wolff and Moser, 2009). However, the sequence, building contacts followed by maintaining contacts, exists within a single relationship. The iterative aspect of networking implies that individuals might experience the two phases concurrently. Some of an individual's relationships might be in the building phase Porter, C. M., & Woo, S. E. (2015.), Kim, S. (2013).

3.5 Research Gap:

Although many studies recently investigated the NGO sector in Palestine, there is still an obvious need for further studies in other areas that still need to be investigated. Concerning this study which address the relation between some internal factors in PNGO organization and networking, various gaps were tackled during this research as follows:

- This study is the first study based on researcher's knowledge which applies the antecedents of networking on NGOs sector.

- This study is the first study based on researcher's knowledge which targets all members of PNGO in the Gaza Strip to investigate the relation between the internal factors at PNGO and networking.

- This study provided valuable recommendations to strengthen networking among NGOs sector and coordination with other stakeholders.

- This study contributes to the literature through expanding knowledge about networking among NGOs where there is an obvious lack amongst Palestinian researchers regarding the topic of networking.

3.6   Chapter Summary

This chapter analyzed many different local, regional and forging studies about networking. The presented studies highlighted different aspects of networking. Moreover, this chapter summarized the previous studies and provided the main comments about the previous studies through the classification of the studies into four categories including: organizational and individual level antecedents affecting networking, the importance of networking for NGOs, networking from the management view as career success, and how individuals network and develop instrumental relationships, for networking attempts.

Finally, the researcher finished this chapter by illustrating the study contribution and the research gap that would be covered through this research and provided what distinguishes the present study from previous studies.

Chapter Four

Methodology

Chapter Four
Methodology

4.1　Introduction:

The study methodology and its procedures is considered as a major hub from which to accomplish the practical side of the study, and from it the data needed to conduct a statistical analysis to come up with results that are interpreted in the light of the literature study on the subject of the study is obtained, and thus it achieves the objectives that it seeks to achieve.

This chapter contains a description of the methodology used and the community and the study sample, as well as the study tool used and the method of its preparation and the way of its construction and development, and the extent of its sincerity and persistence. It also includes a description of the procedures carried out by the researcher in designing and codifying the study tool, and the tools used to collect the data of the study, and the chapter ends with the processors that have been used in the statistical analysis of the data and the conclusions extraction, and here is a description of these procedures.

4.2　Reserach Methodology:

Based on the nature of the study and the objectives that it seeks to achieve, the researcher has used the descriptive analytical method, which is based on the study of the phenomenon as it is in fact, and it is interested in describing it precisely description and expressed it in a qualitatively and quantitatively expression, and this approach does not content with the collecting information on the phenomenon in order to investigate its manifestations and its different relations, but it also extends to the analysis, connectivity and interpretation to reach the conclusions on which to build the proposed scenario, so that it increases the stock of knowledge on the subject.

1 The Secondary sources: where the researcher whistled in the treatment of the theoretical framework for the search to the secondary data sources, which is appeared in books and Arab and foreign-related references, periodicals, articles, reports, the

previous researches and studies on the subject of the study, and the researching and reading on various Internet sites.

2 -the primary sources: to address the analytical aspects of the research topic, the researcher resorted to primary data collection through questionnaire as head of the research, specifically designed for this purpose.

4.3 The study Population:

The research targeted all local NGOs in Gaza Strip officially registered in Palestinian Non-Governmental Organization–PNGO specialized in health, agriculture, women, rehabilitation, youth, and education (total of 64 NGO).

Sample: The research used Cluster Random Sample to conduct a survey for employees working in 64 NGOs registered in Non-Governmental Organization–PNGO in following positions:

- Executive director.
- Deputy of executive director.
- Public relation officer.
- Fund Raising Officer.
- Financial Manager

The research focused on the questionnaire technique as a method of collecting data where 320 questionnaires were distributed to the employees working at 64 NGOs under PNGO.

The researcher reached 56 NGOs organizations registered at PNGO out of 64 organizations, other 8 NGOs were visited but 3 of them indicated that the NGO doesn't have executive staff and they run by board of members, other 2 organizations indicated that they are branch of NGOs in west bank, and the remaining 3 NGOs apologized for filling the questionnaire.

Survey was supposed to target 5 positions in each NGOs with total respondents 320, but the complete questionnaires were 280 which represents 87.5 % of total population while 40 questionnaires were missing which represents 12.5 % of total population

4.4   Tool Development and Design:

The researcher prepare a study tool to see (Internal Factors Affecting Networking in PNGO in Gaza Strip), the researcher followed the following steps to build the questionnaire:

1- See the related literature and previous studies relevant to the subject of the study, and take advantage of them in the construction of the questionnaire and the formulation of its clauses.
2- The researcher consulted with a number of experts to determine the dimensions of the questionnaire and its clauses.
3- Identifying the key areas covered by the questionnaire.
4- Determining the paragraphs that fall under each factor.
5- The design of the questionnaire in the initial frame has consisted of two basic parts.

Questionnaire study consists of two major parts:

The first part: It is a personal data on the respondent and the information about the organization (gender, Age, Qualification, Work experience, position) for personal and for the organization (Year of Experience, location of the organization, .Number of staff in the organization, Main Sector /Industry).

The second part is a study areas, and consists of a 60-paragraph, distributor on the following themes:

Table (4.1): The distribution of the paragraphs on the resolution factors

#			N. items
1.	The independent variables	1. (NGO) Organization's Culture	12
2.		2. Personality of employee	10
3.		3. Self-esteem of employee	10
4.		4. Attitude towards workplace politics	11
	Internal factors		43
	Networking in the Organization		17

The gradient (1-10) has been used to measure the responses of the respondents to the questionnaire by paragraphs (Table): (4.1)

Table (4.2): The scale of questionnaire

Level	Strongly disagree	➜➜➜➜➜								Strongly agree
scale	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**

The researcher has chosen the gradient (1-10) to respond, and the closer the answer of 10 indicated high approvals on what is stated in paragraph concerned.

4.5   Statistical analysis tools

To achieve the research goal, the researcher used both qualitative and quantitative data analysis methods. Researcher used the statistical package for the Social Science (SPSS) for analyzing the data. The researcher would utilize the following statistical tools:

1) Kolmogorov-Smirnov test of Normality.
2) Pearson correlation coefficient for Validity.
3) Cronbach's Alpha for Reliability Statistics.
4) Frequency and Descriptive analysis.

5) One-sample T test.

6) Independent samples t test.

7) One way ANOVA.

8) Split-Half Coefficient

9) Multiple Regression

4.6 Pilot Study

A pilot study for the questionnaire was conducted before collecting the results of the sample in order to test the validity and reliability. 30 questionnaires were distributed and collected. A trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents. The modifications applied on the questionnaire were minor and mostly editing. The collected 30 questionnaires were considered as part of the sample size

Validity and reliability of the questionnaire:

The questionnaire Validity:

Validity questionnaire intended to measure what questions questionnaire was developed to measure it, the researcher has verified the validity of the questionnaire in two ways:

1 – The arbitrator's honesty "virtual truth":

Tthe researcher offered a questionnaire on a group of arbitrators consisted of (10) specialists in the areas of academic, administrative, professional, statistical aspects .The the researcher has responded to the opinions of the arbitrators and performed the necessary delete and modify in the light of the proposals submitted, and thus came out the questionnaire in its final form.

2 - The scale honesty:

First, the internal Validity

Honestly meant the internal validity and consistency of each paragraph of the questionnaire with the domain that this paragraph belong to, and the researcher calculates the internal consistency of the questionnaire through the expense of correlation coefficients between each paragraph of the areas of the questionnaire and the total score of the field itself.

- **The results of the internal consistency:**

Table No. (4.3) shows the correlation coefficient between each paragraph of the factor of " NGO Culture," and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral 0.05 $\geq \alpha$, and so the field is honest to put the measure.

Table (4.3): Correlation coefficient of each field and (NGO) Organization's Culture.

#	(NGO) Organization's Culture	Pearson Correlation coefficient	Sig.
1	The organization culture allow the existence of clear mission and vision acceptable by all employees	0.776*	0.000
2	The organization culture allow attracting volunteers and share them experience and information	0.731*	0.000
3	The organization's culture encourage the employees to participate in the outside different activities and occasions	0.693*	0.000
4	The organization benefit from the experience of other organizations to improve its services	0.521*	0.002
5	The organization believes in the importance of building relations and alliance in the civil work.	0.772*	0.000
6	The organization interactive with the different variables	0.843*	0.000
7	The organization enhances the values and principles of coordination and networking with other organizations	0.724*	0.000
8	The organization considers through its activities the importance of networking and cooperation with other organizations	0.567*	0.001
9	The organizations culture enhance the team work and exchange information among employees	0.758*	0.000
10	The value and principles within the organization affect in the cooperation of the employees with other organizations	0.737*	0.000
11	The organization's culture urges the decision makers for participation in decision making	0.750*	0.000
12	The organization accepts the partnership concepts in implementation of development projects	0.723*	0.000

*Correlation is significant at the 0.05 level , value of Correlation (R) table of Equal 0.349**.**

Table No. (4.4) shows the correlation coefficient between each paragraph of the factor of " **Personality**," and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral 0.05 ≥α, and so the field is honest to put the measure.

Table (4.4): Correlation coefficient of each field and Personality

#	Personality	Pearson Correlation coefficient	Sig.
1	I have strong relationship with majority of employees in the organization	0.541*	0.001
2	I exchange the professional information with my colleagues in the organization	0.506*	0.003
3	I have strong relationship networking with my colleagues outside the work	0.680*	0.000
4	I communicate with my colleagues in the other departments to get consultations related to the work.	0.507*	0.003
5	I have memberships and participations with different organizations	0.489*	0.006
6	I care of using social media	0.442*	0.008
7	I provide consultations and advices related to the work to my colleagues	0.462*	0.007
8	I do networking with employees of other organizations through my participation in workshops, and bossiness trips.	0.492*	0.005
9	I use the help of my collegues to solve problems at the work	0.486*	0.006
10	I do promote personal and professional relationships outside of work frame	0.498*	0.005

*Correlation is significant at the 0.05 level , value of Correlation (R) table of Equal 0.349

Table No. (4.5) shows the correlation coefficient between each paragraph of the factor of " **Self-esteem**," and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral $0.05 \geq \alpha$, and so the field is honest to put the measure.

