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Impact of Personal & Organizational Factors on Freelancing/teleworking success "An Empirical Study on Translation Companies in Gaza Strip"

أثر العوامل الشخصية والتنظيمية على نجاح العمل الحر
"دراسة تطبيقية على شركات الترجمة العاملة في قطاع غزة"

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إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Impact of Personal & Organizational Factors on Freelancing/teleworking success "An Empirical Study on Translation Companies in Gaza Strip"

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والله ولي التوفيق،،،



عميد البحث العلمي والدراسات العليا

أ.د. مازن اسماعيل هنية

Abstract

This study aims to investigate how both Personal factors “Proactive Personality, Self-efficacy” and organizational factors “Trust, Work Flexibility, IT Infrastructure” contribute in achieving freelancing success and increasing job opportunities for graduate students in Gaza Strip.

The study followed the descriptive analytical approach. Data were collected through a self-designed online questionnaire and the individual interview technique, the questionnaire distributed to the targeted population of the study. It was distributed to a sample of 200 freelance translators and facilitators in translation companies in Gaza Strip. A total of (153) questionnaire were collected and then analyzed using SPSS program. The results showed that translators have a high proactive personality & Self-efficacy, and most of them used translation CAT Tools. In addition, respondents put their trust in translation companies and there’s a significant relationship between work flexibility and Freelancing success.

The results revealed the presence of a positive correlation between Personal factors that include (Proactive Personality & Self-efficacy) and Organizational factors that include (Trust, Work Flexibility and IT Infrastructure) and Freelancing success. Moreover, the results of regression analysis indicated that Personal & Organizational factors affect Freelancing success. Furthermore, the results indicate that there is no statistical differences in Personal & Organizational factors and Freelancing success due to demographic variables.

The study recommended to spread the culture of Freelancing by considering it as a solution for unemployment in Gaza Strip. Moreover, creating a private site for Freelance translators such as (www.proz.com), in order to improve Palestinian market image. In addition to that, Universities should cooperate with international organizations along with private and governmental sectors to improve graduates' abilities and skills to make them competent for Freelancing. Furthermore, Freelancers should improve their personal and management skills and their skills in using CAT Tools to increase their productivity. At the last, it recommended academic institutions to introduce courses related to this field and train graduates on finding freelance jobs suit their skills.

ملخص الدراسة

تهدف هذه الدراسة للتحقق من تأثير كل من العوامل الشخصية والتي تشمل "الشخصية المبادرة والفعالية الذاتية"، والعوامل التنظيمية التي تشمل "الثقة و مرونة العمل و البنية التحتية لتكنولوجيا المعلومات" في تحقيق نجاح العمل الحر، وزيادة فرص العمل للطلاب الخريجين في قطاع غزة.

إتبعت الدراسة المنهج الوصفي التحليلي وتم جمع البيانات من خلال الإستبانة كأداة رئيسية لجمع البيانات و تقنية المقابلة الفردية ، وزع الإستبيان على الفئة المستهدفة وشملت 200 مترجم وميسر مستقل في شركات الترجمة في قطاع غزة، وقد تم استرداد (153) إستبانة و تم تحليلها باستخدام برنامج **SPSS**. وأظهرت النتائج أن المترجمين لديهم شخصية مبادرة عالية ويتمتعون بالفعالية الذاتية، ومعظمهم يستخدم الأدوات المساعدة في الترجمة، وبالإضافة إلى ذلك، أكد المستجيبون على ثقتهم في شركات الترجمة، كما أن هناك علاقة دالة بين مرونة العمل ونجاح العمل الحر.

وأظهرت النتائج وجود علاقة إيجابية بين العوامل الشخصية التي تشمل (الشخصية المبادرة والفعالية الذاتية) والعوامل التنظيمية التي تشمل (الثقة، مرونة العمل، والبنية التحتية لتكنولوجيا المعلومات)، ونجاح العمل الحر، بالإضافة لذلك أشارت نتائج تحليل الإنحدار إلى أن العوامل الشخصية والتنظيمية تؤثر على نجاح العمل الحر، كما وأظهرت النتائج عدم وجود فروق ذات دلالة إحصائية في العوامل الشخصية والتنظيمية ونجاح العمل الحر بسبب المتغيرات الديموغرافية.

وأوصت الدراسة بضرورة نشر ثقافة العمل الحر حيث يعتبر وسيلة للتخفيف من معدلات البطالة المرتفعة في قطاع غزة، و ضرورة إنشاء موقع خاص للمترجمين ومثابه لموقع (www.proz.com) من أجل تحسين صورة السوق الفلسطيني للترجمة ، بالإضافة إلى ضرورة التعاون بين الجامعات مع المنظمات الدولية جنباً إلى جنب مع القطاعين الخاص والحكومي لإقامة شراكة تدعم قدرات الخريجين ومهاراتهم لجعلهم مؤهلين للعمل الحر، كما ويجب على العاملين بشكل حر تحسين مهاراتهم الشخصية والإدارية للتعامل مع شركات الترجمة بطريقة محترفة، كما ينبغي أن يحسنوا مهاراتهم في استخدام الأدوات المساعدة في الترجمة حيث أنها تزيد إنتاجيتهم، وأوصت الدراسة في الختام بدور المؤسسات الأكاديمية بالقيام بعقد الدورات ذات العلاقة بهذا المجال وتدريب الخريجين على إيجاد وظائف تناسب مهاراتهم في مجال العمل الحر.

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

(یَرْفَعُ اللّٰهُ الَّذِیْنَ اٰمَنُوْا مِنْكُمْ وَالَّذِیْنَ
اٰتَوْا الْعِلْمَ دَرَجٰتٍ)

[المجادلة: 11]

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Table of Contents

Declaration	I
Abstract	III
ملخص الدراسة	IV
الإهداء	VI
Acknowledgment	VII
Table of Contents	VIII
List of Tables	XI
List of Figures	XIV
List of Appendix	XV
Chapter 1 Introduction	1
1.1 Introduction:.....	2
1.2 Problem statement:	3
1.3 Research objectives:	5
1.4 Research Model & Variables:	6
1.5 Research Hypotheses	7
1.6 Importance of the study	7
1.7 Definition of Important Terms:.....	8
1.8 Research limitations.....	9
1.9 Structure of the thesis	9
1.10 Thesis Contribution.....	10
1.11 Summary	10
Chapter 2 Literature Review	11
2.1 Freelancing Definition	12
2.2 Advantages and disadvantages of Freelancing,	13
2.3 Difference between Employees & Freelancers.....	15
2.5 Freelancing, Telecommuting, Work at Home and Outsourcing	17
2.6 Translation Sites for Freelance translators.....	19
2.6.1 Who do translators work for?	21
2.6.2 The Best Freelance Websites to Find Jobs	22
2.7 Freelancing Success Factors	23

2.8 Factors Affecting Freelancing Success	25
2.9 Internal & Local Practices of Freelancing:	34
2.9.1 US Freelance Statistics	34
2.9.2 UK Freelance Statistics.....	35
2.9.3 The Reality of Freelancing in Palestine (Gaza Strip)	36
2.9.4 Freelancers in Gaza Strip Challenges	39
2.9.5 How to Succeed as a Freelancer	40
2.10 Summary	40
Chapter 3 Previous Studies	42
3.1 Arabic Previous Studies.....	43
3.2 The Foreign Previous Studies:.....	46
3.3 Comments on Previous Studies	55
3.4 Benefits of previous studies:.....	57
3.5 What makes this study different from previous studies?.....	57
3.6 Chapter Summary	57
Chapter 4 The Research Methodology	59
4.1 Introduction:.....	60
4.2 Study Method:.....	60
4.3 Study Population & Sample:.....	60
4.5 Study Tools:.....	61
4.6 Questionnaire creating steps:	63
4.7 Statistical Analysis Tools:	64
4.8 Validity of the questionnaire:	64
4.8.1 Referee validity:.....	64
4.8.2 Internal Validity:.....	65
4.9 Reliability of the Research:.....	69
4.10 Cronbach’s Coefficient Alpha:	69
4.11 Chapter Summary:	70
Chapter 5 Data Analysis and Hypothesis Testing.....	71
5.1 Introduction.....	72
5.2 Analyzing of demographic factors:.....	72

5.3 Answering Research Questions:	77
5.4 Hypothesis Testing:	89
5.5 Chapter Summary:	99
Chapter 6 Conclusions and Recommendations.....	100
6.1 Introduction.....	101
6.2 Conclusions.....	101
6.3 Recommendations.....	102
6.4 Future Researches	102
References.....	103
Appendix.....	113

List of Tables

Table (2.1): Advantages and disadvantages of Freelancing	14
Table (2.2) : Difference between Employees & Freelancers	15
Table (2.3): Difference between Employees & Freelancers	16
Table (2.4): Difference between Employees & Freelancers	17
Table (2.4): Most Important CAT Tools	34
Table (4.1): Distribution of sample size among Gaza Strip Governorates	61
Table (4.2) Variables Measures	62
Table (4.3) Seven-point Scale.....	63
Table (4.4): Correlation coefficient of each item of “self-efficacy” and the total of this field	65
Table (4.5): Correlation coefficient of each item of “Proactive Personality” and the total of this field	66
Table (4.6): Correlation coefficient of each item of “Trust” and the total of this field ..	66
Table (4.7): Correlation coefficient of each item of “Flexibility” and the total of this field	67
Table (4.8): Correlation coefficient of each item of “IT Infrastructure” and the total of this field	68
Table (4.9): Correlation coefficient of each item of “Freelancing success” and the total of this field	68
Table (4.10): Correlation coefficient for each field and the whole of questionnaire.....	69
Table (4.11): Cronbach's Alpha for each field of the questionnaire	70
Table (5.1): The distribution of the sample according to Gender.....	72
Table (5.2): The distribution of the sample according to Age.....	72
Table (5.3): The distribution of the sample according to Educational level.....	73
Table (5.4): The distribution of the sample according to Job title.....	73
Table (5.5): The distribution of the sample according to Years of Freelancing Practices	74
Table (5.6): The distribution of the sample according to How practicing Freelancing ..	75

Table (5.7): The distribution of the sample according to Organization Address	75
Table (5.8): The distribution of the sample according to Organization Work Field	76
Table (5.9): The distribution of the sample according to Organization Age	76
Table (5.10): The distribution of the sample according to Number of employees	77
Table (5.11): The distribution of the sample according to Translation tools	77
Table (5.12): The distribution of the sample according to Reasons for using these tools	78
Table (5.13): The distribution of the sample according to The purpose of using these tools.....	78
Table (5.14): The distribution of the sample according to Average usage	79
Table (5.15): The distribution of the sample according to skills in using translation tools	80
Table (5.16): means, the percentage weight and rank of each item in the first domain “Proactive Personality”	80
Table (5.17): means, the percentage weight and rank of each item in the second domain “Self-efficacy”	82
Table (5.18): means, the percentage weight and rank of each item in the third domain “Trust”	83
Table (5.19): means, the percentage weight and rank of each item in the fourth domain "Work Flexibility"	85
Table (5.20): means, the percentage weight and rank of each item in the fifth domain "IT Infrastructure"	86
Table (5.21): means, the percentage weight and rank of each item in the sixth domain “Freelancing success”	88
Table (5.22): Correlation Matrix between organizational factors and Freelancing success	89
Table (5.23): Result of Stepwise regression analysis	90
Table (5.24): Result of Stepwise regression analysis “Productivity”	92
H2b. Personal and Organizational factors affect significantly and positively.....	93
Performance	93

Table (5.25): Result of Stepwise regression analysis “Performance”	93
Table (5.26): Result of Stepwise regression analysis “Job Satisfaction”	95
Table (5.27): Independent Samples T-test of the fields and their p-values for gender... 96	
Table (5.28): ANOVA test of the fields and their p-values for Age.	97
Table (5.29): ANOVA test of the fields and their p-values for Scientific qualification. 98	
Table (5.30): ANOVA test of the fields and their p-values for Job title.	98
Table (5.31): ANOVA test of the fields and their p-values for Years of Experience. ...	99
Table (6.1): Company’s savings after using Trados Studio A.....	127
Table (6.2): Company’s savings after using Trados Studio B.....	128
Table (6.3) The advantages and disadvantages of TMs from a translator’s perspective	129

List of Figures

Figure (1.1): Variables Model	6
Figure (2.1): Structure of translation industry	22
Figure (2.2): Which CAT Tool do you use most.....	33
Figure (2.3): Which CAT Tool do you use?	33
Figure (2.5): Unemployment rate	38
Figure (6.1): When should the translator use the TM.....	128

List of Appendix

Appendix (1): Questionnaire	114
Appendix (2): Questionnaire English	120
Appendix (3): List of Referees	125
Appendix (4): Important Information about CAT Tools	126

Chapter 1

Introduction

Chapter 1

Introduction

1.1 Introduction:

Finding a job in today's market is far from easy – it's even more challenging in environment such as Gaza Strip. It's too hard to find work that truly inspires you and gets you excited to wake up every day. Freelancing appears as one of the biggest trends in employment today and is trending to become even bigger. Chances are you've heard of freelance employment or perhaps know somebody that does it. There's tons of benefits to freelancing whether for freelancer career or for a more exciting and flexible lifestyle. Moreover, freelancing jobs comes in many different shapes and sizes. Some people act as freelance translators & writers that represent 24% from freelancers' sectors, and some act as Graphic designers that represent 29% from freelancers' sectors, and other act as freelance IT Programmers and represent 34% (Based on Rise of the Freelance Economy, Report 2015). And regarding local market, Taiseer Shagalaih, "Freelancing Program Manager at Gaza Sky Geeks & Director of IT programs at Mercy Corps in Gaza Strip" (Personal Interview, 23rd of Aug, 2017) indicates that the number of freelancers in all fields in Gaza estimated 1500-2000 freelancers in all fields, 300-500 from them work as freelance translators. However, he indicates that the main problem regarding freelancing in Gaza that there aren't official and correct statistics related to this subject. While Emad Kehail who work as "Project Officer at Qatar Charity" (Personal Interview, 22nd of Oct, 2017) states that the number of freelancers in Gaza Strip is around 3000-5000 freelancers and 200-400 from them work in translation sector.

In Palestine, 15 universities are accredited by the Ministry of Education and Higher Education, five of which are in Gaza Strip (mohe.ps, 2017). Students are graduating every year with expectations to be challenged and finding jobs. But instead, upon graduation they are often met with low paying jobs that have little room for growth and very little opportunity for development. Gaza Strip experiencing high unemployment rates. According to the Palestinian Central Bureau of Statistics (2016), the overall unemployment rate in 2016 was 60% among youth aged 20-24 years in Gaza Strip (PCBS 2017, Website). Freelance jobs can be attractive from the labour supply

standpoint too: they may allow a reduction of the unemployment duration and contribute to a decline in the unemployment rates of the labour force as well (Blanchard and Landier, 2002; Bover & Gomez, 2004; Van Ours and Vodopivec, 2006)

Freelancing motivation refers to people's willingness to find a job on their own term instead of working in traditional full time job. Research shows that the motivation for self-employment may be the result of a complex array of personal and organizational factors. The personal factors may include, among others: proactive personality, and self-efficacy (Boyd & Vozik 1994; Cromie, 2000; Casson, 2003). The set of organizational factors consists of factors such as: Trust, Work flexibility and IT Infrastructure (Risku, 2009; Born & Witteloostuijn 2013; Prahalad & Hamel, 1990; Webb 1999). In spite of abundant research on factors involving freelancing implementation, little of the research to date has tested relationships among sizable sets of these factors and freelancing success.

In order to study Freelancing success, following factors linked to it: Job satisfaction, Productivity and Performance. Plenty of studies have indicated that there's a strong relationship between job satisfaction and productivity (Bockerman & Ilmakunnas, 2010). Therefore, when Freelancers enjoy the benefits of remote working such as scheduling time between work and family and reducing commuting time, their satisfaction level increase directly, which in turn, enhances their performance (Abdul Azeez & Supian, 1996). Moreover, productivity and performance improvements with telecommuting (Gainey, Kelley, & Hill, 1999). Both remote working and schedule flexibility were positively related to company performance (Martinez-Sanchez 2007).

This study examines the effects of multiple personal and organizational factors from freelance translators' perspective on Freelancing success. To the researcher's knowledge, no published research investigates the impact of both personal and organizational factors on Freelancing success in Gaza Strip.

1.2 Problem statement:

Freelancing considered one of the latest and most prevalent new ways of working. There has been a transformation in freelancing over the last two decades from a shadow

workforce serving as substitutes for employees to a far more diverse workforce incorporating high skilled workers who serve a dynamic role for businesses. A 2014 UK Office of National Statistics (ONS, 2014) report shows that self-employment is becoming increasingly common, with an increase to 6.3% from the total workforce, and increased from 3.8 million in 2008 to 4.6 million in 2015 – while employment, by comparison, grew by only 2%. This new way of working plays an important role in creating new employment opportunities especially in Gaza Strip, in which youth unemployment rate reached about 60% by the end of 2016 (PCBS, Website).

The number of applicants for teaching jobs in Gaza Strip (2017) is around 24,420 graduates in 17 fields, and the approximate number of English language graduates is 2500-3000 students (mohe.ps, 2017). The majority of them are working as a part time freelance translators or facilitators, but they don't practice freelancing in the appropriate ways to get the required benefits from it. Emad Kehail who work as "Project Officer at Qatar Charity" (Personal Interview, 22nd of Oct, 2017), indicates that the number of freelancers in Gaza Strip is around 3000-5000 freelancers in all fields, and the estimated number of translators is around 200-400 translators. He states that freelancing considers as one of the main methods of employment in Gaza Strip, however, organizations should provide the necessary procedures to qualify Palestinian graduates to work in the global labor market, and work to fill the gap between the demands of freelancing market (International market) and the outputs of universities. He adds also, that government should provide policies and regulations that regulate teleworking, as well as organizing the contracting process in case of teleworking. Khail concludes on the important roles of universities to enhance graduates' skills by integrating them with companies specialized in teleworking. Moreover, universities should ask students to conduct more studies related to freelancing labor due to the lack of researches and studies in this field.

Several scholars have suggested that translators differ from each other in many ways mainly due to their professional and psychological conditions. A combination of these individual differences and characteristics may directly influence their translation quality (Shojaee & Sahragard, 2012; Shangarffam & Abolsaba, 2009). The purpose of this study is to investigate the effect of personal factors including (Proactive Personality

and Self efficacy) and organizational factors including (Trust, IT Infrastructure and Work flexibility) on freelancing success.

The research problem can be concluded in the following question "What is the impact of personal & organizational factors on freelancing success among Gazan translators?"

Specifically, the research aims at answer:

1. How do Freelance translators perceive their personal factors (Proactive Personality, Self-Efficacy)?
2. How do Freelance translators perceive the level of the organizational factors (Trust, Work Flexibility & IT Infrastructure) with employing companies?
3. What are the level of perceptions among Freelance translators about Freelancing Success in Gaza Strip?
4. What is the relationship between Personal & Organizational factors and Freelancing Success?
5. What is the effect of Personal & Organizational factors on Freelancing Success?
6. What are the most prevalent Translation Tools?
7. Is there any differences in Personal & Organizational factors and Freelancing Success due to Demographic variables based on Freelancers responses?

1.3 Research objectives:

The study's main objective is to identify the Personal & Organizational factors influencing on Freelancing Success, and their effect among Freelance translators in Gaza Strip. Specifically, the study aims at achieving the following objectives:

- Assess the impact of personal factors include (*Proactive Personality & Self-efficacy*) on Freelancing Success.
- Examine the level of organizational factors include (*Trust, Work Flexibility and IT Infrastructure*) on Freelancing Success.

- Investigate the effect of demographic factor on Freelancing Success through Personal & Organizational factors.

1.4 Research Model & Variables:

1.4.1 Dependent Variable: Freelancing Success (Productivity – Job Satisfaction – Performance)

1.4.2 Independent Variables:

- **Personal Factors:** Proactive Personality and Self-Efficacy
- **Organizational Factors:** Trust, Work Flexibility and IT Infrastructure

1.4.3 Personal Variables:

These are the personal characteristics of the sample members and it includes: (Gender, Age, Scientific qualification, Job title, Years of Experience and Freelancing practices)

1.4.4 The Model & Variables:

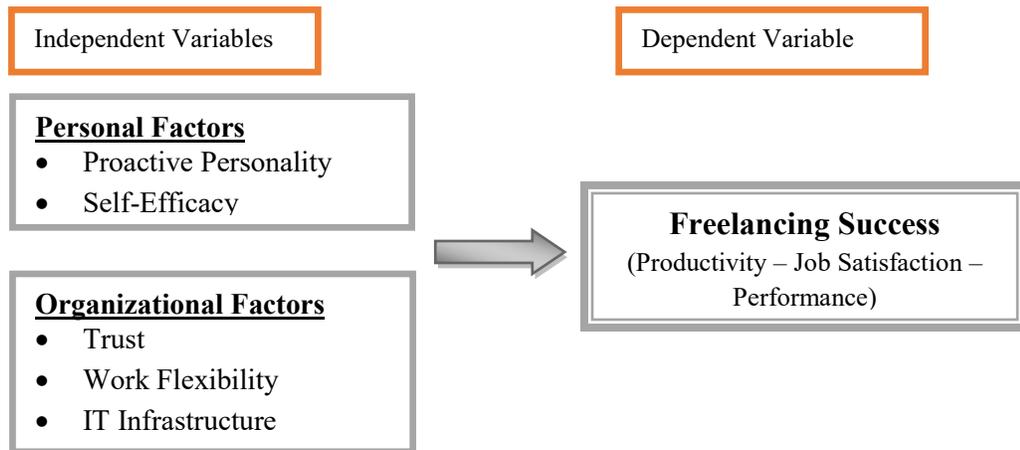


Figure (1.1): Variables Model

Source: Prepared by the researcher Based on (Aboelmaged & El Subbaugh 2012, Atkinson 2012)

1.5 Research Hypotheses

H1. There is a statistical significant relationship between Personal factors (Proactive Personality, Self-Efficacy) & Organizational factors (Trust, Work Flexibility, IT Infrastructure) and Freelancing success.

