



**Arab American University
Faculty of Graduate studies**

**The impact of fundraising strategies on the
sustainability of non-government organizations,
Leadership style as a mediator**

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**This thesis was submitted in partial fulfillment of the
requirements for the master's degree in the strategic
planning and fundraising**

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Thesis Approval

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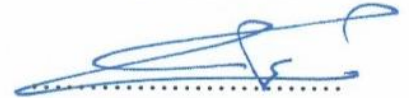
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Abstract

This study aimed to identify the impact of fundraising strategies on the sustainability of NGOs in Hebron governorate and leadership style as an intermediate variable. The sub-objectives were as follows: to investigate the impact of fundraising strategies on the sustainability of NGOs, as well as to investigate whether the relationship between fundraising strategies and the sustainability of non-profit organizations is influenced by leadership style, and then to explore the newly developed strategies used by Palestinian NGOs to raise funds for sustainability, in addition to identifying the attitudes of respondents to the sustainability of Palestinian NGOs and how the leadership styles used in Palestinian NGOs affect and the degree of their use. And then explore the existence of links between the strategies used by the organization to raise funds and the leadership style as an intermediate influencer. The descriptive analytical method was adopted in the study , and the study community was identified from the managers of Palestinian NGOs focusing on the Hebron governorate. the

number of the study community was 116 active organizations with a registration period of more than 5 years according to the organizations registered with the offices of the Ministry of Interior in Hebron. a sample of 95 organizations was taken, where 30 organizations were from the North Hebron region, 30 organizations from the South Hebron region and 35 from the central region. the researcher used the questionnaire as a data collection tool

The results of the study showed that the most effective fundraising strategies within NGOs are the PR strategy with a score of 4.12, hence the availability of resources, competitive orientation, and the strategy that draws the least used donors.

The results of the study also showed that the social determinant of sustainability is more of an interest within NGOs, where the average respondents' answers came with a high score of 4.31, followed by the economic dimension, while the environmental dimension is followed by

As for the effective leadership style, the most common within NGOs is the transformational leadership style with a score of 3.86, which affects the relationship between fundraising strategies and sustainability of NGOs

There is also a direct positive correlation with a score of 0.35 for fund-raising strategies on the sustainability of NGOs, and therefore we accept the hypothesis of the study, and there is a significant indirect positive effect with a score of 0.045 for fund-raising strategies on sustainability by transformational leadership style, and therefore we accept the hypothesis as the results showed that there is no indirect positive effect with a score of 0.157 for fund-raising strategies on the sustainability of NGOs by transactional leadership style, and therefore we reject the hypothesis of the study

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Chapter One

General structure of the research

- 1.1 Introduction
- 1.2 Research Problem
- 1.3 Research Objectives
- 1.4 Research Questions
- 1.5 Research Hypotheses
- 1.6 Significance and Justifications
- 1.7 Procedural definitions
- 1.8 Limitations of the study

1.1 Introduction

Numerous studies have been undertaken on the importance non-governmental organizations and its significant role in the development. The NGO sector terminology varied in the cultural settings and the society in which they operate. Traditionally, Palestinian NGOs played a significant role in society development which consists the most one of the main pillars of advocate Palestinian human rights and citizenships by creating a forum to express their civic rights. In addition to its role in delivering economic and social services in the West Bank and in Gaza Strip, particularly to the most vulnerable people and communities (Abdelkarim, 2002).

Since organizations that are interested in strategic thinking excel in achieving their goals and objectives, it takes a lot of work to maintain their survival and sustainability in a highly competitive environment due to the rapid technological transformation and change that is occurring at institutions (**Shaaban, 2016**). For non-government organizations, obtaining money is a crucial issue. According to estimates from 1990, over 115,000 groups recruited personnel and consultants to generate money, spending about \$2 billion annually in 1995 (**Andreoni, 2006**). Since non-government organizations can advance a variety fields, including the fields of health, education, and social change, their significance in the growth and transformation of society is now highlighted., and this helps the community members' abilities that have been enabled and developed in order to fulfill such organizations' intended missions (**Al-Shikhli, 2013**).

On the other hand, non-government organizations' ability to continue operating depends heavily on both their local and external sources of funding, and if those sources are interrupted, the Palestinian economy will be directly impacted (**Ismail, 2011**). In Palestine in particular, in the mid-1990s, international donors began to reallocate their resources to the emerging problems of the newly established Palestinian National Authority (PNA), where NGOs funding deteriorated significantly (**Abdelkarim, 2002**). Therefore, sometimes those organizations may fail, and this is because of the elements and modifications that may occur in those organizations by adhering to ineffective fundraising strategies with the goals and vision of the foundation, or with the orientation of financiers. As a result, the strategies for fundraising strategies in those organizations may vary depending on each organization and the nature of its work (**Kelly, 1993**).

1.2 Research Problem

The Palestinian non-governmental organizations (NGOs) have traditionally played a crucial role in the Palestinian society and have made an important contribution in development. Considering that those organizations work in a number of sectors, including human rights, education, health, and social services, as well as other sectors that assist the revival of society as a whole, non-governmental organizations have an essential role in establishing and strengthening civil society (**Mazanec & Bartosova, 2021**). Therefore, the Palestine's hopes national struggle for a free and independent Palestine have been deeply embedded in the NGO sector since its inception. Its dynamism and vitality form the basis for the expansion of Palestinian society in all its diversity and depth.

Charitable organizations, development associations, organizations and certain other social associations, such as youth movements, women's organizations, and labor unions that represent people with disabilities, currently constitute the majority of the non-governmental organizations sector. Religious associations and other groups of a similar nature are recognized as non-governmental organizations, although they are distinguished from them by the existence of interests that go beyond altruistic interests all together (**Palestine-Israel Journal, 2023. A. J. Allam**).

Based on data issued by the Palestinian Ministry of Interior, Public Administration and NGOs, there are 1245 non-governmental organizations in Palestine. Although the main objectives of the majority of non-governmental organizations responsible for improving the quality of life and the development of society, they may sometimes fail for a variety of reasons, either lack of their own sources of funding or the adoption of financing strategies that are not suitable with donor objectives and policies, and thus may weak their sustainability, owing to the fact that sustainability in non-governmental organizations is closely linked to their domestic and external sources of funding, and if one of these sources ceases, it will have a particularly negative impact on the Palestinian economy (**Ismail, 2011**).

Fundraising is a crucial issue for non-governmental organizations.in 1990, over 115,000 organizations recruited personnel and consultants to raise cash, spending roughly two billion annually on fundraising in 1995 (**Andreoni, 2006**). Therefore, it is necessary to analyze the implications of fund-raising methods for the sustainability of Palestinian NGOs and to pay close attention to any aspects that may have an impact on the sustainability of the entity by exploring modern funds and implement them to guarantee

sustainable impacts. Another issue, the international funds, one of the assumptions is that we have to take money because we are under occupation and that is not true, the amount of money is directly commensurate with the political situation. There is sometimes a discrepancy between the money pumped into the West Bank and the money pumped into Gaza Strip. On the other hand, in the years 1995-2000 there was funding and a significant injection of funds to Palestine, and the question triggered here of how these funds were exploited by referring the Palestinian financing environment - after the political conditions changed with the 2000 uprising, funding was reduced depending on the political circumstances. Consequently funds are subjected to the international and national political climate. However, funding is a development tool but it is included in a political interest and conditions. Sometimes it increases, decreases or gets scarce funding, if there are no capabilities and possibilities to manage, absorb and employ these funds, it is considered useless. Financing is influenced by existing political conditions, especially in the Palestinian situation and the dependent economy. By tracking Palestine's financial support, Western States' strategies are guaranteed the political status of the Palestinian cause. We are therefore witnessing fluctuations in funding depending on the overall political circumstances, where there is sometimes generous funding, there is sometimes a scarcity of funding. Or even the suspension of funding elsewhere, as we are witnessing in Palestine's current circumstances in 2023. Depending on these issues, this study is conducted to focusing on investigating the impact of fundraising strategies on the sustainability of Palestinian NGOs, we are taking the leadership style and its effect as a mediator variable.

1.3 Research Objectives

In order to increase the sustainability of non-governmental organizations in Palestine. This study main objective is to recognize: The impact of fundraising strategies on the sustainability of non-government organizations “leadership style as a mediator” : Multiple research objectives have been proposed in order to accomplish this goal:

- To investigate the impact of fundraising strategies on the sustainability of non-government organizations.
- To investigate whether the relationship between the fundraising strategies and the sustainability of non-government organizations is mediated by the Leadership style.
- To explore the newly developed strategies that Palestinian NGOs use to raise funds for sustainability.
- To specify the extent of the respondents’ attitudes toward the sustainability of Palestinian NGOs in terms of fundraising strategies developed.
- To explore the Leadership styles used in the Palestinian NGOs to raise money.
- To explore the existence of connections between the strategies the organization use to raise money and leadership style.

1.4 Research Questions

The following inquiries are the focus of this study:

Generally, the main question of this study is: To investigate the impact of fundraising strategies on the sustainability of Palestinian non-government organizations. The sub-questions are as the follows:

- What is the impact of fundraising strategies on sustainability of the Palestinian non-government organizations mediated by the Leadership style?
- What are the newly developed strategies that the Palestinian NGOs using/adopt to raise funds?
- To what extent the respondents' attitudes toward the Sustainability of Palestinian NGOs is related to the fundraising strategies they develop?
- What are the Leadership styles used in the Palestinian NGOs based on the respondents' attitudes?
- Are there any connections between the strategies an organization uses to raise funds and leadership style?

1.5 Research Hypotheses

- H1: There is a significant impact at the significance level ($\alpha \leq 0.05$) of the Fundraising strategies on the sustainability of Palestinian NGOs.
- H2: There is a significant impact at the significance level ($\alpha \leq 0.05$) of the Fundraising strategies of Palestinian NGOs on the Leadership styles.
- H3: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Leadership styles at the significance level ($\alpha \leq 0.05$).
 - H3.1: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Transformational Leadership style at the significance level ($\alpha \leq 0.05$).

- H3.2: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Transactional Leadership style at the significance level ($\alpha \leq 0.05$).

1.6 Significance and Justifications

There are many issues that negatively affect non-government organizations and prevent them from achieving their goals due to the significance of the sustainability of their work within civil society and the positive and fundamental impact they have on society as a whole. For instance, top management of non-government organizations has demonstrated that financial and non-financial standards are equally important for employees' productivity and efficiency as well as the organization's overall effectiveness (Michael &Robertson, 2015).

The significance of the study lies in its analysis of a basic and vital function of non-governmental groups, as well as in identifying their funding sources. both the difficulties such organizations have in locating those sources and the methods those organizations employ to raise funds. In addition, it looks at the sustainability standards for those groups and explains how they relate to one another. Because funding for Palestinian nongovernmental organizations has decreased, The Russian Ukrainian war and its effects on the political sides, this led to decrease funds to Palestinians, which urge NGOs to search for new fundraising sources and to employ new strategies for funds. Many NGOs had been closed due to the financial and non-financial causes in Palestine Additionally, to encourage in the search for solutions to the issues brought on by the use of inappropriate fund-raising strategies for those organizations, which must be highly

consistent and appropriate to the current reality of those organizations, where, as the researcher stressed in his study on (Michael & Robertson, 2015), " the researcher can assess whether nonprofits are sustainable (i.e., whether their practices are in harmony with the surrounding social, political, and natural environments).

1.7 Procedural definitions of the study terminologies

- **Strategy:** is a general plan or set of plans intended to achieve something, especially over a long period (almanasrah, 2019)
- **Fundraising:** is an activity that is carried out through the process of identifying and collecting financial resources that organizations need in order to complete their work (Andreasen, 2012).
- **Fundraising strategies:** are a step-by-step strategic approach with a mission, vision, and long-term goals that align with initiatives to raise money and resources to ensure sustainability. Traditional strategy and market-oriented strategy are the two categories (Froelich, 1999) & (Andreasen, 2012).
- **Sustainability:** According to the UN General Assembly for Sustainable Development, is a way to meet requirements now without sacrificing the potential of future generations to meet their own needs (Arab Encyclopedia of knowledge, 2007).
- **Non-governmental organizations:** are private organizations that lead a range of activities that work to reduce the scale of meaning, as well as caring for the poor, protecting the environment and providing humanitarian services to communities (Carmen, 1995).

- **Leadership:** is the capacity to persuade others to share the influential person's opinions and beliefs (**Obeidat &Al-tayabat, 2014**).
- **A Transformation style of leadership:** It is a technique that emphasizes individual attention, guidance, and teamwork, focusing on individual growth and self-improvement. Leaders understand psychological vision, needs, and values of their team members, fostering mutual trust and individual identification. This approach encourages creativity, innovation, and open communication among team members(Xie, Y& Xue, 2018).
- **A transactional style of leadership :**It is a technique that involves a transaction of elationships between a leader and subordinates, focusing on compliance with requests but not enthusiasm or commitment. It entails determining the wants and desres of followers and showing them how to get what they want in return for their performance (Abdullahi, 2018).

1.8 limitations of the study

The researcher faced some challenges, beginning with the information recorded within the Ministry of the Interior, where the data regarding the lists of NGOs registered in Some data regarding registered NGOs was not correctly up to date. There were difficulties in data collection process, Some qualifications on disclosure of financial aspects And some respondents were not being able to use technology to fill out the questionnaire electronically in some cases.. There was a problem with those lists, which were not up-to-date, and there were also difficulties in the data collection process. Some

organizations did not have the knowledge to fill out the questionnaire electronically,

There are also no Arab studies on strategies for the recruitment of funds, where very

few sources were available to me at the research stage.

2. Chapter Two: Literature Review

2.1 Introduction

2.2 Theoretical Framework

2.2.1 Non-government organizations

2.2.2 Fundraising Strategies

2.2.3 Sustainability

2.2.4 Leadership and leadership styles

2.3 Previous studies

2.4 Comment on previous studies

2.1 Introduction

This chapter comprise of two parts, the first is the theoretical framework, starting from the review of the literary investigations, where we will review the literature and research theories Concerning the strategies adopted by NGOs to raise funds, the sustainability of NGOs, and leadership. where in this chapter we talked about three basic investigations, namely, strategies for raising funds, then sustainability, and leadership, in order to sweat more deeply on these variables, because talking about them in detail facilitates the process of understanding the topic from its beginning to our time, and then the second section of the theoretical framework, which is related to previous studies, research deeper into their contents, and then any of them agree with our research or may contradict the study may be one of the recommendations of prior research Palestine's NGOs sector has been important actors in Palestinian. Civil labour institutions play a vital and effective role in promoting democratic mobility within society. They are the most important channels of popular participation. They are the infrastructure that establishes democracy as a system of life and a way of running society (Sarhan, 2005).

However, there is widespread debate about the definition of its role, and the scope of its work, Its importance, and the tasks entrusted to it, the origin of this controversy is due to special reasons for defining the concept of civil action and civil society in the historical and philosophical context of the evolution of the concept and action in Arab society. and to the particular situation of Palestine in which community action has emerged to precede the national government sector, For many years, it has provided an interface for national action and the delivery of essential and important services as part of resistance and resilience.

2.2 Theoretical framework

2.2.1 Non-government organization (NGOs)

2.2.1.1 NGOs as a concept: Although names have increased, their main objective is to provide service to the community and to fill the gap in providing what the Government is unable to provide on some issues, it has a range of different names, such as non-profit organizations (NPOs), non-government organizations (NGOs) and voluntary organizations (PVOs). 2003), looking back and looking at why National Professional Officers have grown in recent decades, for a number of reasons, from the inability of some Governments to reach all segments of society and meet their needs, societies have embraced the concepts of democracy, and the third is economic integration, which is globalized in nature, these are some of the reasons that have led to the emergence and growth of NGOs.

The World Bank defined them as private organizations that lead a range of activities that reduce the scale of meaning, as well as caring for the poor, protecting the environment and providing humanitarian services to communities, while the Maas Institute stated that one of NGO characteristics is independence and adopt the concept of volunteering and NGOs and have a legal entity (Mas, 2008.)

2.2.1.2 The Growth and development of NPO in Palestine

The Society was the name given to the first Palestinian NPO, which made its debut in the year 1847, and its members included a group of Christians and Muslims. During the period between the rise of the national movement and the entry of the British mandate from 1918 to 1948, the number of associations significantly increased as Palestinian associations that were concerned with those issues began to emerge. After the Palestine Liberation Organization was founded, it had

favorable effect at emergence on new organizations concerned with Palestinian issues, such as the Samad organization and the Palestine Red Crescent, and then the post-establishment phase of the Palestinian Authority, whose emergence contributed to the emergence of many non-government organizations, which had a strong competition between them and government organizations, so it carried two forms, **the first form**: partnership and coordination between very large organizations and sectors, and the **second form** was the relationship based on competitiveness in the provision of services and its cause was the conflict over funding (**Qasrawi, 2009**).