Table (4.5): Correlation coefficient of each field and Self-esteem

#	Self-esteem	Pearson Correlation coefficient	Sig.
1	I feel self-satisfaction in general	0.72*	0.000
2	I believe that I gave plenty good characteristics	0.739*	0.000
3	I can do benefit thing as the others	0.764*	0.000
4	I have a lot to be proud of	0.704*	0.000
5	I feel I have benefit to the organization	0.841*	0.000
6	I feel that I deserve to be equal with others in the organizations	0.529*	0.003
7	I aspire to make good achievements in the organization	0.597*	0.001
8	I trend to feel successful in most of the times	0.732*	0.000
9	I take a positive attitude toward myself at all times	0.826*	0.000
10	I feel I have the capabilities that could be usefully exploited	0.692*	0.000

*Correlation is significant at the 0.05 level , value of Correlation (R) table of Equal 0.349

Table No. (4.6) shows the correlation coefficient between each paragraph of the factor of " **Attitude towards workplace politics**," and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral 0.05 ≥α, and so the field is honest to put the measure.

Table (4.6): Correlation coefficient of each field and Attitude towards workplace politics

#	Attitude towards workplace politics	Pearson Correlation coefficient	Sig.
1	I feel fully satisfied to work within the organization	0.845*	0.000
2	The organization's policies are in line with my professional and personal convictions	0.655*	0.000
3	Incentives and privileges provided by the Organization are worth to improve my performance	0.721*	0.000
4	The work environment in the organization is comfortable	0.800*	0.000
5	I have the will to continue working in the organization	0.629*	0.000
6	I respect the work regulations in the organization	0.504*	0.003
7	Working in the field of civil society is interesting for me	0.591*	0.001
8	I feel satisfied with the organization's policies in cooperation and networking with other organizations	0.811*	0.000
9	I implement the policies and laws of the organization without any objection.	0.562*	0.001
10	I participate in the development of laws and public policies of the organization.	0.749*	0.000
11	My attitude toward work policiesin the organization is abide by commitment and application of policies rather than participation in planning	0.642*	0.000

*Correlation is significant at the 0.05 level , value of Correlation (R) table of Equal 0.349

Networking in the Organization:

Table No. (4.7) shows the correlation coefficient between each paragraph of the factor of " Attitude towards workplace politics," and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral 0.05 ≥α, and so the field is honest to put the measure.

Table (4.7): Correlation coefficient of each field and Networking in the Organization

	Networking in the Organization	Pearson Correlation coefficient	Sig.
1-	The organization has coordinating committee to follow the work with other organizations.	0.488*	0.005
2-	The organization uses the technology and the means of social media for the exchange of information and publishing of various activities and events.	0.610*	0.000
3-	The organization is keen to organize internal coordination meetings	0.608*	0.000
4-	Networking helps the organization in finding financing opportunities for their projects.	0.648*	0.000
5-	There is a plan in the organization to create cooperative relationships with other organizations.	0.809*	0.000
6-	Organization interested in providing the necessary training to their employees in the field of networking and coordination.	0.733*	0.000
7-	Competition for funding enhances the process of networking with other organizations.	0.786*	0.000
8-	Networking with other organizations increase the experience of employees in the organization	0.762*	0.000
9-	Coordination and cooperation relations in the organization tend to gain of information more than to exchange of information	0.601*	0.000
10-	There is a communication between the organization and the organizations working in the same field.	0.819*	0.000
11-	Networking support the effective participation of the organization in issues that serve the civil work.	0.707*	0.000
12-	The organization has memberships and alliances with other sectoral networks.	0.632*	0.000
13-	The organization exchange some information and resources with other organizations.	0.647*	0.000
14-	The organization is keen to attend external coordination meetings of the activities in its sector.	0.625*	0.000
15-	The organization has clear mechanisms and tools for coordination with other organization.	0.750*	0.000
16-	The organization has wide networking relationship with local organizations	0.772*	0.000
17-	The organization has wide networking relationship with international organizations	0.665*	0.000

*Correlation is significant at the 0.05 level , value of Correlation (R) table of Equal 0.349

Second, the Structure Validity:

Honesty is a structural standards ratified tool which measures the extent to which the objectives that you want to access the tool, and shows the extent to which each area of study primarily college paragraphs questionnaire.

Table shows (4.8) that all correlation coefficients in all areas of the questionnaire are statistically significant at the level of moral $0.05 \geq \alpha$ and so all areas of the questionnaire is sincere to put the measure.

Table (4.8): Correlation coefficient of each factor and process criterion.

#		Factors	Pearson Correlation coefficient	Sig.
1.	Internal Factors	NGO Culture	0.905*	0.000
2.		Personality	0.751*	0.000
3.		Self-esteem	0.731*	0.000
4.		Attitude towards workplace politics	0.876*	0.000
5.	Networking in the Organization		0.754*	0.000

*Correlation is significant at the 0.05 level, value of Correlation (R) table of Equal 0.349

Reliability of the questionnaire:

the steadfastly questionnaire means to give this questionnaire the same result if the questionnaire re-distributed more than once under the same circumstances and conditions, or in other words, the stability of the questionnaire means stability in the results of the questionnaire and not to change significantly as if it were re-distributed to individuals several times during certain periods of time.

The researcher has checked the stability of the questionnaire study through: Cronbach's alpha coefficient and Split-Half Coefficient.

The researcher used Cronbach's alpha method and Split-Half Coefficient for measuring the stability of the questionnaire, and the results were as shown in Table (4.9).

Table (4.9): Cronbach's alpha coefficient and Split-Half Coefficient

#			Number of paragraphs	Cronbach's Alpha	Split-Half Coefficient
1.	**Internal factors**	**NGO Culture**	12	0.941*	0.935*
2.		**Personality**	10	0.700*	0.721*
3.		**Self-esteem**	10	0.878*	0.927*
4.		**Attitude towards workplace politics**	11	0.878*	0.935*
5.	**Internal factors**		43	0.884	0.875*
6.	**Networking in the Organization**		17	0.921*	0.909*

It is Clear from the results shown in the table (4.9) that the value of Cronbach's alpha coefficient are high for the axis of (Internal factors), ranging from (0.700-0.941), while the total for all areas (Internal factors) (0.884). Either by the way of retail midterm results were similar to the way of Alpha Kronbach saluting ranging from (0.721 -0.935), while the total for all areas (0.875).

The value of Cronbach's alpha coefficient elevated to the axis of the profitability of (Networking in the Organization) (0.852). But according to retail midterm way of (0.873).

Thus, the questionnaire with its final image as it is in Annex (2) is available for distribution. The researcher may be sure of the reliability and validity of a questionnaire study, making him confident with the truth and suitability of the questionnaire to analyze the results and to answer questions of the study and testing of hypotheses

Normal distribution test:

Kolmogorov-Smirnov test was used to test whether the data follow the normal distribution or not, and the results were as shown in Table (4.10).

Table (4.10): Normality distribution test

#			N. items	Kolmogorov-Smirnov Z	(Sig.)
1.	Internal factors	NGO Culture	12	0.820	0.511
2.		Personality	10	1.152	0.140
3.		Self-esteem	10	1.004	0.265
4.		Attitude towards workplace politics	11	0.740	0.644
5.	Internal factors		43	1.090	0.185
6.	Networking in the Organization		17	0.853	0.461

It's clear from the results shown in Table (4.10) that the p-value (Sig.) to all fields of the study was greater than the level of significance (.05), then the distribution for each field is normally distributed, so parametric tests will be used to answer the questions of the study.

4.7   Chapter Summary

This chapter explained the research methodology. It discussed the data collection, the steps for building the questionnaire and scale of the questionnaire. Furthermore, this chapter explained the statistical analysis tools used in the research. In addition, the chapter tackled the research population and sample. Finally, the chapter discussed the results of pilot study conducted for testing the validity and reliability of the questionnaire.

Chapter Five:

Data analysis and

hypothesis's test

Data analysis and hypothesis's test

5.1 Introduction

This chapter contains a brief analysis of data and hypotheses' test, by answering questions about the study and review the most prominent results of the questionnaire, which was reached through paragraphs analysis, and the stand on the personal information of the study, which included gender , age, qualification, work experience, position, as well as organization information which include year of experience, location of the organization, (governorate), number of staff in the organization, and Main Sector /Industry , So a statistical treatment of the data collected from a questionnaire study was done, by the use of statistical packages for Social Studies (SPSS) program to get the results of the study that will be presented and analyzed in this chapter.

5.2 Personal Information

The statistical description of the study sample according to the personal information illustrated as follows:

5.2.1 Gender

Table (5.1) shows that 63.2% of respondents are males, while 36.8% of them are females. The researcher didn't give any preference to gender in distributing the questionnaire. From the researcher point view, these differences are consistent with the labor force survey of Palestinian central bureau of statistics, mentioned that men constitute 71.9% of labor force in Palestine, while female constitute 19.1. %..Of labor force which reveals that men's engagement in labor force exceed women engagement in labor force (Palestinian Central Bureau of Sstatistics (PCBS), 2016,a). However the results show a reasonable contribution of women work force in civil society organizations compared with gender related statistics of workforce, as the donor policy of NGOs encourages gender equity in employment .

Table (5.1): Gender

Gender	Frequency	Percentage
Male	177	63.2
Female	103	36.8
Total	280	100.0

5.2.2 Age

Through the table (5.2) it is clear that 28.6% are age groups less than 30 years, 40.4% is less than 30-40 year age group, 18.9% in the age group from 40 to less than 50 years, and 12.1% more than 50 years. From the researcher point of view, this is attributed to the fact that Palestinian society is young with 39.1% of the total Population in Palestine aged below 15 years while people above 65 are only 2.9% (PCBS, 2016, b). This also could be linked to the career stability and increase in family commitment in this age.

Table (5.2): Age

Age	Frequency	Percentage
less 30 years	80	28.6
30 years less 40	113	40.4
40years less 50	53	18.9
above 50 years	34	12.1
Total	280	100.0

5.2.3 Qualification

Through the table (5.3) it is clear that 74.6% have bachelor degree, 17.5% master or high graduate, an average of 6.8%, 1.1% high school or below. Results show that most of respondents hold bachelor degree. From researcher point view, this is attributed to the minimum requirements for occupying related positions in most organizations which is bachelor degree. While relatively small percentage of holding diploma, master or higher. These figures are consistent with the statistics for Palestinian PCBS showed that educated people in Palestine holing bachelor degree or above represent 13% of total

Palestinian population which is the highest compared with diploma which holds 2.1% (PCBS, 2016, a).

Table (5.3): Qualification

Qualification	Frequency	Percentage
High School or below	3	1.1
Diploma	19	6.8
BA/BSc	209	74.6
Master or higher	49	17.5
Total	280	100.0

5.2.4 Years of experience

Table (5.4) shows that respondents employees with experience less than 5 years constitute 17.1%   while employees whom with experience between 5 and 10 years constitute 41.1% less and finally employees with experience 10 years and more constitute 41.8%. From the researcher point view, this is attributed to the fact that most of employees related to the work in networking have good experience in their organizations and they have job stability.