H2. Personal and Organizational factors affect significantly and positively Freelancing Success.

- **H2a.** Personal and Organizational factors affect significantly and positively Productivity.
- **H2b.** Personal and Organizational factors affect significantly and positively Job Satisfaction.
- **H2c.** Personal Organizational factors affect significantly and positively Performance.

H3- There is no statistical differences in Personal & Organizational factors and Freelancing Success due to Demographic variables (gender, Age, Scientific qualification, Job title, Years of Experience and Freelancing Practice).

1.6 Importance of the study

This study is important from different perspectives as follow:

1.6.1 Theoretical importance:

- 1- The growing use of Freelancing which emphasizes the need to study and know the nature and pattern of use this new way of working for getting job opportunities.
- 2- This study is considered as an important reference for those interested and involved in the areas of research, since it studies Freelancing success, which has an important role in decreasing unemployment rate.
- 3- Lack of Palestinian Studies on Personal & Organizational factors and its effectiveness in Freelancing success between individuals – according to the researcher’s knowledge.
- 4- This study is a contribution to the development of new knowledge for researchers and interested in understanding the nature of Freelancing success factors.

1.6.2 Practical importance:

- 1- This study will help educational institution to know how to support the use of Freelancing among graduate students for job opportunities purposes.
- 2- This study provides some suggestions & recommendations for increasing the use of Freelancing among researchers and educational institution.

1.7 Definition of Important Terms:

Freelancing Success:

In order to measure freelance work success, the researcher used three measures which are:

Productivity: The relation between output and input, and one of the most vital factors affecting a company's competitiveness (Singh, Motwani & Kumar 2000)

Job Satisfaction: Individual's positive emotional reaction to particular job (Oshagbemi 2000).

Job Performance: Scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals (Campbell 1990; Murphy 1989)

The following are independent variables:

- Proactive Personality:

Bateman and Crant (1993) defines it as: one who is relatively unconstrained by situational forces and who effects environmental change. Proactive personalities identify opportunities and act on them; they show initiative, take action, and persevere until they bring about meaningful change.

- Self-Efficacy:

It can be defined as "belief in one's abilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands" (Wood and Bandura 1989). In other words, it is a measure of our belief in our own ability to do well in a particular situation.

- **Trust:**

It can be defined as the capacity to voluntarily depend on each other's words and actions (Brown, Courtney 2016)

- **Work Flexibility:**

It can be defined as the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks (E Jeffrey Hill, JG Grzywacz, S Allen 2008)

- **IT Infrastructure:**

Availability of IT infrastructures refers to the extent to which employees have easy access to information communication tools and web-based applications. Byrd and Turner (2000) measured it via six-item scale that represents degree of networking, hardware and software, information processing, IT staff and supporting facilities

1.8 Research limitations

- 1- **Objective Limitation:** The researcher describes Freelancing success in the light of the international statistics where there is little statistics about it in Gaza Strip.
- 2- **Human Limitation:** Study population is limited to freelance translators, projects managers and engineers' members who work in translation industry in Gaza Strip.
- 3- **Time Limitation:** This study lasted from February-2017 until August 2017.

1.9 Structure of the thesis

The study consists of six chapters. Chapter Two talks about the literature review. It includes a brief discussion of relevant area in Freelancing Success. The next chapter is chapter Three, which presents relevant studies and research papers about the effect of Personal & Organizational factors on Freelancing success. Chapter Four includes research design, Study population and sample, the instrument questionnaire, piloting, data collection, data entry and analysis. And Chapter Five includes percentages, significance and correlation tables relating to questionnaire's data, study constructs and hypotheses. The last one is chapter Six Conclusions & Recommendations: This chapter includes conclusions and the recommendations of the study.

1.10 Thesis Contribution

- 1- Study Freelancing market in Gaza Strip improvement barriers and resistors.
- 2- Strong positive correlation between Personal & Organizational factors and Freelancing success.
- 3- Obvious relationship between CAT tools, fluent English and translators' success.
- 4- This study recommendations could be taken by new & beginner freelancers in Gaza.

1.11 Summary

The current chapter served as introductory chapter. It gives a brief background about the Freelancing in terms of importance. In this sense, this chapter represents an introduction about the current study in general. The problem statement of this study is provided in addition to the research question which described the problem of the study that is identified in the following chapter of analysis and findings. Moreover, the research objectives are tackled in details. Hence, the importance of this study is discussed in addition to the main concepts and the constructed propositions. Finally, the researcher finished this chapter by clarifying the research limitations.

Chapter 2

Literature Review

Chapter 2

Literature Review

The modern meaning of the term freelancer has started to be used since the second part of the 20th century in order to define the journalists who provided on-demand services for other organizations. Therefore, for the past two decades, lot of workers have felt a shift to a new kind of work. The traditional “full-time job with benefits” was becoming less common, replaced by a new way of working. But while many could feel this shift, it was difficult to quantify. Why does millions of workers around the world are working in a new way? Actually, the economic implications of this more flexible workforce are important. Workers can pursue more meaningfully independent lives. Businesses can reach the exact skills and people at the exact right time. Therefore, the idea of freelancing is spreading day by day among graduate students in Gaza Strip, and the main reason for that is the lack of traditional jobs.

There is no commonly accepted term or definition for remote work. According to previous studies, there are lots of terms about “Freelancing” (Kitching & Smallbone, 2012; Hanhijarvi, 2012, Hsieh 2012), and then as “Self-employment” (Dunn and Holtz-Eakin, 1996; Wang and et al., 2010). Furthermore, some researchers use the terms telecommuting and teleworking interchangeably to describe employees who work away from the main office.

2.1 Freelancing Definition

A freelancer is a self-employed person who is not bound by any long-term employment contract, this person may be completely independent in the management of his business or a representative of a company that carries out the task of marketing and selling his or her services (Gee 2014). According to “Freelancer 2017”: freelancer or freelance worker is a term commonly used for a person who is self-employed and is not necessarily committed to a particular employer long-term. Duermyer (2016) indicated that Freelance employees, also known as independent contractors, are individuals who work on their own, without a long-term contractual commitment to anyone else. A freelancer usually handle tasks under short term cooperation with their clients, who have

the right to judge based on final results of freelancer's work, instead of the means used to complete this job. Kitching & Smallbone (2012) defines freelancers as "those in business who work alone or with partners and they handle the responsibility in generating their works and income, but they don't employ other people". Freelance jobs are frequent in the media, publishing, writing, translation, filmmaking, art, culture, web development, networking and information systems, software development, administrative support such as data entry and web search, advertising, market research and surveys, and business services such as consulting and recruiting. Freelancers sell their professional knowledge and skills, but nothing else. This make them different from other entrepreneurs who sell tangible products or services, often made by other manufacturers.

2.2 Advantages and disadvantages of Freelancing,

Although, Freelancing provides various advantages such as flexible schedule, place of choice to work, independence and tax benefits; it has some disadvantages as well such as have no retirement and medical coverage, disability may cause loss of income, risk in business dealings, and payment of self-employment taxes (Kazi & Yousoff 2014).

To be successful, an independent professional needs a different skill set than the average entrepreneur. Human capital is more essential to the freelancer in the industrial world, but access to financial capital is less important, as most freelancers work within services where capital requirements are almost not useful. The other difference that freelancers may be set apart from other entrepreneurs, is that they do not hire employees. Therefore, factors such as leadership, organizational, and administrative skills, which are necessary when one has to run an organization, are not important to the average freelancer (J. Van den Born, 2009).

Table (2.1): Advantages and disadvantages of Freelancing

According to	Advantages	Disadvantages
Freelancers	<ul style="list-style-type: none"> - Reducing transportation cost and time. - Balance between work and life. - Reducing stress and mental pressures resulting from work. - Working hour flexibility. - Some tax deductions. - Less disorder in family life and improving life quality. - Independence and reducing dependence at work. 	<ul style="list-style-type: none"> - Personal isolation - Reducing social communication and interactions. - No trust between new freelancers and new agencies. - Excessive fatigue due to working hard. - No trust and acceptance by the non- teleworking colleagues. - Paying self-employment taxes - Taking personal responsibility for health insurance, disability, and retirement coverage. - Shortage of suitable space at home for Freelancing. - No separation between house and workplace.
Organizations	<ul style="list-style-type: none"> - Increasing job satisfaction. - Improving increase of productivity. - Reducing probability of disease and using sick leave. - Increasing job security. 	<ul style="list-style-type: none"> - Loss of competition sense. - The absence of suitable facilities and technical infrastructures at place. - Concern with job progress and promotion. - Reducing job communication.

Developed by the researcher

Source: Itzhak Harpaz (2002)

2.3 Difference between Employees & Freelancers.

Freelancers might be defined as those genuinely in business on their own account, working alone or with co-owning partners or co-directors, responsible for generating their own work and income, but who do not employ others. Employees, conversely, are dependent on an employer to provide them with the required services. The employment/self-employment distinction is of some use here but, although some freelancers work on a self-employed basis, not all do.

Freelancers operate under a range of legal business forms: as self-employed sole proprietors or partners in unincorporated businesses, as directors of their own limited companies (John K, David S, 2012).

Table (2.2) : Difference between Employees & Freelancers

	Employee	Freelancer
Direction, Control and Tools & equipment		
Method of payment	Receives an hourly, weekly or monthly wage or salary or a commission. Receives a pay-related document such as Cheque and statement of earnings.	Submit invoices. Receives pay within the terms of the company, (30-90 days), and sometimes receives payments in advance.
Hours of work	Usually works specified hours that are set by the employer	free to choose time of work but not usual.
Training	Receives in-house, on-the-job or outside training that is provided, paid for or by the employer	Has the required training before starting the job. Pays his or her own training course (Bidwell, 2009).
Schedule and routines	Work under direction of an employer	May have to meet deadlines, but can set the schedule or manner in which the work is done (McKay & Zetzsche 2016)".
Supervision and compliance with instructions	Work under the supervision of the employer. Generally, must follow the employer's instructions on how, when and where the work is done. Generally, must follow the employer's instruction regarding the quality or the volume.	Generally, works without supervision (Chadwick & Flinchbaugh, 2013). Does not receive or follow ongoing instructions on when, where and how to work. Decides what methods will be used to achieve the tasks.
Tools and equipment	usually uses tools, equipment and material provided and paid for by the employer.	Usually buys, rents or leases the tools and equipment (Atkinson 2012) Usually pays for tools and equipment maintenance and upgrades (Atkinson 2012)

The previous comparison indicates that Freelancers have more work flexibility in delivering jobs than employees. They can set the schedules in the way that ease their work performance. In the other hand, Freelancers pay for self-training and tools, while employees usually receive free training and tools by their organizations. Moreover, Freelancers can enhance their profitability by increasing their productivity and doing more tasks, while employees receive fixed salary with commission sometime.

Table (2.3): Difference between Employees & Freelancers

	Employee	Freelancer
Chance of profit or Risk of loss		
Profit	Does not earn more if work is completed more quickly than expected. May earn more through bonuses. Length of service or experience increase the salary.	Earn more through projects with high volume and tight deadline (García 2009).
Risk of loss	Receives pay for services provided. Receives pay at an established rate Is not responsible for covering bad debts.: debts are the employer’s responsibility	Stands to make less money if project work takes longer to complete. May have to deal with bad debts. Risk following with less work, definitely after an unsuccessful contract idiom

The previous comparison indicates that Freelancers can earn more money through projects with high volume and tight deadline, while employees’ salary remain as it is either the task completed quickly or not. In the other hand, high risk in Freelancing means less work if the freelancer fails in meeting the standard of client requirements, while employees are not responsible for high risk results as it’s already covered by the firm.

Table (2.4): Difference between Employees & Freelancers

	Employee	Freelancer
Integration		
Independence and self-employment	Is not self-employed Is part from employer's business and depends on one income source.	Acts on his or her own behalf (Gee 2014) Is in business for his or her own benefit and is not part of the payer's business. Depends on several income sources or clients overtime May hold a business license.

Developed by the researcher

Source: 2008 Government of Alberta & Previous Studies

The previous comparison indicates that Freelancers more dependent than employees, as they work on their own behalf, and not working based on the organization rules.

2.5 Freelancing, Telecommuting, Work at Home and Outsourcing

1. Teleworking

Telework means the use of information technology and telecommunications to replace work-related travel or going to the organization office. Teleworking allows employees to handle their tasks from home or at a local telework center for some days per week by using communication tools, such as Internet, fax, phone, and e-mail, to perform work tasks away from office. The term telework is commonly used in Europe and other countries while telecommute is used in the United States and Canada. Companies may need to downsize or save money and choose to allow their employees to work at home. Almost any job that doesn't require special equipment or manufacturing, can be done from home. Through this new way of working, companies can save thousands of dollars for every person that chooses work at home instead of in the office. Telecommuters also save thousands from work expenses such as clothing, food and gas. Telecommuting benefits the company and employee equally. The main benefits of telecommuting are being able to work from home and saving money. Over the last three decades teleworking has become a common method of new ways of working, although teleworking adoption still slow (Pearlson and Saunders, 2001; Pyöriä, 2011). One reason for this might be the complexity of teleworking practices, and the difficulty in achieving

all tasks through it. Current research on telework is often discussing the good outcomes of telework, as increased job satisfaction, and bad outcomes, as reduced work-life balance (Gajendran and Harrison, 2007). Importantly, telework doesn't mean where and when knowledge workers can engage in their work only, but it fundamentally transforms the notion of work and life (Seamas, 2005).

2. Work at Home

People who choose to work at home are usually independent contractors and business owners. Most businesses today are started in homes. Business owners can work for companies that offer job openings or contact companies and offer their own services, qualifications and standard prices. Companies prefer hiring business owners and independent contractors because they provide their own equipment and software and they have the required experience to do the jobs which can be confirmed by hiring employers before they contact or hire the candidate (Sue Campbell, 2000). The biggest benefit of working at home are earning a living from the comfort of your own home. Business owners and people who work from home have the freedom to set their own schedules and pay. Regular employees have to be in an office or at a job at a certain time and are paid a predetermined salary, but independent contractors do not have any of these restrictions (Roberts, D. E. 2003). A work from home or work at home arrangement includes working from home and it's different from the telework properties as it's not obligatory stay electronically connected to the work during business hours. Work performed is generally done by individual so does not require consistent communication or team interaction. It also is more likely that the employee can live far from business location for which he or she is working because face to face contact is not necessary (womans-work.com).

3. Outsourcing

Freelancing differs from outsourcing, that in outsourcing there's no communication between both parts, as the client allocate the task to the outsourcer and wait for final delivery (Belcourt, 2006). This matching process is different in Freelancing, as there's direct contact between freelancer and client regarding order's phases, and where that marketplaces play a vital role. While it may seem that

marketplace play a mediator role between freelancer and client instead of external organization or agency that matching the same role in outsourcing.

First, an important difference between Freelancing and outsourcing that the options available by marketplaces in Freelance work won't be available by the external organization or agency in outsourcing.

A second difference that in Freelancing, the freelancer doesn't complete the whole task despite of covering most functions of it, while in outsourcing, the outsourcer usually completes the whole task (Aguinis, 2013).

A third difference between Freelancing and outsourcing, that external organizations don't manage the entire relationship phases between both parts, such as hiring and quality control as marketplaces. Finally, the amount of compensation in outsourcing is much higher than any online marketplace.

The confusion between these is common. Whoever works from home tends to be a freelancer, and I believe that most freelancers are at home, without an actual office. The main difference appears if one works on his own, or if he decides to outsource some of his services to other freelancers, as in that case it would then be outsourcing. This is when it sorts of gets a bit bigger. Generally, the outsource contractor will be a freelancer who has a lot of work to handle on his own, and so he delegates parts of it to other freelancers, but it is often a one-off thing.

In addition to that, all three methods allow people to work from the comfort of home with the added benefits of being able to stay close to family and saving thousands of dollars a year in every day work expenses. However, a person chooses to work at home, there are always going to be more pros than cons.

2.6 Translation Sites for Freelance translators.

Freelancers work through reliable sites in order to avoid dishonest clients or translation agencies. The most important site in this field is www.proz.com. This site provides Freelancers with the required information about clients and agencies reliability, especially in payment transactions. It provides them with the Blue Board services which

contains searchable database of language job outsourcers with feedback from service providers.

(proz.2017):

It's a membership-based website targeting freelance translators. Founded in 1999, It is maintained a staff of 20 working from offices in the United States, Argentina, and Ukraine as well as remotely from locations around the world. It is mainly used for posting and responding to translation job offers. As of 10 June 2017, ProZ.com reports more than 873,000 registered users, spreading in more than 200 countries around the world (proz, website).

The site is available in more than 45 languages and is being localized in 35 other languages, although localization is not complete for many languages, the default setting being English.

The website is not restricted to professional translators and hosts a number of semi-professional and amateur translators. It is open to anyone, without proof of competency or legal registration

The site is a virtual community which includes many references for freelance translators in order to get benefits from in their works. Also, it allows freelancers to offer their profession and language combinations to receive translation tasks through direct contact or email. The registration is very essential for new users to get benefits from more services in the website. Moreover, it provides discussion through forums in which freelancers ask for terminology questions or required glossaries. However, much parts in the website requires paid membership in order to be used. The website developed by volunteers' translators. The most essential part in the website is the terminology questions, in which 2 million questions have been answered by freelance translators (proz, website).

The website features reputation systems: WWA for translators and the BlueBoard for outsourcers. (proz, website). It's a feature where can you see the evaluation of the translation companies or freelancer, it's a scale consists from 5 points, where 5 the highest rank. Freelancer should rely on it, and whether they should work with this company or not.

Sites with comparable features

(ProZ.2017) leads its major competitors in the segment of translation websites, such as TranslatorCertification.com, TranslatorsCafe.com, TranslationDirectory.com, TraduGuide.com, TTMEM.com in two major metrics, volume of activity and registered users.

2.6.1 Who do translators work for?

freelance translator usually works either for translation agency or for a direct client. There are some advantages and disadvantages for translators in each type of cooperation.

A translation agency deal with several end clients and freelancers, and it works as a mediator between both parts. However, the agency handles the project management end of things and deals with any collections issues (McKay & Zetzsche 2016).

The translation agency usually asks for a fixed fee from end client, and offer per word rate for freelance translators. The agency gets benefits from the different price between two amounts (McKay & Zetzsche 2016).

The other option for freelancer is to work directly with end clients, and this is not common as clients prefer translation agency in order to be in a safe side. However, in this case the price will be double from working with agency for freelance translator.

At the same time, when the freelancer works for a direct client there's no one between him or her and the client. If the direct client doesn't pay— so it's up to the translator to take the last decision. These details should be take into consideration before you decide whether to work with a direct client or translation agency (McKay & Zetzsche 2016). It looks something like this:



Figure (2.1): Structure of translation industry

Source: The Complete Guide to Freelance Translation

2.6.2 The Best Freelance Websites to Find Jobs

There are plenty of marketplaces for striking out on your own, but as a freelancer, getting the best job opportunity isn't just a matter of signing up on popular platforms. You'll have to branch out, establish a great portfolio of past work and maybe even prove yourself through taking free tests in order to show your skills. Here's a list of the best sites to find work as a freelancer.

(Upwork – Freelancer - Guru - Peopleperhour - Freelance Writing Gigs - iFreelance - SimplyHired - Krwah - Picalica - Khamsat – Mostaq)

Most of these marketplaces deal with different categories of businesses and projects, such as: Translation, Localization, Design & Graphics, Software development, Information Systems & Networks, Law, Management, Accounting, Marketing, Data Analysis, Engineering & Architecture, Publishing ... etc.

Information technology, including its specialties, is the most widely spread among these platforms. English translation come third after Information technology specialties and Design & Graphics.

The aim of these marketplaces is to connect businesses and independent professionals to collaborate remotely, this includes searches processes, selection, supervision, performance evaluation, and finally payment of wages.

Many marketplaces take a commission of the profit directly from the freelancer. The percentage of commission is different from one site to another, but it ranges from 5% to 15%. Microtask marketplaces are the only type of marketplaces that employers should pay for service directly. All other marketplaces take their commission directly from the freelancers' payment before transferring the funds to them (Aguinis & Lawal, 2013)

2.7 Freelancing Success Factors

In this study, Freelancing success measured through three factors (Job Satisfaction, Productivity, and Performance). Job satisfaction is important because it will sustain Freelancers during the tough periods and help them get along with that difficult client. Massey& Elmore (2011) indicate that job satisfaction is one of the key factors that are linked to improvements in working from home productivity. Moreover, the study reveal that female respondents were satisfied with their work hours, earnings, and ability to combine between work and family.

The second factors, is productivity that related to Freelancing success. Productivity of freelancers could be increased through using the required CAT Tools for translation. These technologies have increased productivity and quality in translation, supported international communication, and demonstrated the growing need for innovative technological solutions to the age-old problem of the language barrier (Kenny, 2011) & (Moorkens 2014).

The last factor is performance in which Stavrou's (2005) state that remote working related to perceptions of improved performance. In addition, a series of investigations in Spanish firms, Martinez-Sanchez (2007) found that the combination of remote working and schedule flexibility were positively related to the organization's performance. In addition to confirming previous findings on remote working, earlier studies found that performance was positively associated with intensity of remote working adoption (Martino & Wirth 1990; Skyrme 1994; Kurland & Bailey 1999).

2.7.1 Job satisfaction

Previous studies indicate the strong relationship between job satisfaction and employers' productivity through increasing work output per day (Bockerman & Ilmakunnas 2010). Job satisfaction plays a vital role in teleworking adaptation. When teleworker face problems with their colleagues and not enough equipment, they will be dissatisfied (Belanger, 1999), which of course will negatively impact both their productivity and performance.

In addition, when teleworkers get benefits from teleworking as reducing commuting time, and scheduling time between work and family, their satisfaction level will be higher, and this is for sure will enhance their performance (Abdul Azeez and Supian, 1996). In harmony with this, Lim and Teo (2000) mentioned that job satisfaction is a crucial factor that related to teleworking productivity improvements. Furthermore, Hartman et al. (1992) asserted that both teleworker satisfaction and job performance evaluation is connected with telework productivity.

