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Staff Retention in Non-Profits Operating within Regions with Ongoing Conflict: The Case of Syria

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Contents

1 Introduction

1.1 Topic

Syria's civil society and non-profit sector only recently emerged as a result of the revolution in 2011. Before the 2011 revolution, political repression prevented community organizations or organic non-profits from emerging. After the Syrian revolution in 2011, people started organizing to serve their community and each other. This growth resulted in various establishments. Syrians who started by protesting the downfall of a ruthless regime, now found themselves on the frontlines of the non-profit sectors. The regime began withdrawing services from areas under opposition control, which meant non-profit workers needed to fill the gap. Eleven years since the start of the revolution, these non-profits went from community organizing groups to formal non-profit organizations with paid staff and regular operations. Hundreds of Syrian non-profits are registered and operate in Turkey. Through their work, they support people in north Syria, who remain outside of regime control.

How activist saw work in the Syrian non-profit sector changed significantly since 2011. It went from being groups protesting and activating change in their country, to now working on emergency, health, education, and other humanitarian type projects. The Syrian non-profit sector in Turkey was not formalized, meaning other factors influenced the type of people that were employed. In need of technical individuals, the non-profit sector formalized their human resource departments and began motivating staff in various ways. This included capacity building, salary compensation, suitable work environments, and legal documents. Non-profit formalization is significantly associated with greater reputational effectiveness and ability to achieve goals (Shen & Smith, 1996).

This resulted in the birth of Syrian non-profit institutions. According to the definition by March and Olsen, "an institution is a relatively enduring collection of rules and organized practices, embedded in structures of meaning and resources that are relatively invariant in the face of turnover of individuals and relatively resilient to the idiosyncratic preferences and expectations of individuals and changing external circumstances" (March and Olsen, 1.) The structure and practices of institutions have been an everchanging process, as humans evolves into new phases. Institutions are born from needs set by a group of people and the Syrian people need for change created non-profit organizations. While transforming into formally functioning institutions, Syrian non-profits in Turkey began to struggle with staff retention. When formally staffed organizational employees have various expectations that fuel their work, other than the previous motivation of changing Syria. Now, staff would compare salaries, seek a healthy working environment, desire supportive leadership, along with others to support their motivation in working with their organization.

According to Smits (1995), "motivation is determined by a set of intrinsic factors (achievement, recognition, responsibility, advancement, the possibility for growth) associated with the work itself. When these intrinsic factors are absent, the work provides no satisfaction (and is not motivating); but when they are present, the work itself is a source of satisfaction (and motivation)" (Smits 1995, 93). Therefore, the workplace must balance meeting an individual's basic needs while providing a sense of accomplishment, advancement, and growth. Syrian non-profits must balance work in an emergency setting, ensuring their staff are stable, content, and most importantly, motivated. Deci (1973) argues that the system built on direct compensation may decrease intrinsic motivation (Deci as cited by Smits 1995, 93). This is relevant to the Syrian crisis. Although intrinsic motivation is among the factors that inspired action at the beginning, now staff

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want more for the long term. Formal institutions are paired with other expectations that influence a staff member's willingness to continue working. This has heightened the issues with staff retention.

1.2 Problem Description

As Syrian non-profits in Turkey began investing more in staff, they also realized the negative outcomes of high turnover rates. Seeking to join non-profits for professional development, many individuals began to consider other factors than the intention of serving individuals, this included higher pay and more suitable working conditions. According to Sheridan (1992), much research has revealed that it is expensive to replace a highly productive employee and there is a need to sculpt a more cost-effective strategy in human resources management (Sheridan 1992, p. 1037). This makes it imperative for organizations to attract and retain quality employees, and it is critical that management "device strategies with which to retain the talented employees in the services" (Wakabi 2016, p. 412). To lessen the likelihood of staff turnover, the Syrian non-profit organization began seeking methods to inspire and heighten motivation. According to interviewed management, while Health for All experiences 30%, child empowerment encounters almost 40% turnover annually. Management in both organizations described the massive challenge of retaining qualified staff. They further explained that turnover has led to disruption in project implementation and thus affected the quality of services reaching vulnerable beneficiaries in need. Syrian organizations face difficulty in maintaining programming due to the shortage of "skilled manpower, economic growth, and high turnover" (Wakabi 2016, p. 412). A meta-analysis completed of 24 turnover studies by McEvoy and Cascio's (1987) showed that an organization's stronger performers tend to have a lower turnover rate (McEvor and Casico as cited

by Sheridan 1992, p. 1037). The high turnover rates faced by both organizations showcase a problem with the ability to manage critical programs, support vulnerable people, and the high financial costs. In order to find solutions and better retain staff, the important question of why, must be answered.

Research Question: What factors contribute to the inability of Syrian non-profits organizations to retain staff?

Through the literature review, five items are regularly covered when discussing staff turnover; direct compensation, opportunities for growth, supportive working environment, public service motivation, and the effects of burnout.

1.3 Benefits of this Research

There are multiple reasons to why this research question is important to answer, including; cost savings, more effective program management, and healthier organizational growth. Such research would change the policies and practices within an organization to support its staff retention rates, and thus lead to more efficient and effective program implementation for vulnerable people in Syria. Bakuwa (2013) highlights some of these damages, mentioning that "turnover incurs significant costs, both in terms of direct costs (e.g. replacement, recruitment and selection, temporary staff, management time) and indirect costs (e.g. reduced morale, pressure on remaining employees, costs of learning, reduced product/service quality, loss of organizational memory and the loss of social capital)" (Bakuwa 2013, p. 159). The high costs and threat to moral makes retention an essential focus for growing Syrian non-profits.

2 Literature Review

This report was built on a literature review. Reviewing literature concerning the subject amplifies the quality of questions presented for the key informant interviews and staff survey, as it insures the required understanding and information prior to the design. "A literature review can be an end in and of itself; it can be a preliminary stage in a larger research project; and it can be a component of a finished research report" (Knopf 2006, p.127). In this context, the literature review will be the preliminary stage, fueling the selection of independent variables and paving the understanding of the results.

2.1 Background and Theories of Context
2.1.1 Background: The Rise of Non-profit Organizing for Syria

Due to the changing political landscape in Syria, a large proportion of the Syrian population switched their career to work in non-profit organizations. Prior to the Syrian revolution of 2011, non-profit organizations were not allowed in Syria under the Syrian regime. Unless extensively connected to the Syrian regime, an organization could not function safely. After the revolution of 2011, hundreds of Syrian non-profits have been established globally, including in Syria. Millions of Syrians protested the Syrian regime with hopes of changing the conditions of the country, thus thousands were attracted to work in non-profit organizations and contribute their backgrounds and skills. The Syrian population hoped the revolution would quickly be successful, following the change in regime in Tunis and Egypt, but the prolonged period, turned work in non-profits to long-term careers.

Entering its tenth year, the Syrian crisis is considered the worst humanitarian crisis of the twenty-first century (Alhaffar 2019, p.5). The crisis has tragically affected the lives of Syrians,

destroyed their economic, educational, and health systems. Many non-profit workers in the field risk their lives every day to secure a wage and help other fellow Syrians. Non-profit workers in Syria include healthcare workers, educational professionals, relief distributors, and civil defense. Non-profits have developed entire infrastructures in Northwest Syria, as the regime withdrew all services. Many Syrians were forced to leave their old careers to adopt new ones within the non-profit sector, and after ten years of services, a large percentage remain motivated. "As literature suggests, some nonprofit organizations form to fill voids left by government and business. For example, a nonprofit may begin operations to meet the needs of an underserved population or to satisfy a perceived need in the community. The organization will continue to operate until its mission is achieved or it cannot be sustained, at which point the non-profit will cease to exist" (Fleming, Vita 2001 p.13). With formalized institutions, Syrian non-profit leadership are expected to provide a certain level of compensation for work. Compensation comes in a variety of forms that are discussed more in the literature review.

2.1.2 The Rise of Syrian Non-Profit Institutions in Turkey

While introspecting on how Syrian non-profits organizations in Turkey were established, better perspective can be given through the sociological institutional lens. According the Hall and Taylor, "sociological institutionalists tend to define institutions much more broadly than political scientists do to include, not just formal rules, procedures or norms, but the symbol systems, cognitive scripts, and moral templates that provide the 'frames of meaning' guiding human action (Hall and Taylor 947.) Such a definition breaks down the conceptual divide between 'institutions and 'culture'. The two shades into each other. The Syrian non-profit institutions were built from meaning. This approach focuses on the role of culture and norms in institution building. For

instance, a society that values caring for the vulnerable will create institutions to fulfill those values.

This perspective analyzes how an individual interprets themselves in the world. It inspects the different ways people see themselves and how that affects their actions. Therefore, individuals who have been socialized in a particular way internalize their institutional role and practices the norms associated with it (Hall and Taylor 949.)

Also, while analysing the concepts of and decision used by Syrian non-profit organizations, it is interesting to see their path dependence. According to Pierson, path dependence is the "specific patterns of timing and sequence matter; that a wide range of social outcomes are often possible, and large consequences may result from relatively small and contingent events; that particular courses of action, once introduced, are often virtually difficult or impossible to reverse even if their consequences prove to be disastrous; and that consequently, political development is punctuated by critical moments or junctures which shape the basic contours of social life" (Pierson, 9.) This idea revolves around the notion that many of the current practices are consequences of past decisions and practices. Therefore, an institution may continue a practice despite the practice not being the most functional or efficient. These practices over time may mold into a worldview that "are propagated by formal organizations and ultimately shape even the self-images and basic preferences of the actors involved in them" (Hall and Taylor 940). Such an image that is absorbed by staff, could be why staff feel a sense of attachment to their place of work. This strongly distinguishes non-profit organizations from for-profit.