However, with relation to grant amounts received by the Palestinian **NPO** related to the Palestinian economic website, which shows the general decline in the volume of grants provided to the Palestinian people over the past years, reaching 3 billion US dollars in 2014 and falling to 594.2 million US dollars a year 2018 (**ISA, 2019**), while with regard to the number of **NPO** registered in according to the lists of the interior directorates of the governorate in 2018, as follows

Table (2.1) List of institutions according to the Interior directorates in Hebron governorate 2018

	Institutions registered in the directorates of internal affairs	The active institutions according to the internal lists	Organizations with valid contact or access information
Hebron Interior directorates	151	95	70
Directorate of South Hebron	57	57	37
Interior of North Hebron	44	40	30

Total	252	192	137
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- **The importance of NGO in Palestine**

non-governmental organization are the main driver of development in Palestine, especially at the level of the Palestinian community, where the World Bank's recommendations were to strengthen the management of the NPO sector in the Strip of Gaza and the West Bank will participate in decision-making body & able to provide services. **(World Bank, 1999)**

Along with playing a significant part in upholding the rights of oppressed populations and working to support them and strengthen their leadership in the political, social and legal fields, other than the relief role that it provides to members of society, other than the inherent necessity of change at the social level, which is represented by relations within society and the promotion of the concepts and principles of democracy, equality and Human Rights **(Bissan, 2002)** In other words, playing a significant role in providing assistance and support to the Palestinian people in light of the current situation & ability of those organizations to adapt and perform distinguished services in General **(Civil Code of conduct coalition, 2008)** changed its role in political awareness events and national activism In Palestine, as well as its role in the field of Agriculture and education and its impact on the local community

2.2.1.3 Types of NGOs

NGOs were classified depending on the organization's nature and based on this, they were classified into four basic classifications **(Isa, 2019)**

1. **Of a service nature:** it works to provide services that are concerned with the education, health and other sectors that provide services

2. **Of an empowering nature:** it works to spread awareness about how to understand its social, political and economic environment
3. **Participatory nature:** it works on the participation of local locals are involved in the process that developing and organizing various gatherings
4. **Of a charitable nature:** here the organization has the greatest burden without the participation of beneficiaries and its activities are usually in the field of protection, care and assistance to the poor

2.2.1.4 Financing options and sources for NGOs

According on the nature and form of each organization, non-profits can receive a variety of types of funding., where the types of financing are two types :the first type :**cash financing**, which is to obtain monetary funds, or the second type of financing: **it is in-kind financing** and is divided into a group of elements either with the help of compensatory contributions for use or with the help of assets tools, equipment and buildings, or fund financed by endowments in kind for a school building or hospital (**Al-adarabah, 2011**).

While with regard to funding sources, they are two main sources of external funding and local funding, if we touch on external funding, external funding is the first and main source of NGOs in Palestine, where it amounted to 47% of the total revenues of the organization, and it is the biggest and main challenge for those organizations because funding has become However, the constant threat by some donors to cut off the supplies of those organizations and some of them signed a written document called the terrorism document, i.e. that the activities of the organization do not follow any political activity (**Abu Saif, 2005**).

Starting from the participation of the private sector in providing support and aid to the Palestinian people and working to finance the activities of NPO can increase their resiliency and ongoing

productivity (**Bissan, 2002**), as well as Palestinians in the diaspora and from within the Palestinian Green Line, and then the local community, which consists of providing some commitments for the construction of health centers or clinics . The last source of local funding is government funding (**Al-adarabah .2011**).

2.2.2 Fundraising strategies

2.2.2.1 Fundraising strategies: Definition and scope of fundraising

Fundraising is a broad definition, where knowledge is an activity that is carried out through the process of identifying and collecting financial resources that organizations need in order to complete their work (**Andreasen, 2012**). As the researcher expressed through his in-depth study that the scope of fundraising is not limited to submitting applications for cash funding, but is based on mutual benefit between both parties, for example, Marketing initiatives for fundraising serve as a crucial foundation for contributors' development and progress (**Warwick, 1999**).

Researchers also emphasized that fundraising is of high relative importance to the donor, as some donors seek to form a strong network of relationships among organizations, as well as improve the stereotype about the work of these donors and contribute to their appearance in front of everyone, and this is what a group of researchers agreed on the contribution of these donors to the long-term viability of non-government organizations' work. This is through methods used in the fundraising process, where there are various methods in the fundraising process, including what is based on sensitive topics within the community that are very popular, and then fundraising through the marketing data base (**Widarwati et al., 2016**). Followed with Customer Relationship Management (**Balabanis& Staples &Phillips, 1997**)

Therefore, fundraising strategies contribute to the stability and sustainability of organizations.

2.2.2.2 Variety of funding sources, grant kinds, and funding sources for non-government organizations

Since the revenue structure of non-government organizations is dependent on the types of donors, the funding resources that are available to organizations differ from one another. As a result, the effort to maintain the revenue structure through fundraising activities is also influenced by the type of donor.

As non- government organizations are founded on providing a range of services to the community without receiving any compensation or tangible benefits, the variety of their source of funding is crucial to ensuring the sustainability of their work. The availability of these funding sources enables the implementation of operational plans for the programs and projects of the non- government organization.

Where a study of **Leon (2001)** indicated that 60% of the budget funding of non- government organizations must be collected from a number of sources, exceeding five sources. In addition, there is another strategy for the dependence of resources, as this strategy has nothing to do with sources of financing for organizations, but with the patterns of these sources, and this is known as the liberalization of funding, which is that non-government organizations are freed from conditional and restricted funding policies, it must only be used for specific, with the donor's consent, purposes (**Mitchell.2014**).

Grants from international donor organizations, for instance, are restricted where the type of money is strongly tied to its source (**Rao, 2013**), as these grants are typically granted with

limitations and restrictions related to their usage. But with regard to sources of revenue for non-government groups, they rely mainly on three types of sources contributing to the financing process, starting from government support, which is public support in the form of grants, and then funds derived from subscriptions and service activities in exchange for a small financial return, and then the third and final source is private contributions such as personal donations (**Piccolo & Hodge, 2005**). However, there are opinions that the diverse sources of revenue for nonprofit groups have some different disadvantages, for example, Government financing is a crucial source for nonprofit groups, but it can occasionally be directly affected by changes in legislation. Shifts and other changes that may affect the funding of those organizations (**Walters & Bingham, 2013**), while other researchers (**Hodge & Piccolo, 2005**) pointed out that excessive dependence on government funding may put organizations between the fluctuations of the economic downturn, otherwise excessive dependence on government funding may make the organization dependent on the government and not independent in its decisions and activities, and sometimes it is possible that organizations are forced to change their message in line with the funded entities, especially the government (**Haily, 2014**). While with regard to private contributions or personal donations, grants provided by companies and charitable funds to support and finance non-government organizations, they are subject to a large degree of instability, the reason for this is the unpredictability of the amount of funds that the donor will provide (**Froelich, 1999**) as the fluctuating and unstable economic periods significantly affected the trends of individual donations, as individuals became more elementary to spend their money and savings according to their priorities, and this was confirmed by the researcher's study (**Sontag & others, 2012**). But sometimes non-government organizations seek to find stable sources of

income for them by setting up projects of a commercial nature and their main goal is profit , as non-government organizations manage and organize the work of these projects (**Jager & Aschari, 2016**), for example, almost a third to leading organizations in the U.S.A have already engaged in projects and there are 20% of these organizations in the process of developing these projects, despite this, non-government organizations should be its role is clear and distinct from commercial companies.

Thus, non-government organizations always seek to explore different types and forms of cooperation, partnerships and international relations with institutions that have the same goals, vision and strategic mission, or if it is out of Social Responsibility, and this is what gives the perception that there are modern and innovative models in order to provide financial sustainability for the work of those organizations, so whichever model the non-government organization chooses to ensure financial sustainability, this model must be consistent with its goals, mission and vision.

2.2.2.3 Fundraising mechanisms in NGOs

Since a marketing strategy can be used apart from a fund-raising strategy, different organizations have different approaches to raising money. Fund-raising activities have been divided into two primary strategies, according to **Andreasen (2012)** the first prioritizes immediate financial needs without using strategy to plan securing financial resources, and the second employs a strategy-based strategy that develops incrementally and includes a mission, vision, and long-term goals that align with projects to raise money and resources to maintain sustainability.

In fund-raising methods, strategies may be influenced by the choice of donors and the degree of donor loyalty, since enhancing the flow of financial resources to non-government

organizations is the goal of fund-raising strategies in the long term by turning to donor relationship management (**Helfert et al., 2002**).

But with regard to fund-raising strategies, Here are two different sorts of strategies: traditional strategies and market-orientated strategies., but with regard to the traditional strategy, it is usually based on a passive approach to fund-raising, because this is in the short term through simple actions that do not require analysis and depth of thought, such as the distribution of brochures, posters and banners (**Froelich, 1999**), while market-oriented strategies take a strong approach based on analysis, planning and implementation, through deliberate targeting of individuals and donors in order to ensure regular funds to the organization (**Weinstein, 2009**).

While with regard to fundraising strategies that take the direction of the market, the process of deliberately targeting stakeholders through the use of marketing techniques into fundraising efforts, it will be possible to assure recurring donations., and their main goal is to collect donations strategically by turning donors into participating and active members of the organization (**Chad, 2013**) . Additionally, use a proactive marketing approach to ensure greater donor engagement (**Waters, 2009**). Several studies have been conducted in the area of non-government organizations have shown that the use of market-oriented strategies is important in obtaining many donations in addition to enhancing the organization's outcomes especially and achieving sustainability generally (**Andreasen, 2012**). While others have stated that the division of donors based on certain demographic and social factors and variables is also an important approach in improving the motivation of donations (**Kasri, 2016**).

The strategy of recruiting funds to the markets has its own methodology based on a set of elements, starting from segmenting donors according to the fundraising goal and establishing easy, accessible and complexity-free payment methods, as well as communication and communication through building a pool of donors with the foundation so as to continue continuity of relations, therefor documentation , publication of data and reports of the organization **(Bennett & Sargeant, 2005)**.

Based on the literature reviewed, the principle of fund-raising strategies is based on two directions, which is traditional and towards the market, according to what most researchers confirmed in their study, the best strategy for fund-raising is the market-oriented strategy.

Market--oriented strategy: This theory is the rationale for supporting recruitment efforts in the current period because the environment of the organizations is sometimes unknown, which means that some organizations may fail if they ignore donor requirements and wishes by paying attention to the four elements of marketing, and hence organizations can profit from being market-oriented **(Wilkinson, 2001)**.

The term "market orientation" was originally used in 1990 by two scholars **(Narver& Slater, 1990) (Kohli& Jaworski,1990)** Scientists from several scientific disciplines later developed strategies for effective resource management and fund-raising. **(Verschuere& Corte ,2014)** They spread as a result of using marketing strategies to make non-profit fund-raising more successful **(Levine& Zahradnik, 2012)**.

Recent study carried out in several non-government organizations has revealed the existence of a group of organizations that encourage favorable relationships among market focus and charitable contributions as a way to ensure the organization's money push and to realize its goals and objectives **(Dolnicar & Lazarevski, 2009)**.

Some studies of non-government organizations have shown that effective fund-raising is the ability to motivate others to make donations by supporting the organization own marketing activities, as well as attention to the motives and priorities of financiers and analysis of their trends, as well as the analysis of other competitors and other organizations, and to seek donor support (**Weinstein, 2009**), while some studies have shown that traditional fund-raising is different, with non-government organizations focusing on a specific category without attention to the donor motives and priorities and thus raising funds in the short term and the results of the funds immediately using the transactions-based strategy for raising money. (**Sargent ,2001**) claims. Non-government organizations must adopt a fund-raising strategy that is compatible with donors by focusing on the donor selection process for charities in order to strengthen the NGO loyalty (**Tschirhart, 2006**). The firm that for a longtime supporter as well as stakeholders of the organization are essential to ensuring non-government organizations have some income stability by turning one-time and irregular supporters into regular members over time, concentrating the strategic fund-raising conduct power (**Gardner, 2013**), (**Helfert et al., 2002**) and (**Bennett, 2005**).

But basically, Adam Smith, in his 18th work "**The Wealth of Nations**," is credited with developing the market framework and customer focus. talked about them, but with regard to the application of that theory in non-government organizations, they are extremely important because of the increasing challenges in the process of raising money for nonprofits,". In his study, researcher emphasized that the market-oriented strategy had proved efficient and effective in raising funds, but that there was difficulty in applying that theory in some areas because of a inadequate understanding of marketing strategies and practices employed by non-government organizations, NGOs sometimes struggle to increase the success of fund raising

via market focus and management of donor interactions due to a lack of non-profit marketing (Lee.Markham, 2015).

2.2.3 Sustainability: Definition and concept

Most institutions now place a high value on sustainability and sustainable development, which has increased in popularity in recent years. While the General Assembly of the United Nations determined sustainable growth as satisfying current requirements without harming future generations' capacity to meet their own needs, a few publications has defined the idea in keeping with each organization's mission and goals., and it varies with the nature of the organization, whether it is a governmental, private, or even public sector organization (Arab Encyclopedia of development ,2007).

The Dictionary of Business Terms defines sustainability as "the capacity to keep up or sustain a method or procedure for the long run" (Business Dictionary, 2017). Some scholars have discovered distinctions between the two ideas of sustainable development and sustainability after evaluating studies and research on these topics (Giddings et al., 2002),

Sustainable development, according to the United Nations General Assembly, is "a process through which the requirements of this generation are met without endangering the capacity of future generations to meet their needs." Because of this, sustainable development is a contemporary idea

2.2.3.1 Dimensions of Sustainable development: Different aspects of sustainable exist The United Nations have shown a set of these different dimensions,, which are concerned with sustainability, starting from the **social dimension**, which includes a set of elements, the first of which is poverty, health, education, demographic conditions and consumption patterns,

while with regard to the second dimension, which is the **economic dimension**, which includes a set of elements, starting from the growth rates of production and output, as well as the annual rate of inflation and deflation, the status of industrial sectors and their development, as well as infrastructure and its uses in terms of the development of road networks and means of transportation, while the third dimension, which is the **environmental dimension**, has a set of elements, which is represented by water resources, the percentage of pollution and wealth Fisheries, climate change and other elements, all according to (**Arab Encyclopedia of knowledge for Sustainable Development, 2007**)

1. The Economic Aspect of non-government organizations Sustainability

The generic or economic aspect of firm sustainability includes all characteristics of a company that need to be recognized for over time competitiveness. Positive outcomes in these areas are likely to have an impact on finances and sustainability. Innovation, technology, cooperation, information management, business processes, purchasing, and sustainability reporting are important factors (**Rupert & Daniela, .2010**).

2. The Environmental Aspect of non-government organizations Sustainability

The environmental effects that come from company operations are the subject of the Ecological Dimension of Corporation Sustainability. It covers biodiversity, resource utilization, emissions, and waste. Higher maturity levels should concentrate on causes rather than effects in their corporate sustainability initiatives, which should center on the sources of these consequences. (**Rupert , Daniela .2010**)

3. The Social Aspect of non-government organizations Sustainability

Being effective in the market requires, organization may have a sense of social responsibility and a commitment to long-term company practices. In order to ensure loyalty, it has a beneficial impact on connection to customers and makes sure their demands are met. Various studies examine crucial social sustainability factors that is capable of being separated into internal and exterior components..
(Rupert , Daniela .2010)

2.2.3.2 Sustainability in non-government organizations

In non-government organizations, the concept of sustainability is crucial since the sustainability in non-government organizations decreases by utilizing tactics that aid in limiting the activities and work of organizations and achieving their mission and vision, the sustainability of non-government organizations has been adopted through some strategies starting from **financial sustainability**, which is one of the most important strategies that the Organization must take into account The income also organizes special campaigns to recruit funds and other means that actively assists in maintaining the organization's financial stability (Al-adarabah,2011).

While the second type of sustainability of non-government organizations is **institutional sustainability**, which is no less important than the previous one, where institutional sustainability forms the basic structure of non-government organizations because it has positive repercussions on the activities, works, goals and employees of the institution through writing a clear vision and message and then a strategic plan for the institution in addition to developing and enabling the qualifications and expertise of personnel in various

fields & then work to evaluate the performance of the organization periodically and work on evaluation and evaluation (**Al-adarabah ,2011**)

The third and last type of sustainability of organizations is **political sustainability**, which explains the nature of The links between NGOS and the public sector and local community, in addition to their relationship with other non-government organizations, through developing relationships and cooperation with other organizations, and then gaining the support and support of the local community, as well as gaining the support of concerned authorities in the government sector, and then support and advocacy sessions to gain support on certain issues to cover various activities (**Sabbagh.2009**).

Businesses frequently do management of sustainability research and publish outcomes, but it's uncertain what their major objective is. Studies assess the social, economic, and environmental elements of sustainability. but there is lack of defined plans. Scientific efforts are made to develop specific initiatives, emphasizing internal/external orientation. Strategies to improve performance are often lacking.

A sustainability strategy should identify crucial aspects for implementation. Companies can increase their commitment to sustainability to higher levels based on industry, size, or basic circumstances. Maturity levels can be determined to concentrate on some features that may be more crucial than others.

2.2.4 leadership

2.2.4.1 Leadership as a concept:

The concept of leadership contains three main pillars, which are interconnected with each other, and the presence of all the pillars with each other achieves the concept of leadership, and the decrease of any of them does not achieve the desired concept

The concept of leadership is characterized by influencing others in order to guide the behavior of the group in achieving specific goals (**Al-Ghamdi, 2006**).

In this process, the influencer is considered to be the leader, being characterized by qualities that make him an influential person on others by performing a set of different functions, where his function is sometimes as an executor and here he is responsible for directing the performance of individuals or a group towards a certain goal

Or his job as a planner, where he participates in the long-term planning process and drawing immediate and actual steps for the work of the group in the organization, and he is the only person who knows the details of the plan necessary for the work of those organizations

As well as the function of the leader to make the group's policy, and then his role or function as an inhibitor or Punisher

While the second pillar of leadership is subordinates, they are a group of employees or persons who contribute to the company under the boss's supervision and guidance. (**Jihad, 2020**).

There are many different leadership theories, from one researcher to another, where he defined it (**Obeidat& Al-tayabat, 2014**) as the ability to influence others and make them go with the perceptions and ideas of the influential person, while others defined it as leadership is a reciprocal relationship of common interests between the leader and his followers, but defined it (**Al-Fahidi, 2009**) is to exercise influence in order to steer others in a particular direction. As we can see from the previous definitions, A leader's ability to influence others is what is known as leadership.

2.2.4.2 The significance of effective leadership

Leadership plays a crucial role in motivating employees to act morally, as organizations that work within the scope of leadership and the trust of their organization are characterized by leadership, in which the percentage of tension and stress among employees is very low, because leaders are characterized by listening to their employees and understand their circumstances without complaining or disagreement, while if the organization is not characterized by a leadership atmosphere and there is an absence of those concepts, the morale and psychology of employees is poor and they feel uncomfortable (**Lamarco, 2018**).