Table (5.4): Years of experience

Years of experience	Frequency	Percentage
less than 5 years	48	17.1
5 years less than 10 years	115	41.1
10 years and more	117	41.8
Total	280	100.0

5.2.5 Position

Table (5.5) shows that respondents with position of executive director represent 20 %, deputy executive director 20%, public relation officer 19.6 % in, fund raising officer 20 %, and finally financial manager 20.4 %. From the researcher point view, these percentages reflect the stable organizational structure of all the PNGO members which

includes executive director, deputy of executive director, public relation officer. The mentioned position considered to be the pillars of setting the networking policies in the organization.

Table (5.5): Position

Position	Frequency	Percentage
Executive Director	56	20.0
Deputy of executive director	56	20.0
Public relation officer	55	19.6
Fund raising officer	56	20.0
Financial manager	57	20.4
Total	280	100.0

5.3   Organizational Information

The statistical description of the study sample related to the frequency of the organizational information refers to the number of collected questionnaires in each organization not to the number of organization is illustrated as follows:

5.3.1   Experience of organization

The figures related to the organizational information

Table (5.6) shows that the number of organization years of work experience less than 5 years is 9.3%, while 6.4% 3-less 5 years, and 23.6% 5 years less than 10 year, 60.7% 10 years and more year.

From the researcher point of view, these figures are attributed to the fact that civil society work in Palestine is established since 1970s as Quasi-government service provider in the light of absences of Palestinian government and state. In addition that after Oslo agreement between PNA and Israeli there was flourishing in civil society work, and that time witnessed establishment of many NGOs in Palestine to do complement work with the new public sector by serving sectors and communities not targeted by PNA ministries.

Table (5.6): Year of Experience

Year of Experience	Frequency	Percentage
less than 5 years	26	9.3
3-less 5 years	18	6.4
5 years less than 10 year	66	23.6
10 years and more year	170	60.7
Total	280	100.0

5.3.2 Location of organization

Table (5.7) shows that the location of the organization 52.1% in Gaza, Khan Yunis, 13.6%, 13.2% Middle, 10.4% North, 10.7% Rafah.

As the place parameter to the study is Gaza Strip which covered the major 5 governorates from north governorate to Rafah governorate. The results are consistent with the data collected from PNGO related to the distribution of NGOs registered under PNGO, which indicated that most of PNGO NGOs members are located in Gaza city where Gaza is a centralized city.

Table (5.7): location of the organization

location of the organization	Frequency	Percentage
North	29	10.4
Gaza	146	52.1
Middle	37	13.2
Khan	38	13.6
Rafah	30	10.7
Total	280	100.0

5.3.3 No. of staff in the organization

by table (5.8) that the number of staff in the organization 37.9% more than 20 employees, 23.2% of 11-20 employees, 20% of 6-10 employees, 18.9% of employees 1-5.

Table (5.9): No, of staff in the organization

	Frequency	Percentage
1−5	53	18.9
6−10	56	20.0
11−20	65	23.2
20 and more	106	37.9
Total	280	100.0

From researcher point view, this percentage is consistent with the fact that most PNGO members are large NGOs that provide wide services in local community. Therefore, the number of staff working in these organizations is consistent with service delivered by those organizations.

Moreover, the membership of NGOs at PNGO requires certain condition related to experience, age, and size.

5.3.4   Main Sector /Industry

It is seen from the table (5.9) that the Main Sector /Industry was 27.5% of young people, 23.6% agriculture, 14.3% Disability, health 13.6%, 13.6% women, 7.5% Education.

Table (5.8): Main Sector /Industry

Main Sector	Frequency	Percentage
Agriculture	66	23.6
Disability	40	14.3
'Youth	77	27.5
Education	21	7.5
Heath	38	13.6
Women	38	13.6
Total	280	100.0

From the researcher point view, these differences are attributed to the fact that young people are the largest category in Palestinian society according to (PCSB 2016).

Therefore, services related to young people are the most dominants in civil society work. As well, agriculture sector represents reasonable percentage and ranked as second, because this sector is the backbone of the domestic economic in Gaza. The disability sector comes next as the third as the Palestinian community passed through 3 wars during 6 years which left number of disability in the community.

5.4 Relative Weight of Paragraphs Areas

Analysis of the paragraphs of the questionnaire: To analyze the vertebrae questionnaire was used parametric tests (T test for one sample) to see whether the mean scores of the response. Where it is considered a Class 6 neutrality and represent 60% of the study scale.

5.4.1 Analysis of all the paragraphs of the questionnaire:

T test was used to determine the average response to all paragraphs, the results are shown in the following tables: -

5.4.1.1 (NGO) Organization's Culture

RQ1: How do respondents perceive the prevalent culture at their Organizations?

Through the table (5.10) it is clear that the arithmetic mean of all the paragraphs of the field of the (NGO) Organization's Culture was the average value of the largest overall average (6) Therefore, there were significant differences.

and it is clear that the relative weight of the total axis ((NGO) Organization's Culture) reached 86.56% and a mean was 8.66, and a standard deviation of 0.97, while the vertebrae axis ((NGO) Organization's Culture) was twelfth paragraph (The organization accepts the partnership concepts in implementation of development projects) ranked first with a relative weight was 89.57% and the arithmetic mean 8.96 and standard deviation1.14, while the tenth paragraph (The organization's culture urges the decision makers for participation in decision making) recent ranked relative weight 83.47% and the arithmetic mean 8.35 and standard deviation 1.54.

The researcher attributes that to the following:

- The high acceptance for paragraph # 12 indicates that there is to some extent awareness of NGOs to the importance of building partnership relation with other organizations in implementing development projects. This is also could be linked to the current scarcity of fund opportunities of development projects in Gaza which makes NGOs seek to implement projects even with partnership with other organizations for sustainability.
- Paragraph # 10 shows less acceptance among respondents and attributes to the lack of employees participation in decision making at the organizations. This is also attributes that in most of NGOs organizations board of directors are the actual decision makers and the participation of employees in decision making is limited.

Table (5.9): The arithmetic mean and the relative weight for the area of the (NGO) Organization's Culture

#	(NGO) Organization's Culture	mean	standard deviation	the relative weight %	The value of the test	p-value	paragraph Order
1-	The organization culture allow the existence of clear mission and vision acceptable by all employees	8.85	1.43	88.48	31.04	0.000	3
2-	The organization culture allow attracting volunteers and share them experience and information	8.49	1.63	84.88	23.82	0.000	10
3-	The organization's culture encourage the employees to participate in the outside different activities and occasions	8.61	1.41	86.12	28.80	0.000	8
4-	The organization benefit from the experience of other organizations to improve its services	8.51	1.45	85.14	27.03	0.000	9
5-	The organization believes in the importance of building relations and alliance in the civil work.	8.90	1.38	89.01	32.82	0.000	2
6-	The organization interactive with the different variables	8.63	1.33	86.26	30.81	0.000	7
7-	The organization enhances the values and principles of coordination and networking with other organizations	8.80	1.12	88.02	39.03	0.000	5
8-	The organization considers through its activities the importance of networking and cooperation with other organizations	8.81	1.11	88.15	39.50	0.000	4
9-	The organizations culture enhance the team work and exchange information among employees	8.73	1.27	87.33	33.45	0.000	6
10-	The organization's culture urges the decision makers for participation in decision making	8.35	1.54	83.47	23.68	0.000	12
11-	The value and principles within the organization affect in the cooperation of the employees with other organizations.	8.37	1.46	83.68	25.17	0.000	11
12-	The organization accepts the partnership concepts in implementation of development projects	8.96	1.14	89.58	40.06	0.000	1
	(NGO) Organization's Culture	8.66	0.97	86.56	42.81	0.000	

5.4.1.2   Personality

RQ2: How do respondents assess their personality characteristics at their organizations?

Through the table (5.11) it is clear that the arithmetic mean of all the paragraphs of the field of the Personality was the average value of the largest overall average (6) Therefore, there were significant differences.

It is clear that the relative weight of the total axis ((Personality) reached 86.42% and a mean was 8.64, and a standard deviation of 0.99, while the vertebrae axis (Personality) was first paragraph (I have strong relationship with majority of employees in the organization) ranked first with a relative weight was 90.9% and the arithmetic mean 9.09 and standard deviation1.1, while the fifth paragraph (I have memberships and participations with different organizations) recent ranked relative weight 78.15% and the arithmetic mean 7.81 and standard deviation 2.17.

The researcher attributes that to the following:

- It is obvious that through paragraph #1 respondent showed commitment to the building of strong internal relationship. That attributes that employees in those organizations are sharing a tasks and activities that need for close coordination seeking for achieving a common goal that should promote the service provided by the NGOs in the community.
- Paragraph #5 ranked less acceptance among respondents, that's may attributes to the load of work, personal occasion that limit the time for making such memberships and involvement in partnerships with different organizations and low voluntarism initiatives of employees in NGOs.

Table (5.10): The arithmetic mean and the relative weight

for the area of the Personality

#	Personality	Mean	standard deviation	the relative weight %	The value of the test	p-value	paragraph Order
1-	I have strong relationship with majority of employees in the organization	9.09	1.10	90.90	43.73	0.000	1
2-	I exchange the professional information with my colleagues in the organization	9.04	1.04	90.37	45.45	0.000	2
3-	I have strong relationship networking with my colleagues outside the work	8.85	5.15	88.48	8.64	0.000	3
4-	I communicate with my colleagues in the other departments to get consultations related to the work.	8.77	1.29	87.70	33.60	0.000	4
5-	I have memberships and participations with different organizations	7.81	2.17	78.15	13.01	0.000	10
6-	I care of using social media	8.50	1.58	85.00	24.71	0.000	8
7-	I provide consultations and advices related to the work to my colleagues	8.75	1.30	87.49	33.02	0.000	5
8-	I do networking with employees of other organizations through my participation in workshops, and bossiness trips.	8.44	1.49	84.43	25.69	0.000	9
9-	I use the help of my collegues to solve problems at the work	8.56	1.46	85.57	27.41	0.000	7
10-	I do promote personal and professional relationships outside of work frame	8.61	1.49	86.07	27.41	0.000	6
	Personality	8.64	0.99	86.42	41.52	0.000	

5.4.1.3 Self-esteem

RQ3: How do respondents assess their self-esteem at their organizations?

Table (5.12) shows that the arithmetic mean of all the paragraphs of the field of the Self-esteem was the average value of the largest overall average (6) Therefore, there were significant differences.

Additionally, it is clear that the relative weight of the total axis (Self-esteem) reached 88.71% and a mean was 8.87, and a standard deviation of 0.82, while the vertebrae axis (Self-esteem) was Seventh paragraph (I aspire to make good achievements in the organization) ranked first with a relative weight was 91.71% and the arithmetic mean 9.17 and standard deviation 1.22, while the Ninth paragraph (I take a positive attitude toward myself at all times) recent ranked relative weight 85.33% and the arithmetic mean 8.83 and standard deviation 1.43.