2.7.2 Productivity

Many studies reported the relationship between productivity and performance enhancements with teleworking (Gainey, Kelley, & Hill 1999). Pratt (1999) mention that employees' productivity could be the same or sometimes higher when they practice teleworking. Belanger (1998) Indicate that worker's productivity and performance influenced positivity by information technology, the availability of these technologies and communication patterns will increase employers' productivity. Researchers admit the difficulty of calculating productivity with the differences in type of telework, the work environment, and family situation of the employee as well.

2.7.3 Performance

The majority of studies discussing individual performance by focus on the relationship with productivity of remote working, but some includes measures such as performance ratings or indicators of quality (errors made by employees & customer complaints). It is argued that flexible working contributes in a direct or indirect ways to improvements in individual or organizational performance, and therefore would be good for business. More generally, health studies recommended increasing flexible working

conditions as this lead to reduce expenditures on health and welfare. Specifically, freelancer's performance may well differ from one organization to another. Once a freelancer cannot simply replicate his or her performance across organizations, such differences could provide the basis for an appropriable rent stream for the firm (Huckman, Pisano 2006).

2.8 Factors Affecting Freelancing Success

The virtual online working has allowed employees more mobility and job opportunities. It is not necessary to live within an hour's commute of the office if most of your work is done from home. Firstly, Freelancers who work for a reason of flexibility and work-life balance more satisfied with their career. Moreover, in order to manage their autonomy and multiple clients, freelancers tend to have more flexibility with which to manage their work-life balance (Born & Witteloostuijn 2013).

Secondly, increasing trust and mutual loyalty requires interactions between freelancer and client. As a result, trust could be reduced in large volume orders when there's no direct communication between freelancer and client (Abdallah 2010 & Koskinen 2007). Therefore, the relationship between Freelancer and translation agency need to be built on a foundation of trust to ensure remote working success. Moreover, the benefits of the virtual organization are dependent on organizations being run on the basis of trust rather than control (Harris 1998).

Thirdly, Freelancers should use the required CAT Tools (Computer-Assisted Translation tools), in order to achieve Freelancing success. The software helps with spellchecking, text alignment and creating glossaries and Translation Memory. CAT Tools for the translator similar to the Photoshop for designers, you can work without them, but these tools improve efficiency, lower word counts and ensure consistency, and improving the quality in the long term. After being professional in using them will increase your chances of working with both translation agencies and end-clients (Doherty2016).

Fourthly, a certain degree of Self-Efficacy would lead to success as a freelancer. It effects on student interpreters' performance when working in their second language

(Chiang 2009). Furthermore, increased self-efficacy is related to increased task performance (Spector 2003).

Finally, Forret & Dougherty (2004) revealed that teleworkers with more proactive personalities may be more likely to strategically reach out to coworkers and supervisors even though working remotely. This may help them to stay connected to the main office despite working remotely. Furthermore, by building these relationships with others, they may experience less professional isolation when teleworking than workers who have less proactive personalities. Research has also demonstrated that more proactive individuals are more likely to seek services feedback from clients instead of waiting for it (Chiaburu, Baker, & Pitariu, 2006).

2.8.1 Personal Factors:

1- Self-Efficacy

Self-efficacy is defined as the belief in one's capacity to meet the demands of life's situations and to choose an appropriate response (Bandura, 1997). Self-efficacy provides us with confidence to increase our creativity in developing strategies and skills, which leads directly to improve our abilities and enhance better job performance (Millward 2005). One of the major theories relating to motivation is self-efficacy theory. It focuses on the idea that having self-belief in our goal-related abilities leads us to achieve our goals in specific time (Bandura 1997).

A lack of self-efficacy causes problems and obstructs on task completion, while a high level of it facilitates the task completion. Many studies indicate the relation between job performance and job satisfaction with Self-efficacy (Judge & Bono 2001; Stajkovic & Luthans, 1998)

A certain degree of self-efficacy would be crucial to succeed as a freelance translator. It specifically effects student interpreters' performance and how they feel about it when performing tasks by using the second language (Chiang 2009). Furthermore, increased self-efficacy is related to increased task performance (Spector 2003).

Generally, self-efficacy has been shown to increase both performance and motivation levels (Bandura and Locke 2003), and has also been related to making more

external attributions for failure such as lower responsibility for negative outcomes (Silver, Mitchell, and Gist 1995).

The researcher concludes, that Self-Efficacy affects how individuals approach goals, tasks, and challenges. Freelancer's belief in their efficacy plays a major role in achieving their goals in a short time. For instance, persons who were high in self-confidence were likely to set more specific goals, whereas individuals who were low in self-confidence were likely to set more general goals. Moreover, Self-efficacy increase the motivation of the people, and that's lead them to believe in their capabilities and skills to attain that goal, otherwise the job would be a fail (Greer, & Payne 2014).

2- Proactive personality

Proactive personality (Bateman & Crant, 1993) refer to people who take proactive action to influence their environment. Previous studies state that more proactive individuals identify opportunities to change things at work until they accomplish their goals (Crant, 2000).

Research has established correlations between proactive personality and many elements at work, such as individual job performance (Crant, 1995), team performance (i.e., productivity and customer service), (Kirkman & Rosen, 1999), career success outcomes (i.e., salary, promotions, and career satisfaction) (Seibert, Crant, & Kraimer, 1999), leadership (Bateman & Crant, 1993), organizational innovation (Parker, 1998), and entrepreneurship (Becherer & Maurer, 1999). In a field sample, Li, Liang, and Crant (2010) found that proactive employees actively manage their relationships with their supervisors and even have a high-quality relationship with their managers.

A direct effect from proactive personality found on the relationships between seeking mentoring and career success. This showed that for those with a high proactive personality, seeking mentoring was a positive predictor of career success. Conversely, seeking mentoring was unrelated to success (except organizational career satisfaction) for those with low or average levels of proactive personality. For those with proactive personalities, seeking mentoring likely reflects their action-oriented tendencies (Crant 2000).

(Forret & Dougherty, 2004) revealed that teleworkers with more proactive personalities may be more likely to strategically reach out to coworkers and supervisors even though working remotely. This may help them to stay connected to the main office despite working remotely. Furthermore, by building these relationships with others, they may experience less professional isolation when teleworking than workers who have less proactive personalities. Research has also demonstrated that more proactive individuals are more likely to seek services feedback from clients instead of waiting for it (Chiaburu, Baker, & Pitariu, 2006).

The researcher asserts that to be proactive freelance translator is very important in translation industry, you may ask the client to evaluate your job and give you a good rank at WWA (working with you again), so that other and new clients will consider you for any coming tasks. Moreover, once the translator accepted the translation task, he or she should update the client about the work progress, so this is will keep the client or agency in a safe side. So, that, freelancers should always take the active role not the passive one (Brough & O'Driscoll 2015).

2.8.2 Organizational Factors:

1- Trust

Although many definitions of trust exist in the literature, a definition to this paper is, the mutual trust between client or translation agency and the freelance translator and “the capacity to depend on each other's words and actions” (Newstrom, 2011). Accepting risk is an essential element in trust (Levering, 1992). However, according to Mayer (1995) trust is not only risk-taking but “the willingness to take a risk”.

Supervisor’s trust of employees is very important for telework implementation (Harrington & Ruppel, 1999). Trust is very important factor for a successful telework program implementation (Kowalski and Swanson 2005). Moreover, Cascio (2002) argued that there’s no single factor for telework success is as essential as trust. However, Dahlstrom (2014) wrote teleworkers often feel of distrust from their head manager who is unable to see them work. A 2009 U.S. Bureau of Labor Statistics study produced two findings indicating trust is a key factor in implementing telework (Stout, Awad, & Guzman, 2013)

Increasing trust and mutual loyalty requires interactions between both freelancer and client. As a result, trust could be reduced in large volume orders when there's no direct communication between freelancer and client (Abdallah 2010 & Koskinen 2007). Kurland and Cooper (2002) state that reduced face-to-face contact impeded trust between the two parts, mentioning that teleworkers complained that their colleagues do not believe they are working while at home. Therefore, the relationship between teleworker and their manager needs to be built on a foundation of trust to ensure teleworking success. Moreover, the benefits of the virtual organization are dependent on organizations being run on the basis of trust rather than control (Harris, 1998).

Abdallah (2010) & Koskinen (2007) indicate that traditional freelance work with a direct contact with clients can improve trust and mutual loyalty, and this is leading to free flow of information. Moreover, trust and relationship management building form are part of translation project management (Risku 2009). The fact that some translators who work regularly with the translation agency, usually proceed with the translation orders without receiving project manager's confirmation as a sort of established trust. Indeed, some of the freelancers who deal with these companies may even have stronger relationship with agency's project managers more than they have with their colleague's in the same company.

The researcher asserts that the translators can earn some trust credit through the high quality of the submitted sample due to the fact of being a native speaker. Besides, the continuous and direct flow of information throughout the project generated additional trust. Moreover, freelancer should be transparent about their mistakes, and provide the agencies with the required feedback to avoid any mistrust in coming tasks. To conclude, it's better for freelancers to be open with their clients about their abilities and availability before proceeding with any task, rather than giving false promises and disappointing them after a commitment has been made (Abdallah 2010 & Koskinen 2007).

2 -Work flexibility

Less structured companies are more flexible and get more benefits of virtual working than structured firms (Ndubisi and Kahraman, 2005). Martinez-Sanchez (2007) revealed as well that there's a positive relationship between performance of the company and the use of work flexibly. In particular, working flexibility has become a widespread organizational practice used to facilitate organizational adaptability and designed to ultimately achieve competitive advantage (Casey et al., 1997; Reilly, 2001). Professionals who freelance for reasons of flexibility and work-life balance more satisfied with their career. Moreover, in order to manage their autonomy and multiple clients, freelancers tend to have more flexibility with which to manage their work-life balance (Born & Witteloostuijn 2013). Worker autonomy and employment flexibility consider to be more essential than technological provision in establishing remote working success, especially in small and medium-sized companies in west London (Clear and Dickson, 2005).

The virtual office environment provided freelancers with more mobility. It's not important to live or stay at your office in order to accomplish the required tasks if most of your work can be done from home. Dell UK has enhanced flexible working conditions in 2010 of its connected workplace scheme with that result that 65% company workforce consists of remote workers. Also, at IBM 45% of its workforce work from home. Furthermore, TELUS, a leading telecommunications firm in Canada indicates that by 2015 the percentage of employees who will be working from home will be 70%.

Increased flexibility in virtual working schedules offers opportunities for freelancers to handle their tasks in a better way. It allows them as well to work during the hours when they are most productive (Lim and Teo, 2000).

The link between work flexibility and productivity related to agency theory, which concentrates on resolving the optimal contract that governs the relationship between a manager and an employee (Eisenhardt, 1988). According to agency theory, a behavior-based contract is employed between the managers and their employees when

the managers know what the employees done, but if they don't know due to working flexibility, an outcomes-based contract is employed (Ndubisi and Kahraman, 2005). Therefore, there is a positive relationship between working flexibility and remote working productivity.

The researcher asserts, that within the workplace itself, work flexibility continues to be a feature that linked to improved organizational members' performance, personal traits, and loyalty. Such flexibility has a positive influence on each aspect of work we enquired about. In particular, flexible working arrangements support greater productivity and employee engagement while enhancing their personal well-being, health, and happiness. Conversely, if we compare this to those in "low-flexibility" work environments, those employees face lot of problems in both their job and their home because of unlimited job pressure caused by low flexibility (Lim and Teo, 2000).

3- IT Infrastructure:

The term infrastructure in an information technology (IT) context refers to an enterprise's entire collection of hardware, software, networks, data centers, facilities and related equipment used to develop, test, operate, monitor, manage and/or support information technology services (techopedia.com).

The resource-based view of the companies asserted that competitive advantage is rely on the internal resources of this company (Prahalad and Hamel, 1990). So, within this point of view, IT infrastructure and Training can be considered as basis for freelancing success through increasing the productivity. Availability of IT infrastructure refers to the extent in which employees have easy access to information communication tools and other applications. Perez-Perez et al. (2007) analyzed the differences between teleworking adopters and non-adopters in a sample of Spanish companies. The results show that teleworking adopters have greater access to the internet and communication applications and more training in the use of ICT. The availability of telecommunication infrastructure is responsible to a variety in the application of home-working across the globe (see EIRR, 1996 for European perspectives).

IT Training will enforce line manager to develop the performance of their new management techniques and communication skills to manage virtual and international

project teams. Furthermore, ICT infrastructure and support organized at structural teleworking. In order to increase teleworking success opportunity, line managers and employees should be provided with the required ICT infrastructure and tools to use them and achieve teleworking success (Peters, Bleijenbergh & Oldenkamp 2009).

To maintain the success in a long period, the virtual working program should be subject to a continues improvement and adjustment (Newell 1993; Chapman & Sloan 1999). Easily and available technological infrastructures and tools make technology usage more achievable (Goh 1995). Consistent with this, availability of technological resources could support individual performance, and any limitations will prevent the development process (Neufeld and Fang, 2005). In addition, reduction in teleworking productivity may occur due to insufficient ICT (Scholefield 2008; Staples 1999). Although, IT Infrastructure is very important factor in teleworking success process, many studies considered IT training as the most essential factor of both organizational and individual computing success in order to avoid existing problems (Venkatesh & Speier 2000).

CAT TOOLS (Computer-Assisted Translation tools)

If you thought the only skills required for translators are related to language, you have to think again. Technology plays a vital role in this industry. It is used to improve translators' productivity, lower clients' prices and guarantee quality for both of them.

CAT tools

CAT, or **Computer-Assisted Translation tools**, are software packages that aid the translation process, resulting in improved speed and accuracy. The software helps with spellchecking, creating glossaries and text alignment. Translation Memory CAT tools are to a translator what Photoshop is to a designer. You can translate without them, but these tools improve efficiency, lower word counts, ensure consistency, reducing costs and improving quality in the long term of collaboration between translator and agency. Learning to use them correctly will increase translator's productivity and chances of working with both translation agencies and end-clients. Below are some statistics about the using of CAT tools among freelancers (prozcomblog, website)

Which CAT tool do you use most?

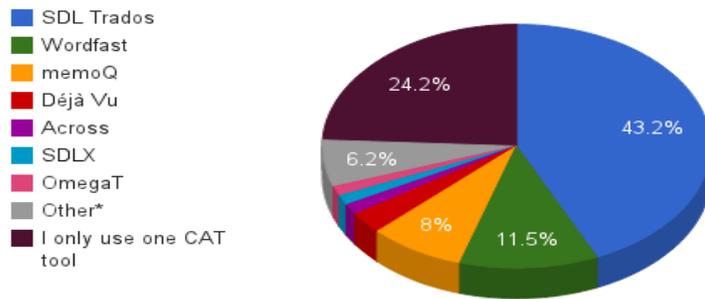


Figure (2.2): Which CAT Tool do you use most

Source: prozcomblog.com (24th of July, 2017)

Which CAT tool(s) do you use?

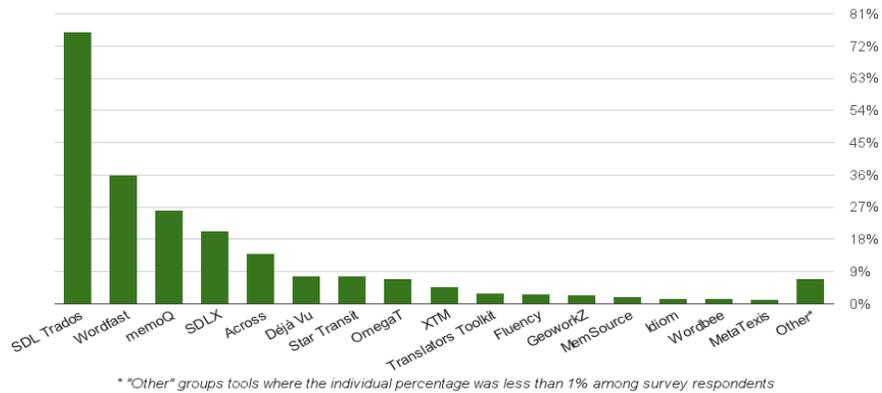


Figure (2.3): Which CAT Tool do you use?

Source: prozcomblog.com (24th of July, 2017)

Table (2.4): Most Important CAT Tools

Software	Run Independently	Require MS Word	Developer	Cost
1- Trados		✓	SDL Trados	\$895
2- SDLX		✓	Trados 2005	\$695
3- Déjà Vu	✓		DVX	\$603
4- Wordfast		✓	/	€180
5- OmegaT	✓		Omegat.2017	Free App
6- WordFisher		✓	/	Free App
7- Across	✓		across.net	€399

Source: prozcomblog.com (24th of July, 2017)

* For more information about CAT Tools, please check **Appendix 4 (page 126)**.

2.9 Internal & Local Practices of Freelancing:

2.9.1 US Freelance Statistics

(freelancersunion.2017)

The Freelancers Union “53 million” report contains data results of the most comprehensive survey of the U.S. independent workforce in nearly a decade. Here are a few of the main stats from the report:

- In the US, there are around 53 million Freelancers, who represent 34% from the total national workforce.
- People who work as freelancers contribute in around \$715 billion in freelance earnings to US economy.
- 80% of non-freelancers say they would try to work in freelancing in order to increase their income.
- Earning more money and work flexibility consider as the main reasons to new freelancers to work in this field.

- 65% indicate that freelancing as a career path is more respected than it was in last 3 years.
- 36% of moonlighters who have a traditional job, have thought about quitting and work as full-time freelancers.
- Income stability is the main barrier for doing more freelancing jobs.
- 69% of freelancers indicate that technology plays a vital role in finding new work opportunities.
- 77% of freelancers say the best days are yet ahead for freelancing

2.9.2 UK Freelance Statistics

In the UK, the Professional Contractors Group estimates that:

- In UK, there are around 1.4 million freelancer work across all fields.
- This has grown 14% in the past decade
- The flexibility offered by Britain's freelancers is worth £21 billion to the UK economy in added value.
- 78% of the UK public believe that freelancing and workplace flexibility enhance work-life balance.
- 72% think freelancing has a positive effect on family life

A February 2014 report on [Gen Y and Freelancing](#) (Hayley Conick 2014) looked at “the transformation of UK graduate career aspirations and what this means for businesses”.

Below are the key stats from the report:

- 21% of graduates with first class indicate that they've chosen the right decision once working as freelancers by saying that freelancing is beginning to spread among graduates with strongest degree results.
- Freelancing is now seen as a highly attractive and lucrative career option by 87% of students with first or second class degrees. This compares to 77% of those with lower class degrees.
- 29% of all graduates say that freelancing is part of their strategy for the next five years, a fact that suggests the freelance work will continue to spread in the UK in coming years.

- The work flexibility offered by freelancing considered as the main factor to work as freelancer, (69%) of all graduates saying they feel independent as freelancers and this is leading to work-life balance.
- 38% saying that working in different sectors in freelancing will increase job opportunities and profit more than working in one field only.
- Respondents also attracted to increase their income, 38% saying they can make more money in freelancing more than in a traditional job.
- Elance data shows that the average hourly rate for UK freelancers increased 6.7% in 2013
- Payments for freelancers increased 37% year on year
- English translation come third after Article Writing and Content Writing of the Skills Supplied by UK Freelancers to Businesses.
- The data of this report showed that IT & Programming represent (41%) from the total work force, and Design & Multimedia represent (24%), while Writing & Translation represent only (18%).

2.9.3 The Reality of Freelancing in Palestine (Gaza Strip)

The Palestinian youth in Gaza are trying to create any opportunity to work, so that they can succeed in daily life and rely on themselves after graduating from the university. According to the Palestinian Central Bureau of Statistics (PCBS), Universities bring out about 30,000 students each year to find themselves unemployed as a result of an Israeli siege, but they gradually getting familiar to unemployment, which imposes itself on the majority of them (PCBS 2017, Website).

Some institutions in Gaza Strip train a large number of graduates to be qualified for self-employment. Mercy Corps institution trains graduate students in order to decrease the unemployment rate and allow them to find suitable jobs.

In this context, Taiseer Shagalaih, “Director of IT programs at Mercy Corps in Gaza Strip”, says that the organization is training a number of graduate students at the hands of professional trainers. He added that they established a specialized academy for self-employment and provision of temporary financial support for trainees until they find

a job. He states that the organization has trained about 100 graduates in groups and on stages. Besides, he refers that the number of Freelance translators in Gaza Strip according to the Foundation estimates are 300 - 500 Freelancers (Personal Interview, 23rd. Aug, 2017). Furthermore, Emad Khail indicates that the number of freelancers in all fields in Gaza Strip estimated 3000-5000, and he estimates the number of translators by 200-400 freelance translators (Personal Interview, 22nd of Oct, 2017). He states as well

According to the survey results, which done by Palestinian Central Bureau of Statistics (2016), it indicates that 68.6% of wage earners do not have a written contract, and 13.1% work on a limited contract period. Simply, in freelance work, only professional employers get many chances (PCBS 2016, Website). Conversely, those who are not professional enough don't get many. Based on the mentioned, the selection process occurs. Additionally, the following results by PCBS show that, the unemployment rate in Gaza Strip was 41.7% in the 1st quarter 2016. Accordingly, the unemployment rates for women were higher than men in Gaza Strip (62.6% as compared with 34.5% for men).

The highest unemployment rate in the 1st quarter 2016 was 63.3% among youth aged 20-24 years (PCBS 2017, Website). The results show that the highest rate of unemployment in Gaza Strip is in Deir Al-Balah 48%, followed by Khanyonis 42.5%, then in North Gaza 41.7% and finally in Rafah 41.6%. These results enforce us to find rapid solution to decrease the unemployment rate by utilizing freelance work in the perfect ways (PCBS 2017, Website).