Also, because it is important to achieve efficiency and effectiveness in work, the leader always seeks to guide the behavior of his employees towards achieving the goals that the organization wants to achieve, in addition to the leader provides guidance and guidance and provides all that the employee needs Based on the importance of leadership 2018 study, quality must be achieved for the organization., And other various important things that benefit Society, employees and organizations

2.2.4.3. Leadership stages: The leadership process goes through two main stages, namely the "**strategic direction building phase**", where the leader is now interested in the organization's planned construction phase, from an organization's fundamental structure This is done as follows, starting from defining the mission and then the vision, as well as defining the strategic goals in the long and short term, and then the foundations and standards of organizational construction

While the second stage is the stage of **Organizational Behavior Management**, where this stage is characterized by a continuous role in providing guidance, support, guidance, evaluation and evaluation of all elements of the organization ,and here that stage is

characterized by a set of tasks, starting from identifying the general trends of behavior and clarifying its relationship with strategic goals, and then clarifying the course of behavior and its basic components that an individual must adhere to, and then directing actual behavior at Target levels, and then evaluating achievements and appreciating employees and achievements on the effort exerted (jihad, 2020).

2.2.4.4 The styles of leadership:

A constant behavioral model and trait that shows up in a leader's actions is their leadership style. Transformative and transactional leadership styles are categorized by Burns (1978). leadership that is transformational values employees' ideals, encourages them to be their best selves and encourages them to put the interests of the organization first. It increases the level of confidence among members of the team and leaders, enabling them to see how important their work is. (Li & Shi, 2005) vision drive, moral example, leadership appeal, and individual consideration are four defining traits of transformative leadership. Cognitive excitement, individualized awareness, and charismatic encouraging leadership are all characteristics of transformational leadership. Task-oriented and participatory, transactional leadership uses multiple financial incentives to trade desired results. By clearly defining job incentive and compensation, it aids businesses in achieving their objectives.

Although there are many different aspects of leadership, this study focused on only two of them (transformational, transactional style), They formed a part in the investigation and were used.

1. A transformative style of leadership:

The goal of transformational style, as established through James MacGregor Burns in the year 1978, is to enhance management policies and practices. It urges followers to elevate their

spirits, drive, convictions, outlooks, and alignment with organizational goals. Goals must be clearly understood by a transformative leader who can communicate them. This style motivates followers to perform beyond expectations, transforming both individuals and organizations (**Abdullahi, 2018**).

Transformational leadership style emphasizes individual attention, guidance, and teamwork, focusing on individual growth and self-improvement. Leaders understand psychological vision, needs, and values of their team members, fostering mutual trust and individual identification. This approach encourages creativity, innovation, and open communication among team members. Leaders encourage subordinates to observe and challenge themselves, and encourage them to report their unique solutions. This approach fosters trust and individual identification, which positively impacts team performance. Strong transformative leadership may foster a trusting environment., fostering a sense of identity among group members. (**Xie, Y& Xue, 2018**).

1. A transactional style of leadership

In 1978, Burns introduced transactional style., involves a transaction of relationships between a leader and subordinates, focusing on compliance with requests but not enthusiasm or commitment. It entails determining the wants and desires of followers and showing them how to get what they want in return for their performance. Transactional leadership style focuses on consensus rather than high trust, directing subordinates to achieve desired outcomes. This lack of openness, safety, and trust hinders the development of individual identification and trust. Leaders must monitor subordinates to build trust and minimize mistakes, making it difficult to encourage active suggestions. Despite ensuring teamwork accomplishment,

transactional leadership is not effective for fostering innovation and achieving innovation goals (**Abdullahi, 2018**).

2.3 Previous studies

This section reviews earlier research that examined the impact of fund-raising strategies in the sustainability of non-government organizations. These studies included a critical revision of the fund-raising tactics papers, sustainability, leadership across periodicals and books, and they clarified the terms' meanings as well as their stages of development. The researcher will review some prior studies that addressed particular aspects of sustainability to NGOs in this chapter. Considering the studies that were surveyed and discussed our subject, the researcher will analyze the strengths and clarify the effects of factors in order to fill in the study gap.

2.3.1 Previous studies related to fundraising strategies

When we discuss funding non-government organizations, the researcher (**Sharaf, 2005**) defined it as the funds required and required to fulfill the organization's personal and professional objectives. also defined in accordance with the modern economy as the most crucial fundamental elements for the development and development of the organization and support its capital (**Goren, 2008**).

While the researcher's study (**Abu-Ghazaleh, 2009**) with regard to the strategies of fundraising strategies within non-government organizations, that study showed that there are three factors that should be paid attention to while developing a plan for recruiting funds, firstly the nature of the organization, secondly the conditions of the community and their interests, thirdly the appropriateness of the organization's policy to the policies of

funding bodies, as The findings of that research revealed an inability of some organizations for understand donors message and their orientations, and this causes poor access to funding,

while the researcher (**Abu-Bahaa,2008**) stated that the more honest and transparent the organization is, the greater the chance of funding for those organizations.

The researcher (**Clipper, 2022**) discussed, strategies for raising money online include updating the organization's website, creating a button for the page and naming it donate now, showcasing your organization's successes, enlisting leaders or social influencers to collect donations, and employing other successful strategies. There are numerous strategies for supplying organizations in general, including strategies via the internet, via mail, via social media, and other strategies.

One of the most important and vital jobs in non-governmental organizations is fundraising, which tries to raise the funds needed for the organization to carry out its objectives and eventually attain objectives. Finding funding sources is the first step in the process of collecting funds for those organizations. The second step involves using, managing, and allocating the funds to the organization's projects (**AOU, 2000**).

While with regard to the types of funding in non-government organizations differ from one organization to another due according to the type of work, goals and activities of each organization, the funding for those organizations varies, sometimes it may be in-kind funding, or it may be in the form of assets such as cars, equipment buildings or endowment funds, and sometimes it is cash funding, but with regard to Financing sources, there two Financing sources internal or external funding, which is based on the support of external parties and donor countries coming from America, Europe or Japan, where external

funding is the first and main source of financing for non-government organizations in Palestine, where the total external support has reached 7 billion over the last ten years, i.e. approximately 47% of Total revenues of non-government organizations (MAS, 2008),

In order to share their message with supporters, funders, and beneficiaries, non-government organizations have started adopting new media and platforms like websites, text messages, and other technologies. A recent report by a non-government organization revealed the most effective platform for inspiring individual contributors to donate is social media, and this is shown in Figure 1 that the issue of supporting fundraising operations by NGOs. recently started posting updates and images on YouTube, Facebook, Twitter, and other social media. in order to contact donors and inspire them to support their operations.

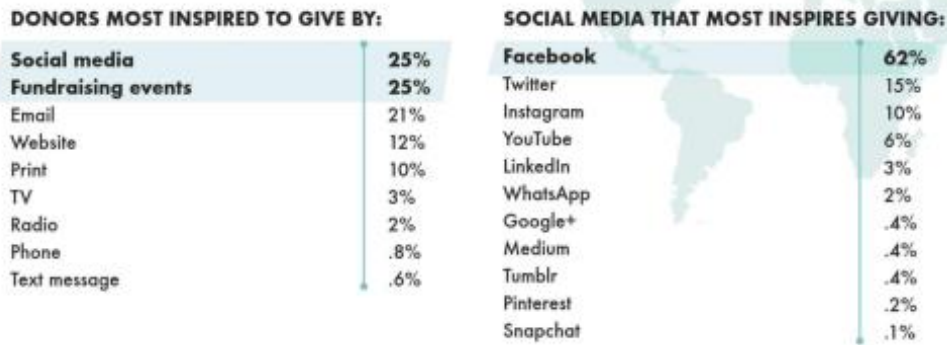


Figure 1. The channels inspiring donors to give (Nonprofit Tech for Good, 2017).

By developing web platforms that connect funders and stakeholders of organizations, some studies have clarified how non-government organizations develop strategies to contact donors and maintain their relationship and that these strategies are important to ensure the flow of funds to those organizations (Ahern & Joyaux, 2007), while others have focused on strengthening relationships with funders and fundraisers and maintaining those relationships from loss or loss (Wate, 2007).

According to Froelich (1999) and Weinstein (2009) The two primary categories of fund-raising strategies are the conventional strategy and the market-oriented strategy. The traditional method, in terms of fund-raising, is usually based on a passive approach because it is accomplished in the short term through simple acts that don't call for in-depth study and thought, including the distribution of pamphlets, posters, and banners. On the other hand, market-oriented tactics approach fund-raising in a proactive manner.

The strategy of recruiting funds to the markets has its own methodology based on a set of elements, starting from segmenting donors according to the fundraising goal and establishing easy, accessible and complication-free payment methods, as well as communication and communication through building a donor pool with the foundation so as to continue continuity of relations therefor documentation , publication of data and reports of the Foundation **(Bennett & Sargeant, 2005)**.

In fund-raising methods, strategies may be influenced by the choice of donors and the degree of donor loyalty, since the purpose of raising funds techniques is to enhance flow for financial resources to NGOs in the long term by turning to donor relationship management **(Helfert et al., 2002)**.

Some research studies the discipline of NGOs have shown that use in market-oriented strategies is important in obtaining many donations in addition to enhancing the organization's effectiveness especially and achieving sustainability generally **(Andreasen ,2012)**.

According to a research by the researchers **(Lee & Markham, 2015)**, organizations have a difficult time raising money because of the fierce competition amongst them. They have also been forced to come up with ways to make their fund-raising efforts more successful

because of the growing competition for funds and resources. Nonprofit organizations find it difficult to enter the market, despite increases in fund-raising performance across nations, even if studies demonstrate that the market-oriented strategy is effective in increasing the performance of NGOs. The primary issue is that people lack knowledge about marketing and how to apply its strategy to those kinds of firms..

The term "market orientation," initially used in the early 1990s, describes how a business or organization uses marketing principles. Theoretical techniques for managing dependence on resources and performing successful fundraising have been created by academics. NGOs must rely on outside donors for financial support in order to survive and complete their missions. Motivating people to donate to charities through marketing or fundraising efforts is an effective fundraising strategy. In the past, non-profit professionals have concentrated on quick, immediate fundraising outcomes **Sargeant (2001)** suggests that NGOs should utilize fundraising efforts, which aims to sway contributors' charitable decisions in order to increase their commitment. This approach resembles relationship marketing in that it focuses on enhancing donor longevity through maintaining relationships with donors.

Bennett (2006) in his research study pointed out that relationship marketing is concerned with achieving corporate goals through the creation, upkeep, and improvement of connections with partners. Donor relations are a vital area for NPO funding operations to focus on since they increase the number of dependable, generous, and consistent donors. Long-term relationships with donors and recipients offer consistent financial assistance, and beneficiaries may turn become supporters or contributors. Many non-profits are unaware of the value of relationship marketing for successful fundraising, though.

Therefore, relationship marketing tactics are crucial for any marketing study pertaining to fundraising. Market orientation in NGOs can improve fundraising performance and financial viability (**Andreasen, 2012**). According to Andreasen the deployment of market orientation in non-profits to improve fundraising performance is hampered by a lack of non-profit marketing research. Just fifteen percent of the literature on market orientation research focuses on non-government organizations, with the majority of attention going to for-profit businesses.. This lack of research intensity and limited research on nonprofit market orientation make empirical research essential for facilitating adoption across different non-profit sub-sectors.

However, execution frequently suffers from a lack of understanding & marketing expertise. Non-profit professionals have vilified the use of corporate strategies, such as marketing, and claim that these strategies compromise their social responsibility. Empirical investigations, however, have dispelled these myths and demonstrated that marketing is an essential fundraising approach rather than a waste of money. Lack of a thorough understanding of marketing principles and the inability to employ marketing strategies contributes to the perception that marketing is irrelevant in NGOs. (**Kotler, 2005**)

(**Wang, 2014**) found that Chinese collectivistic culture differs from western individualistic culture, making it difficult to apply market orientation models to other cultural contexts. In order to operationalize market orientation among NPO, researchers carried out investigations in regional contexts. However, previous research on the effect is lacking on relationships marketing and market orientation on funding efficiency in all non-profit sectors in the Chinese environment. Studies on the local market are required to improve fundraising efficiency..

Relationship marketing is crucial in addressing Hong Kong's market orientation is nonprofit. (**Andreasen & Kotler ,2008**) Research suggests that fundraising has evolved from philanthropic motives to understanding and meeting donor needs. Relational marketing can moderate the impact commercial orientation on the effectiveness of NGOs. According to studies conducted in the west, the extent with respect to the organization participates in relationship-based marketing improves the effect of market orientation on the productivity. Theoretical understanding of fundraising market orientation will be advanced by investigating the moderating impact of relational marketing on the link among market orientation and non-profit fundraising performance.

In other side the researcher discusses (**Shulthoni, Saad.ets,2022**) This study investigates three waqf fundraising and communication Indonesian pesantren institutions: Gontor, Tazakka, and Pondok Darussalam Darunnajah. The research in this study is qualitative. and thematic analysis to analyze the application of different strategies for raising money. Darunnajah and Darussalam Gontor use traditional methods, while Tazakka uses both modern and traditional methods. These institutions use individual and community-oriented communication to link waqf programs and activities, strengthening connections with important waqifs. According to the report, these organizations have put into practice easy-to-understand communication strategies and successful fund-raising techniques for creating and sustaining individual and organizational donations.

But the research (**Brady&Brennan ,2010**) assessed fundraising and marketing activities in 401 non-government organizations in Victoria using a modified replication study. The study found that various choices can increase company performance. The findings imply that knowledge-generating mechanisms for performance evaluation in non-government

organizations are necessary. Even small organizations can benefit from essential factors, despite the fact that organizational size is substantially correlated with fundraising achievement.

1.1. Previous studies related to Sustainability

Sustainability is an aim of development strategies in and of itself (**Diesendorf, 2000**), hence the researchers conclude that sustainability is more closely tied to rather than short-term ones, long-term goals.

However, to be able to fully grasp the concept for sustainable development, it is crucial to comprehend its three facets: social, economic, and environmental. This is because these facets are interconnected and each has an effect on the others (**Stevens, 2005**).

This study (**Yazici ,2020**) investigates the relationship between observed success of an organization and company sustainability competence (CSC) and project management maturation (PMM). It explores the moderating impact of project kind while concentrating on 41 variables. The outcomes demonstrate how successfully integrating CSC and PMM efforts affects organizational effectiveness. Strengthening sustainability efforts through project management capabilities, especially in terms of social and economic sustainability. This influence is moderated by the project type, which might range from imitation to groundbreaking. The study emphasizes the strategic value of sustainability and project management skills. for organizations, highlighting the value of managing stakeholders, a period of time effectiveness, interaction, and staff members.

examined in this study (**Zeng,2022**)The moderation impact of IT competence on the effects of flexibility and environmentally friendly goods and process innovation (GPDI)

techniques in China is. The results confirm. critical role that mining and exploration play in enhancing GI and their beneficial effects on long-term company growth. IT competence suggests solutions for expanding markets to attain GPCI and GPCI core skills by favorably moderating the interaction between GI and exploitation..

But This case study (**Iwu&Kapondoro,2015**) examines the standards for functional organizations in nonprofits and the way sustainability is ingrained in them. Financial and non-financial elements are equally important for non-profits efficiency, according to focus group interviews. The report emphasizes the significance of carrying out nonprofits mandates. and running business projects to cover costs in a sustainable manner. The findings provide a practical case for NPO management, emphasizing the need for NGOs to balance their mandates with social projects to generate funds for sustainability.

Starting with the social dimension, which is one of the most crucial determinants because it is closely connected to the realization of social justice, human development, and the human environment, such as education, health, and other areas of interest in the social field (**Al-Hadi, 2015**), in order to clarify these dimensions,

While the second determinant, the economic one, is closely related to what degree NGOs contribute to growth for local economy, as well as to the effectiveness of that organization and the direction of the best use of resources within the firm to guarantee the company's effectiveness and sustainability, if we turn to the third determinant, the social one, which is the focus of this article, (**Ramirez,2013**).Figure 2 is known as the "mutual effect" and depicts the interaction between the three determinants' (**Stevens, 2005**).

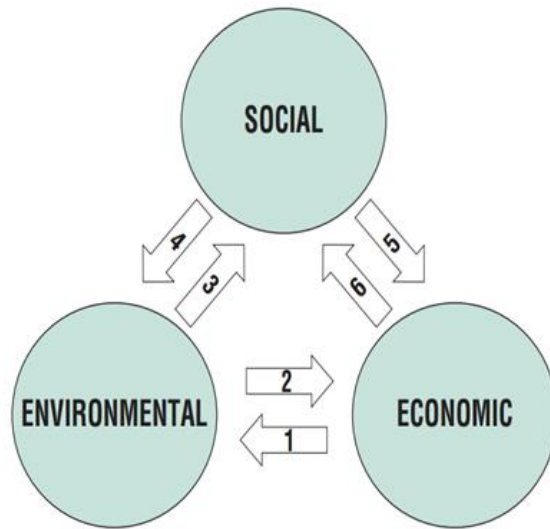


Figure 2: social, economic, and environmental factors that influence sustainability are interrelated (Stevens, 2005) .

Because non-government organizations adopt techniques to ensure their sustainability, the idea of sustainability in non-government organizations is crucial. that contribute controlling the activities and work of organizations and achieving their mission and vision, the sustainability of non-wind organizations has been adopted through some strategies, starting from financial sustainability (Al-adarabah,2011).

, and it is one of the most important strategies that the Which should be taken into account by the organization as it is the main element that works on the implementation of operational work By preparing proposals that are compatible with the goals of donors, contributing to the development and support of activities that are sustainable, and then developing and approving income-generating projects, as well as organizing campaigns to recruit funds and additional strategies that help maintain the organization's financial stability throughout time (Al-adarabah ,2011).