The researcher attributes that to the following:

- As for paragraph # 7 that indicates high acceptance of respondents this attributes to the high self-esteem that NGOs employees enjoy, and their belief that they can make good achievements in the organizations as majority of staff members are young and they have ambitions.
- Paragraph # 9 is less acceptance among all paragraphs in the Self-esteem axis, and this attributes that the employees aware to the difference between the Self-esteem as individual factor of motivation for building the capacity and achieving career success from one side and self-conceit from the other side as they understand that one can't take positive attitude to himself all the time in the light of pressure, stress , load of work and living condition in Gaza.

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Table (5.11): The arithmetic mean and the relative weight for the area of the Self-esteem

#	Self-esteem	mean	standard deviation	the relative weight%	The value of the test	p-value	paragraph Order
1-	I feel self-satisfaction in general	8.83	1.06	88.29	41.39	0.000	7
2-	I believe that I gave plenty good characteristics	8.91	0.97	89.13	46.49	0.000	4
3-	I can do benefit thing as the others	8.80	1.37	88.04	31.74	0.000	8
4-	I have a lot to be proud of	8.71	1.52	87.08	27.52	0.000	9
5-	I feel I have benefit to the organization	9.07	0.93	90.67	51.31	0.000	2
6-	I feel that I deserve to be equal with others in the organizations	8.90	1.48	88.95	30.16	0.000	5
7-	I aspire to make good achievements in the organization	9.17	1.22	91.71	40.36	0.000	1
8-	I trend to feel successful in most of the times	8.94	1.18	89.42	38.71	0.000	3
9-	I take a positive attitude toward myself at all times	8.53	1.43	85.33	27.42	0.000	10
10-	I feel I have the capabilities that could be usefully exploited	8.83	1.34	88.35	32.40	0.000	6
	Self-esteem	8.87	0.82	88.71	54.14	0.000	

5.4.1.4   Attitude towards workplace politics

RQ4: How do respondents assess their attitude towards workplace politics at their organizations?

Through the table (5.13) it is clear that the arithmetic mean of all the paragraphs of the field of the Attitude towards workplace politics was the average value of the largest overall average (6) Therefore, there were significant differences.

Further, it is clear that the relative weight of the total axis (Attitude towards workplace politics) reached 83.71% and a mean was 8.71, and a standard deviation of 1.17, while the vertebrae axis (Attitude towards workplace politics) was Sixth paragraph (I respect the work regulations in the organization) ranked first with a relative weight was 89.33% and the arithmetic mean 8.97 and standard deviation 1.42, while the eleven paragraph (My attitude toward work policies in the organization is abide by commitment and application of policies rather than participation in planning) recent ranked relative 78.08% and the arithmetic mean 7.81 and standard deviation 2.09.

The researcher attributes that to the following:

- The paragraph #6 ranked with highest acceptance percentage in the axis of which reveals high commitments of employees to the rules and regulations enforced by the organization and how employees show respect to these regulations in order to maintain their job especially in a society which is witnessed 46% unemployment rate according to PCBS (2016, b).
- While the paragraph #11 indicates less acceptance, and this is attributed to that the majority of employees respect rules and regulations of organization. However, to some extent, they are involved in the planning process as a job task which encourages them participating in this process. In addition, the planning needs high level of participation as a way to get benefit from different backgrounds and experiences which require such participation.

Table (5.12): The arithmetic mean and the relative weight for the area of the Attitude towards workplace politics

#	Attitude towards workplace politics	mean	standard deviation	the relative weight %	The value of the test	p-value	paragraph Order
1-	I feel fully satisfied to work within the organization	8.66	1.21	86.61	33.95	0.000	3
2-	The organization's policies are in line with my professional and personal convictions	8.46	1.34	84.56	28.27	0.000	5
3-	Incentives and privileges provided by the Organization are worth to improve my performance	8.00	6.16	80.04	5.03	0.000	9
4-	The work environment in the organization is confor table	8.20	1.65	82.00	1.58	0.000	8
5-	I have the will to continue working in the organization	8.48	1.71	84.77	22.40	0.000	4
6-	I respect the work regulations in the organization	8.97	1.42	89.71	32.31	0.000	1
7-	Working in the field of civil society is interesting for me	8.93	1.13	89.33	40.36	0.000	2
8-	I feel satisfied with the organization's policies in cooperation and networking with other organizations	8.36	1.60	83.58	22.77	0.000	7
9-	I implement the policies and laws of the organization without any objection.	8.45	1.38	84.48	27.43	0.000	6
10-	I participate in the development of laws and public policies of the organization.	7.77	2.31	77.67	11.87	0.000	10
11-	My attitude toward work policies in the organization is abide by commitment and application of policies rather than participation in planning	7.81	2.09	78.08	13.37	0.000	11
	Attitude towards workplace politics	8.71	1.17	83.71	31.25	0.000	

5.4.2 Internal Factors

Through the table (5.14) it is clear that the arithmetic mean of all the paragraphs of the field of the Internal factors was the average value of the largest overall average (6) Therefore, there were significant differences.

In addition, it is clear that the relative weight of the total axis ((Internal factors) reached 86.31% and a mean was 8.63, and a standard deviation of 0.79, while the vertebrae axis (Internal factors) was factor (Self-esteem) ranked first with a relative weight was 88.71% and the arithmetic mean 8.87 and standard deviation 0.82, while the factor (Attitude towards workplace politics) recent ranked relative 78.08% and the arithmetic mean 8.37 and standard deviation 1.17.

The researcher attributes that to the following:

Statistically, all internal factors have significant results and high importance, but self-esteem ranked as first as the highest relative weight among internal factors. From the researcher point view, this is attributed to the importance of self-esteem as social interaction and component of internal factors related to the employees' characteristics for building relationship inside and outside organization.

The findings are in consistent with literature review that highlighting the importance of self esteem for interaction and communication skills. Lee, Z. W. Y., & Cheung, C. M. K. (2014) asserted that psychological well-being is represented by numerous psychological constructs; including self-esteem. Caplan, S. E. (2003) highlighting the importance of self esteem by arguing that individuals with low self-esteem is usually incompetent in social communication. People with high self-esteem claim to be more likable and attractive, to have better relationships, and to make better impressions on others than people with low self esteem, Park, L. E. (2004) argued that self-esteem lies not only in whether trait self-esteem is high or low but also in the pursuit of self-esteem. The researcher concludes from these consistent studies that self esteem as individual trait is one of the important internal factors for employees at the organization for building relationships that develop the networking practices in the organization.

Table (5.13): The arithmetic mean and the relative weight for the area of the internal factors

No.	Internal factors	mean	standard deviation	the relative weight %	The value of the test	p-value	paragraph Order
1-	**NGO Culture**	8.66	0.97	86.56	42.81	0.000	**2**
2-	**Personality**	8.64	0.99	86.42	41.52	0.000	**3**
3-	**Self-esteem**	8.87	0.82	88.71	54.14	0.000	**1**
4-	**Attitude towards workplace politics**	8.37	1.17	83.71	31.25	0.000	**4**
	Internal factors	8.63	0.79	86.31	52.31	0.000	

5.4.3   Networking in the Organization (dependent variable):

RQ5: How do respondents assess the networking activities at their organizations?

Through the table (5.15) it is clear that the arithmetic mean of all the paragraphs of the field of the Networking in the Organization was the average value of the largest overall average (6) Therefore, there were significant differences.

As a way of illustration, it is clear that the relative weight of the total axis ((Networking in the Organization) reached 81.98% and a mean was 8.20, and a standard deviation of 1.14, while the vertebrae axis (Networking in the Organization) was Fourteenth paragraph (The organization is keen to attend external coordination meetings of the activities in its sector) ranked first with a relative weight was 85.69% and the arithmetic mean 8.57 and standard deviation 1.26, while the Ninth paragraph (Coordination and cooperation relations in the organization tend to gain of information more than to exchange of information) recent ranked relative 77.03% and the arithmetic mean 7.7 and standard deviation 1.79.

The researcher attributes that to the following:

- According to the statistical results paragraph #14 in the axis of networking in the organization ranked first. From the research point view, this is attributed to the good awareness of NGOs organizations to attend such external meeting to avoid any duplication of work in providing the service in same sector. As well as, this gives organizations the chance to gain new information and hunt fund opportunities in the related sector by sharing and exchanging information with its peer's organizations.

- From the other hand, the paragraph #9 was ranked as last. The researcher attributes the logic and consents of these results to the high percentage of acceptance for paragraph #14. That refers to the same concept that respondents of NGOs employees believe that principle for coordination and cooperation relations with other organization is sharing information and networking for mutual benefit.

Table (5.14): The arithmetic mean and the relative weight for the area of the Networking in the Organization

	Networking in the Organization	mean	standard deviation	the relative weight %	The value of the test	p-value	paragraph Order
1-	The organization has coordinating committee to follow the work with other organizations.	7.74	6.38	77.41	4.22	0.000	**16**
2-	The organization uses the technology and the means of social media for the exchange of information and publishing of various activities and events.	8.46	1.47	84.56	25.80	0.000	**5**
3-	The organization is keen to organize internal coordination meetings	8.29	1.64	82.89	21.63	0.000	**9**
4-	Networking helps the organization in finding financing opportunities for their projects.	8.27	1.45	82.73	24.11	0.000	**10**
5-	There is a plan in the organization to create cooperative relationships with other organizations.	7.97	1.83	79.71	16.62	0.000	**13**

	Networking in the Organization	mean	standard deviation	the relative weight %	The value of the test	p-value	paragraph Order
6-	Organization interested in providing the necessary training to their employees in the field of networking and coordination.	7.75	1.89	77.53	14.35	0.000	**15**
7-	Competition for funding enhances the process of networking with other organizations.	8.10	1.49	80.96	21.74	0.000	**11**
8-	Networking with other organizations increase the experience of employees in the organization	8.29	1.37	82.93	25.97	0.000	**8**
9-	Coordination and cooperation relations in the organization tend to gain of information more than to exchange of information	7.70	1.79	77.03	14.69	0.000	**17**
10-	There is a communication between the organization and the organizations working in the same field.	8.46	1.32	84.64	28.77	0.000	**3**
11-	Networking support the effective participation of the organization in issues that serve the civil work.	8.46	1.38	84.56	27.51	0.000	**4**
12-	The organization has memberships and alliances with other sectoral networks.	8.50	1.47	84.98	26.28	0.000	**2**
13-	The organization exchange some information and resources with other organizations.	8.38	1.39	83.77	26.37	0.000	**7**
14-	The organization is keen to attend external coordination meetings of the activities in its sector.	8.57	1.26	85.69	31.57	0.000	**1**
15-	The organization has clear mechanisms and tools for coordination with other organization.	8.00	1.58	79.96	19.50	0.000	**12**
16-	The organization has wide networking relationship with local organizations	8.41	1.34	84.14	27.83	0.000	**6**
17-	The organization has wide networking relationship with international organizations	8.00	1.77	79.96	17.44	0.000	**13**
		8.20	1.14	81.98	29.84	8.20	