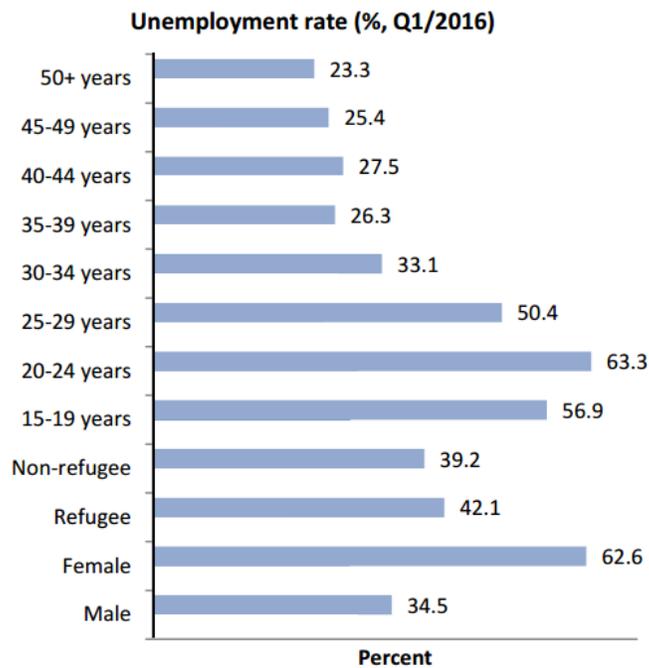


Figure (2.5): Unemployment rate

Source:(pcbs.2017)

Taiseer Shagalaih indicates also that one of the most critical research problems in this area that there are no official & accurate statistics for Freelance translators in Gaza Strip (23rd Aug 2017, Personal Interview). The reasons for that due to practicing Freelancing through many ways, such as direct emails, Marketplaces and with direct clients or agencies. Furthermore, Emad Khail states that there are many roles related to government, universities and organization to achieve freelancing success (22nd Oct, 2017, Personal Interview). He indicates that government should provide policies and regulations that organize freelancers work, also it should organize the contracting process between freelancer and organization. According to organizations, he indicates that organizations should enhance graduates capabilities to work in a professional way in global market, and bridge the gap between global market demands and universities outputs. At last, he suggests that universities should enroll graduates in practical training (On-Job Training) with companies specialize in teleworking.

2.9.4 Freelancers in Gaza Strip Challenges

- Bank wire problems due to siege restrictions in all banks in Gaza, which enforce freelancers to use other ways which will cost a lot of fees (Emad Khail, Personal Interview, 22nd of Oct, 2017). Sukman (2015) indicates that 54% from freelancers receive payments through bank wire.
- The scientific gap between the university curriculum and the needs of the labor market (Emad Khail, Personal Interview, 22nd of Oct, 2017).
- Lack of trust between freelancer and small agency or end client, as some freelancers don't receive their payments once they indicate that they are reside in Gaza Strip.
- The weakness of graduates' soft skills (Emad Khail, Personal Interview, 22nd of Oct, 2017)
- Most freelancers work in a random way and without specific goals due to lack of training (Taiseer Shagalaih, Personal Interview, 23rd of Aug, 2017)
- Electricity problem and continuous cut off, this is cause a lot of problems to freelancers and most of them couldn't finish the required job within the over mentioned deadline.
- Social isolation, most of those who work in this type of business suffer from social isolation and lack of communication. In addition, freelancer could face some problems with society perception, as most people in Gaza consider freelancing similar to unemployment.
- Weakness in the graduate's command of the English language is one of the biggest obstacles (Emad Khail, Personal Interview, 22nd of Oct, 2017). While Palestinian universities use English as a language of instruction, many lecturers use Arabic to explain subjects.
- Working from Gaza can also be a huge obstacle when it comes to financial transactions, recently Western Union suspended services in Gaza in some banks.

To conclude, freelance work has been considerably promoted in industrial countries and the countries as pioneers of information and communication technology; however, it has not been widely applied in all countries in the world, mainly in Palestine.

2.9.5 How to Succeed as a Freelancer

To be a successful freelancer, you should have the following characteristics:

- You should have a profile or brand that reflects the reputation of your business (REPUTATION IS EVERYTHING) e.g. you should get 5 out of 5, about the services you provided through your client's feedback (Atkinson 2012).
- You have to take the risk, because at the beginning of your business you won't trust everybody so sometimes you have to take the risk (Cismas, 2010).
- Create a strong network of personal and professional relationships.
- You should have skills such as negotiations, time management in order to meet deadline, and to be fluent in English language.
- Be proactive: You may want to communicate with your client and update them on track to complete their project—even if your client doesn't ask you to.
- Request feedback from your client as this will demonstrate to the client that you're eager to deliver high-quality work.

2.10 Summary

This chapter consists of two very important sections. The first section tackled freelancing success whereas the second one provided a clear overview about the factors that leading to freelancing success. Regarding the first section, it provided a general overview about freelancing, its significance, and the advantages and disadvantages of it. Additionally, it provided an overview about factors related to freelancing success, such as: Job satisfaction, productivity and performance. In particular, this section discussed the major types of jobs similar to freelance work. Furthermore, it discussed the main differences between employee and freelancer.

Regarding the second section, it discussed the factors that leading to freelancing success in Gaza Strip. It provided a brief overview about IT Infrastructure with translation tools, objectives, and the main categories. Moreover, it provided a good insight about the importance of trust and mutual trust between freelancer and agency or end client. In addition, it tackled the main clients' preferences in choosing the suitable CAT Tools for their tasks, and why they are preferring it. On the other hand, it identified

the relationship among work flexibility, proactive personality, self-efficacy and freelancing success to show how these factors are interrelated.

Finally, it reviewed the reality of freelancing in Gaza Strip through the review of previous literatures and papers. These data provided a good overview about the reality of freelancing with respect to the major characteristics, strengths, weakness, obstacles and other critical factors that are discussed in detail.

Chapter 3

Previous Studies

Chapter 3

Previous Studies

3.1 Arabic Previous Studies

1. (Omer 2017) The Role of Personal and Environmental Factors in the Success of Freelancing Practices.

This study identified the impact role of environmental and personal factors on Freelancing Success in Gaza Strip. The data were collected through the questionnaire technique where 155 electronic questionnaires were distributed to graduate students who work as freelancers. The data were analyzed using SPSS program. The key findings of this study indicated that environmental factors such as "Higher Education, Economic Reality and Community Culture" have a minor role in Freelancing success. Conversely, as for personal factors, the results show that they play a vital and major role in Freelancing success.

The researcher recommended reconsidering the routine employment programs of the government (Unemployment programs) and replace them with paid training for self-employment through the Internet. Moreover, developing students managerial and marketing skills in order to be successful freelancers.

2. (Abdallah Al-Yaqouby 2017) Effect of Work Characteristics on Motivation and Job Satisfaction for Self-Employed: A Case Study on IT E-Lancers in Gaza Strip

The study evaluated the impact of the work characteristics on the motivation and job satisfaction for the self-employed, as well as to identify their level of perceptions on the work characteristics, their level of motivation and job satisfaction.

The data were collected through the questionnaire technique where 290 electronic questionnaires were distributed to IT E-Lancers in Gaza Strip, and 116 questionnaires were recollected.

The study showed that the IT E-Lancers in Gaza Strip level of perceptions on the work characteristics, motivation, and job satisfaction is high. It also shows that there is a

statistically significant relation between the motivation and the work characteristics and between the job satisfaction and the work characteristics

The study recommended the need to enhance the role of IT incubators in E-Lance field, and recommends that the universities should provide the students with the necessary modern technical skills to be able to compete in the global market. Also, it recommends the need to develop IT E-Lancers their personal and managerial skills. Likewise, the study recommends the government, higher education institutions, and NGOs to spread the culture of self-employment and finding a job through the internet in Gaza Strip, and working on establishment of a union body interesting of E-Lancers issues in Palestine.

3. (Balousha 2015) Toward A Freelancing Business Model for Gaza Strip: A Case Study

This study built a business model for freelancers which lead them to succeed in working as freelancers through freelancing platforms: where businesses and independent professionals connect, and collaborate remotely. The researcher focuses on freelancers who work through these platforms in order to apply his model through them. He focuses as well on Electronic Commerce and its effective role in decreasing the rate of unemployment among graduate students and unemployed person in Gaza Strip.

The data were collected through questionnaire, workshops and interview techniques. Furthermore, the workshops included experienced freelancers who proposed a model for a successful freelancer, and they mentioned some opportunities and the obstacles that faced beginner freelancers and how to overcome them in Gaza Strip. The sample of this study consists of 20 persons included experienced freelancers in Gaza Strip and the results indicated that this model could be followed to reach Freelancing Success through platforms.

4. (Naim 2014) Influential Factors Affecting Applying Telework in Palestine Case study: Work without Borders and Medad Associations- Gaza Strip

This study identified the influential factors that affect applying Telework in Gaza Strip. The study examined the factors through five major variables, which are management of technology, social responsibility, nature of job, individual skills and

organizational culture. The sample of the study consists of (53) persons working as teleworker in Work without Borders and Medad corporations, (50) questionnaires were recollected out of (53) questionnaires distributed. The collected questionnaires were analyzed by SPSS program.

The results of this study found that telework in Palestine is affected by many major factors. One of these factors is the positive impact of effective management of technology and availability of advanced technology for telework. Moreover, the presence of organizational culture supporting telework and the tendency to non-office work affects directly the application of telework in the institution. Although the nature of the job in terms of simplicity and dependence on technology required for achievement has a direct effect on telework.

The researchers recommended enhancing culture of telework by focusing on marginal groups and increase awareness about the importance of telework in order to decrease unemployment in Gaza Strip. Also, the study emphasized on the importance of finding solutions for technological problems to enable local teleworkers to compete in the international market. Finally, the researcher stressed on the need for conducting further studies about teleworking in Gaza Strip.

5. (Aboelmaged & El Subbaugh 2012) Factors influencing perceived productivity of Egyptian teleworkers: an empirical study

This paper examined the effect of demographic, technology, individual and organizational factors on teleworking success through Egyptian teleworkers. A total of 500 questioners were sent to participants through three different ways including electronic mail, traditional mail and face-to-face. A total 199 useful questioners were returned, and the majority of the participants was young male, single, graduate, with five to ten years of experience from private firms.

The result of the study stated that. First, managers should ensure their teleworkers about the continuity of their job and in promise them with better career opportunities. Second, mangers should remember that flexible working conditions should be enhanced by technical and even emotional supports. Worker autonomy and employment flexibility found to be more essential than technological tools in achieving teleworking success.

Increased flexibility in teleworking practices increase employees' opportunities in handling their tasks. Moreover, it allows them to work during the hours when their productivity is very high. Third, managers should enhance the satisfaction level of their employees by rescheduling working time, solving problems with peers and enhancing beliefs in company's goals and policies. Fourth, teleworkers must be provided with an efficient IT tools combined with user training in order to improve their need, knowledge and skills. Though IT infrastructure is an important factor for teleworking success, growing body of literature identifies IT training as an essential factor teleworking implementation, so that a combination for both factors will be exceptional.

3.2 The Foreign Previous Studies:

1. (Risku, Pein-Weber & MILOŠEVIĆ 2016) "The Task of the Translator": Comparing the Views of the Client and the Translator 2016.

The researcher indicated that building a relationship of trust and loyalty for a long term require interactions between two parts (translator and client). Therefore, the probability of trust between translator and client decreases in large translation orders when there's no communication and direct contact between both of them.

To compare the point of views of both parts regarding an actual translation job, a case study was carried out. The researcher used semi structured interviews with the two participants. One of them was a British freelance translator of German to English, and the second was her German-speaking end clients, both of them from Austria. For sure, the interview made after the completion of translation task.

To conclude, the study stated that the active communication from client side was responsible for the quality of the target text, deviated from the translator's previous experiences of cooperation with her clients. So, that the translator can increase trust through submitting high quality translation jobs. Moreover, the continuous and direct flow of information throughout the project generated additional trust.

2. (Brown & Smith 2016) Trusting Telework in the Federal Government.

This study clarified the main concepts of trust and mistrust in telework. It argues that there is no more important factor in success of telework as trust, and the essential element in it is accepting risk. It demonstrates as well, that manager who trust employees, lead them to be productive, and very loyal. Conversely, this study talks about the mistrust in telework by federal agencies.

Federal managers may be reluctant to apply telework rules because of employees' grievance, it's time consuming and frustrating, so that they must avoid it. The research is interpretive rather than descriptive approach to phenomenology, because the researcher sought to explore everyday experiences. The researcher emailed 30 participants who work in federal managerial and the numbers of participants managed by the study ranged from six to 27. The researcher conducted interviews face to face and 1 hour for each interview with an average of 30 minutes for each. The study revealed that Federal managers prohibit teleworking due to lack of trust, past experiences and the ambiguity of teleworking program. The researcher concluded that managers should set effective ways to measure teleworking performance. The study also revealed the need for new management style to implement telework successfully, and the important role of trust, security and culture in the implementation of telework.

3. (Yang & Chau 2016) Proactive personality and career success

The purpose of this paper examined the relation of proactive personality with subjective evaluations of career success by direct supervisors. Data were collected from 360 supervisor-subordinate from China. The study revealed that Leader-member exchange mediated the positive relationship between proactive personality and career success. Proactive personality is related to a variety of desirable individual and organizational outcomes including objective career success (e.g. salary and promotions) and subjective career success (e.g. career satisfaction), job performance, organizational citizenship behavior, job satisfaction, affective commitment, taking charge, and voice behaviors.

The researcher concluded that both the relationship between Leader-member exchange and career success and the indirect relationship between proactive personality and career success were stronger when power distance orientation was lower.

4. (MacFarlane 2016) A Phenomenological Exploration of Engineers' Experiences Using Communication Technologies in Telework

This is a qualitative research that using a phenomenological approach, and the purpose of it is to describe the ways in which ICT affects interpersonal communication between engineers in the workplace on both formal and informal levels. Also, it seeks to focus on the role of communication in the field of engineering, because Communication process may vary from one engineer to another. The sample size for this study was 10 participants, who currently working as teleworkers. once the researcher interviewed 5 participants, snowball sampling was used. Seven participants resided in Canada, two resided in Australia, and one participant resided part-time in Bulgaria for work purposes. The Interviews were arranged with ten participants over the course of 5 months, because of open-ended questions each interview requires 45-100 minutes. The researcher concluded that participants demonstrated the important effect of information communication technology on interpersonal communication in the workplace. The participants also felt that, because telework required them to be geographically remote from the main office, accessibility through the use of information communication technology was an essential factor in decreasing the distance with other colleagues.

5. (Panahi, Watson & Partridge 2015) Fostering interpersonal trust on social media: physicians' perspectives and experiences.

This paper indicated that mutual trust is one of the main barriers of knowledge sharing on social media platforms such as blogs, wikis, microblogs, and social networking websites. Mutual trust is very important for online communications, while many studies clarified that, this study explores how physicians can establish trusted relationships in social media. 24 physicians, who were active users of social media, were interviewed. Regarding the sample methods, snowball sampling was employed for recruitment of the study participants and the data analyzed by thematic analysis approach. The results of this study stated that the majority of the participants established

their trust based on previous personal interactions, consistency of communication, authenticity and relevancy of voice, peer recommendations, professional standing, and non-anonymous and moderated sites. Additionally, Continuity and consistency of communication between individuals consider as an important factor in developing mutual trust, and it seems that consistency of communication make individuals know each other better and this is necessary for developing mutual trust. The study concludes that healthcare professionals need to interact with social media in order to improve mutual trust with other like-minded peers.

6. (Coenen & Kok 2014) Workplace flexibility and new product development performance: The role of telework and flexible work schedules 2014.

This study investigated the effects of telework and workplace flexibility on the performance of teams in new product development. This research is exploratory research, and the researcher used face-to-face interviews and documents in order to increase convergence of data into a holistic understanding. The interviews were semi-structured, which means that the questions are of open nature and there's freedom in the answers. Interviews were conducted with NPD project team members consists of which six project leaders and one consultant. The researcher stated that telework flexibility has many positive impacts including job satisfaction, better productivity, and better work-life balance between family and work. The results of this study suggest that telework has a positive effect on the NPD performance projects, whereas work flexibility has indirect effects on NPD performance through telework.

7. (Gandini 2014) The Reputation Economy. Creative Labour And Freelance Networks.

This study focused on the rise of social media platforms and social network sites and their effects at many different levels, such as the commonality of information, issues of privacy and control, the potential for new business to emerge and grow. One of the most important social network sites is LinkedIn which consents to upload a profile with all professional information and experiences and to connect with other clients and freelancers all over the world. Reputation, social capital as trust, income (gross annual),

skills and education title are the main variables of this study. Data were collected through interviews done through Skype, phone and email, and the final sample size was 42 self-employed from Milan, and 38 from London. This work has shown the extent to which reputation can be considered as the determinant element for self-employed professionals in creative and cultural industries. The researcher asserted that reputation is even more important than trust, skills and education title for the income of freelance creatives in Milan, London and online. The role of reputation also appears to be crucial in a discussion on freelance work and job quality, showing how reputation has an impact on job satisfaction, job autonomy and recruitment.

8. (Nwankpa & Roumani 2014) The Influence of Organizational Trust and Organizational Mindfulness on ERP Systems Usage.

This paper examined the effects of organizational trust and mindfulness on ERP system usage. It focuses on five dimensions of trust, which are: competence, openness and honesty, concern for employees, reliability, and identification. To achieve this study, the researcher surveyed 1450 ERP system users from United, only 248 responded by filling in the questionnaire. Out of these 248 responses, only 231 were useful for analysis. The result suggests that the competence, openness and honesty, concern for employees, reliability, and identification positively influence organizational mindfulness. Thus, the firm management can increase organizational mindfulness among ERP system user by creating processes and structures that driving organizational trust among their users.

9. (Grant & Wallace 2013) An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance.

This study explored the impact of remote e-working on the key psychological factors, and the main one is job effectiveness. The researcher used qualitative thematic analysis of eleven interviews with e-workers, from five organizations and three sectors. All participants worked as teleworkers by using an independent location and technology for several years. Also, the study revealed that Trust and management style are the key elements that influence e-working effectiveness. The researcher approached

organizations by e-mail and ask if it's possible to make an interview with their e-working members. Criteria for selection was based on the experience as a remote-worker and proficiency using of technology to communicate with work. Eleven participants met the criteria and all of them were from UK. The results show that trust, individual differences, skills, competencies and adaptive behaviors effect job effectiveness. Respondents indicate that joint goals and objectives should be communicated well in electronic environment for a culture based on trust to work effectively.

10. (Duin, Baalen & Meulen 2013) Knowledge Sharing in Teleworking Environments. Erasmus Universiteit.

This thesis considered trust, interpersonal bond and organizational commitment as the main factors that contribute in understanding of the impact of teleworking on knowledge sharing. Trust considers one of the critical success factors in teleworking, and it's divided into trust in employees and trust in management. The study is based on online survey to measure the impact of teleworking at CBG, it's an organization the implemented teleworking. They conducted the survey in two periods because of the organization relocation to a new office. Both surveys have a relatively high response rate, the first one is 73%, resulting in 251 respondents, and the second is 71%, resulting in 225 respondents. In total 178 participants filled in both surveys. The study concludes that the effect of teleworking on knowledge sharing was analyzed and three mediating dimensions were considered: trust, relationships and organizational commitment.

11. (Atkinson 2012) Freelance Translator Success and Psychological Skill: A Study of Translator Competence with Perspectives from Work Psychology

This study stated the importance of psychological skill with the relation to performance and success outcomes of translators, the researcher studied the relationship between the following variables:

Success-indicating variables: Refers to the variables indicate professional success, including: income, jobs per week, job satisfaction, hours worked per week and translation tool frequency of use.

The practice-influencing: Refers to the mediating variables include: age, identity as a translator, number of different types of advertising, years working in translation, confidence with translation tools.

Psychological Variables: Refers to self-efficacy and locus of control external and internal, responsibility for positive outcomes, and career motivation.

The researcher expects that those who use their tools very much to have higher skill and confidence and to have higher self-efficacy. Also, to take less responsibility for negative outcomes and more responsibility for positive ones. A total of 80 participants responded, and 64 provided usable data, most of them provided usable data, most of them are New-Zeeland residents and the rest overseas. The analysis supported the hypothesis that psychological skill contributes to success of translator, but that it is also improved as a result of success. Having higher levels of psychological skill was mentioned by participants in interviews as being a key factor that helped them to be more confident and encourage them to accept new challenges, the successful completion of which in turn led them to further develop their confidence

The researcher concludes, that translator should avoid a highly external locus of control such as: feeling that things are largely out of our control. Moreover, to avoid negative attribution style such as self-blame for failings in work. Also, there is a positive relationship between using translation tools and such as income, job satisfaction and jobs per week (Productivity).

12. (Valmohammadi 2012) Investigating the perceptions of Iranian employees on teleworking.

This study explored the way of thinking of Iranian managers and employees on benefits, barriers and desire to work as a telecommuter by using a descriptive analysis. Therefore, to address this research questions, the researcher used a sample of 28 public organizations in Tehran, Iran (190 returned out of 240 surveys mailed). The key findings of this research indicated that. First, 88% of the respondents consider the importance and the benefits of teleworking, although due to the barriers and difficulties such as poor IT infrastructure which was ranked as the main barrier 50% only desire to telecommute.

Whereas the second point reveals that women are much more enthusiastic to telecommute than men. The researcher recommended that the Iranian government should provide and improve necessary IT infrastructure, such as High speed internet connection and the main tools for successful implementation of telework program and to provide suitable training for both managers and employees.

13. (Merwe 2012) Enablers and Moderators of Telework: Assessing the Maturity of Telework Practices in Organizations.

The research explored the factors that enable or hinder the diffusion of telework within organizations. Management Control, Communication, Trust, Organizational Culture (Value Compatibility), Organizational Support (Practical Compatibility) and Top Management support are the important factors for telework success. Trust is an essential consideration for team success, it's a factor that decrease the uncertainty between two parts. Due to the fact, the telework is not restricted to a particular industry, the researcher examined IS professional in two organizations, and the first one is an international retailer in South Africa and doesn't have a formal telework program and follows a traditional approach in terms of work arrangement. While the second one is an international ICT technology and services company with local representation in South Africa. The researcher use semi-structure interviews, the sample from organization A consists of six managers and two employees, one of the eight interviews was with an HR professional. In organization B, the sample consists from five IS professionals, two managers and three employees, one of the respondents was an HR professional.