While the second type of sustainability of non-government organizations is institutional sustainability, where it is no less important than the previous one, where institutional sustainability forms the basic structure of non-government organizations because it has positive repercussions on the activities, works, goals and employees of the institution through writing a clear vision and message and then a strategic plan for the institution in addition to developing and enabling the qualifications and expertise of personnel in various fields and then work to evaluate the performance of the organization periodically and work on evaluation and evaluation (**Al-adarabah .2011**).

This explains the nature of the relations of a range of nonprofit groups in local community with a public sector, in addition to their relationship with other non-government organizations, through developing relationships and cooperation with other organizations, and then gaining the support and support of the local community, as well as gaining the support of concerned authorities in the government sector, and then support and advocacy sessions to gain support on specific issues to cover various activities (**Sabbagh,2009**).

1.2. Previous studies related to Leadership style

This study **Abdullahi (2018)** analyzed the connection among three different leadership philosophies—transformational, transactional, and autocratic—and workers' output in Jigawa nation, Nigeria's minister to the national government. A descriptive survey design and a quantitative study methodology were employed., with the greatest average rating being for transformational leadership. The least effective type of leadership was transactional., while autocratic leadership had the least. When used independently, transformational leadership was more predictive of employee success than transactional and authoritarian leadership. Leaders should apply other transformational leadership facets, such as personalized consideration, idealized authority, and stimulation of thought to improve staff performance and effectively accomplish goals.

Naile, Salesho (2014) focused on autocratic and transformative leadership styles when studying leadership in the African continent. The investigation discovered a significant link among staff inspiration and transformative leadership practices. The research emphasized that favorable factors driving personnel were confidence, a common vision, creativity, and growth. Despite the possibility that it won't, transformative leadership can boost student learning outcomes.

Teshome (2013) examined the link among a leader's approach to management and their team's dedication in Addis Abeba, Ethiopia's private higher education institutions. Employee affective commitment was positively correlated with transformational leadership style, whereas employee continuation engagement was adversely correlated with transactional, normative, and laissez-faire leadership styles.

Paracha (2012) studied how transactional and transformative leadership styles affected staff achievement in Pakistani educational institutions. They discovered that both management types were much more important than transformative in predicting worker output. Transactional and transformational leadership did not play a mediating function, but performance of workers did.

The Emirates of the United ' higher education institution staff members were shown to have a favorable and substantial connection to the two types of leadership and work happiness **Hijazi (2017)** and **(Shafie ,et al. 2013)** discovered an unfavorable relationship among staff achievement and laissez-faire leadership in Iran. Applying contextual, direction objective, individuality, and theory of contingency, **(Muhammad ,et al. 2014)** discovered a substantial association between leadership styles and employee output in Nigerian corporate companies. To acquire data and validate the hypothesis, SPSS and questionnaires were utilized in the investigation.

The concept of leadership contains three main pillars, which are interconnected with each other, and the presence of all the pillars with each other achieves the concept of leadership, and the decrease of any of them does not achieve the desired concept

The concept of leadership is characterized by influencing others in order to guide the behavior of the group in achieving specific goals **(Al-Ghamdi, 2006)**.

While the third and last pillar is common goals, the concept of common goals, which are usually shared with the leader, the system and individuals, as the presence of one goal that brings together the three parties is the nucleus of leadership, An essential component to achieving efficiency and effectiveness in the company is when the group's goals and the leader's goals are congruent, with the accomplishment of these objectives serving as the

primary factor. With nonprofit groups present To fulfill the organizational goals of non-government organizations in an environment of intense competition and to lower the organization's turnover percentage, leadership style is crucial., Due to the impact that leadership philosophies have on worker productivity, performance, and other aspects of this highly competitive global context, as the researcher(**Omolayo,2007**) whereas (Mullins, 2004) described a leader as someone that inspires others to behave, he describes a leadership style as a social influence where the boss encourages to encourage the participation of followers in attaining the organization's goals..

While the researcher stated (**Podsakoff, ets .1990**) that a leader's actions can greatly affect how others feel about the organization in terms of trust and happiness., as it promotes organizational citizenship behavior, Since Performance is impacted by a leader's style and sustainability of the organization, non-government organizations have a huge need for competent leaders who comprehend the intricacies of the continuously changing global environment (**Nahavandi, 2002**). the achievement or absence of NGOs also depending on style's characteristics and form of leadership used in those organizations .

Organizations in Nigeria should adopt leadership styles that improve retention of staff and achievement, according to (**Nwokocha, Iheriohanma. 2015**). According to (Linjuan,2010), transactional leadership increases employee empowerment, which improves job performance. Autocratic, democratic, and participative leadership styles are more helpful in temporary circumstances, according to (Iqbal et al. 2015), although democratic leadership is more beneficial for a long time circumstances. These investigations emphasize the significance of developing leadership philosophies that complement organizational and administrative procedures in order to enhance worker

productivity, Previous studies and the findings of the researchers have helped to identify and clarify the problem of the study. These studies also helped to better define the theoretical framework, as many Previous studies in drawing up and clarifying the structure of the theoretical framework and reviewing important topics related to the study. The results of these studies have also helped the researcher to determine how to obtain the initial data and to visualize main axes of the education.

2.4 Comment on previous studies

Previous studies have dealt with topics related to recruitment strategies in terms of concept and application, and hence the concept of non-governmental organizations in Palestine and their role in the development and development of society, the relationship of recruitment strategies to sustainability, as well as the axes in which sustainability has been measured. The researcher has benefited from her exposure to previous studies, helping to enrich research and produce it in the current form.

The present study is similar to previous studies in several of its most salient aspects: the subject of the study, the use of the analytical descriptive approach to research and the use of the identification as a tool for study. The present study differs from most of the previous studies in terms of the environment of application of the study, especially in non-governmental organizations in Hebron governorate and in terms of the use of leadership as an intermediate variable.

My study coincided with **(Lee & Paul& Markham,2019)** A. In terms of substance, , while in terms of the methodology of the study, disagreed with our study with **(Karen, 2018)** in terms of subject matter, namely, the use of strategies for the recruitment of funds within non-governmental organizations and their impact on their sustainability, the results of this

study have been consistent with my current research objectives with respect to the identification of strategies for the recruitment of funds. Our current study has also been in line with the **(Helfert&ritter&walter, 2002)** In terms of the impact of recruitment strategies on the sustainability of non-governmental organizations and the application of the appropriate strategy in achieving the goals of the organizations, it is also similar to the study tool. Our study is similar to that of **(Li& Zeng & Xu, 2022)** in terms of the study axes and the tool of study in the field of sustainability of non-governmental organizations. Our current study is also consistent with the study of **(suryani,2020)** in terms of the use of the methodology and tool of study.

While our current study differed with the **(suryani, 2020)** study in terms of measuring strategies for recruiting funds within non-governmental organizations, our study also differed with **(Karen, 2018)** study tool, where direct interviews were used to collect samples. Our study also differed with the **(Iwu & Capondoro & Darko, 2015)** study in terms of methodology, study tool and sample, where interviews were used to collect data. It also differed with the **(Hung, 2014)** study in terms of using the strategy of focusing on member volunteers and making them the focus of fund-raising., but that he has not spoken of the use of one method of driving as a medium variable for sustainability. Hence, our study gap comes to talk about this gap.

Through the researcher's review of previous studies, the following can be concluded:

1. Most studies have confirmed that fundraising appropriated strategies has impact on NGOs sustainability.

2. Most of the previous studies agree on the need to give non-government organizations a huge need for competent leaders who comprehend the intricacies of the continuously changing global environment.
3. Most previous studies have shown that imply knowledge-generating mechanisms for performance evaluation in non-government organizations are necessary.
4. Most previous studies have agreed on the importance and role of NGOs for economic and social development.
5. According to previous studies, lack of funding, is among the most important problems facing NGOs specially in developing t counctires.

3.Chapter Three

Methodology and Procedures of research

- 3.1** Introduction
- 3.2** Research approach and design
- 3.3** Study research Design
- 3.4** Aria of the Study
- 3.5** Study population and sample
- 3.6** Data collection tools
- 3.7** Statistical Approach

3.1 Introduction

This chapter presents the approaches used in this research study, which focused on research and investigation into the impact of fund-raising strategies on the sustainability of Palestinian non-governmental organizations, using leadership as an intermediate variable. The research applied the quantitative (descriptive and analytical) approach. Chapter III covers the philosophical basis for research and then the design of the study sample. And the study community, which was the subject of research. The researcher also described the process or method used in selecting the participants in the study from the local community; then described the methodology used in collecting the data; then described how the study tool was designed; and finally, she described the process used by the research team to collect the data and then the method and tool in which the data were analyzed in order to reach the study objectives.

3.2 Research approach and design

The researcher employed a quantitative approach to to understanding and investigate the impact of The impact of fundraising strategies on the sustainability of non-government organizations, Leadership style as a mediator

This approach was chosen because it allows for the collection of data through distributing questionnaires with a sample from the study population and for the classification, analysis, and interpretation of this data to reach a conclusion about the impact of strategies adopted to raise money NGOs in the Palestinian context.

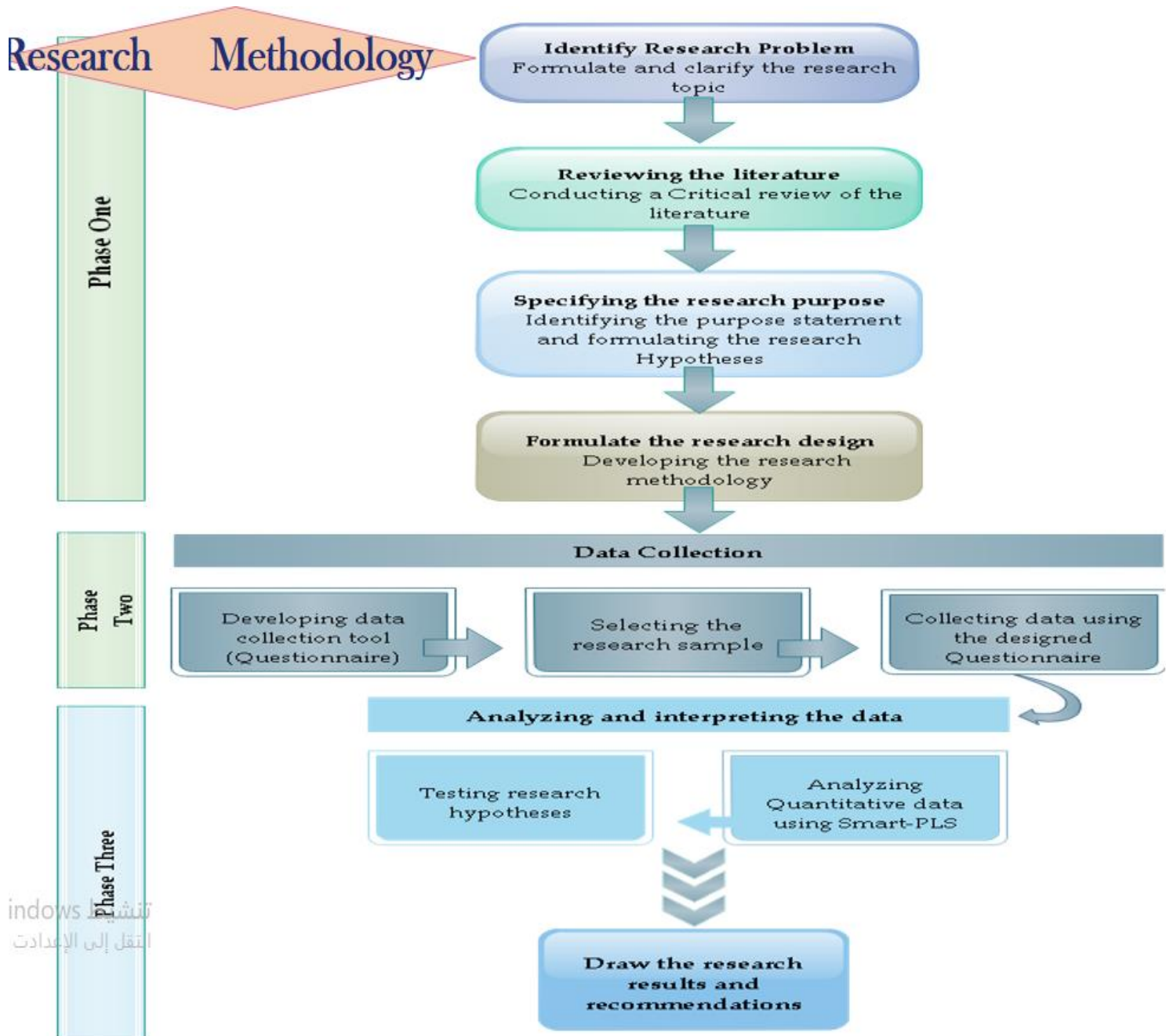
The procedures by which the researcher worked Data obtained from formal entities, Ministry of interior basic information on non-governmental organizations in the Hebron governorate was prepared and directed to three offices of the Ministry of the Interior, namely, the Office of the Ministry of the Interior for the North Hebron Region (Halhaul), and then the Office of the Ministry of the Interior for the South Hebron Region (Dora), and then the Office of the Ministry of the Interior for the Central Hebron Region. Lists containing the names and contact numbers of all active and inactive organizations were obtained. Thirty active organizations were obtained from Dura Province and the surrounding areas and 30 active organizations from Halhoul governorate and surrounding areas. And then 35 active organizations from downtown Hebron, an electronic questionnaire was prepared on a Google model for data collection, and the model was sent to the organizations, and a group filled out the questionnaire and a group found it difficult to mobilize, so I went to those organizations and filled out the questionnaire in paper form.

The partial least squares structural equation modeling (PLS-SEM) statistical treatment is one of the second-generation multivariate statistical analysis tools. The advantages of the second-generation approaches set them apart from first generation procedures. The first-generation approaches include procedures for confirmatory factor analysis (CFA), multiple regression, logistic regression, and analysis of variance. One of the advantages of PLS-SEM is that it measures goodness-of-fit according to a number of standards that are determined by the model's interpretative and predictive power rather than using a single standard (Hair et al., 2022, pp. 2–6 and 188). The Smart-PLS 4 Already utilized in this study as a statistical tool to perform

the PLS-SEM analysis on the quantitative data obtained from the questionnaires, which are presumed to be the main method of data collecting. The researcher in this study will be able to explore the links between the constructs in the study model thanks to the use of PLS-SEM, achieving the study objectives. PLS-SEM analysis includes evaluations of the measurement model, which is capable of evaluating the model's validity and reliability, and the structural model, which is capable of evaluating the model's predictive ability to identify relationships between the study variables.

Additionally, smart-PLS was utilized in this work because it is more efficient at analyzing mediating factors and indirect links and has the ability to evaluate data with an up-normal distribution, a series of relationships, and complex models (Hair et al., 2022; Hair et al., 2019). Some descriptive statistics, such as means and standard deviations, will be produced for the total scores in this investigation domains & subdomains to be able address research objectives.

The Indicator Loadings, Cronbach's alpha, Composite Reliability Coefficients, Average Variance Extracted (AVE), Fornell and Larcker test, Cross loadings, and Heterotrait-Monotrait (HTMT) test are all included in the Assessment of Measurement Model. The Assessment of the Structural Model, on the other hand, will include the Variance Inflation Factors (VIF) for collinearity assessment of the structural model, the coefficient of determination (R^2), the coefficient of effect Size (f^2), the path coefficients (values), and the path significance (t-values and p-values)



3.3 Study research Design

The researcher touched upon the use of a descriptive analytical approach. The reason for choosing this methodology is flexibility, full comprehensiveness, and predictability because it enables the researcher to study the impact of fund-raising strategies up close and its effect on NGOs' capacity for sustainability through leadership as an intermediate variable more accurately, where The researcher identifies the causes or relationships required via the investigation results. Additionally to the absence of direct intervention, the search environment is a non-contrived existing environment. The researcher adopted the time horizon for data collection through cross-sectional studies, in which the researcher will collect data at one period during a month without any change to the study community.

3.4 Area of the Study

The researcher defined the study community as all individuals, events, or institutions that can be members of the study sample, and the study community is from all non-government organizations in Hebron governorate for the year **2023**, out of **116** based on the founding year, it's over five years old., based on information from the Hebron governorate's Department of Security agency. The sample community was chosen because it fits with the goals of the study and in addition to saving time and effort, this sample was selected in Hebron governorate as a researcher from the same governorate. Through research and investigation, the researcher did not find any study on strategies to recruit funds into non-government organizations in Hebron governorate. For this study, the researcher employed a quantitative approach to understanding the impact of fundraising strategic of NGOs on Sustainability of these organizations through explaining

the leadership style in Palestine (WB). This approach was chosen because it allows for the collection of data through questionnaire distributed to a sample from the study population and for the classification, analysis, and interpretation of this data to identify respondents' views. The quantitative approach is well-suited to this study as it allows for an understanding of the adopted strategies of fundraising of NGOs

3.5 Research Population and sample

The research population for this study consists of all Palestinian NGOs reside in Hebron governorate in the West Bank-Palestine and are accessible to the researcher. This group of individuals is the focus of the study and the source of data for the research. However, the researcher obtained official list of NGOs located in Hebron governorate. and therefore, a sampling frame was used from which to select participants for the study. A non- probability sampling technique was used. The study population reached 116 organizations, while the sample was 95 according based on the data entered into sample size calculator The following table shows the distribution of the numbers in the population and the sample based on the list of the NGOs located in Hebron governorate.

Table (3.1): The study Population and Sample based on the list of the NGOs located in Hebron governorate.

Office of the Ministry of the Interior	Number of Population "NGO"	Number of Population "NGO"active & more than 5 years	Number of Sample "NGO"
North Hebron office, (Halhul)	49	37	30
South Hebron office,(Dora)	41	32	30
Hebron Centre Office	100	47	35
total	190	116	95

3.6 Data collection tools

A research instrument was designed and validated to collect the data and information needed to provide answers to the research questions. The questionnaire is one of the key investigation instruments in quantitative study as it enables to gather information from respondents. However, the current research questionnaire focuses on the main following four dimensions:

Section I. The Information The section generally contains two parts of the first part and is called **demographic characteristics** of the study sample as distinct variables: scientific qualification, sex, age group and specialization, job name, years of experience, while Part II is data about the **organization**.