2.1.3 Non-profit Worker in Times of War

In the Syrian context, the leaders of non-profit organizations are were supported by a variety of foreign actors. Through that support there were pushed to accept and "enjoy the authority, influence, and ability to implement" (Andrews 2016, p. 175). These individuals are expected to be motivated by "the goal of producing public rather than private value and to have long run perspective rather than a short term" focus (Andrews 2016, p. 175). Despite receiving lower wages, staff of non-profits join and choose to remain for a variety of reasons (Cheverton 2007, p. 429). It is important to note that a number of those committed to non-profit organizations are volunteers. Lyons (2001,) "explains the wage differentials in terms of the very significant reliance on unpaid workers or volunteers in the third sector, the manner in which need or demand always outstrips supply (and so lower wages enables a greater volume of response), as well as the ubiquitous shortage of funds in nonprofits" (Lyons 2001, p. 151). Non-profits struggle with funding, sometimes calls for volunteers, and most non-profits are able to secure the short-term help. This is mostly due to the indirect rewards of working with a non-profit organization.

The opportunity to grow into a leader, and not just an implementer is a significant question when analyzing Syrian non-profits. The Syrian non-profit sector is new and growing, but despite the expansion many suffer from turnover, and thus unable to secure the necessary expertise in senior management. The leaders of many Syrian non-profits were pressured to enter the development sector. Many individuals who were not active in non-profit work prior, were forced to join when the need of wars demanded it.

"Champions are often more effective where the context is disrupted and an appetite and demand exist for change, for instance, and where sufficient political support exists for the projects or operations being championed, and where capacity allows some degree of action and

demonstration of results" (Andrews 2016, p. 179). Well-intentioned leaders will "struggle to provide leadership needed for change. Thus, context shapes the impact of champions at least as much as champions shape context" (Andrews 2016, p. 179). This was especially true in the Syrian context, although much was lost to the promotion of ineffective leaders.

According to Cheverton (2007,) nonprofit organizations direct "a significant amount of resources to the 'front line' at the expense of sound administrative and performance management systems," and there is "little evidence available on the size and nature of nonprofit agencies' investment in leadership for organizational development" (Cheverton 2007, p. 431). Given the nature of emergency response, many non-profits develop a "just do it" attitude, which places more value on service than on the analysis and measurement needed to improve organizational performance (Letts, Ryan and Grossman 1999, p.33).

Non-profits are consistently attempting to achieve organizational goals while under high pressure, this results in lack of attention to staff. "Most resources are allocated towards achieving the organization's mission at the expense of investing in leadership and performance management" (Cheverton 2007, p. 431). With the lack of focus on building staff and organizational capacity, employees may feel neglected, and thus not seek opportunities for growth.

2.2 Dependent Variable

2.2.1 Staff Retention

While reviewing literature on staff retention in non-profit organizations, it is evident that many independent factors have been inspected to identify the reasons behind turnover. Turnover in non-profits is particularly high (Munn 2018, p.3), and several theories have emerged to explain this phenomenon. It is important to note, there is little amount of literature on Syrian non-profits, as they are relatively new.

Staff turnover is a common topic in public services literature, as it is a common challenge in non-profit organizations. Competing theories have highlighted that a multitude of factors influence and affect staff retention in non-profits, including direct compensation, public service motivation, opportunities for growth, workplace support system, and in the special case of Syria, burnout due to the war. Non-profit organizations have a different make-up culture compared to for-profit establishments. Non-profits are less likely to be hierarchical (Barnabé and Burns, 1994), have different economic pressures, and their experience with competition varies greatly. Research, when approaching the topic, assume that for-profit focus predominately on increasing profit, while non-profits may focus more on an organizational mission (Hansmann, 1987). This may alter the motivation of staff of both types, possibly needing to view from alternate motivation theories (Scephers, Degieter, Pepermans, 2005, p. 193). The following literature review displays the various theories around staff motivation in with a focus on non-profit organizations. Literature on the topic of staff motivation and turnover is abundant, although not much has been completed on Syria's newly emerged non-profit sector.

As described previously, Syrian non-profits newly emerged after the 2011 revolution. Among the growing pains of local Syrian organizations is staff turnover and retention. Over the last ten years, Syrian organizations are operating under a constant state of emergency. Staff retention is a challenge faced by many Syrian non-profits working in Turkey. Despite being motivated to contribute towards the Syrian cause, Syrian non-profit organizations continue to face high turnover rates. In the case of Health for All and Child Empowerment, there are high turnover rates above 30% yearly.

2.3 The Independent Variables

2.3.1 Direct Work Compensation

When an individual is deciding between jobs, most of the time, direct work compensation is the most considered factor when deciding. This statement has largely been supported by research (e.g., Feldman & Arnold, 1978; Harris & Fink, 1987; Osborn, 1990; Powell, 1984; Highhouse 2003), all of whom found that starting salary is among the most important factor that influences the organizational attraction and job choice (As cited by Highhouse 2003, 71). Direct work compensation, also referred to as 'incentives', is a critical function of human resource management. Human resource managers determine, negotiate, and set most salaries in an organization, therefore influencing the quality of staff and work.

As defined by Prianta (2020), "incentives, at the end of the motivation cycle is the incentives defined as anything that will alleviate a need and reduce a drive, thus attaining an incentive will tend to restore physiological and psychological balance and will reduce or cut off the drive. Eating food, drinking water, and obtaining friends will tend to restore the balance and reduce the corresponding drivers, food, water, and friends are the incentives in these examples" (Prianta 2020, p. 563). Therefore, to increase a company's profit, there needs to be a highly motivated workforce (Prianta 2020, p. 563). While the concept may be more straightforward for for-profit organizations, it may be a little more complicated for non-profit workers.

According to Prianta (2020), motivation can only be generated when basic needs are secured. This requires a large cost to insure the wellbeing of the staff member and their family. She also notes that staff "work not only to maintain their survival but also aim to achieve a better standard of living" and meeting that expectation is what may motivate staff to work hard and

succeed (Prianta 2020, p. 565). Incentive compensation is what links pay with productivity, therefore Simamora (2002:629) argues that by increasing incentive compensation the organizations is inspiring staff to increase their productivity and elevate to a competitive advantage (Simamora as cited by Prianta 2020, p. 565).

The dynamics of the compensation system is accurately described by Siagian (2002:268), who presents direct work compensation in two main groups; 'piece of work' which they relate to individual compensation system that includes commissions and production bonus, and the second group they call the 'maturity' curve which is the compensation to executives. At the maturity curve level includes profit sharing and cost reduction (Siagian as cited by Prianta 2020, p. 565). In the non-profit realm, the 'maturity' level is non-existent, as no profit is generated. Therefore, all who work for a non-profit organization are focused on compensating the achievements of the individual, group, and organization, this may include "wage deductions, commissions, bonuses," and other compensation for production (Newstrom 2002, 135-134). Thus, non-profit workers seek to be compensated directly for the output generated and provided to the organizational leadership cause and goal.

According to Rynes (1987), salary also allows job seekers "to compare jobs on the same metric and signals future salary progression within an organization," "although research suggests that people prefer job advertisements with explicit starting salaries (Rynes as cited by Highhouse 2003, 71). It is evident that salary is also used as a benchmark that individuals use to measure their career status. Smits (1995) delves into the ways that fresh graduates assess their career status by the salary they are leaving. Graduates "use the salary level they have attained helps them evaluate their earlier decision to enter the field chosen" (Smits 1995, 100).

Worker motivation is also built from the employees' perception of equity within the organizations. Adam (1963) argues that inequity exists for a person whenever the perceived job inputs and/or outcomes stand in an obverse relation to what he perceives are the inputs or outcomes of other" (Adam 1963, p. 424). This means that if a worker is to learn of a significant wage difference between them and their colleagues, this would influence their motivation. Wage dispersion within a group "diminishes work morale because it introduces relative status deprivation for those at the low end of the distribution" (Stark 1990 and Frank 1985). Lazear (1991) argues that wage inequity should not directly imply there is a total net loss of motivation, because those at the top may make up from the loss of production for those at the bottom of the scale (Lazear 1991, p. 89). Lazear (1991) argument cannot really be implemented within the non-profit system, that is limited and attempts to work from a salary scale (Lazear 1991, p.89). It is important to note, that the findings by Leete (2000) showed that "wage equity is more apparent across the earnings of employees of non-profit organizations than of for-profit organizations (Leete 2000, p. 442).

Prianta (2020) also presents another perspective on the importance of direct compensations. They state that the compensation system also aims to "reduce their negative actions such as corruption, undisciplined, often neglectful of duties and alleviate the necessities of life" (Prianta 2020, p. 563). This is working based on the assumption that by securing an individual's most basic needs, then you alter their decision to accept corruption or to participate in negative actions.

Direct compensation becomes more critical as the war in Syria prolongs. Civilians are looking to secure their most basic needs before continuing to help others. Direct compensation then becomes essential for continued programming in the Syria context. Syrian non-profit workers

need to be compensated to be able to work on critical programs without fear of losing their own shelter, source of food, among other important needs. Therefore, direct compensation has high impact on whether Syrian non-profit workers will continue operating in the emergency setting. If they feel comfortable, stable, and have their basic needs secured, they have more capacity to work effectively, efficiently, and innovatively.

2.3.2 Opportunity to Grow within a Non-Profit Organization

The ability for an individual to grow and feel fulfilled is essential to supporting organizational staff well-being. Many studies have been completed that correlate the lack of opportunity to grow with staff turnover. Growth can be in knowledge, capacity, promotions, among others.

A study completed by Abagelan and Tulu (2020) found that lack of career growth and development opportunities were among the main reasons for staff turnover (Abagelan, Tulu 2020, p. 6). "The study concludes that lack of career development opportunity increased staff turnover significantly in non-profit (Abagelan, Tulu 2020, p. 5). Selden and Sowa (2015) also noted that a part of growth within an organization included onboarding, leadership, development, additional compensation, among other things. To improve staff retention rates, they suggest that non-profits invest more time and resources "in developing employees as future leaders" and "supporting their overall growth (Selden and Sowa, 2015, p.182). Building leaders, it a holistic process that must comprehensively support staff member in growing.