The researcher concluded that relative contribution and their roles influencers of the different factors could potentially be different depending upon the phase of the adoption process. Moreover, relationships were found to exist between the different factors.

14. (Offstein & Morwick 2010) Making telework work: leading people and leveraging technology for competitive advantage.

This study aimed to highlight best activities that enable telework to work successfully. Based on a series of interviews, this study seeks to highlight that flexibility

is just one positive strategic of adopting telework and how to work effectively with both profit and nonprofit organizations. Moreover, it clarifies that leadership not technology is the essential variable in telework success. Leadership, Communication and scheduling and social support are the main factors that guide to success of telework. The results of this study stated that personality factors such as agreeableness, independence and extroversion leading to a success of telework, and regarding social support, it reveals that the better telework leaders talk a lot with his employees by phone or text them through email or written communication, and that increasing the better relationship between them. Virtual leaders must commit at creating social ties with their teams. In conclusion, the researcher says that successful telework leaders are those who trust their employees, and this trust go through the steps in which leaders evaluate the performance of employees.

15. (Brown, Cober, Kane & Shalhoop 2006) Proactive personality and the successful job search: a field investigation with college graduates.

This study tested a model of proactive personality and job search success. The sample consists of 180 graduate students. The researcher used structural equation modeling to test a model that clarified the relations between the following variables: proactive personality, job search behaviors, job search effort, job search self-efficacy and job search outcomes. Respondents were surveyed at 2 phases in time, once 3 to 4 months prior to graduation and the second 2-3 months after the graduation. The results indicate that proactive personality influenced the success of graduate students' job search. Also, proactive personality plays a mediated role between job search self-efficacy and job search behavior. Moreover, proactive personality was independent of self-esteem and conscientiousness. The finding concludes that distal personality factors, as proactive personality affects the nature and success of an individual's job search.

16. (Kowalski & Swanson 2005) Critical success factors in developing teleworking programs.

This study specified the critical success factors that are instrumental in improving and implementing telework. Support, communication skills, and trust are the main

variables of this study. The first critical factor is support, for teleworking program to be successful, support must come from all levels in the company, and mainly from top management to employees. The study stated that telecommuters who receive enough technological support have been found to be more satisfied with telecommuting than those who do not. The second critical factor is communication skills, it's essential to decrease the feeling of isolation of teleworkers. The study revealed that formal and informal communication skills are important for managers and employees in order to develop relationships to feel they are part of the organization. The most critical factor is trust, it's important at all levels of the organization, there should be mutual trust between two parts. The study showed that in telework trust is positively related to good performance and job satisfaction and negatively to job stress. The researcher concluded that support, communication skills and trust are the key factors for telework success, and these factors should be applied at multiple levels including organizational, managerial and employee levels.

3.3 Comments on Previous Studies

The researcher displayed previously some of the studies that deal directly or indirectly with the present study. These studies summarized some issues and findings which enrich this study and add some value. It is clear from the review of previous studies that they have varied and differed according to the objectives. As well as the different sectors covered, different environments, variables, and the methodologies followed by these studies. Here, the researcher reviews the most important aspects of the similarities and differences between the current study and previous studies.

3.3.1 Similarities Points

- 1. According to Study Environment:** Some previous studies share the current study in addressing the environment, such as (Balousha 2015), (Naim 2014), (Omar 2017), (Atkinson 2012), (Coenen & Kok 2014), (Valmohammadi 2012), (Aboelmaged & El Subbaugh 2012), (Nwankpa & Roumani 2014), (Merwe 2012), (Turetken, Jain, Quesenberry, and Ngwenyama 2011), (Brown & Smith 2016), (Offstein & Morwick

2010), (Kowalski & Swanson 2005), (Panahi, Watson & Partridge 2015), (Duin, Baalen, & Meulen 2013), (MacFarlane 2016).

2. **According to the Variables:** This study agrees with some previous studies in dealing with Freelancing or telecommuting success variable, such as : (Omar 2017), (Atkinson 2012), (Balousha 2015), (Aboelmaged & El Subbaugh 2012), (Valmohammadi 2012), and (Turetken, Jain, Quesenberry, and Ngwenyama 2011), It agrees as well with previous studies in dealing with Trust variable such as : (Risku, Pein-Weber, & MILOŠEVIĆ 2016), (Nwankpa & Roumani 2014), (Merwe 2012), (Brown & Smith 2016), (Offstein & Morwick 2010), (Kowalski & Swanson 2005), (Panahi, Watson & Partridge 2015), (Duin, Baalen, & Meulen 2013), (Grant & Wallace 2013), IT Infrastructure variable was studying by some studies such as : (Atkinson 2012), (Aboelmaged & El Subbaugh 2012), (Valmohammadi 2012), (MacFarlane 2016), and according to the work flexibility variable, It also meets with previous studies such as : (Coenen & Kok 2014), (Aboelmaged & El Subbaugh 2012), and according to Self-Efficacy variable, the study agreed with previous study such as : (Atkinson 2012).
3. **According to Methodology and Study technique:** This study agrees with the majority of previous studies by using the Descriptive Analytical Method and Questionnaire as a technique for the study, as: (Balousha 2015), (Naim 2014), (Omar 2017), (Atkinson 2012), (Valmohammadi 2012), (Aboelmaged & El Subbaugh 2012), (Nwankpa & Roumani 2014), (Turetken, Jain, Quesenberry, and Ngwenyama 2011), (Duin, Baalen, & Meulen 2013),

3.3.2 Differences Points:

1. **According to the Environment:** The environments of previous studies varied, but it differs with the current study in general, some of these studies dealt with Federal government such as: (Brown & Smith 2016), ERP system usage (Nwankpa & Roumani 2014), and nonprofit organizations (Turetken, Jain, Quesenberry, and Ngwenyama 2011)

2. According to the Variables: Many researchers studied different variables effect Freelancing success **instead** of current study variables, these variables as: Support, communication skills (Kowalski & Swanson 2005), Leadership (Offstein & Morwick 2010), Work experience, communication skills, task interdependence and work output measurability (Turetken, Jain, Quesenberry, and Ngwenyama 2011), Individual differences (Grant & Wallace 2013), Management Control, Organizational Culture (Value Compatibility), Organizational Support (Practical Compatibility) and Top Management support (Merwe 2012).

3.4 Benefits of previous studies:

- Preparing the questionnaire.
- Provide me with the references.
- Enrich the literature review of this study.
- Comment on search results.
- Ensure that the current is not similar to any of the previous studies.

3.5 What makes this study different from previous studies?

1. This study is the first one according the knowledge of the researcher which is done on the freelancing success according to freelance translators in Gaza Strip.
2. The variables which this study focuses on, are not mentioned as a set in one of the previous studies. The researcher takes the most important variables that affected Freelancing success in Gaza strip. These variables are: Trust, Self-Efficacy, Work Flexibility, Proactive Personality and IT infrastructure.

3.6 Chapter Summary

This chapter analyzed many different Arabic and international studies about Freelancing Success. It highlighted different variables effect on the implementation of Freelance work. Also, it focused on the relationship between the study variables (Trust, Self-Efficacy, Work Flexibility, Proactive Personality and IT Infrastructure) and Freelancing success. Moreover, the researcher arranged the studies from the recent to the old one, and make a comparison according to study environment, the variables and study

technique. Finally, the researcher finished this chapter by summarizing the previous studies and providing the main comments. It provided the main comments in terms of similarities and differences among the previous studies; in addition to, the study contribution. Furthermore, it provided a good picture of what distinguishes the present study from previous studies.

Chapter 4

The Research Methodology

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The Research Methodology

4.1 Introduction:

The methodology of the study and its procedures is a major focus through which the practical aspect of the study is accomplished. The data required to conduct the statistical analysis are obtained in order to reach the results that are interpreted in the light of the study literature related to the subject of the study.

This chapter describes the methodology used and the population of the study, as well as the tool used in the study, how it was prepared, how it was constructed and developed, and how true and consistent it is. It also includes a description of the researcher's procedures in designing and codifying the study tool, the tools he used to collect the study data, and the chapter ends with the statistical treatments used in analyzing the data and extracting the results.

4.2 Study Method:

Based on the nature of the study and the objectives it seeks to achieve, the researcher used the analytical descriptive method, which is based on the study of the phenomenon as it exists in reality and is concerned as a precise description and expressed in qualitative and quantitative terms. This approach does not suffice to gather information about the phenomenon in order to investigate its manifestations and relations but rather to analysis, linkage and interpretation in order to reach conclusions on which the proposed scenario is based, so that the knowledge of the subject will be increased.

4.3 Study Population & Sample:

The study Population is defined as all the components of the phenomenon studied by the researcher, so the study Population includes all individuals or objects who are the subject of the study problem. Based on the problem of the study and its objectives, the target Population is estimated number and not known exactly. According to Taiseer Shagalaih, Director of IT programs at Mercy Corps indicates that the number of Freelance translators in Gaza Strip is between 300-500 Freelancers (23rd Aug 2017, Personal Meeting).

Sample

Researcher used non-probability convenience sampling technique to pick up sample members who work in translation industry to its size in population. Table (4) illustrates the distribution of sample size among Gaza Strip governorates. The questionnaire distributed to more than 200 Freelancers in Gaza Strip, and 153 useful questioners were returned.

Table (4.1): Distribution of sample size among Gaza Strip Governorates

Organization Address	N	%
North of Gaza Governorate	7	4.6
Gaza Governorate	59	38.6
Central Governorate	31	20.3
Khan Younis Governorate	22	14.4
Rafah Governorate	34	22.2
Total	153	100.0

4.5 Study Tools:

1- Primary Tools:

A- Questionnaire: It was prepared on “**Impact of Personal & Organizational Factors on Freelancing/teleworking success "An Empirical Study on Translation Companies in Gaza Strip"**”. The questionnaire is the main tool for the field study to obtain the information and data being filled by the respondent. Questionnaire is translated to Arabic to meet local native freelancer’s language discussed the relations between freelancer and the impact of personal and organizational factors on Freelancing success.

The questionnaire was divided into four main sections:

Section 1: Personal information (gender, age group, academic qualification, job title, number of years in the practice of freelancer, how to practice freelancer, translation tools used, reasons for using tools).

Section II: General information about the organization (organization address, work field, organization age in years, number of employees).

Section III: It is a measure of the role of factors that help the success of freelancer, consisting of 5 variables:

Table (4.2) Variables Measures

Variable	Items	Source
I: Trust	Consists of (9) paragraphs	(McKnight, Choudhury & Kacmar 2002)
II: Self-efficacy	Consists of (7) paragraphs	(Ellis and Taylor 1983)
III: Work Flexibility	Consists of (7) paragraphs	(Grover and Goslar 1993)
IV: Proactive Personality	Consists of (8) paragraphs	(Bateman and Crant's 1993)
V: IT Infrastructure	Consists of (7) paragraphs	(Byrd and Turner 2000)
Section IV: Freelancing success, consists of (12) paragraphs		
- Productivity	Consists of (3) paragraphs	- (Venkatesh & Vitalari, 1992; Ramsower, 1985)
- Performance	Consists of (5) paragraphs	- (Becker et al, 1996 & Kraimer et al. 2005)
- Job Satisfaction	Consists of (4) paragraphs	- (Belanger 1999 & Watson-Fritz et al., 1996)

A seven-point scale was used to give a score of 1-7 to the paragraphs of the questionnaire.

Table (4.3) Seven-point Scale

1	2	3	4	5	6	7
Very less agree						Very Strongly Agree

B- Interview: The researcher conducted some interviews with experts in freelancing subject in Gaza Strip, and asked them about the estimated number of freelancers in Gaza Strip, and what are the main roles for government, organizations and universities to achieve freelancing success. Moreover, how they evaluate personal and organizational factors impact on freelancing success, and what are the main challenges that face new and beginner freelancers in Gaza Strip.

2- Secondary Tools: These sources related to Arabic and foreign books and references, periodicals, articles, reports, research and previous studies that dealt with the topic of study. Moreover, the researcher used Palestinian Central Bureau of Statistics (pcbs) as it's the main website for correct statistics.

4.6 Questionnaire creating steps:

The researcher prepared the study tool for a subject “Study the Factors that leading to Freelancing success in Gaza Strip”, and the researcher followed the following steps in creating the questionnaire:

- View the previous measures which is relevant to the study variables, and use them in writing Questionnaire paragraphs.
- Divide the questionnaire into categories, in order to ensure the balance between the variables.
- Determine the type and number of paragraphs required for each variable.
- The questionnaire was presented in its initial form to my supervisor, and then to (7) of the arbitrators from (3) different universities in Gaza Strip.

- Get benefit from the feedback and modifications from the arbitrators, and modify the required paragraphs.
- Distribute the questionnaire in its final form to study sample.

4.7 Statistical Analysis Tools:

The following statistical tools were used:

- 1- Percentages, frequencies and arithmetic mean: This is used mainly for the purposes of knowing the frequency of categories of a variable and the researcher describes the sample of the study.
- 2- Cronbach's Alpha test to determine the stability of the paragraphs of the questionnaire.
- 3- Pearson Correlation Coefficient to measure the degree of correlation: This test examines the relationship between two variables. It was used by the researcher to calculate the internal consistency of the questionnaire.
- 4- T-test in the case of one sample T-Test to determine whether the average response level has reached a neutral level of 4 or more or less. It was used by the researcher to ascertain the mean significance of each paragraph of the questionnaire.
- 5- Independent Samples T-Test to determine whether there are statistically significant differences between two sets of independent data.
- 6- One Way Analysis of Variance (ANOVA) to determine whether there are statistically significant differences between three or more sets of data. The researcher used the differences that are attributed to the variable that includes three groups or more.

4.8 Validity of the questionnaire:

valid test is the test that measures what it is designed to measure. To validate the questionnaire, the researcher applied two types of validity: the referee validity and the internal consistency validity.

4.8.1 Referee validity:

For the purpose of ensuring validity, the researcher submitted the questionnaire to experts in the field to judge face and content validity. Their suggestions were considered.

4.8.2 Internal Validity:

The internal Validity indicates the correlation of the degree of each item with the total average of the test. The internal validity coefficient was computed by using Pearson formula. The following table show the data analysis of the correlation coefficient of each item with the domain it belongs to compare the whole degree of the questionnaire by using the SPSS.

Table (4.3) clarifies the correlation coefficient for each item of the "Trust" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Pilot Study: A pilot study was conducted to assess reliability and validity of the questionnaire by distributing the questionnaire to (20) respondents from the study population. It provided a trial run for the questionnaire, which involved testing the wording of the questions, identifying ambiguous questions, and testing the techniques used to collect data. At the end, the questionnaire was appropriate to collect data.

Table (4.4): Correlation coefficient of each item of “self-efficacy” and the total of this field

NO.	Items	Coefficient Of Correlation	P-Value (Sig.)
1.	If I am in trouble in my work, I can usually think of something to do	0.709**	0.000
2.	When I am confronted with a problem in my job, I can usually find several solutions.	0.732**	0.000
3.	I can remain calm when facing difficulties in my job.	0.796**	0.000
4.	My past experiences in working as translator have prepared my well for my occupational future.	0.803**	0.000
5.	I feel prepared to meet most of the demands in my translation job.	0.756**	0.000
6.	My qualifications and skills in translation make me better than most people	0.777**	0.000
7.	Organizations generally view people like me as good candidates for translation tasks.	0.758**	0.000

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level

Table (4.4) clarifies the correlation coefficient for each item of the " self-efficacy" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (4.5): Correlation coefficient of each item of “Proactive Personality” and the total of this field

NO.	Items	Coefficient Of Correlation	P-Value (Sig.)
1.	I am always looking for better ways to do things.	0.709**	0.000
2.	I excel at finding opportunities.	0.681**	0.000
3.	If I see something needs adjustment, I fix it.	0.704**	0.000
4.	I am constantly on the lookout for new ways to improve my life.	0.797**	0.000
5.	Whenever I have been, I have been a powerful force for constructive.	0.698**	0.000
6.	I enjoy seeing my ideas turn into reality.	0.698**	0.000
7.	If I believe in an idea, no obstacle will prevent me from making it happen.	0.568**	0.000
8.	I can spot a good opportunity long before others can.	0.592**	0.000

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level

Table (4.5) clarifies the correlation coefficient for each item of the "Proactive Personality" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (4.6): Correlation coefficient of each item of “Trust” and the total of this field

NO	Items	Coefficient of Correlation	P-Value (Sig.)
1.	I feel that the privacy of my personal information is protected by the Translation Company.	0.806**	0.000
2.	I trust that the Translation Company will not use my personal information for any other purpose	0.831**	0.000
3.	This Translation company actions and behaviors are consistent	0.814**	0.000
4.	I think that this company will fulfil the promises based on the	0.870**	0.000

NO	Items	Coefficient of Correlation	P-Value (Sig.)
	contract		
5.	This company usually fulfils the commitments it assumes	0.764**	0.000
6.	The information offered by this site is sincere.	0.824**	0.000
7.	I have confidence in the promises that this company makes.	0.847**	0.000
8.	This company has a high credibility	0.868**	0.000
9.	I think that this company takes into account the repercussions that their actions could have on the consumer	0.819**	0.000

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level

Table (4.7): Correlation coefficient of each item of “Flexibility” and the total of this field

NO.	Items	Coefficient Of Correlation	P-Value (Sig.)
1.	My firm allow me to organize my own working time .	0.751**	0.000
2.	My firm allow me to have full control over my work	0.831**	0.000
3.	My work-family relationship is balanced	0.534**	0.000
4.	I can work offsite during the working day	0.681**	0.000
5.	My work environment is flexible	0.850**	0.000
6.	I have full freedom to change my schedule.	0.840**	0.000
7.	I have the freedom to accomplish the tasks assigned to me in the place I prefer, either at home or at work.	0.802**	0.000

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level

Table (4.7) clarifies the correlation coefficient for each item of the "Work Flexibility" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (4.8) clarifies the correlation coefficient for each item of the "IT Infrastructure" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (4.8): Correlation coefficient of each item of “IT Infrastructure” and the total of this field

#	Items	Coefficient Of Correlation	P-Value (Sig.)
1.	My work environment is connected to the internet	0.678**	0.000
2.	My work environment is supported by computer hardware devices	0.690**	0.000
3.	My work environment is supported by software modules and translation tools.	0.807**	0.000
4.	IT personnel are skilled in multiple technologies and tools	0.792**	0.000
5.	IT department offer a wide variety of information to users	0.758**	0.000
6.	My work environment encourages the use e-mail in formal communication	0.807**	0.000
7.	My business environment encourages the use of cloud computing tools & services as (Google Drive – Dropbox)	0.765**	0.000

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level

Table (4.9): Correlation coefficient of each item of “Freelancing success” and the total of this field

#	Items	Coefficient Of Correlation	P-Value (Sig.)
Productivity			
1.	I feel that I am productive in my work environment	0.557**	0.000
2.	My work environment allows me to work efficiently.	0.750**	0.000
3.	My work environment allows me to complete tasks in a satisfactory manner	0.771**	0.000
Performance			
4.	My work environment allows me to improve my overall work performance	0.711**	0.000
5.	My work environment allows me to do high quality Work	0.751**	0.000
6.	I could manage more responsibility than typically assigned	0.580**	0.000
7.	I volunteer to do things that are not formally required by my job	0.516**	0.000
8.	My work environment allows me to meet the expectations of my performance once I am doing my job	0.678**	0.000
Job Satisfaction			
9.	I am satisfied with my work	0.779**	0.000
10.	I am enthusiastic about my work in most time.	0.674**	0.000
11.	I feel like I belong to the office team in my work	0.746**	0.000
12.	I find real enjoyment in my work	0.698**	0.000

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level

Table (4.10) clarifies the correlation coefficient for each item of the "Freelancing success" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Structure Validity of the Questionnaire:

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

Table (4.10): Correlation coefficient for each field and the whole of questionnaire

NO.	Field	Coefficient Of Correlation	P-Value (Sig.)
1.	Trust	0.638**	0.000
2.	Self-Efficacy	0.762**	0.000
3.	Work Flexibility	0.770**	0.000
4.	Proactive Personality	0.728**	0.000
5.	IT Infrastructure	0.635**	0.000
6.	Freelancing success	0.766**	0.000

4.9 Reliability of the Research:

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery, 2006). To insure the reliability of the questionnaire, Cronbach’s Coefficient Alpha should be applied.

4.10 Cronbach’s Coefficient Alpha:

Cronbach’s alpha (George & Mallery, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The

normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.11) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.833 and 0.940. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.943 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (4.11): Cronbach's Alpha for each field of the questionnaire

NO.	Field	NO. Paragraph	Cronbach's Alpha
1.	Trust	9	0.940
2.	Self-Efficacy	7	0.878
3.	Work Flexibility	7	0.874
4.	Proactive Personality	8	0.833
5.	IT Infrastructure	7	0.875
6.	Freelancing success	12	0.888
	All items of the questionnaire	50	0.943

4.11 Chapter Summary:

This chapter deals with the methodology used by the researcher in building and achieving the study objectives. The researcher addressed the methodology, the society & study sample, validity & reliability of the questionnaire, and statistical data processing.

The researcher used the descriptive analytical approach to achieve its goals, and rely on both primary and secondary data. The primary one is the questionnaire, and the secondary data includes previous literature papers, journals, reports and thesis related to this study. The researcher distributed the questionnaire through direct email, Facebook groups that related to freelance work, and LinkedIn. The researcher received (153) questionnaires that filled out correctly. The collected questionnaires were analyzed by SPSS program for statistical analysis. At the end of the chapter, statistical methods used to prove the validity and stability of the questionnaire paragraph by using SPSS program.