Section II: This special section of the resolution for the sustainability of non-government organizations has three main themes. The first dealt with the **economic dimension** of the sustainability of the organizations, which has eight paragraphs; the second dealt with the **environmental dimension** of the sustainability of the organizations, which has four paragraphs; and the third dealt with the **social dimension** of the sustainability of the organizations, which has five paragraphs.

Section III: This section spoke of the style of leadership, which included two styles of leadership, and this section is one of two main themes, the first of which spoke of **transformational leadership**, which included 11 paragraphs, and then the second of which was **transactional leadership**, which included 4 paragraphs.

Section IV: This last section of the questionnaire, which deals with the most important strategies for the recruitment of funds in non-profit institutions, was adopted on the basis of the literature that measured the strategies for the recruitment of funds through that

theory. This section comprises four main areas. The first dealt with the **availability of resources** and consisted of five paragraphs. The second dealt with the **tasks of public relations** and included five paragraphs. The third dealt with the **orientation of donors**, which included seven paragraphs, and the fourth and final one concerned the **orientation of competitors**, which contained five paragraphs. This resolution was introduced electronically, where the Google Form data collection model was developed.

3.7 Statistical Treatment

The statistical approach of the partial least squares structural equation modeling (PLS-SEM) is one type of the second-generation techniques of the Multivariate Statistical Analysis. The 2nd generation approaches have favorable features that differentiate it from the initial-generation procedures. The first-generation techniques involve Analysis of variance, Logistic regression, Multiple regression, and Confirmatory factor analysis (CFA) procedures. One of the PLS-SEM features is that rather than measuring generic goodness-of-fit, it follows multiple standards that are specified by the model's interpretive and predictive capability (Hair et al., 2022, pp 2-6 and 188).

The following table shows the personal and demographic characteristics of the respondents in the study sample, including gender, age, level of education, specialization, functional title, and years of experience. The researcher distributed online questionnaires and collected data online from the managers and directors of Palestinian NGOs, yielding a final data set of 95 respondents, whereas the minimum requested sample size is 90.

Table (3.2): Demographic and Personal characteristics for the study sample (N=95).

Variable	Category	Count	Percentage%
Gender	Male	53	55.8%
	Female	42	44.2%
	Total	95	100.0%
Age	Less than 30 years	2	2.1%
	30-40 years	29	30.5%
	41-50 years	32	33.7%
	51-60	32	33.7%
	Total	95	100.0%
Level of Education	Secondary school or less	4	4.2%
	B.A	43	45.3%
	High Diploma	22	23.2%
	Master	24	25.3%
	Ph.D.	2	2.1%
	Total	95	100.0%
Specialization	Management	15	15.8%
	Economy	10	10.5%
	Accounting	6	6.3%
	Other	64	67.4%
	Total	95	100.0%
Functional title	Manager	25	26.3%
	Member of the Board of Directors	11	11.6%
	Chairman of the Board of Directors	35	36.8%
	Other	24	25.3%
	Total	95	100.0%
Years of Experience	Less than 5 years	12	12.6%
	5-9 years	22	23.2%
	10-15 years	23	24.2%
	15 years old	38	40.0%
	Total	95	100.0%

The table above showed that 95 managers and directors of Palestinian NGOs made up the study sample. Where (11.6%) Of the research study sample were members of the board of directors, (36.8%) are board chairmen, and 24 (25.3%) are from the other

functional positions. The study sample consisted of 42 (44.2%) females and 53 (55.8%) males. Most of the respondents in the sample were between the ages of 41 and 60, with 33.7% for both divisions.

Regarding the Education Level, the majority of the Research study sample's respondents have a (B.A) degrees (45.3%), and 23.2% have High Diploma, 25.3% have Master degree, while only 2.1% have Ph.D. degree and 4.2% have Secondary school or less. The percentage of parsons with the Management specialization was 15.8%, the Economy (10.5%), the Accounting only (6.3%) while the majority of the sample have other the specializations (67.4%).

Finally, the respondents in the study sample distributed by Years of Experience as the following: Less than 5 Years (12.6%), 5–9 Years (23.2%), 10-15 Years (24.2%), and 15 years or above is the highest experience category (40%)

After looking at the results of this table by the researcher, this is an explanation that workers in these organizations rely mainly on experience. The 51-60 age group is the highest in the senior management of these organizations. It is an important perspective in the work of these organizations. The sample contained a group with a sub-secondary degree of 4.2 per cent. In contrast, the highest percentage in the field of expertise of more than 15 years is 40%. This confirms the sample 's compliance with the diversity it possesses. This table also shows the share of males in the management of these organizations, where it has a higher percentage of females.

4. Chapter Four: Results and findings

4.1 Introduction

4.2 Research questions analysis

4.3 Study Questions

4.4 Assessment of Measurement Model

4.4.1 Indicator Reliability

4.4.2 Internal Consistency and Reliability Tests

4.4.3 Convergent Validity

4.4.4 Discriminant Validity

4.5 Assessment of the Structural Model

4.5.1 Collinearity Assessment

4.5.2 Assessment of the model's Explanatory Power

4.5.3 Testing the Study Hypotheses.

4.6 Summary of results

4.1 introduction

chapter presents the findings of data analysis produced using the quantitative approach. The results of the evaluations of the measurement model and the structural model were reported in the PLS-SEM assessment of the study model.

4.2 Research questions analysis

We used the quantitative information gathered by the questionnaires to validate our measurements and assess the study hypotheses. For the analysis of the survey and the theoretical model, we utilized SMART-PLS 4. This software consists of two main methodological components: (1) evaluation of the measurement model (outer model) and (2) evaluation of the structural model (inner model) (Hair et al., 2022).. To begin with, the study questions will be answered by the analysis of the total scores and degrees of the study domains and their subdomains as the following:

4.3 Study Questions

In what follows, the analysis results of the study domains and their subdomains in order to answers the main study questions.

Main Question : Is there impact of fundraising strategies on the sustainability of non-government organizations?

The main question will be answered by the analysis of the study hypotheses. The main question have sub-questions as the following :

Q1) Is the relationship between the fundraising strategies and the sustainability of non-government organizations mediated by the Leadership style?

Also, this question will be answered by the analysis of the study hypotheses.

Q2) what are the newly developed strategies that the Palestinian NGOs using to raise funds?

The following table shows the results of the descriptive statistics (Means and Standard deviations) for the fundraising strategies:

Table(4.1) : Descriptive Statistics for Fundraising Strategies (N=95).

Scale	Mean	S.D	Level
Availability of resources	3.92	0.51	High
Public relations functions	4.12	0.57	High
Donor orientation	3.75	0.83	High
The orientation of competitors	3.76	0.57	High
Fundraising strategies	3.89	0.47	High

The results in the table above showed that the total score of the Fundraising strategies of Palestinian NGOs is high with total mean (3.89) and standard deviation (0.47). The results also show that the highest score of the newly developed strategies that the Palestinian NGOs using to raise funds is the (Public relations functions) with high mean (4.12), the next is the (Availability of resources) with high mean (3.92), then the next is the (The orientation of competitors) with high mean (3.76), and the last one is the (Donor orientation) with high mean (3.75).

This explains the extent to which non-governmental organizations are interested in the public disability strategy because of their active role in the process of attracting funding. This is illustrated by the role of public relations within and outside the organization. This is reflected in the organization 's profile, good reputation and good image of the community around the organization, with a view to achieving efficiency and effectiveness

within the organization..So the conclusion is that all the studied newly developed strategies that the Palestinian NGOs using to raise funds are used with high degrees

. Q3) to what extent the respondents' attitudes toward the Sustainability of Palestinian NGOs is related to the fundraising strategies they develop?

The following table shows the results of the descriptive statistics (Means and Standard deviations) for the sustainability:

Table(4.2) : Descriptive Statistics for Sustainability (N=95).

Scale	Mean	S.D	Level
The Economic dimension of sustainability	4.12	0.54	High
The Environmental dimension of sustainability	3.97	0.64	High
The Social dimension of sustainability	4.31	0.59	Very high
Sustainability	4.13	0.47	High

The results in the table above show that the total score of the respondents' attitudes toward the Sustainability is high with total mean (4.13) and standard deviation (0.47). The results show that the highest score is (The Social dimension of sustainability) with very high mean (4.31), the next is (The Economic dimension of sustainability) with high mean (4.12), and the last one is the (The Environmental dimension of sustainability) with high mean (3.97).

This explains the degree of concentration of non-governmental organizations in their social work because of the high degree of impact of this definition, so the organizations give it more attention than other determinants. So the conclusion is that the extent of the respondents' attitudes toward the Sustainability of Palestinian NGOs is high.

Q4) what are the Leadership styles used in the Palestinian NGOs based on the respondents' attitudes?

The findings of the descriptive statistics (Means and Standard Deviations) for the leadership styles are displayed in the following table:

Table(4.3) : Descriptive Statistics for Leadership styles (N=95).

Scale	Mean	S.D	Level
Transformational Leadership style	3.81	0.77	High
Transactional Leadership style	3.86	0.83	High
Total degree of the Leadership styles	3.83	0.76	High

The results in the table above show that the total score of the respondents' attitudes toward the Leadership styles is high with total mean (3.83) and standard deviation (0.76). The results show that the highest style is (Transactional Leadership style) with high mean (3.86), and the last style is the (Transformational Leadership style) with high mean (3.81).

This explains the interest of non-governmental organizations in applying the method of transfer controls within the organizations, which is the most common method in the work of those organizations, and this may be the success of this method in the management of non-governmental organizations. So the conclusion is that all the studied Leadership styles are highly used in the Palestinian NGOs based on the respondents' attitudes.

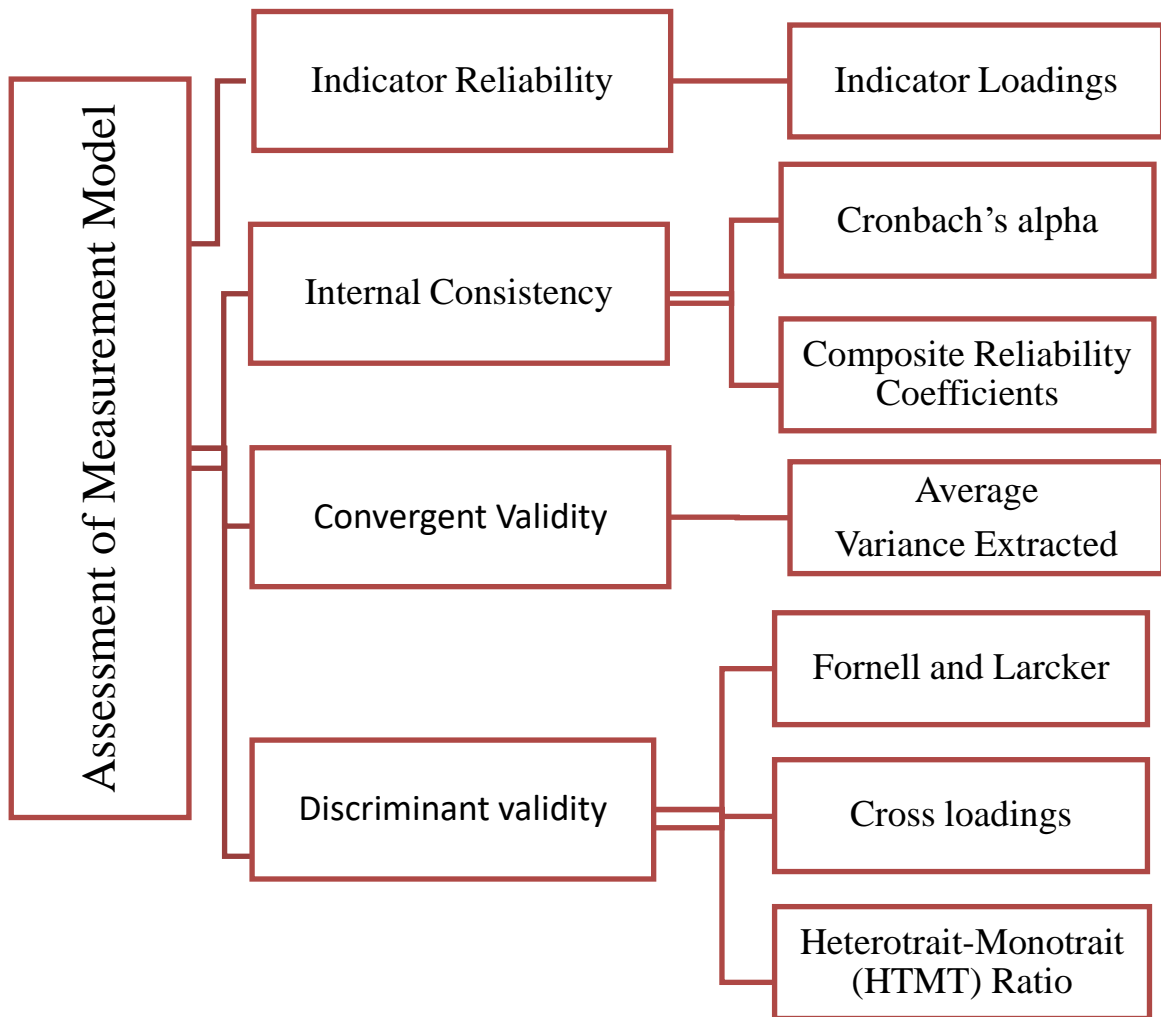


Figure (3) Evaluation of the Measurement Model (Hair et al., 2022)

4.4 Assessment of Measurement Model

The Assessment of Measurement Model consists of assessing reliability and validity. Assessment of reliability includes the assessment of Indicator Reliability and the Internal Consistency which can be conducted by Indicator Loadings, Cronbach's alpha, and Composite Reliability Coefficients. Convergent validity and discriminant validity are included in the validity assessment, and they can be performed using the Fornell and Larcker test, cross loadings, and the Heterotrait-Monotrait (HTMT) test. The measurement model tests are shown in Figure 3.

4.4.1 Indicator Reliability

The indicator reliability explains how many the construct explains its indicators' variance, it can be measured by the indicator outer loadings, which speak to how well each indicator correlates with its corresponding construct (Hair, Black, et al., 2019). According to Tabachnick and Fidell (2014), indicators with loadings over 0.71 are considered great indicators and explain 50% of their indicators' variance, while indicators with loadings above 0.63 are considered very good indicators and only account for 40% of the variance., indicators with loadings exceed 0.55 classified as good indicators with 30% of explained variance, indicators with loadings exceed 0.45 classified as fair indicators with 20% of explained variance by construct, Lastly, bad indicators are those whose loadings are greater than 0.32.. This method gave the researcher's preference the freedom to select the cutoff., but the recommended value is 0.71 based on most of the references. The next table 4.4 show the results of the indicator loadings for each construct in the model before and after deleting from the model based on the recommended cutoff 0.71 for the outer loadings and some indicators were deleted for the purposes of reducing the collinearity problem

Figure (4). Measurement Model before deleting Items.