Non-profits are different than for-profit organizations, as they rely heavily on the workforce to complete the products promised to donors (Selden and Sowa, 2015, p.186). The poor investment in staff, leads to products of lower quality. Selden and Sowa (2015) draw on resource-

based view to measure organizational performance and outcomes. The staff are the non-profits organizational advantage (Selden and Sowa, 2015, p.186). According to Messersmith and Guthrie (2010), "it is the people who are selected, developed, and so forth via these practices that represent the true resource and enable a sustainable advantage over industry rivals" (Messersmith and Guthrie, 2010 p. 244). A strong workforce is essential for quality work products in the non-profit sector.

To support the development of staff, a non-profit need to have a clear leadership ladder, that inspires its staff to grow within the organization. "Leadership development and succession planning can help foster employee engagement in the organization, as high-potential employees are identified and offered career development that may lead them to eventual leadership positions in the organization" (Selden and Sowa, 2015, p.188). Staff need to see they are able to advance within an organization and play more of a role in decision making.

In addition to giving opportunities to advance and become leaders, staff in non-profits may seek to develop their own knowledge and capacity. By "developing systematic programs and providing support to meet non-profit employees' inherent desire to enhance their competence are especially important when non-profits, in comparison to for-profit organizations, are characterized by less subdivided job positions, less strong competition for promotion, and insufficient systematic staff trainings (Kang 2015, p. 659). Kang (2015) provides an example for his argument; for instance, by providing new staff with systematic orientation, they will enter the workplace more knowledgeable and more likely to assimilate and succeed (Kang 2015, p. 659). This works on the idea that if staff know what to do and how to do it, they will be able to grow within the position and innovatively problem solve on the way.

An important factor, Syrian non-profits are looking to grow within the organization for their own professional fulfilment. The Syrian revolution which started in 2011, has prolonged, and now staff are looking to feel professional fulfilled as the environment has changed. With growth opportunities, Syrian staff may feel more inspired to stay in the organization.

2.3.3 A Supportive Working Environment

A positive work environment is a result of multiple factors; 1) a supportive manager and 2) a good relationship with other co-workers. "Social support from supervisors and fellow employees can mitigate stress levels and work demands" (Van der Doef & Maes, 1999 as cited by Hamann and Foster, 2014 p. 339). Young and motivated employees enter the non-profit sector enthusiastic to work and commit to change, it is critical to avoid their loss by making a conscious effort "to provide a more inclusive work environment "that allows open communication and varied communication channels (Kang 2015, p. 659). To be able to provide such an environment, non-profits need to be willing to accept innovative ideas, invest in staff learning, and be ready for possible change (Kang 2015, p. 659). When people come together, new ideas may emerge, and thus there needs to be a willingness to do things differently if proposed.

There is abundant research that correlates employees trust in supervisors with having a significant and positive impact that supports greater organizational productivity, commitment, performance, and team member collaboration (Peluchette, Hall and Harland 2005 p. 4). Research has also shown that "employees who have greater trust in their manager report less stress and burnout" (Peluchette, Hall and Harland 2005 p. 4). "Charlesworth, Cook, and Crozier (2003) found that trust and integrity were two of the key attributes sought by employees from managers in the public sector", while "Temkin (2002) argues that managers must be able to communicate trust and respect to their employees, as well as encourage fun in their efforts to build commitment for

effective leadership" (Charlesworth, Cook, Crozier and Tamkin as cited by Peluchette, Hall and Harland 2005 p.5). Hamann and Foster (2014) also note that staff must feel they are able to influence decision making with support of their management (Hamann and Foster 2014 p. 334). It is clear that trust is among the critical factors to building productive and meaningful relationships.

Another aspect that supports building a positive working environment are organizational culture values. Organizational cultural values are important in non-profit organizations. According to Sheridan (1992) "organization's cultural values influence its human resource strategies" and the "different strategies result in psychological climates that foster varying levels of commitment among employees working in different organizations" (Sheridan 1992, p. 1037). Compared with other sectors, managers within the non-profit sector are more likely to recruit someone from an existing network. (Hamann and Foster, 2014 p. 339). This method allows new staff to enter the organization with already established relationships and has attained a certain level of trust (Hamann and Foster, 2014 p. 339).

It is important to note that the culture in non-profits is largely influenced by public service motivation (PSM) theory. PSM hypothesizes that "non-profit and public employees exert more effort and therefore perceive higher work demands than private sector workers" (Hamann and Foster, 2014 p. 339). This attitude is strongly linked to the motivate on non-profit sector staff. This may create an environment of common goals and a stronger link between non-profit staff. The culture within non-profit organization is then different, as it is more based on teamwork than most for-profit institutions. "Social support is more probable in the non-profit sector due to greater intrinsic motivation, value congruence, and resultant organizational cultures emerging from sector-specific organizational goals and hiring practices (Hamann and Foster, 2014 p. 339). Organizations

that prioritize the teamwork and feeling, may foster a sense of long-term loyalty of staff (Kerr and Solum, 1987, p.131).

Sheriden (1992) found that professionals hired in firms that valued interpersonal relationships stayed 14 months longer than firms who emphasized work task values (Sheridan 1992, 1050). With the high cost of turnover, this showcases that valuing interpersonal relationships may reduce costs and support the effectiveness of human resources.

Smith and Tyler (1997) also emphasize how perception of fairness, respect, and price may influence the organizational culture. "Feelings of pride are linked to judgements that group authorities are trustworthy, neutral, and respectful. These results support the argument that people care about fair treatment by authorities because the fairness of those procedures indicates to those involved that they are respected members within their groups and that their groups are positive and valuable" (Smith and Tyler, 1997, p. 147). This strongly relates to non-profit organizations as many are motivated by the organizational goals and need inspiration from the organizational environment.

In an emergency setting, it may be difficult to build the team culture necessary for long-term success. The urgent need forces staff to work extra hours, exert extensive emotional energy, and the lack of psychosocial support activities, results in the stress being internalized. A healthy work environment could help alleviate the stress experienced from the work environment. Therefore, Syrian non-profits with a positive working culture may be better able to retain staff than those that do not provide the concept of team building with enough importance.

2.3.4 Public Service Motivation (PSM)

Much research has implied that non-profit sector workers may be more motivated by "by different factors—for example, preferences for working with and for people, altruism, personal growth, social contacts, opportunities to learn versus more ambition, and intrinsic rewards versus extrinsic rewards like income and money" (Scephers, De gieter, and Pepermans, 2005, p. 203). According to Hamann and Foster (2014) theorists expect organizational commitment to be higher in the public and non-profit sectors than the for-profit sector due to Public Service Motivation (PMS) (Perry & Wise, 1990) in the public sector and higher levels of intrinsic motivation in the non-profit sector" (Hamann and Foster 2014, p. 333). That is, PSM is the "belief, values, and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate" (Min Park and Word 2012, p. 708). Ryan and Deci (2004) assert that it is the ability for staff to work creatively and impact the lives of others that supports their motivation (Ryan and Deci 2004, p.427). PMS states that "belief values, and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate" (Min Park and Word 2012, p. 708). Furthermore, Lyon, Duxbury, and Higgins (2006) also discovered that non-profit workers were more likely to value work that contributed so society, compared to public or for-profit workers (Lyons, Duxbury, and Higgins 2006, p. 606).

Within the Syrian context, many joined the non-profit sector out of the intention to help their communities. As the Syrian regime withdrew services, Syrian leaders began to learn organizational and project management to fill the gaps. According to Andrews (2016) champions come to change. Some of the questions Andrew (2016) proposes are "where these kinds of

contextual factors are lacking, even the most well-intentioned champion will struggle to provide leadership needed for change. Thus, context shapes the impact of champions at least as much as champions shape context" (Andrews 2016, p. 179). The Syrian context created these heroes that then joined the non-profit sectors to continue being heroes. Well-intentioned leaders will "struggle to provide leadership needed for change. Thus, context shapes the impact of champions at least as much as champions shape context" (Andrews 2016, p. 179). This was especially true in the Syrian context, although much was lost to the promotion of ineffective leaders.

According to Cheverton (2007,) non-profit organizations direct "a significant amount of resources to the 'front line' at the expense of sound administrative and performance management systems," and there is "little evidence available on the size and nature of non-profit agencies' investment in leadership for organizational development" (Cheverton 2007, p. 431). Given the nature of emergency response, many non-profits develop a "just do it" attitude, which places more value on service than on the analysis and measurement needed to improve organizational performance (Letts, Ryan and Grossman 1999, p.33). Heroes in Syria adapted the "just do it" attitude, many completed service projects haphazardly, which reflected poorly on them as leaders.

Non-profits are consistently attempting to achieve organizational goals, and are under high pressure, this results in lack of attention to staff. "Most resources are allocated towards achieving the organization's mission at the expense of investing in leadership and performance management" (Cheverton 2007, p. 431). With the lack of focus on building staff and organizational capacity, employees may feel neglected, and thus not seek opportunities for growth. It is important to note that "contextual factors commonly shape the impact of champions involved in projects, reforms, and other discrete policy interventions" (Andrews p. 179).

Syrian heroes that championed the call for change and democracy, turned organizational managers. Syria's non-profit sector grew extensively, and these leaders began to seek stability in the work of non-profits. Leadership within these organizations play a key role in motivating staff towards a purpose. Extensive research has been completed on the role of leadership in motivating and retaining staff in the non-profit sector. A key body relevant to influencing motivation in non-profit organization is the non-profit organizational board. Although they inspected college boards, according to Taylor, Chair, and Holland (1991,) an effective board of trustees' motives are institution centred and spring from a deep affection and sense of connection to the cause (Taylor, Chait and Holland 1991, p.207). This could also be witnessed in Syrian non-profits, as effective boards are committed and focus on organizational development and wellbeing of staff.