5.5 Test hypotheses:

5.5.1 The first major hypothesis:

There is a relationship between the internal factors including the (organizational culture, personality of employees, self-esteem, and attitude toward work politics) and networking in PNGO at significance level of ($\alpha \leq 0.05$)

Table (5.16) shows that the correlation coefficient is equal to 0.681, and the probability value (Sig.) Equals 0.00 which is less than the significance level ($\alpha \leq 0.05$) and this indicates the presence of a statistically significant relationship with the internal factors and networking in PNGO at significance level of ($\alpha \leq 0.05$)

Table (5.15): The correlation coefficient between the internal factors and networking in PNGO in Gaza Strip

	Pearson coefficient	Potential value (Sig.)
There is a relationship between the internal factors including the (organizational culture, personality of employees, self-esteem, and attitude toward work politics) and networking in PNGO at significance level of ($\alpha \leq 0.05$)	*0.681	0.000

This hypothesis branched into the following assumptions:

1: There is relationship between organizational culture and networking in PNGO in Gaza at significance level of alpha ≤ 0.05

The table (5.17) shows that the correlation coefficient is equal to 0.747, and the probability value (Sig.) Equals 0.00 which is less than the significance level $0.05 \geq \alpha$ and this indicates the presence of a statistically significant relationship between organizational culture and networking in PNGO in Gaza at significance level of alpha ≤ 0.05

Table (5.16): The correlation coefficient between organizational culture and networking in PNGO in Gaza

	Pearson coefficient	Potential value (Sig.)
There is relationship between organizational culture and networking in PNGO in Gaza at significance level of (α≤0.05)	*0.747	0.000

Through research statistical results significant relationship found between the organizational cultures and networking refers to the importance of the organizational culture in formulating the networking policy inside the organizations. In consistent with this context (Gibson at el), argued that decisions and policies implemented by organizations have important implications for the extent and frequency within which their employees network.

They confirmed that an organization with a collaborative and open culture will be more likely to facilitate networking behaviors than one in which employees are competitive and mistrustful of one another. Furthermore they argued that when employees feel safe in introducing themselves to others within the organization, they will be more likely to engage in networking behaviors. They excluded some cases in which some restrictions imposed on networking behavior.

In particular, organizations with highly sensitive information may seek to restrict the networking behavior of their employees. Furthermore, Ritter, T. (1999) proposed positive relation exists between the degree of a network competence and the openness of the organizational culture. Ritter, T. (1999) argued that open culture ensures initiative spirit within the organization and this motivates employees to take over decision making and responsibility, and they always do so. He assumed that organizations with an adhocracy culture will be more innovation oriented, and therefore employees will be better qualified and more used to perform network management tasks. Moreover, Ritter, T. (1999). In the same context Selamawit Fisseha Tekeste Kevin Hoferer (2014) argued that cultural actors (Organizational Culture, values, beliefs, behaviours, assumptions)

can to some extent set favorable conditions for Interorganizational culturing toward networking of the organization. (Tekeste, S., Hoferer, K., 2014).

Noorderhaven, N. G., Koen, C. I., & Beugelsdijk, S. (2002) identified organizational culture as potentially important organizational-level factor, these researchers found that the organizational culture is positively related to network embeddednes and; hence, team orientation can be assumed to be a key organizational culture characteristic for network embeddedness to arise. Noorderhaven, N. G., Koen, C. I., & Beugelsdijk, S. (2002)

2: There is a relationship between the personality of employee inside the organization and PNGO networking with significance level of alpha ≤0.05.

The table (5.18) shows that the correlation coefficient is equal to 0.666, and the probability value (Sig.) Equals 0.00 which is less than the significance level $0.05 \geq \alpha$ and this indicates the presence of a statistically significant relationship between organizational culture and networking effectiveness in PNGO networking in Gaza at significance level of alpha ≤0.05…

Table (5.17): the correlation coefficient between organizational culture and networking in PNGO in Gaza

	Pearson coefficient	Potential value (Sig.)
There is a relationship between the personality of employee inside the organization and the of PNGO networking with significance level of (α≤0.05)	*0.666	0.000

Most of literature asserted the positive relationship between personality and networking behavior. Forret and Dougherty (2001); Wanberg et al. (2000); Wolff and Kim (2012) suggested that networking is influenced by personality, Wolff and Kim (2012) argued that social and informational aspects of personality will be beneficial to those attempting to network, hence extraversion and openness to experience are significant predictors. In contrast, Wanberg et al. (2000) indicated that people with high neuroticism are insecure, self-conscious, and temperamental were less likely to engage

in networking behaviors, potentially because they may be more hostile when interacting with other people.

Forret and Dougherty (2001) investigated several dimensions of personality, in particular. Forret and Dougherty (2001) found that personality is related to networking behaviors including extraversion (positive relationship), neuroticism (negative relationship), and openness (positive relationships. Specifically, it found that more extraverted (i.e. sociable, fun-loving, friendly, talkative) people were more likely to engage in networking behaviors (Forret and Dougherty, 2001; Wolff and Kim, 2012). Moreover, Thompson (2005) found significant positive correlations of proactive personality with networking behaviors.

3: There is a relationship between the employees self -esteem of employee inside the organization and PNGO networking with significance level of alpha ≤0.05

The table (5.19) shows that the correlation coefficient is equal to 0.558, and the probability value (Sig.) Equals 0.00 which is less than the significance level $0.05 \geq \alpha$ and this indicates the presence of a statistically significant relationship between organizational culture and networking effectiveness in PNGO networking between the employees self -esteem of employee inside the organization and the effectiveness of PNGO networking in Gaza at significance level of ($\alpha \leq 0.05$)

The results indicate the positive relationship between self esteem and networking in the organization which is consistent with most of literature reviewed the relation between the self-esteem and networking behavior. Forret & Dougherty (2001) exhibit significant positive correlations with self-esteem and networking behaviors. In addition, Wolff and Moser (2006) discovered a linkage between a person's practices of interpersonal trust with networking behavior. Gibson, C., H. Hardy III, J., & Ronald Buckley, M. (2014) found that individuals with low self-esteem are less likely to engage in social activities in general, and withdrawal behaviors associated with low self-esteem are naturally led an individual to engage in fewer networking behaviors. In consistent, camplbell (1990) argued that individuals with low self-esteem exhibit lower self-confidence and may be more likely to withdraw from esteem-threatening situations (Campbell, 1990).

Table (5.18): the correlation coefficient between the employees self -esteem of employee inside the organization and the effectiveness of PNGO networking

	Pearson coefficient	Potential value (Sig.)
There is a relationship between the employees self -esteem of employee inside the organization and the PNGO networking with significance level of ($\alpha \leq 0.05$)	*0.558	0.000

4: There is a relationship between the attitude toward workplace politics of employee inside the organization and PNGO networking with significance level of alpha ≤0.05

the table (5.20) shows that the correlation coefficient is equal to 0.474, and the probability value (Sig.) Equals 0.00 which is less than the significance level $0.05 \geq \alpha$ and this indicates the presence of a statistically significant relationship between the attitude toward workplace politics of employee inside the organization and the effectiveness of PNGO networking at significance level of alpha ≤0.05…

Forret and Dougherty (2001) revealed that attitudes toward workplace politics is linked to the dimension of increasing internal visibility. Hence, individuals seeking to increase their visibility in an organization tend to have positive attitudes toward workplace politics and they were more likely to engage in the networking behaviors. To the extent that networking is viewed as political behavior, Ferris et al. (2007) indicated that networking is often viewed as a political behavior, it follows that those with positive attitudes toward the usage of such behaviors will be more likely to engage in it themselves. In addition, Wanberg et al. (2000) reported that one's networking comfort was related to networking intensity.

The positive relationship is consistent with studies which indicated that those who accept the presence of workplace politics as necessary in organizations-as a way to navigate the informal organization and as a means to the accomplishment of both work-

and career-related goals-should be more likely to involve in networking behaviors than those with less favorable attitudes toward workplace politics:

Table (5.19): The correlation coefficient between the attitude toward workplace politics of employee inside the organization and the effectiveness of PNGO networking

	Pearson coefficient	Potential value (Sig.)
There is a relationship between the attitude toward workplace politics of employee inside the organization and the f PNGO networking with significance level of (α≤0.05)	*0.474	0.000

5.5.2   The Main Second Hypothesis:

There a statistically significant impact at the level of significance (α≤0.05) to the dimensions of the Internal factors ((NGO) Organization's Culture, Personality of employee, Self-esteem of employee, Attitude towards workplace politics and Networking in the Organization.

To determine the effect level control requirements ((NGO) Organization's Culture, Personality of employee, Self-esteem of employee, Attitude towards workplace politics) combined on the (Networking in the Organization), the researcher used multiple regression testing using the method of Stepwise and it can be concluded the following:

(A) Shows the final regression model using the method of Stepwise that the (Networking in the Organization), which represents the dependent variable is affected substantially and statistically significant in the variables (organizational culture, self – esteem, and attitude towards workplace politics)

(B) It has been excluded the following variable (Personality)

(C) results of the analysis showed that the coefficient of determination equal to 0.572, and this means that 57.2% of the change in (Networking in the Organization) dates back to the effects of the following independent variables (Attitude towards workplace politics, NGO) Organization's Culture, Self-esteem of employee) and the remaining 42.8% is due to other factors affecting the dependent variable Networking in the Organization.

It is quite clear that the attitude toward work politics affects with 40.% of the networking in the organization, while the organizational culture affects with 41.1%, and the self-esteem with 19.1% on the dependent variable.

Table (5.20): (Stepwise) Multiple regression analysis for regression coefficients

Internal factors	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T.test	Sig.
(Constant)	-.398-	.577		-.689-	.492
Attitude towards workplace politics	.400	.054	.413	7.442	.000
(NGO) Organization's Culture	.411	.070	.340	5.840	.000
Self-esteem of employee	.191	.070	.137	2.732	.007
	R =0.756		R Square =0.572		

An equation effect:

Networking in the Organization= -0.398 + 0.40 (Attitude towards workplace politics) **+ 0.411** ((NGO) Organization's Culture**) + 0.191**(Self-esteem of employee**)**

Statistically that means if we install the value of (the self-esteem of employees, and (NGO) Organization's Culture) and when increasing (Attitude towards workplace politics) is incremented by one unit leads to increase in the dependent variable (networks in the organization) by (0.40).