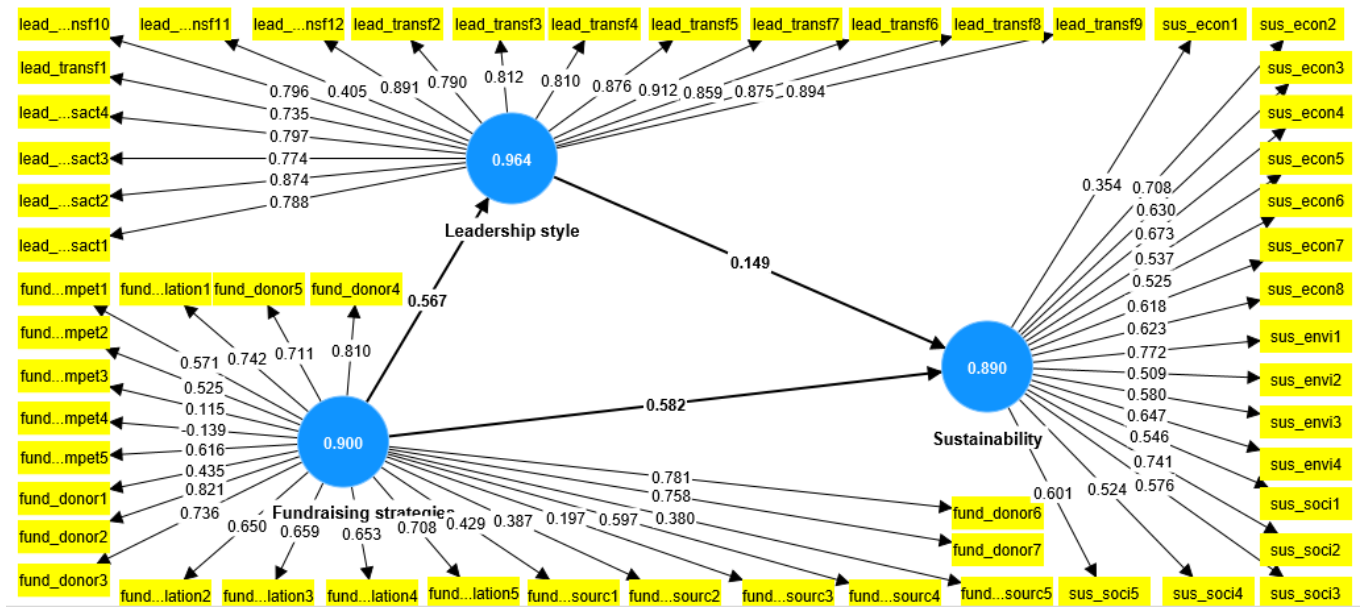
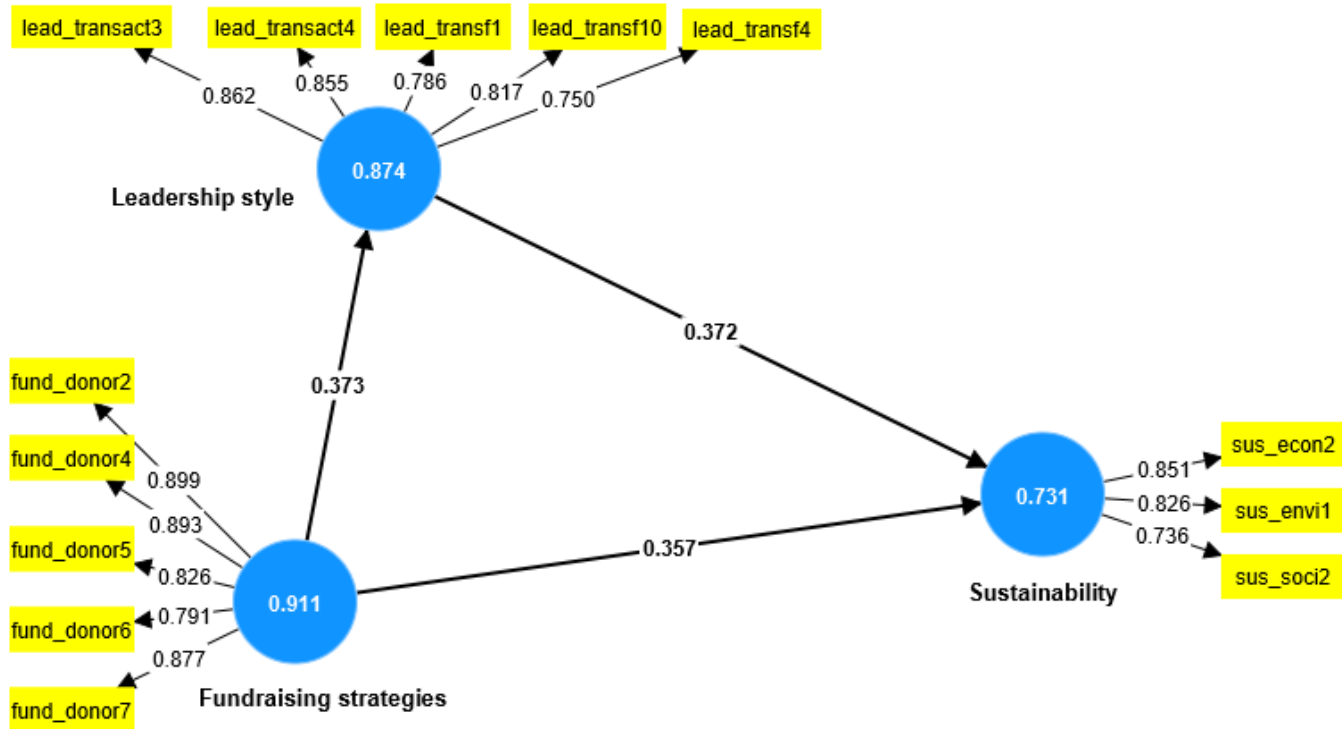


Figure (5) Measurement Model after deleting Items.



4.4.2 Internal Consistency and Reliability Tests

The internal consistency of the model's constructs is determined by reliability. Two reliability coefficients in Smart-PLS 4 are used to assess internal consistency: Reliability measures Cronbach's alpha and composite. The first measurement, Cronbach's alpha, is the commonly used indicator of internal consistency dependability; it depends on the number of indicators in the construct as well as their inter-correlations (Hair et al., 2022). In contrast to Cronbach's alpha, which assigns equal weights to the indicators (unweighted), The second gauge of reliability for internal consistency, called composite reliability, considers indicators' differential weights (Hair et al., 2011). For this reason, it is more appropriate than Cronbach's alpha. Although Cronbach's alpha overstates the dependability of the construct (Dijkstra & Henseler, 2015; Peterson & Kim, 2013), composite reliability values are only slightly higher.. According to Hair, Black, et al. (2019), the suggested range for Cronbach's alpha and composite reliability is above 0.7 to less than 0.95. The findings in the following table 4.4 display the Cronbach's alpha and composite reliability values for the study model's constructs.

Table(4.4) Results of reliability and validity measurements.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Fundraising strategies	0.911	0.922	0.933	0.737
Leadership style	0.874	0.878	0.908	0.664
Sustainability	0.731	0.753	0.847	0.649

The results in table (4.4) demonstrate that all constructions have Cronbach's alpha and composite reliability values higher than the minimum allowed value of 0.7. As a result, it is established that all study constructs are reliable and have internal consistency.

4.4.3 Convergent Validity

Convergent validity refers to how well a construct merges in clarifying the variation of its constituent parts. One of the convergent validity metrics, average variance extracted, refers to the average of the squared loadings of all indicators connected to a certain construct. In factor analysis, AVE is frequently referred to as (Communalities) and measures the extent to which a construct accounts for the variance in its indicators (Hair, Black, et al., 2019). According to Hair et al. (2011), AVE values of 0.50 or greater indicate that the construct accounts for 50% of the variance of its indicators.

The AVE for every research construct exceeds the minimal acceptable level of 0.5, as indicated in table 8. This shows that the convergent validity for all dimensions has been validated and is satisfactory.

4.4.4 Discriminant Validity

When a concept has high discriminant validity, it is considered to be unique since it differs significantly from other constructs in the model (Hair, Black, et al., 2019). There are many ways to quantify the discriminant validity in literature, including the Fornell and Larcker criterion, cross-loadings, and the HTMT (Heterotrait-Monotrait Ratio of Correlations). All of these measurements will be used in this study to evaluate the discriminant validity in the following ways:

4.4.4.1 Fornell and Larcker Criterion

The most often used test for assessing discriminant validity is the Fornell and Larcker criteria (1981), which compares the square root of the average variance retrieved with the correlation of model constructs. According to Ab Hamid et al. (2017), Hair et al. (2017), and Hilkenmeier et al. (2020), a construct should explain more variance in its indicator than variance explained by other constructs when the square root of AVE for each construct exceeds the correlations with other constructs in the model. The findings of the Fornell-Larcker test are displayed in the following table 4.5

Table(4.5): Discriminant validity check Using Fornell-Larcker test

Model Constructs	Fundraising strategies	Leadership style	Sustainability
Fundraising strategies	0.858		
Leadership style	0.373	0.815	
Sustainability	0.495	0.505	0.806

The results in the table (4.5) show the results of the Fornell-Larcker test, and these results show that Each construct's square root of AVE is greater than its correlations with

other constructs in the model, indicate that model constructs' discriminant validity is validated for all the study constructs.

4.4.4.2 Cross Loadings of Indicators

The cross-loadings of the indicators serve as the second approach of assessing discriminant validity. In accordance with the rule of cross-loadings, an indicator's loading on its associated construct should be greater than its cross-loadings on the other constructs in the model (Hair et al., 2022). This means that the correlation between the indicator and its associated construct should be greater than its correlations with the other constructs in the model. The results of the cross loadings of the remaining indicators in the final model are shown in the following table (table 4.6).

Table(4.6): The results of the Cross Loadings of the remaining Indicators in the model.

Construct Indicator	Fundraising strategies	Leadership style	Sustainability
fund_donor2	0.899	0.326	0.461
fund_donor4	0.893	0.314	0.431
fund_donor5	0.826	0.297	0.277
fund_donor6	0.791	0.388	0.499
fund_donor7	0.877	0.242	0.397
lead_transact3	0.340	0.862	0.316
lead_transact4	0.298	0.855	0.307
lead_transf1	0.267	0.786	0.558
lead_transf10	0.277	0.817	0.361
lead_transf4	0.331	0.750	0.436

sus_econ2	0.415	0.528	0.851
sus_envi1	0.429	0.329	0.826
sus_soci2	0.352	0.332	0.736

The findings in Table (4.6) demonstrate that all indicators have stronger cross loading values on the constructs with which they are connected than they do with the other constructs in the model, which supports the discriminant validity of each construct.

4.4.4.3 Heterotrait-Monotrait (HTMT) Ratio of Correlation

The average value of the indicator correlations across constructs compared to the average correlations for the indicators inside the same construct is known as the heterotrait-monotrait ratio (Henseler et al., 2015). Based on different references, the approved value of HTMT should be less than 0.85 or less than 0.90 (Ab Hamid et al., 2017; Kline, 2015). If the value is higher than this cutoff point, there is insufficient discriminant validity. The outcomes of Heterotrait-Monotrait measurements (HTMT) for the study model's components is presented in Table 4.8 below it.

Table (4.7): Heterotrait-Monotrait Ratio of Correlations (HTMT)

Model Constructs	Fundraising strategies	Leadership style
Leadership style	0.407	
Sustainability	0.589	0.592

The results in the Table (4.7) show that all HTMT values are higher than 0 and less than the threshold value of the HTMT test (0.85). Hence, again the discriminant validity for the model constructs is confirmed and validated using this test.

After explaining all the results of evaluating the measurement model, the next step is the assessment of the structural model as follows:

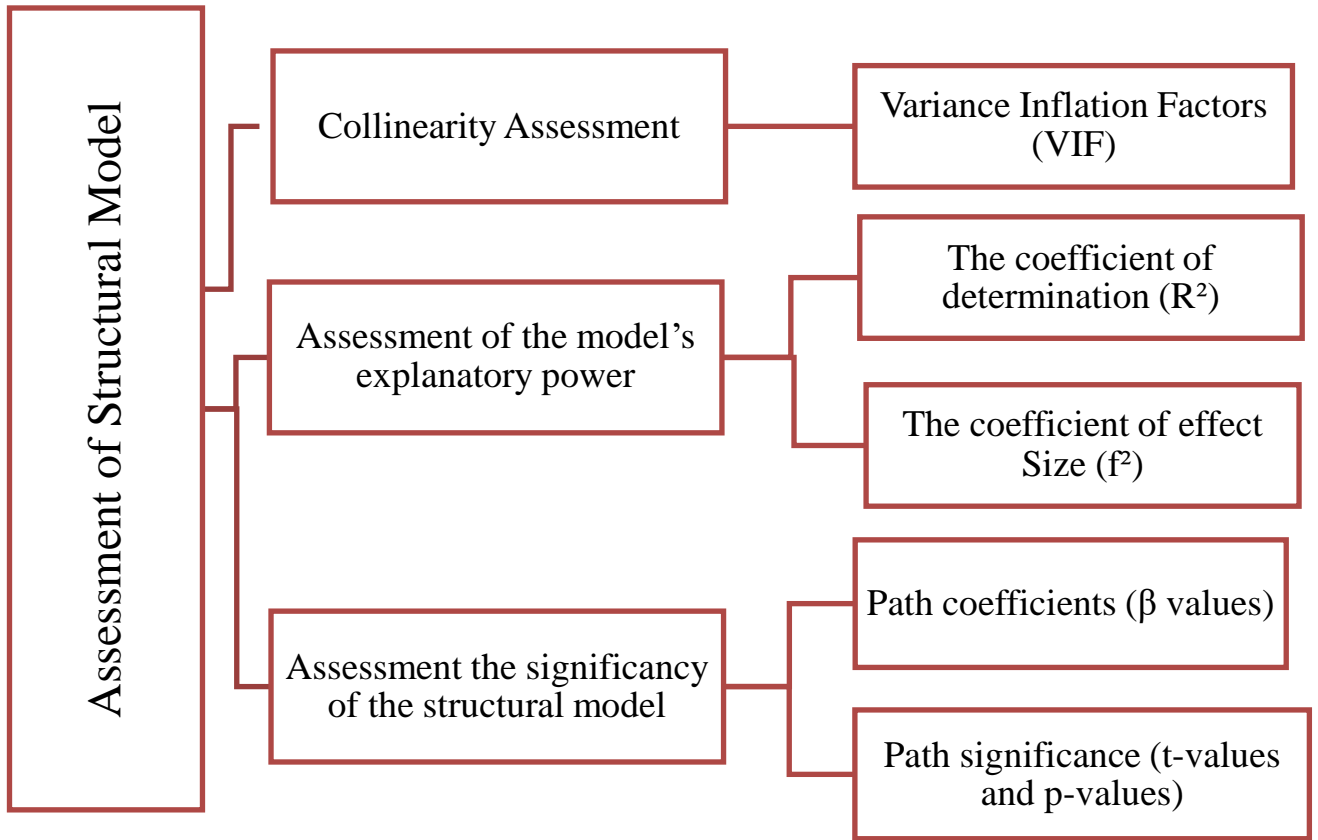


Figure (6) Evaluation of the Structural Model (Hair et al., 2022)

4.5 Assessment of the Structural Model

This chapter will evaluate the structural model based on the research sample's data and perform a path analysis. Testing the study model's capacity for prediction as well as the connections between the constructs of the dependent variables, predictors, and potentially endogenous factors that could serve as mediators and the exogenous variables in the study model are included in this step (Hair et al., 2022). The tests used to assess the

collinearity of the structural model in this study are the following: 1) Variance Inflation Factors (VIF), 2) Coefficient of Determination (R²), 3) Coefficient of Effect Size (f²), 4) Path Coefficients (values), 5) and Path Significance (t-values and p-values). The structural model tests are displayed in Figure 6.

4.5.1 Collinearity Assessment

The issue of collinearity arises when the independent or predictor variables included in the model have a high degree of correlation, which causes the estimators' standard errors to be inflated or raised. The variance inflation factor (VIF) is the collinearity metric that is used the most frequently. When the VIF values reach 5 or higher, the collinearity problem is considered to be severe or high (Hair, 2022, page 145), so it will be assumed that there is no critical collinearity if all VIF values are less than 5. The VIF values measure the degree of inflation in the standard errors of the estimated coefficients. The outcomes of VIF values are displayed in table (4.8) below.

Table (4.8): Variance Inflation Factors (VIF)

Predictors and Indicators	Fundraising strategies	Leadership style	Sustainability
Fundraising strategies		1.000	1.116
Leadership style			1.116
fund_donor2	3.982		
fund_donor3	3.306		
fund_donor4	2.341		
fund_donor5	1.722		
fund_donor6	3.544		
fund_donor7	3.716		
lead_transact3		3.341	
lead_transact4		1.645	
lead_transf1		2.205	
lead_transf10		1.612	
lead_transf4		1.508	

sus_econ2			1.594
sus_envi1			1.330
sus_soci2			3.982

All of the VIF values for the predictors (Fundraising tactics and Leadership style), as well as all of the other indicators in the model, are less than 5, as can be seen in table (4.8). As a result, the model's lack of a collinearity problem is confirmed..

4.5.2 Assessment of the model's Explanatory Power

The ability of a model to explain the data at hand is measured by quantifying the degree of association suggested by the route model (Haire et al. 2022, p. 194–195). The Coefficients of Determination (R^2) and the Coefficients of Effect Size (f^2) are the metrics most frequently employed to assess the explanatory power of the structural model. These two measurements and their associated findings are explained in the subsections that follow.

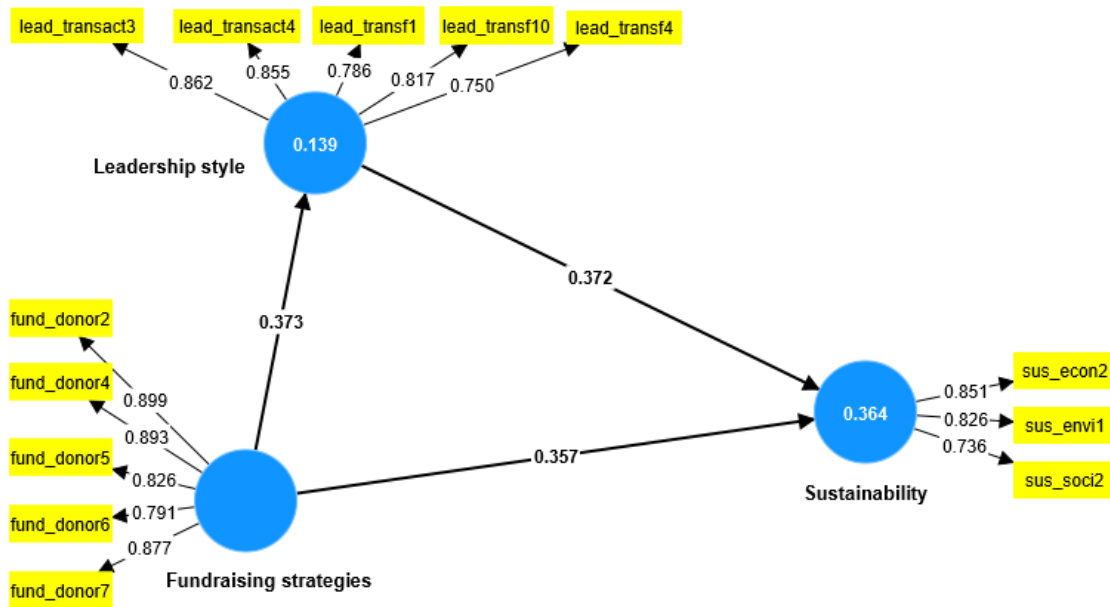
4.5.2.1 Coefficients of Determination (R^2)

The coefficient of determination (R^2) is a key indicator of how much variance in the endogenous constructs is explained by the predicted exogenous constructs in the structural model, and it is frequently used to estimate the model's correctness. The coefficient of determination's values vary from zero to one, and larger values denote more accurate prediction. According to the most recent studies, coefficient R^2 values between 0.25 and 0.75 are weak, 0.50 and above are moderate, and 0.75 and above are high (Hair et al., 2022). The findings of R-square and R-square adjusted are displayed in table 4.9 below.