Ideological workers are more attracted to working with likeminded individuals (Rose-Ackerman 1996, p.719). This leads to staff being less likely to value money over the work of the organization or that the work they do goes against their conscious (Mirvis and Hackett 1983, p. 7). Smits (1995) states that while people need enough money to live, they need more than money to thrive. (Smits 1995, p.92). "When polled on what matters most in a job, employees consistently cite half -a-dozen priorities, such as interesting work, before they mention pay. In contrast, when asked what employees care about, employers consistently rank money first" (Smits 1995, p.92). Smits (1995) also found that after four years of employment, staff are no longer looking at the career based on salary need, but how it fits them personally (Smits 1995, p. 101).

Public service motivation was an essential theory that supported the development of Syrian non-profits in Turkey, but it is becoming increasingly visible that other factors are critical in the work life of staff. Although there is an innate desire to support vulnerable people and serve the

community, workers also crave for stability, compensation, growth, and a healthy work environment.

2.3.5 The Idea of Burnout Syndrome

In many Syrian non-profits, the situation was "left without the hero, which manifest in weak "agency" required to effect change and promote development" (Andrews 2016, p. 178). Another aspect that may contribute to staff turnover within Syrian non-profit organizations is burnout. Many Syrians joined non-profit organizations with the expectation that the regime would fall and positive change would proceed in Syria. This implied they would at some point return to their homes and original careers. But, after ten years of working within an emergency humanitarian context, many have lost faith in change. A combination of lost hope and long-term stress working within an emergency context may contribute to burnout syndrome. "Burnout syndrome was first described in 1974," and "is defined as the response to work-related processes of chronic stress" (Maslach 2001, p. 402). According to Maslach (2001), "burnout syndrome consists of three components: emotional exhaustion (emotional overextension and exhaustion), depersonalization (negative, callous, and detached responses to others), and reduced personal accomplishment (feelings of competence and achievement in one's work) (Maslach 2001, p. 402). Syrians working within a non-profit may have feelings within each of the defined categories and have endured a "prolonged response to chronic emotional and interpersonal stressors on the job," which "is defined by the three dimensions of exhaustion, cynicism, and inefficacy" (Maslach 2001, p. 397). Burnout syndrome may have been the main stressor turning Syrians into organizational managers. The stress caused them to limit themselves to specific tasks and to divide themselves from the context.

Burnout is characterized as emotional exhaustion, depersonalization, and reduced personal accomplishment, whereby an employee will become overwhelmed by repeated and chronic demands placed upon them (Maslach, 2015). While scholars recognize that burnout exists and can lead to high turnover in caring organizations, emotional labour as a source of burnout has been severely ignored as a focus in leadership studies. (Cianco 2021, p. 10).

Burnout causes a multitude of issues and can be "associated with various forms of job withdrawal—absenteeism, intention to leave the job, and actual turnover" (Maslach 2001, p. 406). Syrian non-profits also needed to meet a growing workload, as they began to provide services the regime withdrew, including non-traditional non-profit work such as education, infrastructure, and communication services. With the expectation to grow quickly by the donor community, gaining the necessary organizational capacity to implement highly skilled projects, led to workload mismatch. "A mismatch in workload is generally found as excessive overload, through the simple formula that too many demands exhaust an individual's energy to the extent that recovery becomes impossible (Maslach 2001, p. 414). "A workload mismatch may also result from the wrong kind of work, as when people lack the skills or inclination for a certain type of work, even when it is required in reasonable quantities" (Maslach 2001, p. 414). The work with a Syrian non-profit is untraditional and filled with stress. This, in addition to being seen as a leader, proved to be too heavy of a burden. It is important to note that "non-profit managers are also vulnerable to 'burn out' and exploitation because of their commitment to the values and mission of the agency" (Onyx 1998, p.43). Employees in Syria are found to jungle many priorities at once, short staffed, non-profit workers do an abundant level of tasks. These competing priorities create a demand on their time, which results in immense stress, that leads to burnout (Srinivas, 2002, p. 1). "Stress in the workplace is a growing concern in the current state of the economy, where employees increasingly

face conditions of overwork, job insecurity, low levels of job satisfaction, and lack of autonomy. Workplace stress has been shown to have a detrimental effect on the well-being of employees and negatively impacts workplace productivity and profits (Bickford, 2005 p. 2). The stress on Syrian non-profits to perform, leaders for unsupportive management, and many people working alone. The lack of administrative support and other alternatives like mentorship is also a contributor to burnout (Armstrong 2009, p.19).

It is also important to note that Syrian staff were emotionally connected to the work they were associated with. Putting hopes in a revolution, many thought their service was short terms. In Cianco (2021) a study found that burnout resulted from emotional response related to an individual's own life. The employee may repeatedly be reliving a trauma, calling for immense emotional labour that staff may not be able to handle for extended periods of time (Cianco 2021, p. 1). Syrians carried emotional labour while serving their communities who were being bombed, starved, and isolated. Due to persistent and emotionally charged interactions throughout the workday job-related interactions leads to burnout (Bakker & Heuven, 2006).

The results of burnout are employee inability to cope with the demand, low morale, absenteeism, and turnover. This leads to the non-profit losing valuable human resources, as staff leave with the skills they built while there (Cianco 2021, p. 10). This has been seen in Syrian organizations, as staff escape reality and seek stability in other countries.

The prevalence of burnout in the Syria context can be seen after 11 years of war. Many non-profit employees are mostly seeking stability. The results of the Syrian revolution also carried a weight on all those that called for change in the beginning, escape from this weight can be seen as burnout.

3 Theoretical frameworks

In the context of Syrian non-profits in Turkey, it is important to analyze organizational policy and practices that may be influencing the high turnover rate. Organizational policies turn into programs, that in turn, are evaluated to enhance policy. Programmatic assessments and evaluations focus primarily on the "effectiveness, efficiency, and resilience of the specific policies being evaluated." (Boven, Hart, and Kuipers.) In grained in the rationalistic approach to policy making, the programmatic mode focuses on measuring the quality of the policy in a sensible and defensible way. A specific set of criteria are tied to the programmatic mode and include "(*a*) the ability of the policy-making entity to adapt its program(s) and policy instruments to changing circumstances over time (i.e., an adaptability/learning capacity criterion); (*b*) its ability to control the costs of the program(s) involved (i.e. an efficiency criterion)" (Boven, Hart, and Kuipers). Staff retention is critical for the many reasons previously listed.

Therefore, the aim of this study was to inspect four independent variable that are commonly associated with staff turnover in public service literature; 1) direct compensation (as inspired by Feldman & Arnold, 1978; Harris & Fink, 1987; Osborn, 1990; Powell, 1984; Highhouse 2003), 2) growth opportunities (as inspired by Selden and Sowa, 2015), 3) supportive working environment (as inspired by Peluchette, Hall, and Harland, 2005, Hamann and Foster, 2014, and Sheridan, 1992), and 4) public service motivation (as inspired by Perry and Wise, 1990).An additional independent variable was included due to the war-like circumstances faced by Syrian organizations, which is burnout syndrome (as discussed by Maslach, 2001). The war has put pressure on Syrians to constantly seek stability, this has forced individuals to run, either to migrate to a more stable country or leave the sector completely to begin a new life. Motivation within a particular sector can be viewed as a "a set of independent/dependent variable relationships that

explains the direction, amplitude, and persistence of an individual's behavior, holding constant the effects of aptitude, skill, understanding of task, and the constraints operating in the environment (Steers, Mowday & Shapiro, 2004, p. 379). The dependent and independent variables are illustrated and discussed in more detail below, to showcase their relationship to the idea of staff turnover and retention in Syrian organizations. When inspecting the concept of staff retention in Syrian non-profits in Turkey, five major factors are covered; 1) the role of direct compensation, 2) the availability of growth opportunities, 3) workplace support system, 4) public service motivation, and 5) the prevalence of burnout syndrome.

3.1 Illustration showcasing the relationship between the dependent and independent variables

4 Research Methodology

4.1 Case Studies

To understand the challenges faced by Syrian organizations in retaining staff, this research investigated two Syrian non-profit organizations in Turkey were selected as case studies. Although there is "no uniform rule as to how to proceed in case selection" (Leuffen 2007, p. 165). As Leuffen (2007) outlines, after carefully narrowing down the research question and formulating theories, one should select cases that guarantee sufficient variance in terms of our research question" (Leuffen 2007, p. 165). For this research design, the topic has been narrowed down to discussing Syrian non-governmental organizations and their environment agenda setting. "It is generally accepted that the formulation of research questions and interests should precede the elaboration of the research design. If you are interested in a particular topic you should work with the best methods available to solve your research puzzle. Subject to the research question there are basically two reasons for choosing a small-n design" (Leuffen 2007, p. 150). Due to this reason, I will narrow down the search to two case studies. The two case studies will be: 1) Health for All and 2) Child Empowerment. It is also important to note that a "small-n research is often employed to uncover causal mechanisms. Techniques such as process-tracing (George and Bennett, 2005) enable us to at least theoretically include a great number of variables in a within-case analysis. By testing necessary causes, we can narrow down the scope of potentially relevant variables and thereby foster theory development" (Leuffen 2007, p. 156). The main criteria for selecting these two organizations were;

- Non-profits which are registered in Turkey, but led by Syrians for projects in Syria.
- They have some formalized human resource department and manages over 30+ staff.
- Their annual budget of projects in Syria is over 200,000 USD.