If you install the value of (the self-esteem of employees, and Attitude towards workplace politics) and when increasing (NGO) Organization's Culture) is increased by

one unit leads to increase in the dependent variable (networks in the organization) by (0.411).

If you install the value of (Attitude towards workplace politics, and (NGO) Organization's Culture) and when increasing (Self-esteem of employee) is increased by one unit leads to increase in the dependent variable (networks in the organization) by (0.191).

Therefore, three factors face the networking in the PNGO organizations; they are the attitude toward work politics, organizational culture, and self-esteem while the remaining factors do not have power on influencing the dependent variable here. There are other factors not mentioned should be considered and tested.

However, the results of regression analysis showed excluding to the personality factor in the equation, which doesn't neglect the importance of personality in networking behavior. Researcher attributes the less involvement of personality factor to that networking process is an institutional instrument and mechanism that can service the organization therefore, other organizational factors including culture of the organization work policies are placed more influence on networking rather than personality.

5.5.3 The Third Main Hypothesis:

There are no significant differences among respondents at significance level of (α≤0.05) toward the internal factors affecting networking of PNGO due to personal characteristics (Gender, Age, Qualification, Work experience, and Position) and organizational characteristics (Year of Experience, location of the organization number of staff in the organization, Main Sector /Industry).

- **Personal Characteristics**

1. Gender

The independent t-test is used to test the above question. The results are illustrated in table (5.22) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.25), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Internal factors) according to their gender.

The results are illustrated in table (5.22) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.15), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Networking in the Organization) according to their gender.

Table (5.21): independent t-test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their gender.

	Means		T. Test-value	(Sig.)
	male	female		
NGO Culture	8.69	8.6	0.64	0.52
Personality	8.72	8.5	1.70	0.09
Self-esteem	8.89	8.84	0.51	0.61
Attitude towards workplace politics	8.46	8.22	1.52	0.13
Internal factors	8.26	8.09	1.16	0.25
Networking in the Organization	8.69	8.54	1.46	0.15

The researcher attributed that the employees of NGOs sector share common visions and goals of achieving development goals and providing service to the community regardless to their gender. However, literature indicated that, gender differences do impact the utility of networking behavior as a career- enhancing strategy. Forret, M. L., & Dougherty, T. W. (2004). As well as Forrett and Dougherty (2001) found little discrepancies in networking between men and women while on contrast, the women were found engaged more in both formal and informal networking than men which is contrary findings of Forrett and Dougherty (2001) Hetty van Emmerik, I. J., Euwema, M. C., Geschiere, M., & Schouten, M. F. (2006).

2. Age.

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.23) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.03), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Internal factors) according to their age, the differences in favor of their age 40years less 50.

The results are illustrated in table (5.23) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.05), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Networking in the Organization) according to their age, the differences in favor of their age 40years less 50.

Table (5.22): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their age.

	Means				F. Test-value	(Sig.)
	less 30 years	30 years less 40	40 years less 50	above 50 years		
NGO Culture	8.45	8.67	8.97	8.61	2.73	0.04
Personality	8.52	8.61	8.89	8.66	1.29	0.28
Self-esteem	8.67	8.92	9.17	8.71	3.94	0.01
Attitude towards workplace politics	8.18	8.41	8.65	8.25	1.62	0.19
Internal factors	8.45	8.65	8.91	8.58	3.12	0.03
Networking in the Organization	8.11	8.29	8.43	7.74	2.58	0.05

It is found that favor of the age between 40years-less 50 given by respondent to both internal factors and networking in the organization. This is attributed to the maturity of networking vision for such category of staff that enjoy stability in career, and have better understanding organization to the tools and mechanism of networking.

3. Qualification.

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.24) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.92), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Internal factors) according to their Qualification.

The results are illustrated in table (5.24) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.58), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Networking in the Organization) according to their Qualification

Table (5.23): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their Qualification

	Means				F. Test-value	(Sig.)
	High School or below	Diploma	BA/BSc	Master or higher		
NGO Culture	9.42	8.64	8.60	8.87	1.32	0.27
Personality	9.00	8.66	8.64	8.62	0.10	0.96
Self-esteem	8.10	8.65	8.91	8.83	1.16	0.33
Attitude towards workplace politics	8.41	8.10	8.40	8.36	0.33	0.80
Internal factors	8.73	8.51	8.63	8.67	0.16	0.92
Networking in the Organization	9.18	8.21	8.23	8.02	0.66	0.58

Researcher indicates that there are no differences between respondent respond to both internal factors and networking related to the qualification. This is attributed to that most of respondent have bachelor degree and almost they have the same qualification level. However, Carroll and Teo (1996) shown that education is related to network size such that education provides individuals with greater access to people on similar career trajectories

4. Work experience.

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.25) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Internal factors) according to their Work experience, the differences in favor of their 10 years and more …

The results are illustrated in table (5.25) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.11), which is greater than (0.05). This means that there

are no significant differences in respondents' answers toward applying the (Networking in the Organization) according to their Work experience

Table (5.24): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their Work experience

	Means			F. Test-value	(Sig.)
	less than 5 years	5 years less than 10 years	10 years and more		
NGO Culture	8.23	8.65	8.84	6.23	0.00
Personality	8.25	8.69	8.76	4.16	0.02
Self-esteem	8.67	8.87	8.96	1.87	0.16
Attitude towards workplace politics	7.95	8.42	8.5	3.42	0.03
Internal factors	8.27	8.64	8.77	6.20	0.00
Networking in the Organization	7.86	8.26	8.28	2.22	0.11

Results showed differences among respondents to respond to internal factors while no differences of networking in the organization related to the work experience. The differences of respondent to the internal factors are favor for the category of employees of 10 years and more, which indicate the importance of internal factors in the view of this category of employees which enjoys wide experience in the organization, while no differences related to networking in the organization attributed to the importance of networking for all employees of all work experience categories.

5. Position.

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.26) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.61), which is

greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Internal factors) according to their position.

The results are illustrated in table (5.26) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.57), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Networking in the Organization) according to their position.

Table (5.25): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their position.

	Means					F. Test-value	(Sig.)
	Executive Director	Deputy of executive director	public relation officer	Fund raising officer	financial manager		
NGO Culture	8.68	8.86	8.72	8.36	8.59	1.52	0.20
Personality	8.69	8.64	8.73	8.58	8.52	0.36	0.84
Self-esteem	8.81	8.8	8.97	8.86	8.87	0.35	0.84
Attitude towards workplace politics	8.22	8.56	8.47	8.22	8.32	0.77	0.55
Internal factors	8.6	8.72	8.72	8.5	8.57	0.68	0.61
Networking in the Organization	8.06	8.34	8.34	8.09	8.11	0.73	0.57

Results indicated that there are no differences among respondent to both internal factors and networking in the organization related to the position. This is attributed to the awareness of all positions within the organizations and their involvement in networking in some degree. Meanwhile, some literatures consider aspects of the job that may facilitate or inhibit networking behaviors. Forret and Dougherty (2001), replicating work by Michael and Yukl (1993), revealed that organizational level that is, an individual's position in the organizational hierarchy – is associated with higher levels of networking behaviors and larger networks. Similarly, the type of job may call for more networking behavior. Some jobs, such as those in marketing or public relations, are likely to require a greater frequency of networking behavior for job and career success relative to others such as accounting or finance, which show fewer benefits from networking.

- **Organization Characteristics**

1. **Year of Experience**.

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.27) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Internal factors) according to their Year of Experience, The differences in favor of their 10 years and more …

The results are illustrated in table (5.27) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.15), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Networking in the Organization) according to their Year of Experience …

Table (5.26): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their Year of Experience.

	Means				F. Test-value	(Sig.)
	less than 5 years	3-less 5 years	5 years less than 10 year	10 years and more		
NGO Culture	8.01	8.37	8.59	8.81	5.54	0.00
Personality	8.18	8.34	8.58	8.77	3.13	0.03
Self-esteem	8.55	8.7	8.82	8.96	1.99	0.12
Attitude towards workplace politics	7.76	7.79	8.54	8.46	3.95	0.01
Internal factors	8.12	8.33	8.61	8.75	5.34	0.00
Networking in the Organization	7.83	7.8	8.32	8.25	1.78	0.15

Organizations with high experience more than 10 years are more agree with axis of internal factors as this organization have big experience in civil society work and also have experience in how to deal with individual characteristics of employees, while the axis of networking in the organization show no significance differences as most of NGOs look to networking from the same prospective.

2. Location of the organization (governorate).

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.28) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Internal factors) according to their location of the organization (governorate), The differences in favor of their Rafah .

The results are illustrated in table (5.28) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Networking in the Organization) according to their location of the organization (governorate), The differences in favor of their Rafah .

Table (5.27): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their location of the organization (governorate)

	Means					F. Test-value	(Sig.)
	North	Gaza	Middle	Khan Younis	Rafah		
NGO Culture	8.55	8.61	8.69	8.41	9.24	3.12	0.02
Personality	8.64	8.46	8.62	8.8	9.35	4.89	0.00
Self-esteem	8.97	8.81	8.69	8.64	9.58	6.68	0.00
Attitude towards workplace politics	8.63	8.25	8.2	8.44	8.88	2.09	0.08
Internal factors	8.67	8.54	8.55	8.56	9.26	5.07	0.00
Networking in the Organization	8.35	8.04	7.98	8.16	9.11	5.58	0.00

The researcher attributes favor difference toward both internal factors and applying networking at the organization axis by NGOs in Rafah governorate to the will of those organizations to build strong relationship and networking with their peers and partners as they are located in marginalized areas with low resources comparing with other NGOs in Gaza or other governorates.

3. No, of staff in the organization.

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.29) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.01), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Internal factors) according to their No, of staff in the organization The differences in favor of their 6-10.

The results are illustrated in table (5.29) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.18), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Networking in the Organization) according to their No, of staff in the organization.

Table (5.28): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their No, of staff in the organization.

	Means				F. Test-value	(Sig.)
	1-5	6-10	11-20	20 and more		
NGO Culture	8.68	8.77	8.73	8.54	0.73	0.53
Personality	8.71	8.88	8.89	8.33	5.31	0.00
Self-esteem	8.75	9.02	9.05	8.75	2.44	0.07
Attitude towards workplace politics	8.52	8.69	8.49	8.07	3.69	0.01
Internal factors	8.66	8.82	8.78	8.43	3.75	0.01
Networking in the Organization	8.27	8.37	8.32	7.99	1.65	0.18

The researcher attributes that the favor differences of No. of staff 6-10 in respond to internal factors refer to the good structure of PNGO organizations and the awareness of the staff to the importance of the internal factors in influencing networking of the organization.