Table (4.9) : Coefficients of Determination R^2 , and R^2 adjusted

Variable	Type	R-square	R-square adjusted
Leadership style	Endogenous	0.139	0.130
Sustainability	Dependent	0.364	0.350

The findings in Table 4.9 provide a weak coefficient of determination R^2 equal to (0.139) for the Leadership style, indicating that the predictor construct (Fundraising tactics) can account for around 14% of the variance in the Leadership style. On the other hand, the moderate value of ($R^2 = 0.364$) corresponding to Sustainability indicates that the model's predictor constructs (Fundraising tactics and Leadership style) can account for 36.4% of the variance of Sustainability. Figure (7) displays the Coefficients of Determination R^2 for the dependent variable (Sustainability) and the endogenous variable (Leadership style).

**Figure(7) :. Coefficients of Determination R^2**

4.5.2.2 Coefficients of Effect Size (f^2)

When a particular predictor is excluded from the model, the impact on the change in the R^2 value is measured by the coefficient of effect size (f^2). Small, medium, and large coefficients of the exogenous latent variable's impacts are represented by the f^2 values of 0.02, 0.15, and 0.35, respectively; values lower than 0.02 denote the absence of any discernible effect (Hair et al., 2022, pages 195–196). The Effect Size (f^2 Values) values are presented in Table 4.10.

Table (4.10): coefficient of effect size f^2 .

Model Variables	Leadership style	Sustainability
Fundraising strategies	0.116	0.172
Leadership style	-----	0.187

Table 4.10 shows that the predictor construct (Fundraising tactics) has a small effect size on leadership style (0.116). On the other hand, the values of f^2 (0.172, 0.187) show that both factors (fundraising strategies and leadership style) have a moderate impact on sustainability.

4.5.3 Testing the Study Hypotheses

The examination of the Path Coefficients (values), the test statistics (t-values), and the Statistical Significance (P-values) will be used to test the study hypotheses in this section. The analysis will consist of two parts: the Path Coefficients Analysis for the Main Model, which assumes that the entire Leadership style acts as a mediator, and the Path Coefficients Analysis for the Model, which assumes that the two subdomains of the Leadership style act as two mediators in the relationship between fundraising strategies and sustainability.

4.5.3.1 Path Coefficients Analysis for the Main model (Leadership styles as Mediator).

In this sub-section, we will use the path coefficients analysis to examine the direct connections between Fundraising strategies and Leadership style and Sustainability in order to test the study hypotheses. Also to examine whether leadership style might mediate the connection between fundraising techniques and sustainability. And also we will use the path coefficients analysis to test the study hypotheses by examining the direct relationships between the Transformational Leadership styles, the Transactional Leadership styles, and Sustainability, and also to test the possibility of mediation of the Transformational and The Transactional Leadership styles in the relationship between the Fundraising strategies and Sustainability.

The path coefficients analysis includes the path coefficients test (β -values), These numbers should fall between -1 and +1. According to Hair et al. (2002), values near +1 suggest a strong positive link, values near -1 indicate a strong negative relationship, and values zero or close to zero indicate an unimportant relationship.

When using the Bootstrap option in SMART-PLS, the output will show the path coefficient results, which are shown in table 4.11 and figure 8 and figure 9 as Original sample (O) values, T statistics, and associated P-values.

Table (4.11): Direct and Indirect Path coefficients results (The Leadership styles and its subdomains as Mediators)

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Fundraising strategies -> Sustainability	0.357	0.345	0.121	2.943	0.003
Fundraising strategies -> Leadership styles	0.373	0.380	0.141	2.645	0.008
Fundraising strategies -> Transformational Leadership	0.358	0.363	0.152	2.361	0.018
Fundraising strategies -> Transactional Leadership	0.337	0.341	0.125	2.694	0.007
Leadership styles -> Sustainability	0.372	0.385	0.116	3.217	0.001
Transformational Leadership -> Sustainability	0.646	0.647	0.135	4.773	0.000
Transactional Leadership -> Sustainability	-0.288	-0.283	0.153	1.885	0.059
Fundraising strategies -> Leadership styles -> Sustainability	0.139	0.151	0.082	1.689	0.091
Fundraising strategies -> Transformational Leadership styles -> Sustainability	0.232	0.237	0.115	2.008	0.045
Fundraising strategies -> Transactional Leadership styles -> Sustainability	-0.097	-0.098	0.069	1.414	0.157

The results of path analysis in the Table (4.11) show that there is a positive significant direct effect of the Fundraising strategies on the Sustainability ($\beta = 0.357$, $t\text{-value} = 2.943$, $P\text{-value} = 0.003$), this result enables to accept the study hypothesis

H1: There is significant impact at the significance level ($\alpha \leq 0.05$) of the Fundraising strategies on the sustainability of Palestinian NGOs.

The results also show that there is a positive significant direct effect of the Fundraising strategies on the Leadership styles ($\beta = 0.373$, $t\text{-value} = 2.645$, $P\text{-value} = 0.008$), this result enables to accept the study hypothesis

H2: There is significant impact at the significance level ($\alpha \leq 0.05$) of the Fundraising strategies of Palestinian NGOs on the Leadership styles.

The results of path analysis in the Table (15) show that there is a positive significant direct effect of the Fundraising strategies on the Transformational Leadership style ($\beta = 0.358$, $t\text{-value} = 2.361$, $P\text{-value} = 0.018$), this result enables to accept the study hypothesis

H3: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Leadership styles at the significance level ($\alpha \leq 0.05$).

The results show that there is significant positive indirect effect of the Fundraising strategies on the Sustainability mediated by the Transformational Leadership style ($\beta = 0.232$, $t\text{-value} = 2.008$, $P\text{-value} = 0.045$), this result enables to accept the study hypothesis

H3.1: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Transformational Leadership style at the significance level ($\alpha \leq 0.05$).

Finally, the results show that there is **no** significant positive indirect effect of the Fundraising strategies on the Sustainability mediated by the Transactional Leadership style ($\beta = -0.097$, $t\text{-value} = 1.414$, $P\text{-value} = 0.157$), this result enables to reject the study hypothesis

H3.2: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Transactional Leadership style at the significance level ($\alpha \leq 0.05$).

The results show that there is significant positive indirect effect of the Fundraising strategies on the Sustainability mediated by the Transactional Leadership style ($\beta = 0.232$, $t\text{-value} = 2.008$, $P\text{-value} = 0.045$), this result enables to accept the study hypothesis

Figure(8). Model fit estimation using the bootstrapping procedure

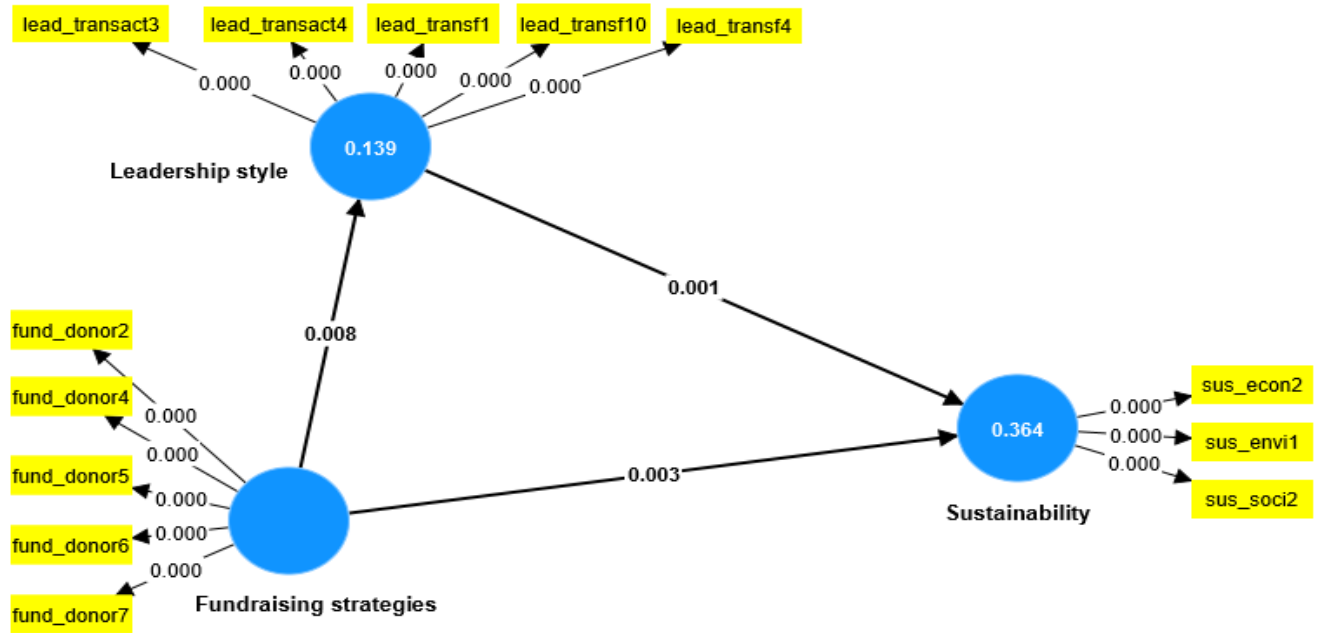
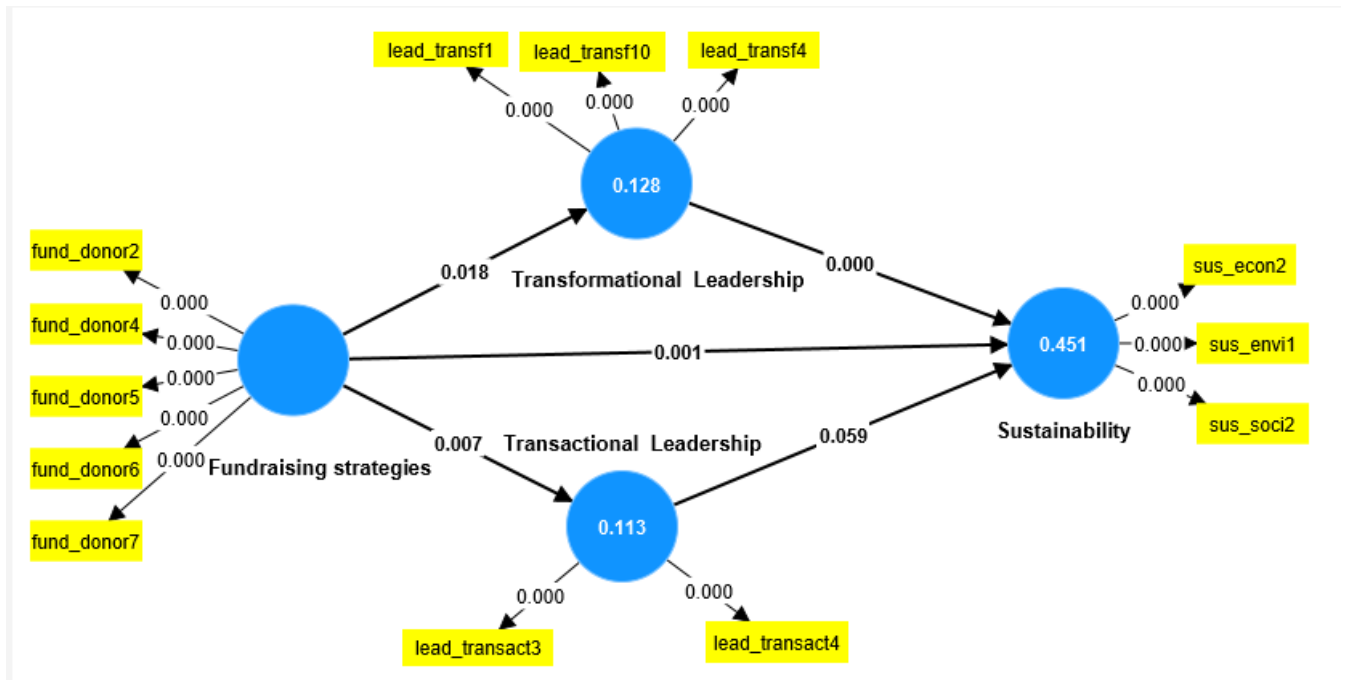


Figure (9) Model fit estimation using the bootstrapping procedure



4.6 Summary of results:

The results showed that the total score of the Fundraising strategies of Palestinian NGOs is high, The results also showed that the highest score of the newly developed strategies that the Palestinian NGOs using to raise funds is the (Public relations functions), the next is the (Availability of resources), then the next is the (The orientation of competitors), and the last one is the (Donor orientation). So, all the newly developed strategies that the Palestinian NGOs are using to raise funds are used with high degrees.

The outcomes demonstrated that the respondents' overall score was attitudes toward the Sustainability is high. And the highest score in the Sustainability is (The Social dimension of sustainability), the next is (The Economic dimension of sustainability), and the last one is the (The Environmental dimension of sustainability). So, the extent of the respondents' attitudes toward the Sustainability of Palestinian NGOs is high.

The outcomes demonstrated that the respondents' overall score was attitudes toward the Leadership styles is high. And the highest style is (the Transactional Leadership style) and the last style is the (Transformational Leadership style). So, the studied Leadership styles are highly used in the Palestinian NGOs based on the respondents' attitudes.

The results showed that there is a positive significant direct effect of the Fundraising strategies on the Sustainability implying to accept the study hypothesis **H1: There is significant impact at the significance level ($\alpha \leq 0.05$) of the Fundraising strategies on the sustainability of Palestinian NGOs.**

The results also showed that there is a positive significant direct effect of the Fundraising strategies on the Leadership styles implying to accept the study hypothesis

H2: There is significant impact at the significance level ($\alpha \leq 0.05$) of the Fundraising strategies of Palestinian NGOs on the Leadership styles.

The results also showed that there is a positive significant direct effect of the Leadership styles on the Sustainability implying to accept the study

H3: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Leadership styles at the significance level ($\alpha \leq 0.05$).

The results showed that there is a positive significant direct effect of the Fundraising strategies on the Transformational Leadership style implying to accept the study hypothesis

H3.1: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Transformational Leadership style at the significance level ($\alpha \leq 0.05$).

The results showed that there is **no** significant positive indirect effect of the Fundraising strategies on the Sustainability mediated by the Transactional Leadership style implying to reject the study hypothesis

H3.2: There is significant indirect impact of the Fundraising strategies on the Sustainability of Palestinian NGOs mediated by the Transactional Leadership style at the significance level ($\alpha \leq 0.05$).

The results show that there is significant positive indirect effect of the Fundraising strategies on the Sustainability mediated by the Transactional Leadership style ($\beta = 0.232$, $t\text{-value} = 2.008$, $P\text{-value} = 0.045$), this result enables to accept the study hypothesis

5. Chapter five:

Conclusions & Recommendations

5.1 Introduction

5.2 Conclusion

5.3 Recommendations and Implications for Policy Makers

5.1 Introduction

This chapter contains the findings and conclusions of the researcher through research and investigation, as well as a review of the scientific and knowledge implication of the research, other than recommendations, which are consistent with the goal of basic research which reflected impact of the recruitment strategies on the sustainability of non-government organizations through the intermediate leadership of the Hebron governorate through four secondary objectives. The aim is to explore the newly developed strategies used by Palestinian non-governmental organizations to raise funds for sustainability, as well as to determine the extent to which the respondents' attitudes towards the sustainability of Palestinian non-governmental organizations and to explore the methods and use of leadership used by Palestinian non-governmental organizations. Hence, linkages between the Organization's fund-raising and leadership strategies are explored.

5.2 Conclusion

The study found that Palestinian NGOs use a high total score of fundraising strategies, with the highest score for public relations functions, resource availability, competitor orientation, and donor orientation. The respondents' attitudes towards sustainability are high, with the highest score in the social dimension, economic dimension, and environmental dimension. The study also found high scores for leadership styles, with the Transactional Leadership style being the highest and the Transformational Leadership style being the last.

The findings indicated that fundraising tactics had a favorable direct impact in sustainability of Palestinian NGOs, with the highest score for the Social dimension, the Economic dimension, and the Environmental dimension. The study also found no significant indirect effect of fundraising strategies on the sustainability of Palestinian NGOs mediated by leadership styles, rejecting the indirect hypothesis.

The study also found a positive direct effect of the Fundraising strategies on the Transformational Leadership style, with the highest score for the Transactional Leadership style. The study also found no significant indirect effect of the Transformational Leadership style on the sustainability of Palestinian NGOs, rejecting the indirect hypothesis.

In conclusion, the study highlights the importance of fundraising strategies in the sustainability of Palestinian NGOs, with a high total score for public relations functions, resource availability, competitor orientation, and donor orientation.

The results of this study have shown the impact of recruitment strategies on the sustainability of non-government organizations through leadership by an intermediate

variable. The results of the path analysis show that fund-raising strategies have a significant direct positive impact on sustainability. It also shows that Strategies for raising money significantly impact positive direct impact on leadership methods through fund-raising strategies.

The first objective of this study, which is to explore the newly developed strategies used by Palestinian non-governmental organizations to raise funds for sustainability, has shown that a modern fund-raising strategy in non-government organizations is market-oriented, during which emphasis is placed on the key elements of that strategy, namely, the availability of resources, donor orientation and communication, as well as integrity and credibility reports and other elements that directly affect the fund-raising process. The results also show that the highest degree of newly developed fund-raising strategies used by Palestinian non-governmental organizations is (public relations functions) and, consequently, the availability of resources. (Donor orientation). Therefore, all newly developed strategies used by Palestinian non-governmental organizations to raise funds are used to a high degree.

Our study's findings agreed with those of another study (Helfert & Ritter, 2002). The fund-raising strategy, particularly the public relations strategy between the Organization, is of great importance. After the possibility of making resources available, donors are also guided. The study (Muhammad&i, Norma & Muhammad, 2022) also agreed with the results of our study, namely, that the fund-raising strategy (market-oriented) is one of the best modern fund-raising methods in the Waqf institutions in Indonesia.

The effectiveness of the market-oriented strategy has proved successful in various parts of the world. This study surveyed 401 non-government organizations from Victoria. The results have been similar to our own research findings in terms of its application, its effectiveness in fund-raising and the sustainability of the organization.