4.1.1 Case Study 1: Syrian Organization Focused on Child Protection Projects 'Child Empowerment'

Child Empowerment is a community driven initiative that started in 2013 to respond to the needs of Syrian youth and children. Child Empowerment began as a group of volunteers in Syria seeking to empower the next generation through mentorship and support, and grew to a network present in Syria, Turkey, Lebanon, and Jordan. As the war conditions have extensively harmed Syria's youth, Child Empowerment attempts to create a sense of community, provide youth a voice, enhance child targeted response, and empower the next generation with information, awareness, and necessary skills. Charity programs are abundant in the response to the Syrian crisis, but youth centred empowerment activities are limited, although extremely necessary.

Child Empowerment began as a group of parents creating a community to support each other's children and grew to become an extensive network across regions. Children, their needs, and their future are at the centre point of their work. Every day the team seeks to be better in order to secure the best of services for Syria's future. Their current annual budget is 250,000 dollars, which goes to operations and programs. Child Empowerment is recognized by the Syrian Local Councils in Northern Syria, it is officially registered as a non-profit organization in Turkey.

The Child Empowerment team consist of 33 individuals; five managers and the rest are staff and field officers, that have 70 years of combined experience in non-profit management. Child Empowerment has been predominately funded by individual donations, local initiatives, and organizations. Child Empowerment has partnered with over 25 local institutions to conduct campaigns for youth in Syria.

Their programs include; protection for young children, child sponsorship, education, child empowerment activities, youth club, community centres, among others.

4.1.2 Case Study 2: Syrian Organization Focused on Health Projects in Syria "Health for All"

Health for all is a Syrian non-profit organization based in Turky since 2015. Their funding portfolio includes donors such as the United Nations, World Health Organization, Doctors without Borders, among others and they have an annual budget of 2.5 million dollars. Hospitals and public institutions have been a target of airstrikes and barrel bombs and are no longer considered safe. Due to these developments, many of Syria's medical initiations have been destroyed and medical doctors have fled the country. The conditions have made the health sector a top priority, as gaps continue to grow and not all specializations are available in Syria. The situation has also exacerbated after Turkey closed its borders, now many injured people suffer and die along the border waiting to reach a hospital in Turkey. Health for All is strong, with a multitude of projects in Syria, as well as a staff composed of doctors and trained medical professionals located in Turkey and Syria. Health for all has over 50 staff and their health projects have been able to reach 104,860 beneficiaries. The office is based in Turkey with staff in Syria. In Turkey they have 14 staff, while in Syria they have over 40. Health project types include;

- Mobile Clinics providing basic care
- Fortification of Hospitals
- Covering missing medical equipment of Hospitals in need
- Health and Nutrition research

4.2 Assessment Tools

The data was collected through two assessment tools; key information interviews with two management staff and a staff survey. Both assessment tools focused on the dependent variable of staff turnover, and the five independent variables that could be contributing.

4.2.1 Key Informant Interviews

Key informant interviews provide in-depth information on organizational history, practices, and agenda setting, the focus group discussions will further enrich the understanding. "Simply stated, key informant interviews involve interviewing a select group of individuals who are likely to provide needed information, ideas, and insights on a particular subject" (Kumar 1989, p.6). These interviews provide information on understandings, opinions, what people remember doing, attitudes, feelings and the like (Marsh and Stoke 2007, p. 258). In general, a small number of key informant interviews are completed, and each informant is selected strategically.. Strategically selected, they provided the research team with the necessary background and organizational attempts to solve the issue.

Typically, key informant interviews are conducted in an informal setting to elevate comfort for the participant and "are conducted using interview guides that list the topics and issues to be covered during a session. The interviewer frames the actual questions in the course of interviews. The atmosphere in these interviews is informal, resembling a conversation among acquaintances" (Kumar 1989, p.6). Key informant interviews have a multitude of advantages, including receiving insight and data that cannot be attained with other methods. "Key informants may offer confidential information that would not be revealed in other settings" (Kumar 1989, p.8). in addition to confidential information, key informant interviews are flexible and allow one to inspect new ideas and issues.

The key informant interviews with management were completed by the Executive Director and the Human Resource Manager as each organization. Each key informant interview was completed in person and was about one hour to one hour and half to complete.

4.2.2 Staff Survey

While key informant interviews provide more depth, quantitative works "rests on the observation and measurement of repeated" (Marsh and Stoke 2007, p. 269). Repeated results within this quantitative component will showcase whether the staff of case studies have the same understanding as management. The question were a mix of multiple choice, free response, and Likert scale questions that analyze understanding, awareness, key practices, and personal priorities when it comes to environmentally friendly agenda setting.

The Likert scale is a way to measure beneficiary feelings towards statements and visualizes it on a scale;

Table 1 Likert Scale used in survey

Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree
5	4	3	2	1

The survey was composed on google forms and was distributed through the NGO email list-serve. Staff were given a ten-day time frame to submit answers and personal outreach was conducted to increase likelihood of participation. Twenty-two surveys were received from each organization for a total of 44 staff surveys. The survey was distributed through google forms to support anonymity. This further encouraged participation of staff within the case study organizations. The results were received through an excel form.

4.2.3 Method Justification and Link to Theoretical Framework

In the tables below, assessment tools are tied to justification and the overall goal.

4.2.3.1 Method and justification

Method	Justification
Key informant interview with Executive Director and Human Resource Manager	The key informant interview was critical in understanding the background of the organization, their human resource methodology, their work in supporting staff, and the challenges with staff retention.
Staff survey	The staff survey inspected the various aspects that could influence their willingness to remain. The survey focused on the dependent variable staff retention and the five identified factors from literature; 1) direct compensation, 2) opportunity for growth, 3) supportive working environment, 4) public service motivation, and 5) feelings of burnout. The survey also scoped possible motivation an individual may choose to leave.

The below tables detail more the types of question for each variable and how the information was funnelled from each tool

4.2.3.2 Interview and staff survey goals and structure

Methods	Key informant interview	Staff survey
Dependent variable		
Staff retention	- How long does the average staff member stay? - How often do you experience turnover and why? - Why may staff leave the organization?	- Do you consider resigning from work? - Do you feel stable in your work? - Why do you think some employees resign from the organization? - In general, how satisfied are you with the current job - Do you see yourself working with the same organization in the future?
Independent variables		
Direct compensation	- How do you determine salary for a newly joining member? - How do the salaries provided at your organization compare to other organizations in the area? - Do you provide staff with any other benefits? Healthcare, education, other?	- What is your monthly salary? - What bothers you most from my work compensation is? - What reason drives you to continue work with the non-profit? (Financial reasons)

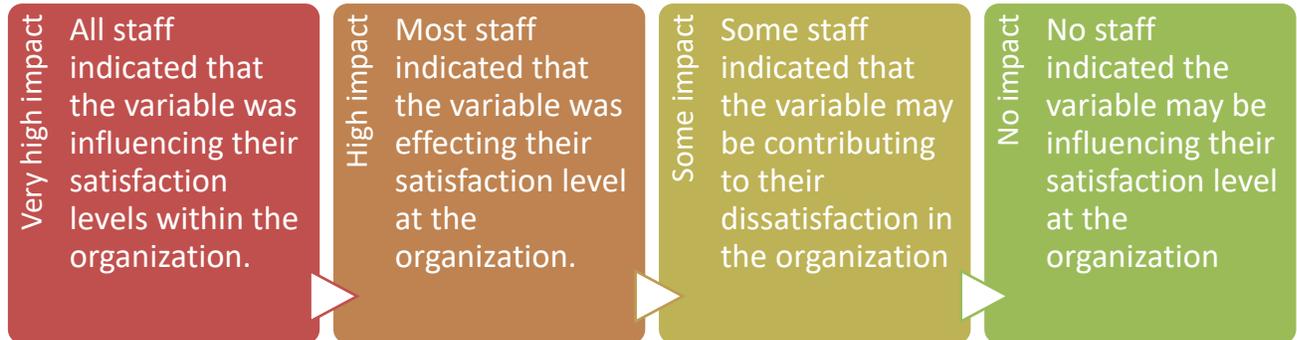|		
Opportunity for growth	▪ How often are staff salaries reassessed? How often do they increase and by how much? How do you decide that increase? ▪ How often are staff able to move up to high position in the organization? ▪ How many staff have you promoted in the last year? ▪ Can you explain how promotions work? In what other ways do you recognize staff? ▪ Are there opportunities for staff to grow? What kind of capacity building activities are made available?	▪ My job gives me a sense of personal achievement (Likert scale rating) ▪ My capacity needs (trainings) are identified and addressed (Likert scale rating) ▪ I trust my manager (Likert scale rating) ▪ My manager provides me with constructive feedback to improve my performance (Likert scale rating) ▪ I have the technical skills to complete my work (Likert scale rating)
Supportive working environment	▪ What kind of environment do you promote in the office? ▪ Is the system flexible or rigid, for example do you use a time stamp machine or are the conditions in the office more flexible? ▪ What kind of social activities do you plan for staff to build workplace positivity? ▪ What other kinds of activities may you implement to support a positive environment in the office?	▪ I know what exactly is expected from me at work (Likert scale rating) ▪ I have the adequate resources (staff, equipment, budget) to do my work ▪ I can expose violations against any rule or procedure without being afraid of consequences or retaliation (Likert scale rating) ▪ The staff I work with cooperate to get the work done (Likert scale rating) ▪ The high-performance employees who produce high quality work are appreciated (Likert scale rating) ▪ My manager conveys the work goals and priorities clearly to me (Likert scale rating) ▪ Management takes my recommendations seriously (Likert scale rating)
Public service motivation	▪ What do you feel most staff choose to work with your organization? ▪ Are there alternate reasons, other than compensation, that may inspire staff to be a part of the organization?	▪ I feel fulfilled in my work (Likert scale rating) ▪ What I like most about working with this organization is… ▪ What reasons drive you to continue work with a non-profit (Humanitarian) ▪ Why are you working with non-profit?

Burnout syndrome	▪ What other aspects are influencing the energy of staff? ▪ What actions are done to help prevent the burnout of staff?	▪ I feel stable (Likert scale rating) ▪ Why may you or your colleagues feel burnout?