Chapter 5

Data Analysis and Hypothesis Testing

Chapter 5 Data Analysis and Hypothesis Testing

5.1 Introduction

In this chapter I will describe the results of the study, in order to discuss & analyze data collected from the sample through questionnaire, from personal data like: (Gender, Age, Qualification, Job Description, etc) & test the hypothesis which consist five hypotheses in this research, are being examined on this chapter as follows: -

5.2 Analyzing of demographic factors:

1- Gender

Table (5.1): The distribution of the sample according to Gender

Gender	N	%
Male	84	54.9
Female	69	45.1
Total	153	100.0

Table (5.1) shows the distribution of the sample of the study according to Gender. It was found that 54.9% of the study sample was male and 45.1% of the sample was female. It is noted from the distribution of the sample according to gender, that male participation rate is higher than the percentage of female participation. This may be a real reflection to a survey done by Freelancing Academy (2015), which states that the proportion of male working in the freelance work fields is approaching two-thirds.

The rise in the number of male self-employed workers can be attributed to the desire of males to have a source of income for them to achieve life stability and independence. Moreover, to avoid the negative community perspective, while the community culture in Gaza Strip does not look to the unemployed girl with the same negative outlook.

2- Age

Table (5.2): The distribution of the sample according to Age

Age	N	%
Less than 25 years	133	86.9
25 – less than 41 years	11	7.2
41 – less than 56 years	9	5.9
56 years and more	0	0
Total	153	100.0

Table (5.2) shows the distribution of the sample of the study according to the age group. It was found that 86.9% of the sample of the study was less than 25 years and 7.2% from 25 – less than 41 years, and 5.9% from 41 – less than 56 years.

It is noted from the distribution of the sample according to the age, that recently graduate students are the most attracted to the idea of freelancing, the reason is that, they want to have a quick job opportunity and building expertise that will make it easier for them to get involved in the labor market effectively. This is agreed with Sukman (2015), that the vast majority of freelancers surveyed in Payoneer Income Survey are in their 20s and 30s

3- Educational Level

Table (5.3): The distribution of the sample according to Educational level

Educational level	N	%
BA	109	71.2
MA	40	26.1
Ph.D.	1	0.7
Diploma	3	2
Total	153	100.0

Table (5.3) shows the distribution of the sample of the study according to the educational level. It was found that 71.2% of the sample of the study had bachelor's degree, 26.1% of the study sample had a master's degree and 2% The study had a diploma degree and 0.7% had Ph.D. degree. It is noted from the distribution of the study sample according to the educational level that the proportion of holders of bachelor's degree is the largest. The majority are new graduate students, and this is clarifying the huge enthusiasm for them to get new job opportunity while they are studying or directly after the graduation.

4- Job Title

Table (5.4): The distribution of the sample according to Job title

Job title	N	%
Translator	43	28.1
Facilitator	90	58.8
Engineer	19	12.4
Technician	1	.7
Total	153	100.0

Table (5.4) shows the distribution of the study sample according to the job title. It was found that 58.8% of the study sample was from the facilitators, 28.1% of the study sample were translators, 12.4% of the study sample were engineers and 0.7% were technicians.

It is noted from the distribution of the study sample according to the job title that the proportion of facilitators is the largest. The reason for that, that the majority of translators in Gaza Strip prefer to work as facilitators or project managers because it's more profitable than working as English <> Arabic translator. Working with native freelancers from countries such as India or Chinese in languages such as French, German, Japanese languages will be much better to work with low prices in Arabic language. Translators in these countries charge low prices due to competitive market, and agencies in Europe offer high prices, so the different between both prices will be the profit for the facilitator or project manager.

According to job title, the majority are translators and facilitators who already work in translation industry. But there's engineers and technicians as well, who are responsible for technical issues such as: working professionally on translation tools, and solving software problems for other members.

5- Years of Freelancing Practices

Table (5.5): The distribution of the sample according to Years of Freelancing Practices

Years of freelancer practice	N	%
From 1 to 5 years	99	64.7
From 6 to 10 years	54	35.3
Total	153	100.0

Table (5.5) shows the distribution of the sample according to the number of years of practicing freelancer. It was found that 63.4% of the sample of those who practiced freelancer were less than 5 years and (34.6%) of those who practiced freelancer from 6 to 10 years, 1.3% of those who practiced freelancer for less than one year, and 0.7% of the sample practiced for 11 years or more.

It is noted from the distribution of the study sample according to Years of freelance work practice that (From 1 to 5 years) is the largest.

The researcher explains the low years of freelancing practice among the sample due to novelty of freelance work subject on the Internet globally in general, and in Gaza Strip in particular.

6- How practicing Freelancing

Table (5.6): The distribution of the sample according to How practicing Freelancing

How practicing freelancer	N	%
Via local mediator	3	2
Working remotely with a foreign company	15	9.8
By email	84	54.9
Via online marketplace	51	33.3
Total	153	100.0

Table (5.6) shows the responses of the sample of the study on how to practice freelancer. It was found that 54.9% of the respondents practiced the work via e-mail, followed by working via online marketplace with 33.3% and 9.8% working remotely with a foreign company, and (2%) via local mediator.

It is noted from the distribution of the study sample according to How practicing freelance work that (By email) is the largest.

This show that the majority of translators and facilitators use their email to marketing their CV's or applications to translation companies' database. Then it comes to online marketplace, and the researcher attributes this result to the fact that foreign platforms are reputable and offer thousands of daily jobs every day. Moreover, there's plenty of jobs every day, but the price is very competitive in these marketplaces due to Indian and Chinese markets.

7- Organization Address

Table (5.7): The distribution of the sample according to Organization Address

Organization Address	N	%
North of Gaza Governorate	7	4.6
Gaza Governorate	59	38.6
Central Governorate	31	20.3
Khan Younis Governorate	22	14.4
Rafah Governorate	34	22.2
Total	153	100.0

Table (5.7) shows the responses of the sample of the study about Organization Address.

It is noted from the distribution of the study sample according to Organization Address that (Gaza City) is the largest.

8- Organization Work Field

Table (5.8): The distribution of the sample according to Organization Work Field

Organization Work Field	N	%
Translation	56	36.6
Project Management	87	56.9
Immediate translation	7	4.6
Website translation	3	2.0
Total	153	100.0

Table (5.8) shows the responses of the sample of the study about Organization Work Field. It was found that 56.9% works in Project management, and 36.6% works in Translation, and 4.6% works in immediate translation, and 2% works in Website translation.

It is noted from the distribution of the study sample according to Organization Work Field that (Project Management) is the largest. This is indicated that translation and project management are prevalent more than Immediate and website translation in Gaza Strip. The reason for that, that the freelancers prefer per word tasks, instead of immediate tasks which usually face difficulties while performing it.

9- Organization Age

Table (5.9): The distribution of the sample according to Organization Age

Organization Age	N	%
Less than 2 years	8	5.2
3-5 years	111	72.5
From 6 to 10 years	30	19.6
11 years and more	4	2.6
Total	153	100.0

Table (5.9) shows the responses of the sample of the study about Organization Age. It was found that 72.5% 5-3 years, and 19.6% from 6 to 10 years, and 5.2% less than 2 years, and 2.6% 11 years and more.

It is noted from the distribution of the study sample according to Organization Age that (3-5 years) is the largest

10- Number of Employees in the Organization

Table (5.10): The distribution of the sample according to Number of employees

Number of employees	N	%
Less than 10 employees	28	18.3
10-20 employees	113	73.9
21 to 30 employees	11	7.2
31 employees and more	1	.7
Total	153	100.0

Table (5.10) shows the responses of the sample of the study about Number of employees. It was found that 73.9% has 10 to 20 employees, and 18.3% has less than 10 employees, and 7.2% has 21 to 30 employees, and 0.7% has 31 employees and more. It is noted from the distribution of the study sample according to Number of employees in the organization that (10-20 employees) is the largest.

5.3 Answering Research Questions:

RQ 1: What are the most prevalent Translation tools and their level of usage?

11- Translation Tools

Table (5.11): The distribution of the sample according to Translation tools

Translation tools	N	%
SDL Trados suite	114	74.5
Deja Vu	2	1.3
MemoQ	11	7.2
Across	5	3.3
Wordfast	4	2.6
Passolo	3	2
I do not use tools	0	0
Other	14	9.2
Total	153	100.0

Table (5.11) shows the responses of the study sample on the translation tools used. The most common translation tools used were SDL Trados suite with (74.5%).

It is noted from the distribution of the study sample according to Translation tools that (SDL Trados) is the largest.

It's noted that the majority of translators and facilitors prefer to use SDL Trados more than any other CAT Tool program. This is agreed with statistics from proz.com

which referring that 43.2% of the translators prefer to use Trados as its increase their productivity (prozcomblog, website).

12- Reasons for using these tools

Table (5.12): The distribution of the sample according to Reasons for using these tools

Reasons for using these tools	N	%
Client or agency requires or requests them	92	60.1
To increase my productivity	18	11.8
To increase my quality	43	28.1
Total	153	100.0

Table (5.12) shows the responses of the sample of the study on Reasons for using these tools. It was found that 60.1% of respondents uses these tools because the client or translation agency requests the use of these tools.

It is noted from the distribution of the study sample according to Reasons for using these tools that (Client or agency requires or requests them) is the largest.

This result agreed with the following studies (McKay & Zetzsche, 2016) & (Webb, L. E. 1999), that indicate that clients and translation agencies are very familiar with the cost savings of TM software, and they get much benefits of it. In addition, clients got benefits from using CAT Tools for the following reasons:

- Translate more documents in less time
- Ensure the quality of the translation
- To strengthen the consistency of translations
- Saving money, because the translator will charge price based on source word count, and will charge small fees for repetitions and 100% matches.

13- The Purpose of Using these Tools

Table (5.13): The distribution of the sample according to The purpose of using these tools

The purpose of using these tools	N	%
Simply translation	15	9.8
Terminology creation and management	106	69.3
Project management	32	20.9
Total	153	100.0

Table (5.13) shows the responses of the sample of the study on The purpose of using these tools. It was found that 69.3% of respondents uses these tools to Create and manage terminology, and 20.9% uses these tools for Project management, and 9.8% uses these tools for Direct Simple Translation.

It is noted from the distribution of the study sample according to the purpose of using these tools that (Terminology creation and management) is the largest

This is agreed with the following studies (Dragsted 2006) & (Colominas 2008), which indicate that CAT Tools work by breaking the file into smaller parts or sentences, and once there's an exact sentence, the translator will find a plenty of terminology suggestions before confirming it.

14- Average Usage

Table (5.14): The distribution of the sample according to Average usage

Average usage	N	%
Every day	4	2.6
Once every two or three days	22	14.4
Once a week	108	70.6
Once a month	14	9.2
Just a few times a year	5	3.3
Total	153	100.0

Table (5.14) shows the responses of the sample of the study about Average usage translation tools. It was found that 70.6% used it weekly, and 14.4% every two/three days, and 9.2% once a month, and 3.3 a few times a year, and 2.6% daily.

It is noted from the distribution of the study sample according to Average usage that (Once a week) is the largest.

This indicate that using CAT Tools is so important for both freelance translators and translation agencies or end client. The reason for that these CAT Tools ease the translator work by providing him or her with the required terminology and word count analysis. Moreover, it's cost saving for translation agencies and end client, because the rate will be too different between new words and repetition words.

15- Skills in Using Translation Tools

Table (5.15): The distribution of the sample according to skills in using translation tools

skills in using translation tools	N	%
Very weak	6	3.9
Weak	3	2.0
Medium	73	47.7
High	62	40.5
Too high	9	5.9
Total	153	100.0

Table (5.15) shows the responses of the sample of the study about skills in using translation tools. It was found that 47.7% has medium skills in using translation tools, and 40.5% has high skills, and 5.9% has too high skills, and 3.9% has very weak skills, and 2% has weak skills.

It is noted from the distribution of the study sample according to skills in using translation tools that (Medium usage) is the largest.

RQ 2: How do Gazan freelancers perceive their personal characteristics (Proactive Personality & Self-Efficacy)?

Table (5.16): means, the percentage weight and rank of each item in the first domain “Proactive Personality”

NO.	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
1.	I am always looking for better ways to do things.	5.75	82.07%	27.30	0.000	5
2.	I excel at finding opportunities.	5.63	80.39%	21.30	0.000	8
3.	If I see something needs adjustment, I fix it.	5.73	81.79%	26.52	0.000	6
4.	I am constantly on the lookout for new ways to improve my life.	5.78	82.63%	28.39	0.000	3
5.	Whenever I have been, I have been a powerful force for constructive.	5.69	81.23%	25.85	0.000	7
6.	I enjoy seeing my ideas turn into reality.	5.88	84.04%	30.62	0.000	1
7.	If I believe in an idea, no obstacle will prevent me from making it happen.	5.88	83.94%	30.05	0.000	2

NO.	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
8.	I can spot a good opportunity long before others can.	5.76	82.35%	26.71	0.000	4
Total		5.76	82.31%	39.55	0.000	

Table (5.16) shows the following results:

- The mean of paragraph #6 “I enjoy seeing my ideas turn into reality.” equals 5.88 (84.04%), Test-value = 30.62 and P-value = 0.000 which is smaller than the level of significance 0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of paragraph #2 “I excel at finding opportunities.” equals 5.63 (80.39%), Test value = 21.30, and P-value = 0.000 which is smaller than the level of significance 0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of the field “Proactive Personality” equals 5.76 (82.31%), Test-value = 39.55, and P-value=0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value. We conclude that the respondents agreed to field of “Proactive Personality”.

The researcher attributes this high degree of perceptions of respondents about the effect of Proactive Personality on Freelancing Success as proactivity influenced the success of college graduates’ job search. Furthermore, Proactive personality is related to a variety of desirable individual and organizational outcomes including objective career success. This is come in line with (Yang & Chau 2016) & (Brown, Cober, Kane & Shalhoop 2006).

Table (5.17): means, the percentage weight and rank of each item in the second domain “Self-efficacy”

#	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
1.	If I am in trouble in my work, I can usually think of something to do	5.59	79.93%	23.52	0.000	7
2.	When I am confronted with a problem in my job, I can usually find several solutions.	5.66	80.86%	25.80	0.000	5
3.	I can remain calm when facing difficulties in my job.	5.60	80.02%	24.34	0.000	6
4.	My past experiences in working as translator have prepared my well for my occupational future.	5.69	81.33%	28.07	0.000	4
5.	I feel prepared to meet most of the demands in my translation job.	5.73	81.79%	26.52	0.000	2
6.	My qualifications and skills in translation make me better than most people	5.70	81.42%	26.16	0.000	3
7.	Organizations generally view people like me as good candidates for translation tasks.	5.77	82.45%	27.43	0.000	1
Total		5.68	81.11%	34.09	0.000	

Table (5.17) shows the following results:

- The mean of paragraph #7 “Organizations generally view people like me as good candidates for translation tasks.” equals 5.77 (82.45%), Test-value = 27.43 and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of paragraph #1 “If I am in trouble in my work, I can usually think of something to do” equals 5.59 (79.39%), Test value = 23.52, and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.

- The mean of the field “Self-efficacy” equals 5.68 (81.11%), Test-value = 34.09, and P-value=0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value. We conclude that the respondents agreed to field of “Self-efficacy”.

The researcher attributes this high degree of perceptions of respondents about the effect of Self-efficacy on Freelancing Success in Gaza Strip because psychological skill contributes to success of translator. Moreover, having higher levels of psychological skill is a key factor that helped freelance translators to be more confident and encourage them to accept new challenges. In addition, it leads them to successful completion of which in turn led them to further develop their confidence. This is come in line with (Atkinson 2012), and (Brown, Cober, Kane & Shalhoop 2006).

RQ 3: How do Gazan freelancers perceive the organizational relationships with Translation Companies?

Table (5.18): means, the percentage weight and rank of each item in the third domain “Trust”

NO.	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
1.	I feel that the privacy of my personal information is protected by the Translation Company.	4.59	65.64%	5.247	0.000	6
2.	I trust that the Translation Company will not use my personal information for any other purpose	4.69	67.04%	6.263	0.000	3
3.	This Translation company actions and behaviors are consistent	4.72	67.41%	6.686	0.000	2
4.	I think that this company will fulfil the promises based on the contract	4.69	66.95%	6.200	0.000	4
5.	This company usually fulfils the commitments it assumes	4.95	70.68%	9.623	0.000	1
6.	The information offered by this site is sincere.	4.46	63.77%	3.611	0.000	7
7.	I have confidence in the promises that this company makes.	4.46	63.77%	3.956	0.000	7
8.	This company has a high credibility	4.60	65.73%	5.306	0.000	5
9.	I think that this company takes into	4.03	57.61%	0.220	0.826	9

NO.	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
	account the repercussions that their actions could have on the consumer					
Total		4.58	65.40%	5.997	0.000	

Table (5.18) shows the following results:

- The mean of paragraph #5 “This company usually fulfils the commitments it assumes” equals 4.95 (70.68%), Test-value = 9.623 and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of paragraph #9 “I think that this company takes into account the repercussions that their actions could have on the consumer” equals 4.03 (57.61%), Test value = 0.222, and P-value = 0.826 which is greater than the level of significance 0.05 . Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Moderately agree, neutral) to this paragraph.
- The mean of the field “Trust” equals 4.58 (65.40%), Test-value = 5.997, and P-value=0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value. We conclude that the respondents agreed to field of “Trust”.

The researcher attributes this not high degree of perceptions of respondents about the effect of trust on Freelancing Success in Gaza Strip, due to lack of trust sometimes between freelancers and agencies. On the other hand, mutual trust plays an important role in teleworking program implementation, increasing employees’ productivity & loyalty and knowledge sharing. This is come in line with (Brown & Smith 2016), also it agrees with (Panahi, Watson & Partridge 2015), (Nwankpa & Roumani 2014) and (Grant & Wallace 2013).

- Analysis of the paragraphs of the third domain "Work Flexibility":

Table (5.19): means, the percentage weight and rank of each item in the fourth domain "Work Flexibility"

#	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
1.	My firm allow me to organize my own working time.	5.60	80.02%	22.61	0.000	3
2.	My firm allow me to have full control over my work	5.57	79.55%	20.70	0.000	5
3.	My work-family relationship is balanced	5.52	78.90%	20.36	0.000	7
4.	I can work offsite during the working day	5.63	80.49%	19.37	0.000	2
5.	My work environment is flexible	5.54	79.18%	20.32	0.000	6
6.	I have full freedom to change my schedule.	5.58	79.74%	20.30	0.000	4
7.	I have the freedom to accomplish the tasks assigned to me in the place I prefer, either at home or at work.	5.71	81.61%	22.96	0.000	1
Total		5.59	79.93%	27.67	0.000	

Table (5.19) shows the following results:

- The mean of paragraph #7 “I have the freedom to accomplish the tasks assigned to me in the place I prefer, either at home or at work.” equals 5.71 (81.61%), Test-value = 22.96 and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of paragraph #3 “My work-family relationship is balanced ” equals 5.52 (78.90%), Test value = 20.36, and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.

- The mean of the field “Work Flexibility” equals 5.59 (79.93%), Test-value = 27.67, and P-value=0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value. We conclude that the respondents agreed to field of “Work Flexibility”.

The researcher attributes this high degree of perceptions of respondents about the effect of Work Flexibility on Freelancing Success in Gaza as flexibility was found to be more important than technologies and tools in achieving teleworking program success. Moreover, increased flexibility will increase job opportunities for freelancers and allow them to work during hours when they are very productive. Additionally, flexibility has many positive impacts including job satisfaction, better productivity, and better work-life balance between family and work. This is come in line with (Aboelmaged & El Subbaugh 2012) and (Coenen & Kok 2014)

Analysis of the paragraphs of the fifth domain "IT Infrastructure":

Table (5.20): means, the percentage weight and rank of each item in the fifth domain "IT Infrastructure"

NO.	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
1.	My work environment is connected to the internet	6.20	88.52%	32.82	0.000	2
2.	My work environment is supported by computer hardware devices	6.32	90.29%	36.63	0.000	1
3.	My work environment is supported by software modules and translation tools.	6.05	86.46%	26.88	0.000	4
4.	IT personnel are skilled in multiple technologies and tools	5.86	83.66%	21.53	0.000	6
5.	IT department offer a wide variety of information to users	5.73	81.89%	20.50	0.000	7
6.	My work environment encourages the use e-mail in formal communication	6.01	85.90%	27.35	0.000	5
7.	My business environment encourages the use of cloud computing tools & services as (Google Drive – Dropbox)	6.16	88.05%	29.06	0.000	3
Total		6.05	86.40%	35.90	0.000	

Table (5.20) shows the following results:

- The mean of paragraph #2 “My work environment is supported by computer hardware devices” equals 6.32 (90.29%), Test-value = 36.63 and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of paragraph #5 “IT department offer a wide variety of information to users” equals 5.73 (81.89%), Test value = 20.50, and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of the field “IT Infrastructure” equals 6.05 (86.40%), Test-value = 35.90, and P-value=0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value. We conclude that the respondents agreed to field of “IT Infrastructure”.

The researcher attributes this high degree of perceptions of respondents about the effect of IT Infrastructure on Freelancing Success due to the following reasons: IT infrastructure, such as High speed internet connection and the main translation tools are important for teleworking success. Also, Freelancers must be provided with an efficient IT tools combined with user training in order to improve their need, knowledge and skills. Translation tools effect positively on translator income, job satisfaction and jobs per week (Productivity & work capacity). To conclude, IT infrastructure is an important factor for teleworking success, growing body of literature identifies IT training as an essential factor teleworking implementation, so that a combination for both factors will be exceptional. This is come in line with (Valmohammadi 2012), (Aboelimged & El Subbaugh 2012) and (Atkinson 2012)

RQ4: What are the level of perceptions among Freelance translators about Freelancing Success in Gaza Strip?