4. Main Sector

The one way ANOVA test is used to test the above question. The results are illustrated in table (5.30) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Internal factors) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Internal factors) according to their Main Sector /Industry. The differences in favor of their Youth …

The results are illustrated in table (5.30) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Networking in the Organization) criteria equals (0.01), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Networking in the Organization) according to their Main Sector /Industry, The differences in favor of their Youth .

Table (5.29): One way ANOVA test for the differences between the answers of the respondents concerning applying the (Internal factors) and (Networking in the Organization) due to their Main Sector /Industry

	Means						F. Test-value	(Sig.)
	Agriculture	Disability	Youth	Education	heath	Women		
NGO Culture	8.64	8.41	8.98	8.64	8.34	8.57	2.81	0.02
Personality	8.53	8.71	8.94	8.74	8.16	8.53	3.19	0.01
Self-esteem	8.91	8.92	9.04	8.78	8.62	8.65	1.72	0.13
Attitude towards workplace politics	8.38	8.26	8.73	8.27	7.68	8.53	3.96	0.00
Internal factors	8.62	8.57	8.92	8.61	8.2	8.55	4.08	0.00
Networking in the Organization	8.24	8.15	8.54	7.95	7.59	8.22	3.35	0.01

The researcher attributes the favor differences of youth in response to both internal factors and networking in organizations to the enthusiasms of youth employees of NGOs to consider the internal factors to improve networking. As well as those organizations adopt the networking concept to promote their work where the main services sector of PNGO NGOs is youth.

5.6 Chapter Summary:

This chapter presented the data analysis and hypothesis's test of the research. The chapter discussed statistical description of the study sample according to the personal and organizational information in addition to the relative weights of paragraph area of the questionnaire.

Moreover, the chapter discussed the correlation coefficient between the internal factors and networking and provided the comments on the results in term of the similarities and differences of the results comparing with other studies.

The results of regression model also were investigated in this chapter with comments on the results of regression equation.

Finally this chapter illustrated the differences among respondents toward the internal factors affecting networking of PNGO due to personal characteristics (gender, age, qualification, work experience, and position) and organizational characteristics (year of experience, location of the organization number of staff in the organization, main sector of NGO).

Chapter Six
Conclusion and Recommendations

Chapter Six
Conclusion and Recommendations

6.1   Introduction

In this chapter, the researcher viewed findings that were obtained, and provided a conclusion to those findings. Moreover, the researcher presented the results of research variables and networking. In addition the researcher provided some recommendations that seek to enhance the NGOs networking.

6.2   Conclusion

The main goal of this research is to identify, highlight, the internal factors affecting the networking in PNGO in the Gaza strip by investigating four main internal factors of NGOs under PNGO. The factors analyzed under this study are the organizational culture, individual characteristics including personality, self-esteem, and attitude toward work politics. These factors are analyzed; in details, to tackle their impact on the dependent variable (networking in the organization).

1. The analyzed results concerning the factor "organizational culture" showed that there is an acceptance of the importance of the NGO culture in influencing the NGO networking. These results were expected and were consistent with literature review. Organizational culture found to be more influential which affects the policy and activities toward participation in network and lobbying where the open culture organization tends to build relationship with other organizations and encourages employees to hunt the networking opportunities for the interest of organization.

2. The analyzed results concerning the factor "Personality" showed that there is a role for personality of employees in promoting networking. It's obvious that there is a general acceptance regarding the impact of employee's personality on building relationship inside and outside organization. The results are consistent with literature review that highlighted the role of personality in networking behavior.

3. The analyzed results concerning the factor "Self-esteem" asserted the role of self-esteem in networking as this factor has the highest relative weight among all internal factors.

4. The analyzed results concerning the factor "Attitudes toward work politics" showed an important role of attitude toward work politics on networking and asserted the importance of having acceptance to the work politics by employees toward building networking relationship. The result matches the literature review and the expectations, but result showed that the correlation between this factor and the networking represented the lowest relative weight among internal factors. The researcher justifies the reason to the type of organizations investigated under this study which are NGOs sector that generally have similarity of work politics.

5. In this research, the results of the analysis supported the hypothesis of the research that there is significance influence of internal factors (organizational culture, Personality, Self-esteem and attitude toward work politics) and networking in the investigated PNGO NGOs.

6. Through the regression analysis, it was clear that networking in organizations is affected by more than 57.2% of the following independent variables (Attitude towards workplace politics, organization's culture, and Self-esteem of employee) and the remaining 42.8% is due to other factors affecting the dependent variable networking in an organization.

7. Generally, the findings indicated that there are no differences in the responses toward the organizational and individual factors affect networking of PNGO due to personal and organizational characteristics.

8. The researcher concludes that the internal factors of an organization affect the networking behavior of organizations.

6.3 Recommendations

Recent lack of fund opportunities and continuous of political fluctuation in Palestine have increased awareness of the need for cooperation and networking among organizations in the Palestinian nonprofit sector. Investigating the role of networking among NGOs is very essential in developing the resources of NGOs and unify their efforts toward achieving development goals. In the light of the research findings and the importance of networking for NGOs, the researcher recommends the following:

1. It's recommended for NGOs to enhance the role of networking cooperation, and coordination culture at NGOs in order to enhance their participation in policy and decision making and planning for different development sectors in Gaza Strip.
2. It's advisable for NGOs to continually focus on dissemination the culture of networking among members NGOs to ensure that all members adopt the cooperation and networking concepts
3. It's preferable for NGOs to enforce the values and culture of networking through implementing the development projects to ensure the effective participation of NGOs in the implementation of these projects.
4. It's recommended for NGOs to enhance the networking personality of their employees through conducting regular workshops and seminars with representative bodies of NGOs to coordinate and share information related to development work.
5. It's recommended for NGO to enhance the self-esteem of their employees through building constructive relationship inside and outside organization and motivate their employees to participate in different training workshop, and conference.
6. It's preferable for PNGO to promote a clear work politics that enable the employees to increase their visibility in an organization and to have positive attitudes toward workplace politics for better networking initiatives.

6.4 Further Research

The NGOs sector is very rich with research aspects, where this research tackled some internal factors and their relationship in networking at the organization (PNGO as a case study). Other recommended research areas related to networking in NGOs sector that could be addressed in further researches are as follows:

1- The external factors affecting NGOs networking
2- The relationship between networking and fund opportunities.
3- The role of NGOs in enhancing the networking behavior and activities of their employees.
4- Networking opportunities of Palestinian NGOs, enables and constrains
5- The role of the stakeholders (international donor, local authorities) in supporting NGOs networking initiatives
6- The characteristics of successful NGOs network.

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Appendices

Appendix (1): Questionnaire in English

(Please put X on the answer that reflects that fact)

First: Personal Data				
1.Gender				
☐ Male	☐ Female			
2.Age				
☐ less 30 years ☐ 30 years less 40 ☐ 40years less 50 ☐ above 50 years				
3 Qualification				
☐ High School or below	☐ Diploma	☐ BA/BSc.	☐ Master or higher	
4. Work experience				
☐ less than 5 years ☐ 5 years less than 10 years ☐ 10 years and more				
5. position				
☐ Executive Director ☐ Deputy of executive director ☐ public relation officer ☐ Fund raising officer ☐ financial manager				
Second: Organization DATA				
1.Year of Experience	_____			
☐less than 5 years	☐ 3-less 5 years	☐5 years less than 10 year	☐ 10 years and more	
2.location of the organization (goveronorate0				
☐North	☐ Gaza	☐ Middle	☐ Khan Younis	☐Rafah
3.No, of staff in the organization				
☐1-5	☐ 6-10	☐11-20	☐ 20 years and more	
3 Main Sector /Industry				
☐ Agriculture	☐ Disability	☐ Youth	☐ Education	☐ heath ☐ Women

Third: Please to select the grade from 1-10 into following statement, where the grade(1) reflects strongly disagree and the grade (10) reflects the strongly agree

No.	Statement	Grade (1-10)
A	**(NGO) Organization's Culture**	
1	The organization culture allow the existence of clear mission and vision acceptable by all employees	
2	The organization culture allow attracting volunteers and share them experience and information	
3	The organization's culture encourage the employees to participate in the outside different activities and occasions	
4	The organization benefit from the experience of other organizations to improve its services	
5	The organization believes in the importance of building relations and alliance in the civil work.	
6	The organization interactive with the different variables	
7	The organization enhances the values and principles of coordination and networking with other organizations	
8	The organization considers through its activities the importance of networking and cooperation with other organizations	
9	The organizations culture enhance the team work and exchange information among employees	
10	The value and principles within the organization affect in the cooperation of the employees with other organizations	
11	The organization's culture urges the decision makers for participation in decision making	
12	The organization accepts the partnership concepts in implementation of development projects	

No.	Statement	Grade (1-10)
B	**Personality**	
1	I have strong relationship with majority of employees in the organization	
2	I exchange the professional information with my colleagues in the organization	
3	I have strong relationship networking with my colleagues outside the work	
4	I communicate with my colleagues in the other departments to get consultations related to the work.	
5	I have memberships and participations with different organizations	
6	I care of using social media	
7	I provide consultations and advices related to the work to my colleagues	
8	I do networking with employees of other organizations through my participation in workshops, and bossiness trips.	
9	I use the help of my colleagues to solve problems at the work	
10	I do promote personal and professional relationships outside of work frame	

No.	Statement	Grade (1-10)
C	**Self -esteem**	
1	I feel self-satisfaction in general	
2	I believe that I gave plenty good characteristics	
3	I can do benefit thing as the others	
4	I have a lot to be proud of	
5	I feel I have benefit to the organization	
6	I feel that I deserve to be equal with others in the organizations	
7	I aspire to make good achievements in the organization	
8	I trend to feel successful in most of the times	
9	I take a positive attitude toward myself at all times	
10	I feel I have the capabilities that could be usefully exploited	

No.	Statement	Grade (1-10)
D	**Attitude towards workplace politics**	
1	I feel fully satisfied to work within the organization	
2	The organization's policies are in line with my professional and personal convictions	
3	Incentives and privileges provided by the Organization are worth to improve my performance	
4	The work environment in the organization is comfortable	
5	I have the will to continue working in the organization	
6	I respect the work regulations in the organization	
7	Working in the field of civil society is interesting for me	
8	I feel satisfied with the organization's policies in cooperation and networking with other organizations	
9	I implement the policies and laws of the organization without any objection.	
10	I participate in the development of laws and public policies of the organization.	
11	My attitude toward work policies in the organization is abide by commitment and application of policies rather than participation in planning	

No.	Statement	Grade (1-10)
E	**Networking in the organization**	
1	The organization has coordinating committee to follow the work with other organizations.	
2	The organization uses the technology and the means of social media for the exchange of information and publishing of various activities and events.	
3	The organization is keen to organize internal coordination meetings	
4	Networking helps the organization in finding financing opportunities for their projects.	
5	There is a plan in the organization to create cooperative relationships with other organizations.	
6	Organization interested in providing the necessary training to their employees in the field of networking and coordination.	
7	Competition for funding enhances the process of networking with other organizations.	
8	Networking with other organizations increase the experience of employees in the organization	
9	Coordination and cooperation relations in the organization tend to gain of information more than to exchange of information	
10	There is a communication between the organization and the organizations working in the same field.	
11	Networking supports the effective participation of the organization in issues that serve the civil work.	
12	The organization has memberships and alliances with other sectoral networks.	
13	The organization exchange some information and resources with other organizations.	
14	The organization is keen to attend external coordination meetings	

	of the activities in its sector.	
15	The organization has clear mechanisms and tools for coordination with other organization.	
16	The organization has wide networking relationship with local organizations	
17	The organization has wide networking relationship with international organizations	

رقم الاستبيان:		**الجامعة الاسلامية بغزة**
تاريخ تعبئة الاستبيان:		**كلية التجارة**
تاريخ تفريغ الاستبيان:		**عمادة الدراسات العليا**
		برنامج إدارة الأعمال

الاخ / ت الكريم /ة ....