5.3 Data Analysis

Upon receiving survey data, it was cleaned and divided into the dependent and independent variables illustrated in table above. Data cleaning included removing corrupted cells, duplicates, and formatting cells that were incorrect. Then charts were formulated using excel. "One of the simplest ways to find out if one variable determines or is associated with another is tables or cross-tabulations. Tables show how the values or categories of one variable are expressed as the categories of another. Researchers frequently use tables in survey research" (Marsh and Stoke 2007, p. 273).

Responses were divided into those related to the dependent variable and independent variable. First was the responses related to the dependent variable retention were compared and analysed to assess to what extent the issue is prevalent at both organizations. Data for each of the five independent variables was then analyzed to assess their impact on staff retention. Statistical analysis, with charts, was also used below to display findings. The four-point impact scale below was used to assess to what extent each of the five independent variables was influencing the dependent variable of staff retention.

5.3.1 Scale used to assess how much impact each variable had on the dependent variable of staff retention

Very high impact	High impact	Some impact	No impact
All staff indicated that the variable was influencing their satisfaction levels within the organization.	Most staff indicated that the variable was effecting their satisfaction level at the organization.	Some staff indicated that the variable may be contributing to their dissatisfaction in the organization	No staff indicated the variable may be influencing their satisfaction level at the organization

The literature review of past studies conducted on similar topics provided the information necessary to construct the theoretical framework for key informant interviews and the staff survey. The interviews with management predominately provided background and context to the human resource methodology, the staff interviews then reflected on those methods. Once understanding the background and context, staff answers were able to feed into the story. The main limitation in the process was the inability to interview those that already resigned. It would have been very beneficial to interview previous colleagues to see the reasons why they actually left the organization.

To maintain ethical standards, and encourage staff participation, the survey was anonymous. No names or identifying information is displayed in any part of the paper or research.

4.4 Quality of Study and Limitations

This study used both qualitative and quantitative data via key informant interviews and staff survey to avoid mono-method bias. Quantitative data increases statistical power and reduces measurement errors. It is worth mentioning that the participants held different level positions within the their non-profit and this could influence their perception of the work, therefore this

might affect the internal validity selection criterion as Shadish (2002) note that internal validity might be threatened if groups are not comparable from the start (Shadish 2002, p. 156).

However, since we are not comparing the case studies against each other, this threat is mitigated. Construct validity, on the other hand, might be questioned in that participants have different too broad or too narrow understanding of organizational human resource policy and initiative. To ensure that the validity of the construct is decreased, we explained in detail to the participants about what we mean for each question. This also contributed to valid inferences as construct confounding was eliminated.

To inspect external validity, we referred to APA definition "the extent to which the results of research or testing can be generalized beyond the sample that generated them". It is very important to highlight that there might be an interaction of the causal relationships with units, in other words there might be an effect found for certain participants e.g., social-economic factors which are not found in other participants. Therefore, it is important to bear in mind that the study did not focus on investigating such latent variables that cause such effect, further studies can build on the existing study by controlling for such latent factors.

Given the limited literature and research Syrian non-profits, there are limitations in the knowledge provided overall. The research will need additional research over a prolonged timeframe to analyze staff retention capabilities more adequately in Syrian non-profit organizations. This research design is a preliminary door to the topic.

The design was also limited by inspecting only two Syrian non-profits. It would be a more comprehensive study to widen the sample.

4.5 Respecting Organization and Individual Privacy and Confidentiality

To respect the privacy of both organizations a pseudonym is used. Both Health for All and Child Empowerment are pseudonyms to protect their organization identity.

4.6 Description of Data

Overall, 44 staff completed the survey from both organizations. Those that answered from both organizations were predominately male. According to the HR manager and organization descriptions, both organizations are mostly male staff. The Human Resources Managers (HR) of both organizations stated a similar reason to why organizations were male dominate, saying that it was very difficult to find female candidates with enough capacity.

4.6 1 Descriptive statistics of sample

Focus area	% Of staff
Gender (sample size 44)	
Female	16%
Male	84%
Education level (sample size 44)	
Post-graduate degree	43%
Bachelor's degree	50%
Highschool graduate	7%
Position Level (sample size 44)	
Director	2%
Manager	18%
Coordinator or Officer	70%
Intern	9%
Age (sample size 44)	
Between 26-30	14%
Between 31-39	70%
Between 40-49	16%

Almost all interviewed staff had at least a Bachelor's degree. Interestingly, 43% also held post-graduate degrees. Most staff surveyed were either coordinators or officers. Of those interviewed, 70% were between the age of 31 and 39.

5 Findings and Discussion of Syrian Non-Profit Organization Staff Operating in Turkey

Overall, staff actively participated in the survey, providing critical insight to their mindset while working with Syrian organizations in Turkey. Interviewed staff also provided information on the challenges they face when maintaining and supporting staff. Their support is limited by many environmental factors, including the legal status of Syrians in Turkey, operating in an emergency context, and lack of funding support. Each section delves into the findings of the focus areas.

5.1 Dependent Variable: Staff Retention

Before completing the impact assessment, few questions were asked to understand the general conditions of staff at the organizations. This was to evaluate how serious staff turnover is based on the interviews.

Number of years staff have worked for the respective organization

Despite both organizations being active for more than eight years, it seems the majority of staff, only about 25% of staff have stayed for four or more years. The majority stated only being at the organization for three or less years. More than 40% of staff at Child Empowerment had only been in the organization for a year or less. This could be accounted to it being a smaller organization with less funding.

5.1.1 Number of years that interviewed staff had worked at the organization

# Of years in organization (sample; 44)	% Of staff
Less than 1 year	29.5%
Between 1 and 3 years	45.5%
Between 4 and 6 years	15.9%
More than 6 years	9.1%

Staff Work Satisfaction Level

Satisfaction levels greatly varied. Many staff felt safe enough to highlight there was not satisfied at all. About 1/3 at both organizations indicated no satisfaction, while 2/3 were at least somewhat satisfied. The Executive Directors at both organizations do not seem aware there is some dissatisfaction among employees, and they responded that staff were very happy with the work. This may provide some insight to staff motivation. Many of the staff explained they were dissatisfied and were stuck, because finding another job in the current environment was very difficult. Their primary reason for remaining being the need to secure basic living expenses.

5.1.2 Overall, are you satisfied with your work?

Satisfaction level	Female	Male	Total
Satisfied	9.1%	38.6%	47.7%
Somewhat satisfied	6.8%	34.1%	40.9%
Not satisfied	0%	11.4%	11.4%

Motivation to Continue Their Work

The kind of motivation will be discussed in the independent variables below. This was only to measure how motivated staff feel when they are at work, to give insight on their willingness to contribute and continue with the organization they work in. The majority of staff did feel some kind of motivation to complete their work, although many highlighted their need for basic living being the reason. Despite this, there were many positive reasons provided for their motivation, such as helping others and being supportive of organizational goals. About 1/3 were less motivated and 18% not motivated at all, this reflects in the average turnovers reported that was between 30 to 40%.

5.1.3 Do you feel motivated to complete your work?

Motivation level	% Of staff
Motivated	52.3%
Somewhat motivated	29.5%
Not motivated	18.2%

5.2 Independent Variable 1: Satisfaction with Direct Compensation

The Child Empowerment HR Manager explained a lengthy process of setting an individuals offer letter. Many factors are considered, including an individual's education level, years of experience, placement risk, family status, and legal status. The Health for All HR manager further noted that salary scale had some flexibility and allowed the organization to negotiate with the prospective staff member. Negotiations were taken more seriously when the organization was in need, is short staffed, or could not find competencies.

Both Executive Directors also highlighted that funding drastically limited the compensation. Most of the time, the amount listed in the original budget was difficult to change. All four interviewed management indicated that their organizational salaries were lower than international organizations. This they felt put them in a losing competition with international organizations for technical capacity.

When asked whether they were transparent about starting salary in their announcement, both HR managers said the organization chooses to not showcase it, to not deter candidates. This fairly related to Highhouse (2003) observation, who stated that even "when the job seeker makes contact with the organization, employers are often evasive about pay, sometimes eliciting the applicant's pay expectation before revealing (or deciding upon) the job's starting salary" (Highhouse 2003, p.71). Both HR managers said they do a periodic assessment of organizational salary, by comparing to similar organizations, but again highlighted their limitation due to funding.

5.2.1 Reported salaries of interviewed staff

Salary (sample; 44)	% Of staff
800 USD and under	25%
801 - 1200 USD	39%
1201 - 1999 USD	25%
2000 - 2500 USD	7%
2501 - 2999 USD	5%

5.2.1 illustrates the different reported salaries by staff. 25 % of the 44 interviewed were making less than 800 dollars per month, which may not be enough for a family living in Turkey. Health for All seems to provide its staff with much high salaries than Child Empowerment. Half of Child Empowerment staff make 800 or less dollars, while more than half of Health for All make at least 1,200 USD. The HR Manager of Child Empowerment stated that they sometimes divide an allocated salary in half, to bring two people instead of one. They feel this is an effective strategy to prevent being short-staffed. On the other hand, Health for All HR stated they try to secure a high salary for its staff, because they need technical capacity. "We cannot hire doctors for low prices" claimed the HR manager.

When staff were asked why they are working with a non-profit, the overwhelming majority stated it was to make a living. This feeds into claims made by Prianta (2020), that an individual first seeks to secure their basic necessities before they feel the need to be motivated by other reasons. The high percentage of those pursuing the work to mainly make a living, also provides insight to why an individual may leave. If these individuals were to make a better living elsewhere, they would move until they and their families are able to live comfortably. Almost 18% stated they were still working with the non-profit because there were not any other job opportunities. This also provides insight to why an individual my move to another job if a better opportunity arises.