- Analysis of the paragraphs of the sixth domain “Freelancing success”:

Table (5.21): means, the percentage weight and rank of each item in the sixth domain “Freelancing success”

#	Paragraph	Mean	Percentage	Test value	P-value (Sig.)	Rank
Productivity						
1.	I feel that I am productive in my work environment	5.77	82.45%	28.96	0.000	1
2.	My work environment allows me to work efficiently.	5.65	80.67%	25.51	0.000	6
3.	My work environment allows me to complete tasks in a satisfactory manner	5.72	81.70%	27.19	0.000	2
Performance						
4.	My work environment allows me to improve my overall work performance	5.67	81.05%	28.24	0.000	4
5.	My work environment allows me to do high quality work	5.67	80.95%	27.09	0.000	5
6.	I could manage more responsibility than typically assigned	5.07	72.46%	10.06	0.000	12
7.	I volunteer to do things that are not formally required by my job	5.45	77.87%	23.34	0.000	11
8.	My work environment allows me to meet the expectations of my performance once I am doing my job	5.58	79.65%	25.41	0.000	8
Job Satisfaction						
9.	I am satisfied with my work	5.51	78.71%	21.17	0.000	10
10.	I am enthusiastic about my work in most time.	5.69	81.23%	27.58	0.000	3
11.	I feel like I belong to the office team in my work	5.58	79.74%	22.67	0.000	7
12.	I find real enjoyment in my work	5.56	79.46%	23.63	0.000	9
Total		5.58	79.66%	34.35	0.000	

Table (5.21) shows the following results:

- The mean of paragraph #1 “I feel that I am productive in my work environment” equals 5.77 (82.45%), Test-value = 28.96 and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this

paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.

- The mean of paragraph #6 “I could manage more responsibility than typically assigned” equals 5.07 (72.46%), Test value = 10.06, and P-value = 0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 4 It was concluded that the respondents agreed to this paragraph.
- The mean of the field “Freelancing success” equals 5.58 (79.66%), Test-value = 34.35, and P-value=0.000 which is smaller than the level of significance 0.05 . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value. We conclude that the respondents agreed to field of “Freelancing success”.

The researcher attributes this high level of perceptions of Freelance translators on Freelancing Success in Gaza Strip due to the reasons that freelancers find real enjoyment in their work, and the sense of belonging to the office team in their work. Moreover, the work environment allows them to work efficiently, and to complete tasks in a satisfactory manner.

5.4 Hypothesis Testing:

H1. There is a statistical significant relationship between Personal (Proactive Personality, Self-Efficacy) & Organizational factors (Trust, Work Flexibility, IT Infrastructure) and Freelancing success.

Table (5.22): Correlation Matrix between organizational factors and Freelancing success

	Productivity	Performance	Job Satisfaction	Freelancing Success
Trust	0.303**	0.309**	0.353**	0.373**
self-efficacy	0.483**	0.459**	0.393**	0.510**
Work Flexibility	0.503**	0.485**	0.523**	0.581**
Proactive Personality	0.561**	0.473**	0.454**	0.564**
IT Infrastructure	0.433**	0.291**	0.392**	0.419**

* Correlation is statistically significant at 0.05 level

** Correlation is statistically significant at 0.01 level

Table (5.22) shows that the correlation coefficient between all factors and Freelancing success between 0.373 and 0.581, and the p-value (Sig.) equals 0.000 for all variables, the p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. It could be concluded there exist a significant relationship between organizational factors and Freelancing success.

H2. Personal and Organizational factors affect significantly and positively Freelancing Success.

Table (5.23): Result of Stepwise regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.648	4.477	0.000*	0.683	0.466	43.376	0.000**
Work Flexibility	0.275	4.675	0.000*				
Proactive Personality	0.327	4.309	0.000*				
Trust	0.110	3.751	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

We use Stepwise regression, and obtain the following results:

- Table (5.23) shows the Multiple correlation coefficient $R = 0.683$ and $R\text{-Square} = 0.466$. This means 46.6% of the Freelancing Success is explained by Work Flexibility, Proactive Personality and Trust.
- Table (5.23) shows the Analysis of Variance for the regression model. $F=43.376$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable Freelancing Success and the independent variables "Work Flexibility, Proactive Personality and Trust".
- Based on stepwise regression method, the variables " Self-efficacy, IT Infrastructure" has an insignificant effect on Freelancing Success.

The estimated regression equation is:

Freelancing Success = 1.648+ 0.275* (Work Flexibility) + 0.327* (Proactive Personality) + 0.110* (Trust).

The estimated regression equation is used to predict the value of Freelancing Success for any give values (responses) to the independent variables " Work Flexibility, Proactive Personality and Trust".

The previous results indicate that Work Flexibility has a significant impact on Freelancing success according to Freelancers who work in translation industry. The researcher attributes this to that fact that translation agencies give freelancers full to organize their working time, control over their translation tasks and full freedom to change their schedule. In addition to the balanced relationship between freelancer work and family.

The previous results indicate that Proactive Personality has a significant impact on Freelancing success according to Freelancers who work in translation industry. The researcher attributes this to that fact that being proactive with the clients, help freelancers to receive more tasks to be done. Moreover, clients and translation agencies indicate that they prefer freelancers who keep updating them about the job progress, more than reactive freelancers (www.upwork.com).

The previous results indicate that Trust has a significant impact on Freelancing success according to Freelancers who work in translation industry. The researcher attributes this to that fact that freelancers believe that translation agencies will fulfil the promises about payment transactions based on the contract assigned between both parts. In addition, they trust that the Translation Agency will not use their personal information for any other purpose and their personal information is highly protected by the agency.

However, the previous results indicate that Self-efficacy and IT Infrastructure has insignificant effect on Freelancing success according to Freelancers who work in translation industry. The researcher attribute this to the possibility that other variables effect the relationship between Self-efficacy and IT Infrastructure and Freelancing Success.

H2a. Personal and Organizational factors affect significantly and positively Productivity.

Table (5.24): Result of Stepwise regression analysis “Productivity”

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.296	2.790	0.006*	0.624	0.390	31.721	0.000**
Proactive Personality	0.470	4.904	0.000*				
Work Flexibility	0.227	3.057	0.003*				
Trust	0.096	2.584	0.011*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

We use Stepwise regression, and obtain the following results:

- Table (5.24) shows the Multiple correlation coefficient R =0.624 and R-Square = 0.390. This means 39% of the Productivity is explained by Proactive Personality, Work Flexibility and Trust.
- Table (5.24) shows the Analysis of Variance for the regression model. F=31.721, Sig. = 0.000, so there is a significant relationship between the dependent variable Productivity and the independent variables " Proactive Personality, Work Flexibility and Trust ".
- Based on stepwise regression method, the variables " Self-efficacy, IT Infrastructure" has an insignificant effect on Productivity.

The estimated regression equation is:

Productivity = 1.296+ 0.470* (Proactive Personality) + 0.227* (Work Flexibility) + 0.096* (Trust).

The estimated regression equation is used to predict the value of Productivity for any give values (responses) to the independent variables " Proactive Personality, Work Flexibility and Trust".

The previous results indicate that Trust & Proactive Personality have a significant impact on Productivity according to Freelancers who work in translation industry. The

result comes in line with (Grant & Wallace 2013) which indicates that trust effect on job effectiveness. In addition, the joint goals and objectives should be communicated well in electronic environment for a culture based on trust to work effectively. The result also comes in line with (Brown & Smith 2016), which states that employees should communicate with their managers to update them about their productivity to improve the mutual trust between both of them. Furthermore, being proactive will increase translators work load or translation tasks, and as a result will increase their productivity.

The previous results indicate that Work Flexibility has a significant impact on Productivity according to Freelancers who work in translation industry. The result comes in line with (Aboelmaged & El Subbaugh 2012), which states that worker autonomy and employment flexibility were found to be more critical than technological provision in facilitating successful teleworking practices. Moreover, Increased flexibility in telework schedules offers opportunities for employees to better handle their tasks and increase their productivity. It also comes in line with (Coenen & Kok 2014), this study indicate that flexibility has many positive impacts including job satisfaction, better productivity, and better work-life balance between family and work. Although, I believe that using CAT Tools in the appropriate way will improve the productivity of freelancers more than work flexibility, and this is come in line with (Atkinson 2012)

However, the previous results indicate that Self-efficacy and IT Infrastructure has insignificant effect on Productivity according to Freelancers who work in translation industry. The researcher attribute this to the possibility that other variables effect the relationship between Self-efficacy and IT Infrastructure and Freelancing Success.

H2b. Personal and Organizational factors affect significantly and positively Performance

Table (5.25): Result of Stepwise regression analysis “Performance”

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.694	3.645	0.000*	0.582	0.339	18.937	0.000**
Work Flexibility	0.225	3.106	0.002*				
Self-efficacy	0.157	1.724	0.087				
Proactive Personality	0.224	2.196	0.030*				
Trust	0.076	2.019	0.045*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

We use Stepwise regression, and obtain the following results:

- Table (5.25) shows the Multiple correlation coefficient $R = 0.582$ and $R\text{-Square} = 0.339$. This means 33.9% of the Performance is explained by Work Flexibility, Self-efficacy, Proactive Personality and Trust.
- Table (5.25) shows the Analysis of Variance for the regression model. $F=18.937$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable Performance and the independent variables "Work Flexibility, Self-efficacy, Proactive Personality and Trust".
- Based on stepwise regression method, the variables "IT Infrastructure" has an insignificant effect on Performance.

The estimated regression equation is:

$\text{Performance} = 1.694 + 0.225* (\text{Work Flexibility}) + 0.157* (\text{Self-efficacy}) + 0.224* (\text{Proactive Personality}) + 0.076* (\text{Trust}).$
--

The estimated regression equation is used to predict the value of Performance for any give values (responses) to the independent variables " Work Flexibility, Self-efficacy, Proactive Personality and Trust".

The previous results indicate that Personal & Organizational factors (except IT infrastructure) have a significant impact on Performance according to Freelancers who work in translation industry. The result comes in line with (Kowalski & Swanson 2005) that state that trust is positively related to good performance and job satisfaction and negatively to job stress factors should be applied at multiple levels including organizational, managerial and employee levels. Furthermore, successful telework leaders are those who trust their employees, and this trust go through the steps in which leaders evaluate the performance of employees (Offstein & Morwick 2010).

The result comes in line with (Atkinson 2012), which indicates that higher levels of psychological skill was mentioned as a key factor that helped translators to be more confident and encourage them to accept new challenges. The successful completion of which in turn led them to further develop their confidence and performance. And

regarding work flexibility, (Coenen & Kok 2014) has indirect effects on NPD performance through telework.

However, the previous results indicate that IT Infrastructure has insignificant effect on Performance according to Freelancers who work in translation industry. The researcher attribute this to the possibility that other variables effect the relationship between Self-efficacy and IT Infrastructure and Freelancing Success.

H2c. Personal Organizational factors affect significantly and positively Job Satisfaction.

Table (5.26): Result of Stepwise regression analysis “Job Satisfaction”

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.570	3.185	0.002*	0.600	0.359	27.868	0.000**
Work Flexibility	0.346	4.386	0.000*				
Trust	0.135	3.443	0.001*				
Proactive Personality	0.254	2.495	0.014*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

We use Stepwise regression, and obtain the following results:

- Table (5.26) shows the Multiple correlation coefficient $R = 0.600$ and $R\text{-Square} = 0.359$. This means 35.9% of the Job Satisfaction is explained by Work Flexibility, Trust and Proactive Personality.
- Table (5.26) shows the Analysis of Variance for the regression model. $F=27.868$, $Sig. = 0.000$, so there is a significant relationship between the dependent variable Job Satisfaction and the independent variables " Work Flexibility, Trust and Proactive Personality".
- Based on stepwise regression method, the variables " self-efficacy, IT Infrastructure" has an insignificant effect on Job Satisfaction.

The estimated regression equation is:

Job Satisfaction = 1.570+ 0.346* (Work Flexibility) + 0.135* (Trust) + 0.254* (Proactive Personality).

The estimated regression equation is used to predict the value of Job Satisfaction for any give values (responses) to the independent variables " Work Flexibility, Trust and Proactive Personality".

The result comes in line with (Yang & Chau 2016), which states that there’s a relationship between proactive personality and career success through increasing job satisfaction. In addition, it agrees with (Brown, Cober, Kane & Shalhoop 2006), which indicates that there’s a significate relationship between proactive personality and the success of college graduates’ job search. Moreover, telework flexibility has many positive impacts including job satisfaction, better productivity, and better work-life balance between family and work (Coenen & Kok 2014).

H3. There is no statistical differences in Personal & Organizational factors and Freelancing Success due to Demographic variables (gender, Age, Scientific qualification, Job title, Years of Experience and Freelancing Practice).

This hypothesis can be divided into the following sub-hypotheses:

- a. There is no statistical relationship between respondents’ responses according to Personal and Organizational factors on Freelancing success related to gender.

Table (5.27): Independent Samples T-test of the fields and their p-values for gender.

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	Trust	4.26	4.83	3.064	0.003*
2.	Self-efficacy	5.60	5.73	1.276	0.204
3.	Work Flexibility	5.54	5.63	0.789	0.431
4.	Proactive Personality	5.73	5.78	0.563	0.574
5.	IT Infrastructure	6.12	5.98	1.252	0.212
6.	Freelancing success	5.46	5.66	2.227	0.027*

* The mean difference is significant a 0.05 level

Table (5.27) shows that the p-value (Sig.) is smaller than the level of significance $\alpha= 0.05$ for the fields “Trust, Freelancing success”, then there is significant difference among the respondents toward this fields due to gender. It was concluded that the personal characteristics gender has an effect on these fields.

However, for the other fields (Self-efficacy, Work Flexibility of work, Proactive Personality and IT), the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$,

then there is insignificant difference among the respondents toward these fields due to gender. It was concluded that the personal characteristics gender has no effect on these fields.

b. There is no statistical relationship between respondents' responses according to Personal and Organizational factors on Freelancing success related to Age.

Table (5.28): ANOVA test of the fields and their p-values for Age.

No.	Field	Means			Test Value	Sig.
		Less than 25 years	25 – less than 41	41 – less than 56		
1.	Trust	5.38	4.53	4.28	2.96	0.055
2.	Self-efficacy	5.94	5.68	5.35	2.33	0.101
3.	Work Flexibility	5.51	5.60	5.62	0.09	0.912
4.	Proactive Personality	6.16	5.74	5.60	3.48	0.033*
5.	IT Infrastructure	5.87	6.04	6.33	1.09	0.339
6.	Freelancing success	5.84	5.55	5.59	1.31	0.272

* The mean difference is significant a 0.05 level

Table (5.28) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field (Proactive Personality), then there is significant difference among the respondents toward this field due to age. The researcher concludes that the personal characteristics 'age has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. The researcher concludes that the personal characteristics 'age has no effect on the other fields.

c. There is no statistical relationship between respondents' responses according to Personal and Organizational factors on Freelancing success related to Scientific qualification.

Table (5.29): ANOVA test of the fields and their p-values for Scientific qualification.

No.	Field	Means				Test Value	Sig.
		Diploma	BA	M.A	Ph.D.		
1.	Trust	4.93	4.56	4.64	2.89	0.797	0.498*
2.	Self-efficacy	6.14	5.66	5.67	7.00	2.261	0.084
3.	Work Flexibility	5.86	5.61	5.54	6.00	0.338	0.798
4.	Proactive Personality	5.96	5.79	5.65	7.00	2.540	0.059
5.	IT Infrastructure	6.48	6.04	6.00	7.00	1.038	0.377
6.	Freelancing success	5.61	5.58	5.53	7.00	2.268	0.083

* The mean difference is significant a 0.05 level

Table (5.29) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field (Trust), then there is significant difference among the respondents toward this field due to Scientific qualification. The researcher concludes that the personal characteristics Scientific qualification has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to Scientific qualification. The researcher concludes that the personal characteristics Scientific qualification has no effect on the other fields.

d. There is no statistical relationship between respondents' responses according to Personal and Organizational factors at Freelancing success related to Job title.

Table (5.30): ANOVA test of the fields and their p-values for Job title.

No.	Field	Means				Test Value	Sig.
		Translator	Facilitator	Engineer	Technician		
1.	Trust	4.53	4.67	4.19	5.89	1.250	0.294
2.	Self-efficacy	5.57	5.76	5.51	5.86	1.478	0.223
3.	Work Flexibility	5.40	5.76	5.25	5.86	4.506	0.005*
4.	Proactive Personality	5.77	5.79	5.58	6.38	1.186	0.317
5.	IT Infrastructure	5.86	6.19	5.80	5.71	3.228	0.024*
6.	Freelancing success	5.57	5.58	5.58	6.00	0.189	0.904

* The mean difference is significant a 0.05 level

Table (5.30) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields (Work Flexibility, IT Infrastructure), then there is significant difference among the respondents toward this fields due to Job title. The researcher concludes that the personal characteristics Job title has an effect on this fields.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to Job title. The researcher concludes that the personal characteristics Job title has no effect on the other fields.

e. There is no statistical relationship between respondents' responses according to Personal characteristics and Organizational factors on Freelancing success related to Years of Experience.

Table (5.31): ANOVA test of the fields and their p-values for Years of Experience.

No.	Field	Means				Test Value	Sig.
		less than one year	From 1 to 5	From 6 to 10	11 years and more		
7.	Trust	5.50	4.42	4.79	6.56	2.538	0.059
8.	Self-efficacy	6.29	5.66	5.68	6.14	0.881	0.453
9.	Work Flexibility	5.71	5.58	5.63	5.00	0.290	0.833
10.	Proactive Personality	5.56	5.81	5.69	5.50	0.633	0.595
11.	IT Infrastructure	6.64	6.12	5.91	5.57	1.684	0.173
12.	Freelancing success	5.92	5.52	5.65	6.75	2.324	0.077

* The mean difference is significant a 0.05 level

Table (5.31) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Years of Experience. The researcher concludes that the personal characteristics Years of Experience has no effect on each field.

5.5 Chapter Summary:

This chapter deals with the analysis of the results of the questionnaire, in order to examine the impact of personal & organizational factors on Freelancing Success in translation companies in Gaza Strip. The results of testing the study hypotheses. Moreover, linking these Results with the previous studies results. The researcher used the SPSS application to obtain the questionnaire results.

Chapter 6

Conclusions and Recommendations

Chapter 6

Conclusions and Recommendations

6.1 Introduction

In this chapter, the first section will summarize the study findings. The study conclusion will be listed and then the study recommendations will be presented. Finally, the future research ideas are stated.

6.2 Conclusions

1. The results conclude that there's a high perception of freelancers who work in translation industry in Gaza strip toward Freelancing Success with a percentage 79.66%.
2. The results conclude that freelancers who work in translation industry in Gaza strip agreed that Personal factors include (Self-Efficacy & Proactive Personality) affect positively Freelancing Success with a mean of 81.11% for Self-Efficacy and 82.31% for Proactive Personality.
3. The results conclude that freelancers who work in translation industry in Gaza strip agreed that Organizational factors include (Trust, Work Flexibility and IT Infrastructure) affect positively Freelancing Success with a mean of 65.40% for Trust, 79.93% for Work Flexibly and 86.40%.for IT Infrastructure.

The results conclude as well:

- There is an exist a significant relationship between Personal factors include (Proactive Personality & Self-Efficacy) and Freelancing success according to freelancers who work in translation industry in Gaza Strip.
- There is an exist a significant relationship between Organizational factors include (Trust, Work Flexibility and IT Infrastructure) and Freelancing success according to freelancers who work in translation industry in Gaza Strip.
- There is no statistical differences in Personal & Organizational factors and Freelancing Success due to Demographic variables (gender, Age, Scientific qualification, Job title, Years of Experience and Freelancing Practice).

6.3 Recommendations

- 1- Government should spread the culture of Freelancing by considering it as a solution for unemployment in Gaza Strip.
- 2- Universities should strengthen the English language among students and specially in writing and speaking skills.
- 3- Government and universities should enhance the role of educational institutions through holding training courses to train graduates on finding freelance jobs suit their skills.
- 4- Universities should cooperate with international organizations along with private and governmental sectors to establish a partnership that supports graduates' abilities and skills to make them competent for Freelancing, this will motivate them and increase their work productivity.
- 5- Freelance translators should improve their English communication and soft skills to deal with translation companies in a professional way. Moreover, they should improve their skills in using CAT Tools to increase their productivity.
- 6- Establish a private site for Freelance translators in Gaza Strip such as (www.proz.com), in order to improve Palestinian market image in translation industry.
- 7- Researchers should study the impact of new variables on Freelancing success.

6.4 Future Researches

1. Conduct more studies about main obstacles that face Freelancing Success in Gaza Strip and find solutions for them.
2. Conduct a study about finding solutions for payment transactions to Gaza Strip upon because of unlimited obstacles done by banks.
3. Conduct more studies about Freelancing Success with different variables.
4. Conduct a study about how can we improve Palestinian market image and reputation.

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Appendix

Appendix

Appendix (1): Questionnaire

Islamic University – Gaza
Dean of Postgraduates Studies
Faculty of Commerce
Business Administration Department



الأخ/ات الفاضل/ة: حفظه الله
السلام عليكم ورحمة الله وبركاته، وبعد؛

الموضوع/ تعبئة استبانة

السادة الأفاضل / مدراء المشاريع والمترجمين العاملين في مجال العمل الحر المحترمون
السلام عليكم ورحمة الله وبركاته،،،

بالإشارة الى الموضوع اعلاه فإنني اضع بين ايديكم استبانة لجمع البيانات اللازمة حول دراسة لرسالة ماجستير بعنوان: " دراسة العوامل التي تؤدي إلى نجاح العمل الحر بالتطبيق على شركات الترجمة العاملة في قطاع غزة "، حيث تهدف إلى قياس أثر العوامل الشخصية والوظيفية في نجاح العمل الحر لدى الشركات التجارية بقطاع غزة.