تحية طيبية وبعد ،،،

الموضوع /إستبانة لتقييم العوامل الداخلية المؤثرة على التشبيك في شبكة المنظمات الأهلية بقطاع غزة

يسعى الباحث من خلال هذا الاستبيان لتقييم العوامل الداخلية المؤثرة على التشبيك في شبكة المنظمات الأهلية بقطاع غزة ، وذلك كبحث اكاديمي تكميلى لنيل درجة الماجستير في ادارة الاعمال ، ولاننا نؤمن بأنكم اهل خبرة واختصاص في مجال عمل المؤسسات الاهلية ، نرجو منكم التكرم بتعبئة هذا الاستبيان .

ان حرصكم على تقديم المعلومات الكافية بدقة وموضوعية سيؤدي وبدون شك الى تقييم أفضل لموضوع الدراسة مما سيعود بالنفع والخير على مؤسساتنا.

علما بأن كافة المعلومات التي سيتم الحصول عليها سوف تستخدم لغرض البحث العلمي فقط.

شاكرين حسن تعاونكم معنا.

الباحث/ محمد نصار

أولاً : البيانات الشخصية

1. **الجنس**

انثى ☐   ذكر ☐

2. **العمر**

أقل من 30 سنة ☐   30 سنة أقل من 40 سنة ☐   40 سنة أقل من 50 سنة ☐   50 سنة فاكثر ☐

3. **المؤهل العلمي**

ثانوية عامة فأقل ☐   دبلوم ☐   بكالريوس ☐   دراسات عليا ☐

4. **عدد سنوات الخبرة في مجال العمل**

أقل من 5 سنوات ☐   5 سنوات – أقل من 10 سنوات ☐   10سنوات فأكثر ☐

5. **المسمى الوظيفي**

مدير تنفيذي ☐   نائب مدير تنفيذي ☐   مسؤول علاقات عامة ☐   موظف تجنيد أموال ☐   مدير مالي ☐

ثانياً : بيانات المنظمة

1. **عدد سنوات الخبرة في مجل العمل**

اقل من 5 سنوات ☐   3- اقل من 5 سنوات ☐   5- اقل من 10سنوات ☐   10 سنوات فأكثر ☐

2. **مقر المنظمة الرئيسي**

الشمال ☐   غزة ☐   الوسطى ☐   خانيونس ☐   رفح ☐

3 . **عدد الموظفين بالمنظمة**

5-1 ☐   10-6 ☐   20-11 ☐   20 فأكثر ☐

4. **أهم مجال عمل بالمنظمة**

زراعة ☐   تأهيل معاقين ☐   شباب ☐   تعليم ☐   صحة ☐   مرأة ☐

ثالثا : برجاء إختيار درجة من 1-10 أمام كل عبارة من العبارات التالية حيث تعتبر الدرجة (1) من عدم الموافقة الشديدة والدرجة (10) من الموافقة الشديدة

الرقم	الفقرات	الدرجة 1-10
ا.	**ثقافة المنظمة NGO Culture**	
1	تتيح ثقافة المنظمة وجود رسالة ورؤية واضحة مقبولة من قبل الموظفين	
2	تسمح ثقافة المنظمة باستقطاب متطوعين لديها وتشاركهم الخبرات و المعلومات	
3	تشجع ثقافة المنظمة موظفيها على المشاركة في الانشطة والمناسبات الخارجية المختلفة	
4	تستفيد المنظمة من خبرات المنظمات الاخرى لتحسين خدماتها	
5	تؤمن ثقافة المنظمة بأهمية بناء العلاقات والتحالفات في العمل الاهلي	
6	تتفاعل ثقافة المنظمة مع المتغيرات المختلفة	
7	تعزز المنظمة قيم ومباديء التنسيق والتشبيك مع المنظمات الاخري	
8	تولى المنظمة من خلال انشطتها اهمية الي ضرورة التشبيك والتعاون مع المنظمات الاخرى	
9	تعزز ثقافة المنظمة العمل بين موظفيها بروح الجماعة وتبادل المعلومات	
10	تحث ثقافة المنظمة صناع القرار علي المشاركة في اتخاذ القرارات	
11	تؤثر القيم والمبادئ داخل المنظمة في تنظيم تعاون الموظفين مع المنظمات الاخرى .	
12	تقبل المنظمة بمبدأ الشراكة في تنفيذ المشاريع التنموية	
ب.	**Personality (الشخصية)**	
1	لدي علاقة قوية بمعظم العاملين بالمنظمة	
2	اتبادل المعلومات المهنية مع زملائي اثناء العمل	
3	لدي شبكة علاقات قوية مع زملائي خارج نطاق العمل	
4	اتواصل مع زملائي في الاقسام الاخرى للحصول على استشارات بخصوص العمل	
5	لدي عضويات ومشاركات في مؤسسات مختلفة	
6	أهتم بوسائل التواصل الاجتماعي	
7	أقدم الاستشارات والنصائح لزملائي بخصوص مشاكل العمل	
8	أقوم من خلال مشاركتي في الدورات التدريبية ورحلات العمل بالتشبيك مع موظفي المنظمات الاخرى	
9	استعين بزملائي لحل مشكلة ما بالعمل	
10	اقوم بتطوير علاقات شخصية ومهنية خارج اطار المنظمة	

الدرجة 1-10	الاعتداد بالنفس Self-esteem	ج
	أشعر بالرضا عن نفسي بشكل عام	1
	أشعر بأن لدي العديد من الصفات الجيدة	2
	استطيع ان افعل شيء ما جيد مثلي مثل الاخرين	3
	أشعر بأن لدي الكثير لأفتخر به	4
	أشعر بأني ذو فائدة للمنظمة	5
	أشعر بأني استحق المساواة بالأخرين داخل المنظمة	6
	أطمح في تحقيق انجازات داخل المنظمة	7
	أميل الى الشعور بالنجاح في معظم الاوقات	8
	أتخذ موقفا ايجابيا تجاه نفسي في كل الاوقات	9
	أشعر بأني لدي قدرات ممكن استغلالها	10
	الموقف من سياسات مكان العمل Attitude towards workplace politics	د.
	أشعر بالرضا التام بالعمل داخل المنظمة	1
	تتماشى سياسات المنظمة مع قناعاتي المهنية والشخصية	2
	الحوافز والامتيازات التي تقدمها المنظمة مجزية لتحسين ادائي	3
	بيئة العمل داخل المنظمة مريحة	4
	أرغب في الاستمرار في العمل داخل المنظمة	5
	احترم قوانين العمل داخل المنظمة	6
	العمل في قطاع المنظمات الاهلية ممتع بالنسبة لي	7
	راضي عن سياسات المنظمة في التعاون والتشبيك بين المنظمات الاخرى	8
	انفذ سياسات وقوانين المنظمة دون أي اعتراض	9
	اشارك في وضع القوانين والسياسات العامة للمنظمة	10
	موقفي من سياسات عمل المنظمة يتسم بالالتزام والتطبيق على حساب المشاركة في التخطيط	11

الدرجة 1-10	التشبيك لدى المنظمة Networking in the Organization	هـ.
	يتوفر لدى المنظمة لجنة تنسيقية لمتابعة العمل مع المنظمات الاخرى	1
	تستخدم المنظمة التكنولوجيا ووسائل التواصل الاجتماعي لتبادل المعلومات و نشر الانشطة والفعاليات المختلفة .	2
	تحرص المنظمة على تنظيم اجتماعات ولقاءات تنسيقية داخلية	3

		4	يساعد التشبيك المنظمة في ايجاد فرص تمويل لمشاريعها
		5	يوجد للمنظمة خطة لايجاد علاقات تعاونية مع غيرها من المنظمات
		6	تهتم المنظمة بتقديم التدريب اللازم لموظفيها في مجال التشبيك والتنسيق
		7	يعزز التنافس على التمويل عملية التشبيك مع المنظمات الاخرى
		8	تساعد عملية التشبيك مع المنظمات الاخرى في زيادة خبرات العاملين في المنظمة
		9	تميل العلاقات التنسيقية والتعاونية للمنظمة لكسب المعلومات اكثر من تبادل المعلومات
		10	يوجد اتصال بين المنظمة وغيرها من المنظمات العاملة في نفس المجال
		11	يساعد التشبيك المنظمة في فعالية مشاركتها في القضايا التى تخدم العمل الأهلي
		12	يوجد لدى المنظمة عضويات وتحالفات مع الشبكات القطاعية الاخرى
		13	تتبادل المنظمة بعض المعلومات والموارد مع غيرها من المنظمات
		14	تحرص المنظمة على حضور الاجتماعات والانشطة التنسيقية الخارجية في مجال عملها
		15	توجد داخل المنظمة آليات وادوات واضحة للتشبيك مع المنظمات الاخرى
		16	يوجد لدى المنظمة شبكة واسعة من العلاقات مع المنظمات المحلية
		17	يوجد لدى المنظمة شبكة واسعة من العلاقات مع المنظمات الدولية

Appendix (3): Questionnaire Judge Committee

#	Name	University
1	Dr. Khaled Dahliz	The Islamic University of Gaza
2	Dr. Akram Samoor	The Islamic University of Gaza
3	Dr. Sami Abul Al Roos	The Islamic University of Gaza
4	Dr. Yousef Ashour	The Islamic University of Gaza
5	Dr. Jalal Shabat	AlQuds Open University
6	Dr. Mohammed Al Agha	Al Azhar University
7	Dr. Wael Thabet	Al Azhar University