Reason for working with non-profit	% Of staff
Positive working environment	3.8%
The absence of other job opportunities	17.9%
I am a humanitarian	29.5%
To make a living	48.7%

5.3 Independent Variable 2: Opportunity for Growth

Promotions

Although the Executive Directors at both organizations described room for staff to grow, the HR managers stated the leadership ladder is limited. It is very difficult to move into another position or go up the ladder, because there are not many levels. Therefore, staff find themselves in the same position without the possibility to advance to a better position.

Salary Increases

Although promotions are limited, management of both organizations did explain there were increases in Salary. The HR Manager of Child Empowerment stated salaries are assessed once every two years and it can only increase by less than 5%, while Health for All HR manager said it was yearly. Despite the efforts to provide those increases, they remain limited by funding. The 5% yearly increase is

On the other hand, all management staff interviewed explained that when new funding is acquired and the staff member agrees to more responsibilities, their salary could increase by quickly, sometimes by 20%. This also incentivizes staff to help with fund hunting, as new projects mean they are also able to grow within the organization. HR Managers also mentioned that when

an individual leaves a senior position, the position is advertised internally before it is displayed publicly. Staff are given the first opportunity to apply and move into the position if they fit.

Capacity Building

Both organizations claimed they provide their staff with capacity building opportunities. The Child Empowerment HR manager emphasized that they strongly support staff continuing their education and will give leniency when a staff member is in university or a training program. Health for all HR manager stated the need to train staff on technical issues regularly. "Working in the health field, even the doctors need to be updated regularly with new information in their field", said HR manager. The Child Empowerment HR Manager explained they have some regular courses, like teaching its staff Turkish and English. They also welcome any kind of trainings. The Child Empowerment Executive Director tried to emphasize their attempt to ensure staff are equipped to work with children. The flexibly of both HR managers to adapt their capacity building efforts relates to Fleming and Vita (2001) point concerning developing new leadership. "Without an eye toward the future, the present leadership runs the risk of becoming outdated, obsolete, and depleted. Not only must new leaders with new ideas and energy be brought into an organization from time to time to stimulate and invigorate the work, but also current leaders should be aware of the need to mentor the next generation of leaders (Fleming and Vita 2001, p. 19). Both HR managers voiced the same mentality. Since they are unable to compensate staff with monetary support sufficiently, then they choose to compensate with training opportunities and other support.

When staff were asked whether they felt they were well trained, there was a very even distribution. Less than 20% in both organizations indicated a four or five rating. Most were sceptical on who much training they received or should receive. As described in literature review, staff perception of growth is critical to maintaining their presence and wellbeing. According to

Fleming and Vita (2001), "To build capacity in the leadership component of non-profit organizations, two factors must be considered: (1) enhancing existing leadership, and (2) developing new leadership (Fleming, Vita 2001, p. 19). The HR managers may need to thoroughly investigate what training needs staff may need.

5.3.1 Staff ratings to "I feel well trained"

Staff Response (sample;44)	% Of staff
Staff feel well trained by organizational management	25%
Staff feel they are somewhat trained by organizational management	39%
Staff do not feel well trained by organizational management	36%

When staff were asked whether they felt they had the technical skills to complete their work (5.3.1), all but 2% at least somewhat agreed. Almost all staff felt they were capable to finish the work assigned to them.

5.3.2 Staff ratings to "I have the technical skills to complete my work"

Staff response (sample;44)	% Of staff
Staff feel they have the technical skills	73%
Staff somewhat feel they have the technical skills	25%
Staff do not feel they have the necessary technical skills	2%

5.4 Independent Variable 3: Workplace Support

Most staff of both organizations spend at least five days a week working eight hours a day in the office. HR managers said although they maintain flexibility in attendance hours, this is the expectation. This means staff need a supportive environment, as they spend most of their time around managers and co-workers. The Executive Directors described building lines of direct communication with all staff to support transparency and openness. The Executive Director of Child for Empowerment explained their door is always open for any staff member to come in and request a meeting. The Health for All Director seemed to have a more systemized staff satisfaction survey, that allowed staff members to rate the different aspects of the organization.

Among the most critical relationship to a supportive workplace is between an individual and their manager. The survey delved into three aspects; whether the staff felt comfortable enough to complaint to manager, manager relationship with staff, and whether staff felt their recommendations were taken seriously. Fleming and Vita (2001) expressed the deep need for leaders who can convince staff of the common organizational goals and pursuit. Leaders can establish systems to achieve these goals (Fleming, Vita 2001, p. 19). It is important to discuss the relationship between staff and their direct manager. According to a study completed by Emhan (2012,) "a positive relationship between managerial support and job satisfaction, and between these two variables and two components of organizational commitment, namely, affective and normative" (Emhan 2012, p. 187).

Relationship with Manager

Most staff felt that management was taking their recommendations seriously (5.4.1), although quite a few disagreed (8). The number that disagreed increased more when asked whether they feel involved in decision pertaining to their work (XX). Despite this, the large majority felt their opinions mattered whether through a recommendation to management or being consulted on decisions related to their work.

5.4.1 Staff rating on do you feel management takes your recommendation seriously

Staff responses (sample;44)	% Of staff
Staff feel management takes their recommendation seriously	18%
Staff feel management sometimes takes their recommendations seriously	39%
Staff do not feel their recommendations are taken seriously by management	43%

5.4.2 Staffing rating on "I feel involved in decisions pertaining to my work"

Staff responses (sample;44)	% Of staff
Staff who feel involved in decision making	48%

Staff who feel somewhat involved in decision making	25%
Staff that do not feel involved in any decision making	27%

Results also varied on whether staff felt management supported them in their work. About 27% of interviewed staff felt they were not supported at all by their manager. When asked to explain, most said that there was a set system and they just try to finish their outputs.

5.4.3 Staff rating to "I have management support to complete my work"

Staff responses (sample;44)	% Of staff
Staff who feel support from management	43%
Staff who somewhat feel support from management	30%
Staff who do not feel supported by management	27%

When the 44 staff were asked whether they feel comfortable to report to their manager a complaint without fear, the majority did not. Most refrained from complaining to their managers, as they worried about maintaining their jobs.

5.4.4 Staff rating to "I am able complain to my manager without fear"

Staff responses (sample;44)	% Of staff
Staff able to report issues to management without fear	18%
Staff able to report some issues to management without fear	23%
Staff do not feel safe reporting to management	59%

Team support

The next aspect inspected through the survey was co-worker relations. To evaluate the team spirit, staff were asked whether they work with the team to pursue organizational goals (5.4.5). The Executive Directors of both organizations explained their efforts to enhance a positive working culture through social events. Both described team lunches, dinners, and social events to promote connection. Although the majority of staff felt they were at least somewhat a part of the team, about 32% did not. This is quite a large majority of individuals who feel alone in their work.

5.4.5 Staff rating to "I work with a team to reach organizational goals"

Staff responses (sample;44)	% Of staff
Staff feel they are a part of a team	16%
Staff somewhat feel they are a part of a team	52%
Staff do not feel they are part of a team	32%

Staff Recognition for Work

The Child Empowerment Executive Director mentioned that the organization tries to recognize staff with awards or bonuses if possible. At least one staff member is recognized monthly for their achievements and hard work. Health for all did not seem to have similar activities. The HR managers stated the try to recognize staff who complete their deliverables, and this was echoed by the Executive Director as well. Mostly, staff felt they were appreciated, although few disagreed.

5.4.6 Staff rating to "I feel appreciated when I do good work"

Staff responses (sample;44)	% Of staff
Staff feel appreciated	57%
Staff somewhat feel appreciated	23%
Staff do not feel appreciated	20%

5.5 Independent Variable 4: Public Service Motivation

All interviewed management and staff survived were motivated to join the non-profit sector after the 2011 Syrian revolution. The Child Empowerment Executive Director started as a protestor, but then found the dire need to serve the people (story below). The Health for All Executive Director described a similar story. He used his medical skills to volunteer at a neighbourhood hospital before founding a health focused non-profit to elevate health access in vulnerable regions.

5.5.1 Story of Child Empowerment Executive Director

> Before the revolution, I was a lawyer working at a Law office in Homs. When the revolution started, I signed a petition for the regime to stop killing protestors. Due to my statement, for two years I needed to keep a low profile and stay in hiding. After the two years the risk became too high, and I decided to flee north with my family. We found ourselves in refugee camp. At the refugee camp I experienced an awakening. My family and I were struggling, and we watched as other people struggled more. Food and medicine grew scarce and that is when I decided I needed to take leadership. After witnessing the suffering of children, I decided I would focus my effort on Syria's children. I began volunteering with local organizations while learning English, and since then I have not stopped. My work led me to the huge responsibility of leading this organization. Every day I wake up baring the responsibility of serving Syria's children.

The Health for All Executive Director explained that the team feels connected because of the struggle they serve. "We are all Syrians trying to serve our communities the best we can". This attitude was largely reflected in surveyed staff responses. The overwhelming majority felt fulfilled in their work for reasons other than compensation.

5.5.2 Staff rating to "I feel fulfilled in my work"

Staff responses (sample;44)	% Of staff
Staff feel fulfilled in their work	82%
Staff feel somewhat fulfilled in their work	2%
Staff do not feel fulfilled in their work	16%

5.6 Independent Variable 5: Syrian Staff Feeling Burnout

When asked why most staff leave, both HR managers shared similar answers. Staff leave because of their legal situation in Turkey. When they leave the organization, most choose to migrate to Europe. The Executive Director of Child Empowerment highlighted the heightened sense of instability all Syrians feel in Turkey; "the politics here are changing, they don't favour Syrians, and racism is increasing." Health for All Executive Director also explained that there is now a new threat of being deported. Those found without a temporary protection card are sent back to Syria. The feeling of instability itself, has influenced the mindset of staff. The prolonged

Syrian conflict has almost reached its 12th year, an event no one expected. The majority of staff have temporary asylum cards, meaning they can be threatened with return to Syria at any point. This is the main reason why many Syrians seek safety in Europe through migration.