لذا فإنني اطلب من سيادتكم الكريمة قراءة ما ورد في هذه الاستبانة من فقرات بدقة وموضوعية والإجابة عما جاء فيها بوضع علامة أمام الإجابة التي تعبر عن وجهه نظركم، مع العلم بأن كافة المعلومات التي سيتم الحصول عليها ستستخدم لأغراض البحث العلمي فقط.
مع جزيل الشكر لحسن تعاونكم،،

الباحث

إبراهيم محمد قشطة

اولاً: معلومات عن افراد عينة الدراسة:

1. الجنس: ذكر أنثى
2. الفئة العمرية: اقل من 25 سنة أقل من 25 - 40 سنة أقل من 41 - 55 سنة 56 فأكثر
3. المؤهل العلمي: دبلوم متوسط بكالوريوس ماجستير دكتوراه
4. المسمى الوظيفي: مترجم مدير مشاريع مهندس تقني
5. عدد سنوات الخبرة في مجال العمل الحر: أقل من سنة من 1 - 5 سنوات من 6 - 10 سنة 11 سنة فأكثر
6. كيف تمارس عملك الحر : عبر وسيط محلي عمل عن بعد لدى شركة اجنبية عبر البريد الالكتروني عبر منصة الكترونية أجنبية

7. ما هي أدوات الترجمة التي تستخدمها (إذا كنت تستخدمها) ؟ اختر فقط الخيارات التي تستخدمها.

SDL Trados suite

Déjà Vu

MemoQ

Across

Wordfast

Passolo

لا أستخد أي أدوات

غير ذلك، أذكرها،

8. ما هي الأسباب التي تجعلك تستخدم هذه الأدوات؟ اختر كل الخيارات المناسبة لك.

يطلب العميل أو وكالة الترجمة استخدام هذه الأدوات لأزيد من إنتاجتي لأزيد من جودة عملي

9. أقوم بإستخدام هذه الأدوات لـ:

للترجمة البسيطة المباشرة إنشاء وإدارة قواعد المصطلحات إدارة المشروعات

10. استخدم هذه الأدوات (في المتوسط) ؟

يوماً كل يومين/ثلاثة مرة أسبوعياً مرة شهرياً مرات قليلة سنوياً

11. مهاراتي في استخدام هذه الأدوات:

ضعيفة جداً ضعيفة متوسطة مرتفعة مرتفعة جداً

ثانياً: معلومات عن المؤسسة:

1. عنوان المنظمة :

شمال غزة محافظة غزة محافظة الوسطى محافظة خان يونس محافظة رفح

2. مجال عمل المؤسسة:

الترجمة إدارة المشاريع الترجمة الفورية ترجمة المواقع

3. عمر المنظمة بالسنين:

أقل من 2 سنوات من 3 - 5 سنوات من 6 - 10 سنة 11 سنة فأكثر

4. عدد العاملين في المؤسسة:

أقل من 10 موظفين من 10-20 موظف من 21 - 30 موظف 31 موظف فأكثر

1 (غير موافق بشدة) الى 7 (موافق بشدة)							المجال	م
							المجال الأول: الثقة Trust " الثقة من قبل المترجم في شركة الترجمة التي يتم التعاقد معها"	
7	6	5	4	3	2	1	أشعر بأن خصوصية معلوماتي الشخصية محمية من قبل شركة الترجمة.	1
7	6	5	4	3	2	1	أثق بأن شركة الترجمة لن تستخدم معلوماتي الشخصية لأي أغراض أخرى.	2
7	6	5	4	3	2	1	سلوك وأفعال هذه الشركة ثابتة.	3
7	6	5	4	3	2	1	أثق في أن الشركة ستفي بالوعد التي تم التعاقد عليها.	4
7	6	5	4	3	2	1	عادة ما تقوم هذه الشركة بالالتزامات التي تعلن عنها.	5
7	6	5	4	3	2	1	المعلومات المقدمة من موقع شركة الترجمة موثوقة.	6
7	6	5	4	3	2	1	أثق في الوعد التي تقطعها شركة الترجمة.	7
7	6	5	4	3	2	1	هذه الشركة ذات مصداقية عالية.	8
7	6	5	4	3	2	1	أعتقد أن هذه الشركة تأخذ في الاعتبار مضاعفات أفعالها على المستهلك.	9
							المجال الثاني: الفاعلية الذاتية Self-Efficacy	
7	6	5	4	3	2	1	إذا واجهت مشكلة ما في عملي، يمكنني دوماً التفكير في حل ما.	1
7	6	5	4	3	2	1	عندما تواجهني مشكلة ما في عملي، يمكنني إيجاد العديد من الحلول.	2
7	6	5	4	3	2	1	يمكنني الحفاظ على هدوئي أثناء مواجهة الصعاب في عملي.	3
7	6	5	4	3	2	1	هياتي خبراتي السابقة في عملي كمترجم لحياتي المهنية المستقبلية.	4
7	6	5	4	3	2	1	أشعر أنني مستعد لأغلب متطلبات عملي في الترجمة.	5
7	6	5	4	3	2	1	مؤهلاتي ومهاراتي ذات العلاقة بالترجمة تجعلني متفوقا على الآخرين.	6
7	6	5	4	3	2	1	تنظر الشركات لمن هم مثلي على أننا مرشحين مناسبين للحصول على مهام الترجمة.	7
							المجال الثالث: مرونة العمل Work Flexibility	
7	6	5	4	3	2	1	تسمح لي شركتي بتنظيم وقت العمل الخاص بي.	1
7	6	5	4	3	2	1	تسمح لي شركتي بالتحكم الكامل في عملي.	2
7	6	5	4	3	2	1	علاقتي بعملي وعائلتي متزنة.	3
7	6	5	4	3	2	1	أعمل خارج المكتب أثناء ساعات العمل.	4
7	6	5	4	3	2	1	بيئة عملي مرنة.	5

7	6	5	4	3	2	1	لدي كامل الحرية للتغيير في جدول أعمالي.	6
7	6	5	4	3	2	1	لدي الحرية لإنجاز المهام الموكلة لي و في المكان الذي أفضله سواء في المنزل أو في العمل.	7
							المجال الرابع: الشخصية المبادرة Proactive Personality	
7	6	5	4	3	2	1	أبحث دوماً عن أساليب أفضل للقيام بالأمر.	1
7	6	5	4	3	2	1	أنا بارع في البحث عن فرص جديدة.	2
7	6	5	4	3	2	1	إذا رأيت شيئاً يحتاج للتعديل أقوم بإصلاحه.	3
7	6	5	4	3	2	1	أبحث دوماً عن طرق جديدة لتحسين حياتي.	4
7	6	5	4	3	2	1	أكون في أي مكان أتواجد به مصدر طاقة إيجابية فعال.	5
7	6	5	4	3	2	1	أستمتع عند رؤيتي لأفكاري وهي تتحول لحقيقة واقعة.	6
7	6	5	4	3	2	1	إذا اقتنعت بفكرة ما، أسعى إلى تحقيقها. بكل إصرار.	7
7	6	5	4	3	2	1	يمكنني الاستشعار بالفرص الجيدة قبل الآخرين.	8
							المجال الخامس: البنية التحتية لتكنولوجيا المعلومات IT Infrastructure	
7	6	5	4	3	2	1	تتصل بيئة عملي بالإنترنت.	1
7	6	5	4	3	2	1	بيئة عملي بها أجهزة حاسب آلي.	2
7	6	5	4	3	2	1	بيئة عملي بها برمجيات وأدوات مناسبة للترجمة.	3
7	6	5	4	3	2	1	يبرع موظفي الدعم التكنولوجي في العديد من التقنيات والأدوات.	4
7	6	5	4	3	2	1	يقدم موظفي الدعم التكنولوجي معلومات عديدة للمستخدمين.	5
7	6	5	4	3	2	1	تشجع بيئة عملي استخدام البريد الإلكتروني في التواصل الرسمي.	6
7	6	5	4	3	2	1	تشجع بيئة عملي استخدام أدوات وخدمات الحوسبة السحابية (مثل Dropbox – Google Drive).	7
							رابعاً: قياس نجاح العمل الحر Freelancing Success	
7	6	5	4	3	2	1	أشعر بأنني منتجاً في بيئة عملي.	1
7	6	5	4	3	2	1	تمكنني بيئة عملي من العمل بفعالية.	2
7	6	5	4	3	2	1	تمكنني بيئة عملي من إتمام المهام بطريقة مرضية.	3
7	6	5	4	3	2	1	تحسن بيئة عملي أدائي الوظيفي العام.	4
7	6	5	4	3	2	1	تساعدني بيئة عملي من القيام بأعمال ذات جودة عالية.	5
7	6	5	4	3	2	1	أتحمل مسؤوليات أكثر مما هو مسند إليّ.	6

7	6	5	4	3	2	1	أتطوع للقيام بمهام ليست مطلوبة مني رسمياً.	7
7	6	5	4	3	2	1	تمكنني بيئة عملي من تحقيق الأداء المتوقع من المسؤولية أثناء القيام بعملتي.	8
7	6	5	4	3	2	1	أنا راضٍ عن عملي.	9
7	6	5	4	3	2	1	أنا متحمس للقيام بعملتي في أغلب الأوقات.	10
7	6	5	4	3	2	1	أشعر بأنني أنتمي لفريق العمل في مقر العمل.	11
7	6	5	4	3	2	1	أشعر بمتعة حقيقية في عملي.	12

Appendix (2): Questionnaire English

First: Demographic Information

1. **Gender:** male female
2. **Age:** less than 25 25 to under 40 41 to under 55 56 and more
3. **Educational Degree:** Average diploma Bachelor Masters PhD and above
4. **Field of work:** Translator Facilitator Engineer Technician
5. **Work Experience:** less than one y 1 to 5 years 6 to 10 years 11 years and more
6. **How do you practice freelancing:** local mediator Foreign company Email
 Through Marketplaces

7. What specific translation industry tools do you use (if any)? Select the one you use only.

- SDL Trados suite
- Déjà Vu
- MemoQ
- Across
- Wordfast
- Passolo
- I don't use any tool

8. For what reasons, do you use these tools? Select any reasons that apply to you.

- Client or agency requires or requests them
- To increase my productivity
- To increase my quality

9. For what purposes, do you use these tools? Select any purposes that apply to you.

- Simply translation
- Terminology creation and management
- Project management

10. How often do you use any of these tools (on average)?

- Every day Once every two or three days Once a week Once a month
- Just a few times a year

11. How skilled do you consider yourself, overall, in the use of these tools?

- Very low skill level low skill level Average skill level
- High Skill level very high skill level

Second: Organization Information

- 1. Organization address:** North Gaza Gaza Central Governorate
- Khanyonis Rafah

- 2. Organization Work Field:** Translation Project Management Immediate Translation
- Website Translation

- 3. Organization Age:** Less than 2 years From 3-5 years From 6-10 years 11 years or more

4. Number of Employees in the Organization:

- Less than 10 employees 10-20 Employees 21-30 Employees 31 Employees or more

Third: Measuring the Variables that affecting Freelancing Success

N	The Variable	1 (I extremely don't agree) to (Strongly agree) 7						
First Variable: Trust								
1	I feel that the privacy of my personal information is protected by the Translation Company.	1	2	3	4	5	6	7
2	I trust that the Translation Company will not use my personal information for any other purpose	1	2	3	4	5	6	7
3	This Translation company actions and behaviors are consistent	1	2	3	4	5	6	7
4	I think that this company will fulfil the promises based on the contract.	1	2	3	4	5	6	7
5	This company usually fulfils the commitments it assumes	1	2	3	4	5	6	7
6	The information offered by this site is sincere.	1	2	3	4	5	6	7
7	I have confidence in the promises that this company makes.	1	2	3	4	5	6	7
8	This company has a high credibility.	1	2	3	4	5	6	7
9	I think that this company takes into account the repercussions that their actions could have on the consumer	1	2	3	4	5	6	7
Second Variable: Self-Efficacy								
1	If I am in trouble in my work, I can usually think of something to do	1	2	3	4	5	6	7
2	When I am confronted with a problem in my job, I can usually find several solutions.	1	2	3	4	5	6	7
3	I can remain calm when facing difficulties in my job.	1	2	3	4	5	6	7
4	My past experiences in working as translator have prepared my well for my occupational future.	1	2	3	4	5	6	7
5	I feel prepared to meet most of the demands in my translation job.	1	2	3	4	5	6	7
6	My qualifications and skills in translation make me better than most people	1	2	3	4	5	6	7
7	Organizations generally view people like me as good candidates for translation tasks.	1	2	3	4	5	6	7
Third Variable: Work Flexibility								
1	My firm allow me to organize my own working time	1	2	3	4	5	6	7
2	My firm allow me to have full control over my work	1	2	3	4	5	6	7

3	My work-family relationship is balanced	1	2	3	4	5	6	7
4	I can work offsite during the working day	1	2	3	4	5	6	7
5	My work environment is flexible	1	2	3	4	5	6	7
6	I have full freedom to change my schedule.	1	2	3	4	5	6	7
7	I have the freedom to accomplish the tasks assigned to me in the place I prefer, either at home or at work.	1	2	3	4	5	6	7
Fourth Variable: Proactive Personality								
1	I am always looking for better ways to do things.	1	2	3	4	5	6	7
2	I excel at finding opportunities.	1	2	3	4	5	6	7
3	If I see something needs adjustment, I fix it.	1	2	3	4	5	6	7
4	I am constantly on the lookout for new ways to improve my life.	1	2	3	4	5	6	7
5	Whenever I have been, I have been a powerful force for constructive.	1	2	3	4	5	6	7
6	I enjoy seeing my ideas turn into reality.	1	2	3	4	5	6	7
7	If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5	6	7
8	I can spot a good opportunity long before others can.	1	2	3	4	5	6	7
Fifth Variable: IT Infrastructure								
1	My work environment is connected to the internet	1	2	3	4	5	6	7
2	My work environment is supported by computer hardware devices	1	2	3	4	5	6	7
3	My work environment is supported by software modules and translation tools.	1	2	3	4	5	6	7
4	IT personnel are skilled in multiple technologies and tools	1	2	3	4	5	6	7
5	IT department offer a wide variety of information to users	1	2	3	4	5	6	7
6	My work environment encourages the use e-mail in formal communication	1	2	3	4	5	6	7
7	My business environment encourages the use of cloud computing tools & services as (Google Drive – Dropbox)	1	2	3	4	5	6	7

Freelancing Success								
1	I feel that I am productive in my work environment	1	2	3	4	5	6	7
2	My work environment allows me to work efficiently	1	2	3	4	5	6	7
3	My work environment allows me to complete tasks in a satisfactory manner	1	2	3	4	5	6	7
4	My work environment allows me to improve my overall work performance	1	2	3	4	5	6	7
5	My work environment allows me to do high quality work	1	2	3	4	5	6	7
6	I could manage more responsibility than typically assigned	1	2	3	4	5	6	7
7	I volunteer to do things that are not formally required by my job	1	2	3	4	5	6	7
8	My work environment allows me to meet the expectations of my performance once I am doing my job	1	2	3	4	5	6	7
9	I am satisfied with my work	1	2	3	4	5	6	7
10	I am enthusiastic about my work in most time.	1	2	3	4	5	6	7
11	I feel like I belong to the office team in my work	1	2	3	4	5	6	7
12	I find real enjoyment in my work	1	2	3	4	5	6	7

Appendix (3): List of Referees

الجامعة	الإسم	م
الجامعة الإسلامية	د/ سامي أبو الروس	1
الجامعة الإسلامية	د/ أكرم سمور	2
الجامعة الإسلامية	د/ هشام ماضي	3
الجامعة الإسلامية	د/ ياسر الشرفا	4
الجامعة الإسلامية	د/ وسيم الهبيل	5
الجامعة الإسلامية	د/ يوسف بحر	6
جامعة الأقصى	د/ منصور عبدالقادر منصور	7
جامعة فلسطين	د/ عز العرب العاوور	8
جامعة الأقصى	د/ أديب سالم الأغا	9

Appendix (4): Important Information about CAT Tools

Translation memory software doesn't do the translation instead of translators, but it eases translators work and translation tasks by analyzing the material that has already been translated and suggesting a match between the previous and new translation. By definition, translation memory software only works with electronic documents such as word file; so, you can't work through translation memory on scanned documents, you have to retype the text once again to be able to use it through this software, so if you translate from scanned documents, translation memory software won't be useful. However, most translation memory programs can pull the text out of spreadsheets and HTML files, "Christensen and Schjoldager (2010)".

Dragsted (2006) and Colominas (2008) focused on segmentation. Translation memory software works by analyzing and segmenting the source document, this mean that the program breaks the documents into small parts, sentences and sometime paragraphs. After that, when a sentence or segment is ready for translation, this program suggests similar translation and it's up to translator either to choose the previous one or modify it. For example, if you have already translated the following sentence "This is a horse," and the next sentence was "This is a white horse," the TM program would suggest "This is a horse" as a match, so that the translator only had to type "white" in the target text box, instead of typing the whole sentence. Most TM programs display potential matches as percentages, for example the sentence "This is a dog" would be a 75% match with the sentence "This is a cat," since only one of the four words is different. This matching process could be essential once the client has a glossary or exact terminology for the freelancer, for example to always use "President and Chief Executive Officer" for the chairman of the company. Most translation memory packages use the file terms uncleaned and cleaned; an uncleaned file contains the source text and the electronic codes used by the translation memory program, and its usually word file, while the cleaned file contains only the target text and usually is SDLXF file.

Translation memory software is argumentative a little bit among translators. One of the reasons for this is that clients who know the capabilities of this software will often

ask for a discount on repetitive documents; for example, the client will use this program to analyze the word count of the document, and indicate that although the document is 5,800 words, they want to pay only for 5000, because there are 800 words that are repeated in the document. Or, a client might ask you to translate a new file but by using an old translation memory and want to pay for new parts only; for example, if the client is creating new version of a software manual, they might want to pay you for the translation of updated parts only. Some translators opposed to giving discounts for the use of TM software, by saying even if a segment 100% match, they have to check it once again to be sure it matches the previous translation and sometimes make some modification as well. On the other hand, end clients and translation agencies are very familiar with the cost savings of TM software, and they get much benefits of it because a TM tool creates a database of previously translated text that can be used again (McKay & Zetzsche, 2016)

Here is a table to summarize the company’s savings after using Trados Studio:

Table (6.1): Company’s savings after using Trados Studio A

	Without TM	Using TM	Savings
Number of words in project	40,000	40,000	N/A
Number of days for turn-around	4-5	3	1-2
Total translation cost	\$8,400	\$5,040	\$3,360
Cost per word	\$.21	\$.13	\$.08

Source: Lynn E. Webb, Advantages & Disadvantages of Translation Memory

If the above project had been larger for e.g., a 200 page/50,000-word manual, and the rate were the same (\$.21 per word), the savings would be much higher. The first time to project was translated, it might take 33 days to be completed (29 days for translating and four days for post-editing) and cost the client \$84,000, assuming no volume discount, but with normal orders discount is required with high volume jobs. If 80% remained unchanged in the next version of the manual, the project would require around 9 to 10 days to be completed (approximately half of a day for the pre-translation using TM, 6 days for the remaining translation work and 3 days for post-editing, using one translator per language). The client would only have to pay \$50,400 (assuming the same 50% discount from the previous example) a savings of \$33,600 (Webb, L. E. 1999) This table illustrates the savings on the 400,000-word project

Table (6.2): Company's savings after using Trados Studio B

	Without TM	Using TM	Savings
Number of words in project	400,000	400,000	N/A
Number of days for turn-around	33	9-10	23-24
Total translation cost	\$84,000	\$50,400	\$33,600
Cost per word	\$.21	\$.13	\$.08

Source: Lynn E. Webb, Advantages & Disadvantages of Translation Memory

The researcher asserted that this is clarify that with high volume orders, savings will be much apparent, and CAT Tools save a lot of cost after analyzing the word count and ignore repetitions words cost. Even though, some linguists ask for a very low price for repetitive words, such as 0.03\$ per word by saying that those words should be translated. 100% matches are usually paid for at the proofreading rate. Repetitions are sometimes paid for at the proofreading rate and sometimes not paid for at all. Ultimately, the client has to pay for it if he wants you to check it. But If the client says "we don't pay for 100% matches, so the translator doesn't have to check them". Many CAT tools have a function to skip or move past 100% matches automatically.

Below is a figure about when should the translator use the TM :

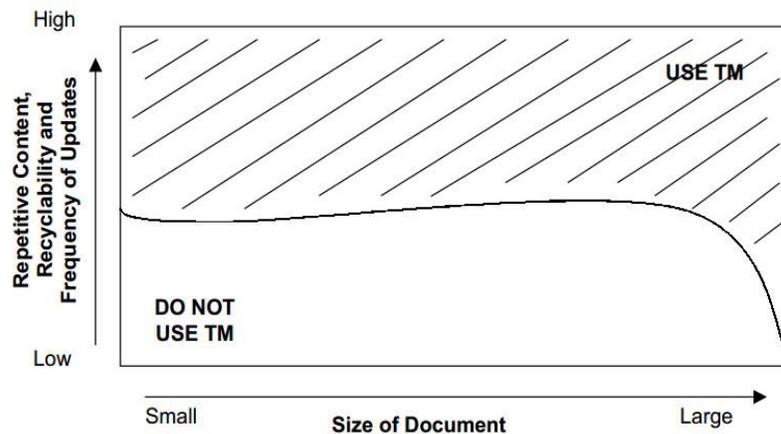


Figure (6.1): When should the translator use the TM

Source: Lynn E. Webb, Advantages & Disadvantages of Translation Memory

Table (6.3) The advantages and disadvantages of TMs from a translator's perspective

Advantages	Disadvantages
TMs help to improve consistency terminology, phraseology).	TMs change the translator's relationship with the text (segmentation) Colominas (2008) & ragsted (2006)
TMs can have an instructional function (sharing of solutions, subject knowledge repository)	TMs are a barrier to creativity.
TMs are also used as a searchable database (parallel corpus).	TMs make translators lazy and increasingly passive
TMs eliminate repetitive work e.g. (updates & manuals)	TMs have an effect on the translator's natural reflexes
TMs help to increase productivity.	Beginner translators rely too heavily on TMs (Bowker's 2005).
TMs can offer a translation firm the competitive edge or service.	TMs are sometimes 'polluted' (multiple solutions for one segment or term)
Companies prefer translators with CAT tools proficiency.	TMs influence productivity requirements for translators (Cf. Garcia, 2009)

Source: (Matthieu LeBlanc, 2013)