5.6.1 Legal status of interviewed staff in Turkey

Legal status	% Of staff
Tourist Residence	14%
Turkish Citizenship	18%
Work Permit	25%
Temporary Asylum Card	43%

80% of staff indicated they felt some burnout. When asked why they felt burnt out, the majority indicated it was the lack of stability in their life. The second most stated answer was the loss of hope in the cause they initially joined for.

5.6.2 Why do you feel burnout?

Staff responses	% Of staff
I can't grow in this work	16%
I feel tired of this work	18%
I have no stability in life	34%
Lost hope in revolution	32%

From 5.6.2, it is apparent that only a small number of staff actually feel stable. The HR Manager of Child Empowerment noted that they provide staff with group psycho-social support sessions once a month to discuss the stresses of the workplace and live. The Health for All HR manager noted they have a psychologist on-call for any staff member that needs mental health support. Despite these services, both said they are limited in helping staff have the sense of stability they earn.

5.6.3 Staff ratings to "I feel stable"

Staff responses	% Of staff
Staff who feel stability in their work	61%
Staff who somewhat feel stable in their work	30%
Staff who do not feel stable in their work	9%

Staff members who are passionate about their jobs are able to tolerate high levels of stress. "No one is in this to make a million dollars. You have to love what you do every day," one staff member said. A third of the staff explained that this kind of stress needed a special type of person to manage the demands of the job. The frontline staff members agreed that many employees leave because they cannot deal with the stress of the job. When employees learn that they can make more money somewhere else, they leave. "People get overwhelmed by the need and the stress. They say, 'For the pay I am making, why I am here?' It is not like anyone is here to get rich. You are here to make a difference. You see it in the people you help," one staff member said.

5.7 Impact Assessment: To what extent are the independent variables influencing the dependent variable of staff retention

Below is an assessment of the extent to which each independent variable influences the dependent variable of staff retention.

5.7.1 Impact Assessment

Category	Impact Assessment
Dependent variables	
Direct compensation	**High Impact** Direct compensation highly impacts whether an individual will commit to an organization. Based on staff responses, most prioritizes secure a stable livelihood for their families and themselves. This pushes them to look for better job opportunities, with high pay and benefits.
Opportunity for growth	**Some Impact** Although promotions are limited within both organizations, staff are able to attain salary increases. Their average salary increase is quite high compared to other non-profit organizations. Staff are also recognized when taking new responsibilities. In terms of capacity building, staff have access to many opportunities. The majority feel well trained.
Supportive working environment	**High Impact** The majority of staff did not feel comfortable approaching their managers with issues. Also, a significant percentage of interviewed staff felt lonely in their work.

Public service motivation	**Some Impact** The management team is highly motivated by PSM, but staff seem less motivated. This can be due to the situation in Syria declining and there not being the same level of hope as before.
Burnout syndrome	**High Impact** One of the main reasons listed by management of staff leaving is lack of stability, which leads to burnout. The prolonged war in Syria has caused many to flee the region in search of a stable life. This highly impacts the organizations' ability to retain staff.

6 Conclusion

Based on the findings in literature, interviews, and the staff survey, Syrian organizations are challenged by instability, funding, and feelings of burnout. The conflict has been 11 years and ongoing, and the hopes of a changing future in Syria grows slimmer with each passing year. Staff at both organizations felt fulfilled and in a comfortable working environment, but highlighted the lack of compensation, stability, and their wish to establish their lives and their family lives. This has led to many staff from Syrian organizations to leave the entire country of Turkey and migrate to Europe. This has haemorrhaged Syrian organizations, as the capacity the build continues to leave. According to Muhangi (2016) retention is actually a move that an organization voluntarily pursues in the long-term, but for the Syrian context this seems quite far from the truth. Syrians are refugees in foreign land and face immense pressure from the war that has affected them and their families. Due to the external factors, it is difficult for Syrian organizations to stop the capacity bleeding.

Despite the instability that Syrian staff feel on a personal, professional, and legal level, many still feel they are working towards a goal. Organizational leadership largely influences Syrian staff. This is because it is the "leaders' own actions that affect the follower's behavior and actions" (Mulhangi 2016, p. 413). Through this influence, Syrian staff at Child Empowerment and

Health for All may need regular check in sessions to support their sharing and motivation towards achieving the goal of serving those in need. Other actions that support organizational capacity is more training, knowledge management, and establishing a positive organizational environment. Supporting Syrian staff with items that enhance their stability, such as funding, work permits, and methods for advancement, may further empower Syrian non-profit ability to connect services to those in need.

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Annex 1: Management Interview Template

Introduction

Hello, my name is Sabreen Shalabi and I would like to ask some questions related to donor funding and staff retention.

These questions and the answers will only be used for my master's thesis at University of Bergen.

No personal information or identifiers are included, like name, phone number, or email.

You can refuse to answer any question (s), choose to stop the interview at any point, and ask to delete any answer(s).

Background:

Gender:

Age:

Nationality:

Education:

Position:

General:

1. How long have you worked in the current position?
2. What reasons motivated you to work in Syria NGOs?
3. How long does the average staff member stay?
4. How often do you experience turnover and why?
5. Why may staff leave the organization?

Direct compensation

1. How do you determine salary for a newly joining member?
2. How do the salaries provided at your organization compare to other organizations in the area?
3. Do you provide staff with any other benefits? Healthcare, education, other?

The availability of growth opportunities

1. How often are staff salaries reassessed? How often do they increase and by how much? How do you decide that increase?
2. How often are staff able to move up to high position in the organization? How many staff have you promoted in the last ten years? Can you explain how promotions work?
3. In what other ways do you recognize staff?

4. Are there opportunities for staff to grow? What kind of capacity building activities are made available?

Workplace support system

1. What kind of environment do you promote in the office?
2. Is the system flexible or rigid, for example do you use a time stamp machine or are the conditions in the office more flexible?
3. What kind of social activities do you plan for staff to build workplace positivity?
4. What other kinds of activities may you implement to support a positive environment in the office?

4) Public service motivation

1. What do you feel most staff choose to work with your organization?
2. Are there alternate reasons, other than compensation, that may inspire staff to be a part of the organization?

The prevalence of burnout syndrome

1. What other aspects are influencing the energy of staff?
2. What actions are done to help prevent the burnout of staff?

Thank you for your time,

Annex 2: Staff survey template

Staff survey	
Question	**Choices**
Position	☐ Executive Director ☐ Department Director ☐ Manager ☐ Staff ☐ Volunteer ☐ Other
Gender	☐ Male ☐ Female ☐ Prefer not to disclose
Age group	☐ 25 and under ☐ between 26 and 36 ☐ between 31 and 39 ☐ between 40 and 49 ☐ 60 and above
Education	☐ Highschool ☐ University Degree ☐ Higher Education Degree (Masters or PhD) ☐ Vocational or Skills School ☐ Other
Monthly Salary USD	☐ Under $800 ☐ between $801 and $1200 ☐ between $1201 and $1999 ☐ between $2000 and $2500 ☐ between 2501 and $2999 ☐ $3000 and above
How long have you been working in this position	☐ Less than one year ☐ between one and three years ☐ between four and six years ☐ More than six years
1- Do you consider resigning from work	☐ I do not think of resigning ☐ Yes, due to health issues ☐ Yes, to settle in another place ☐ Yes, to continue education ☐ Yes, to open my private business ☐ Yes, for other reasons

2- What is your residency status	☐ Turkish Citizenship ☐ Work Permit ☐ Short-term residency permit ☐ Protection status ☐ Other
3- In general, how satisfied are you with the current job	☐ Very Satisfied ☐ Satisfied ☐ Satisfied with some things ☐ Neutral ☐ Not satisfied with some things ☐ Not satisfied ☐ Very not satisfied
Why did you choose to work with non-profit?	
What reasons drive you to continue work with a non-profit	☐ Financial reasons ☐ Participate in humanitarian assistance ☐ Work environment ☐ No other opportunities
Please Elaborate on your answer	
Do you feel stable in your work?	☐ Yes, I feel absolute stability ☐ I feel somewhat stable ☐ I feel somewhat unstable ☐ I do not feel stable at all
Why may you or your colleagues feel burnout?	
Do you see yourself working with the same organization in the future?	☐ Yes ☐ No ☐ Maybe ☐ Other
What I like most about working with this organization is…	
The most important things the organization should do to ensure quality are…	

What bothers me most from work within this organization is;	☐ Low salary ☐ Lack of work permit ☐ High risk work ☐ Do not value their staff ☐ The organizations values do not match my own ☐ There is no team spirit ☐ Other
Why do you think some employees resign from the organization?	
I have the adequate skills and information to do my job well	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
My job gives me a sense of personal achievement	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
I know what exactly is expected from me at work	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
My capacity needs (trainings) are identified and addressed	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
I have the adequate resources (staff, equipment, budget) to do my work	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree

I can expose violations against any rule or procedure without being afraid of consequences or retaliation	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
The staff in my department have the required skills and experience to attain the organizational goals	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
The staff I work with cooperate to get the work done	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
Certain procedures are applied against low performance employees who are not improving	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
The work accomplished at my department is evaluated of high quality	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
The high-performance employees who produce high quality work are appreciated	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
I am included in the relative decisions-making	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree

I recommend my organization as a good work-place	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
My manager conveys the work goals and priorities clearly to me	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
My manager supports cooperation between departments to achieve work goals	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
My manager provides me with constructive feedback to improve my performance	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
My manager supports building employee's capacity	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
I trust my manager	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
What reasons drove you to work with non-governmental organization?	
Please explain your previous answer	
Do you feel stable?	☐ Highly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree

| I see myself working with this organization in the future. | ☐ Highly agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly disagree |