The second objective of the study was to determine the extent of respondents' attitudes to the sustainability of Palestinian NGOs and the results showed that the overall outcome of respondents' attitudes to sustainability was high. The highest result in sustainability is the social dimension of sustainability, the next is the economic dimension of sustainability, and the last is the environmental dimension of sustainability. (The Environmental dimension of sustainability). The extent of respondents' attitudes towards the sustainability of Palestinian non-governmental organizations is therefore high.

The findings of our investigation into the second goal were in line with those of another study (Yazici,2020). on the attitudes of respondents towards sustainability, where the results were high in the area of economic sustainability and hence social sustainability, while the results of a study differed.

(Xinwei & Wenjuan,2022) where the environmental dimension came in higher than the other dimensions, followed by the social dimension and the final economic dimension ranking in terms of sustainability.

With regard to the third objective, which was to explore the methods of leadership used in Palestinian NGOs and their degree of use, the results showed that the overall result of respondents' positions on leadership methods was high. And the highest method is commercial driving, and the last one is (Transformational Leadership style). Therefore, informed leadership methods are largely used in Palestinian NGOs based on respondents' positions.

The results of our study on the driving methods used in non-government organizations were consistent with the results of the (Pasamar& Diaz ,2019) study, where the leadership style was transformational leaders, and the results of our study on the leadership methods used in non-government organizations were consistent with those of the (Pasamar& Diaz ,2019) study, where the leadership style was transformational leaders, and the results of our study on the leadership methods used in non-government organizations.

Less than the mode of leadership transactional leadership, which came more effectively in use within non-government organizations, while the results of our study differed with a study. (Xie, Y., Xue,ets,2018)

Which gave great importance to leadership transformational leaders, while stating that there was no information on leadership transactional leadership about their use in organizations.

While a study (Abdullahi,2018) dealt with transformational leaders, it was the largest average degree, followed by one degree transactional leadership.

The objective of the fourth study sought to explore linkages between the Organization ' s fund-raising and leadership strategies. Results have shown that there is no significant indirect impact of fund-raising strategies on sustainability mediated by leadership methods that reject the premise of study H4: there is a significant indirect impact of fund-raising strategies on the sustainability of Palestinian non-governmental organizations that have mediated leadership at the level of importance (degree 0.05).

After a thorough analysis, fund-raising strategies have been found to have a significant and positive direct impact on the transformative leadership approach that implies acceptance of the H2.1 hypothesis: there is a significant impact on the level of importance (Asso 0.005) of fund-raising strategies for Palestinian non-governmental organizations on the transformative leadership approach.

The results also showed that Strategies for raising money significantly impact positive direct impact on the transaction-leading method that implied acceptance of the H2.2 hypothesis: there was a significant impact on the level of importance (Asso 0.05) of fund-raising strategies for Palestinian non-governmental organizations on the method of transaction-leading.

The results also showed that transformative leadership has a significant positive direct impact on sustainability that means accepting the premise of study H3.1: there is a significant impact on the level of importance (Annuaire o 0.05) of transformative leadership on the sustainability of Palestinian NGOs.

The results also showed that there was no significant direct impact of transactional leadership on sustainability that meant rejecting the hypothesis of study H322: there was a

significant impact on the level of importance (annual α 0.05) of transactional leadership on the sustainability of Palestinian NGOs.

The results showed that fund-raising strategies had a positive indirect impact on sustainability, thanks to the transformative leadership approach, which implied acceptance of the H4.1 hypothesis: there was a significant indirect impact of fund-raising strategies on the sustainability of Palestinian non-governmental organizations, which mediated transformational leadership at the level of importance (see 0.05).

The results showed that there was no positive indirect impact of fund-raising strategies on sustainability mediated by the transaction-leading method that rejected the premise of study H41: there was a significant indirect impact of fund-raising strategies on the sustainability of Palestinian non-governmental organizations that mediated transaction-leading at the level of importance (see ESB/005).

The results of this goal were in line with the findings of the (William & Nicholson, 2007), study which said that there was an impact of driving style on fund-raising strategies, as organizations must understand how to drive in line with their goals and orientations in order to achieve a better fund-raising process.

I also agreed with the findings of the (Winston & Dunkley, 2002) study that leadership competencies derived from appropriate practices in skills, experience and knowledge associated with the recruitment process have demonstrated their important role in ensuring the value and continuity of the organizations.

5.3 Recommendations and Implications for Policy Makers:

in the light of the analysis and results of the study, the researcher proposes a set of recommendations:

- Working to create a locally and international mechanisms and supporting system capable of providing NGO sector with funds and a mechanism to manage funds effectively.
- Find sources of self-financing to ensure institutional continuity and sustainability of NGO sector in Palestine.
- The study showed that fund-raising strategies have a significant and positive direct impact on the sustainability of non-government organizations. Therefore, non-government organizations must pay considerable attention to the application of one of the best strategies for the recruitment of funds within the organizations, particularly the strategy (public relations functions).
- The competent authorities should register and follow up non-government organizations with the implementation and conduct of development trainings for non-government organizations concerned with the application of modern strategies.
- The study also showed that transformative leadership has a significant positive direct impact on sustainability, which has a significant impact on the relevance of transformative leadership to the sustainability of Palestinian non-governmental organizations Therefore, non-government organizations must take care of the way in which they lead within the organization.

- The results showed that fund-raising strategies have a direct positive impact on sustainability, thanks to the transformative leadership approach, which involves promoting the use of corporate leadership patterns with a view to achieving the sustainability and advancement of those organizations within society.

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7. Appendix

Appendix I: Facilitating a research mission

Arab American University
Faculty of Graduate Studies



الجامعة العربية الأمريكية
كلية الدراسات العليا

15/6/2023

الى من يهمه الامر،،

تسهيل مهمة بحثية

تحية طيبة وبعد،،

تهديكم كلية الدراسات العليا في الجامعة العربية الأمريكية أطيب التحيات، وبالإشارة الى الموضوع أعلاه، تشهد كلية الدراسات العليا في الجامعة أن الطالبة سناء محمد معدي جاد الله سبوري والتي تحمل الرقم الجامعي (202113082) هي طالبة ماجستير في برنامج التخطيط الاستراتيجي وتجديد الأموال وتعمل على رسالة الماجستير الخاصة بها بعنوان:

"تأثير استراتيجيات تجديد الأموال على استدامة المنظمات غير الربحية، أسلوب قيادة كمتغير وسيط" تحت اشراف الدكتورة صير استنبولي. نأمل من حضرتكم الإيعاز لمن يلزم لمساعدتها للحصول على المعلومات اللازمة للدراسة، علماً أن المعلومات ستستخدم لغاية البحث فقط وسيتم التعامل معها بغاية السرية. وقد أعطيت هذه الرسالة بذات على طلبها.

ونفضلوا بقبول فائق الاحترام

عميد كلية الدراسات العليا

د. نوار قطب



Page 1 of 1

Appendix ii: Questionnaire



The researcher is conducting a study entitled "The impact of recruitment strategies on the sustainability of non-profit organizations, medium variable driving style" in order to supplement the requirements for a master's degree in strategic planning and the recruitment of funds from the Graduate School of the League of Arab States. For the purposes of the study, the researcher has prepared this identification for the collection of initial data from the target study community.

Thank you for your cooperation.

the supervision ; Dr. Aber Istanbul

Researcher: Sanaa Mohamed Sadi Jadallah Seyouri

Section I: General information: 1. Data on the meter of resolution

Demographic characteristics (please place the response number in the designated area):

#	Characteristics	Options	The answer.
1.	gender	1.Male 2. Female	<input type="checkbox"/>
2.	Age group	1.Less than 30 years 2. 30-40 years 3. 41-50 years 4. 51-60	<input type="checkbox"/>
3.	Educational background	1. I'm not two. B.A. 3. High Diploma 4. Master 5. Ph.D.	<input type="checkbox"/>
4.	Specialization	1.Management 2. Economy 3. Accountant 4. Another	<input type="checkbox"/>
5.	Functional title	1 <u>Manager</u> 2. <u>Member of the Board of Directors</u> 3. <u>Chairman of the Board of Directors</u> 4. Other	<input type="checkbox"/>
6.	Years of experience	1.Less than 5 years 2. 5-9 years. 10-15 years. 15 <u>years old</u>	<input type="checkbox"/>

General information: 2. Statements on the organization

7.	Area of work of the Organization		
8.	Number of public bodies Male		Number of public bodies Female
9.	Total number of employee		

Section II Sustainability						
Axis I: The economic dimension of the sustainability of the organizations						
#	Evaluation questions	Very agreeable.	agreeable	Neutral.	contradicted	Very contradicted
1.	The organization cooperates with its partners and exchanges information					
2.	Research and development efforts are relevant to the sustainability of the Organization					
3.	Innovation and technology activities in the organization are related to sustainability					
4.	Knowledge management activities in the Organization are relevant to the sustainability of the Organization					
5.	Efforts to manage operations within the organization have a bearing on sustainability					
6.	Procurement and contract management and customer relations are related to sustainability					
7.	The organization prepares sustainability reports					
8.	The organization is keen to acquire new clients.					

Axis II: Environmental dimension of the sustainability of organizations						
9.	Sustainability strategies in the organization are relevant to the use of resources.					
10.	Significant improvement in the overall environmental situation...					
11.	The organization ensures that it complies with environmental standards					
12.	Significant reduction in energy consumption, air pollution, sewage and emissions of hazardous/intoxicant/toxic substances					
Axis 3: The social dimension of the sustainability of organizations						
13.	The organization is keen on incentives and participation for local employment.					
14.	The organization is keen to improve work safety and working conditions within the organization					
15.	The organization seeks to improve the health and safety of society.					
16.	The organization is keen to maintain ethical behavior and human rights					
17.	The organization seeks to develop human capital					

Section III: Command style						
Axis 4: Transformative Leadership						
18.	Senior management is always looking for new opportunities for unit/section.					
19.	Senior management is drawing an interesting picture of the future of our group.					
20.	Senior management inspires some with future plans.					
21.	Senior management is capable of making others stick to its future plan.					
22.	Senior management is keen to strengthen collaboration among working groups					
23.	Senior management encourages staff to be team players.					
24.	Senior management has the group working together to achieve the same goal					
25.	Senior management shows respect for my personal feelings					
26.	Senior management is acting in a way that takes into account my personal needs.					
27.	Senior management tells us she's expecting a lot of us.					
28.	Senior management only insists on the best performance.					
29.	Senior management is a good model to follow					
Axis 5: Command and transactions						
30.	Senior management always gives me a positive assessment when I'm doing good.					
31.	Senior management gives me special credit when my job is very good.					

32.	Senior management commends me when I do better than normal work.					
33.	I'm personally guided by senior management when I don't understand the work.					

Section IV: fundraising strategies (market-oriented theory)

Axis VI: Availability of resources

34.	Systems and technical equipment can be used by the task force					
35.	Customer-related information can be used by the task force					
36.	Market information that the task force can use.					
37.	Information on the organization strategy could be used by the task force					
38.	Information about the motives of the partners can be used by the task force					

Axis 7: Public relations functions

39.	The PR team adapts to the partner's needs.					
40.	The members of the PR team adapt to the interests of the partners.					
41.	Maintaining effective donor partners over the long term					
42.	We prove the credibility of the funder by reporting the required financial information.					
43.	We're proving accountability.					

Focus 8: Donor orientation

44.	The organization has a good knowledge of people who donate.					
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45.	The organization does a sample survey of donors at least once a year					
46.	Fund recruitment strategies in the organization are based on an understanding of the motivation of funders					
47.	Fund recruitment strategies in the organization are based on an understanding of the priorities of funders					
48.	Overall evaluation of fund-raising performance (over the past 5 years)					
49.	Programme effectiveness is frequently evaluated					
50.	The fund-raising performance was better than the others.					
Axis 9: The orientation of competitors						
51.	The organization regularly checks marketing and advertising activities for others					
52.	If the others implement new ideas, does the organization adopt them?					
53.	The degree of competition for donations is extremely intense					
54.	Donors are vulnerable to the transfer of contributions to others					
55.	Senior managers within the organization regularly discuss others (donors)					

The resolution's over.

Thank you very much for your cooperation.

Appendix iv: Identification arbitration

تحكيم استبانة

تقوم الباحثة بإجراء دراسة بعنوان "تأثير استراتيجيات تجنيد الأموال على استدامة المنظمات غير الربحية، أسلوب القيادة متغير وسيط" استكمالاً لمتطلبات الحصول على درجة الماجستير في تخصص التخطيط الاستراتيجي وتجنيد الأموال من كلية الدراسات العليا- الجامعة العربية الأمريكية، ولتحقيق أغراض الدراسة قامت الباحثة بإعداد هذه الاستبانة لجمع البيانات الأولية من مجتمع الدراسة المستهدف.

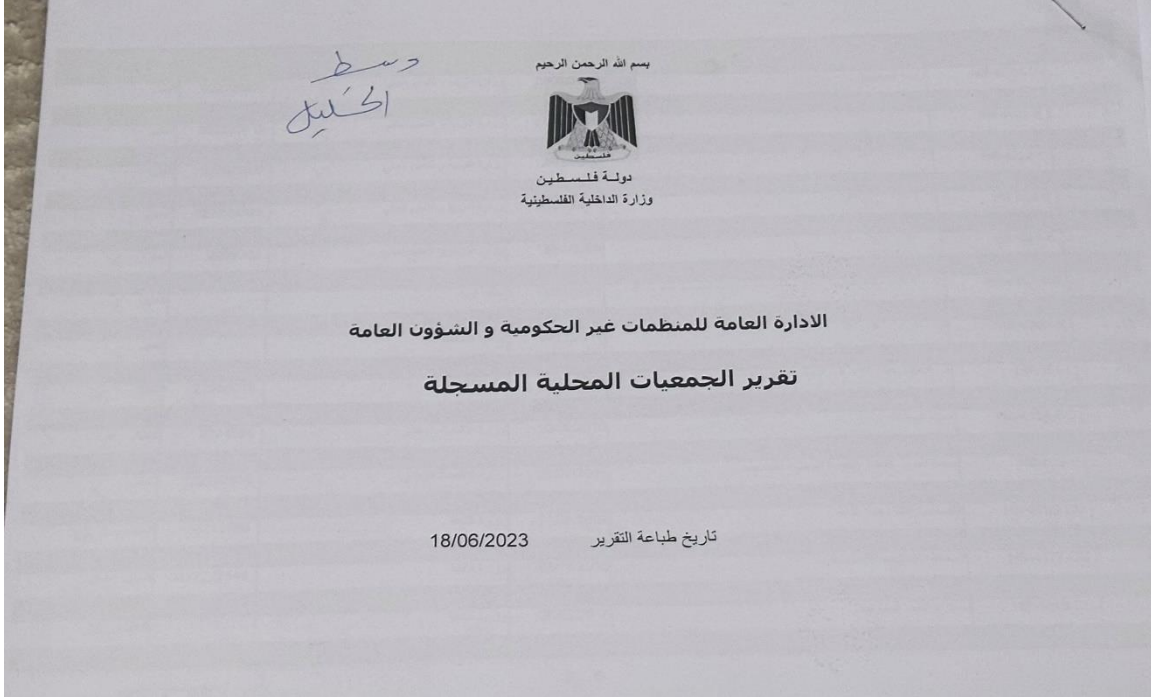
ونظراً لخبرتكم الواسعة في هذا المجال؛ فإن الباحثة تأمل منكم الإدلاء بآرائكم وملاحظاتكم القيمة بما يُمكن أن يُثري الاستبانة ويزيد من قيمتها العلمية.

شاكراً لحسن تعاونكم



اسم المحكم	التخصص	الدرجة العلمية	جهة العمل
د. شريف ابو كرش	تمويل	مشارك	الجامعة العربية الأمريكية
د. حسام رجب	علوم مالية ومصرفية	مشارك	جامعة بوليتكنك فلسطين
د. عبد الرحمن التميمي		مشارك	جامعة القدس (ابوديس)
د. يحيى صلاحات	هندسة صناعية	مشارك	جامعة النجاح الوطنية
د. موسى عجوز	علوم مالية ومصرفية	مشارك	جامعة فلسطين الاهلية
أ. مريم الفسفوس	تحليل احصائي	ماجستير	جامعة بوليتكنك فلسطين

Ivv: List of non-governmental organizations



تاريخ	اسم الجمعية	رقم التسجيل	
2001	رابطة الجامعيين	HB-402-CU	1
2011	الطلاب الخيرية	HB-4162-E	2
2015		HB-4192-E	3
2016	الجمعية الفلسطينية للتطوير الأكاديمي الجامعي	HB-4193-E	4
2019		HB-4222-E	5
2019	مركز الخليل المجتمعي لتعليم الشباب والكبار مدى الحياة الخيرية	HB-4228-E	6
2001		HB-425-E	7
2004	جمعية الصداقة الفلسطينية المغربية	HB-496-CU	8
2005		HB-524-E	9
2017	ملتقى الفلسطيني للبيئة والتنمية	HB-4199-EN	10
2017	Engnal engineering society	HB-4207-EN	11
2022	الخليج للتطوير	HB-4233-EN	12
2017	0592 11887	HB-4205-R	13
2017	جمعية الحاسبات الفلسطينية الخيرية	HB-4206-T	14
2009	X	DR-551-I	15
2004	مركز الاستقلال للإعلام والتنمية	HB-480-I	16
2010	حماية المستهلك	HB-4154-EC	17
2001	0595523553 جمعية ملتقى رجال الأعمال	HB-438-B	18
2005	جمعية المدد الفاضل الخدمية للمعلمين المتقاعدين	HB-512-B	19
2008	مهرجان "نعم" للتواصل بين الشباب	HB-4139-CU	20
2009	الفلسطينية لثقافة وفن الطفل	HB-4150-CU	21
2011	جمعية الصداقة الفلسطينية البريطانية	HB-4158-CU	22
2013	الصداقة الاندونيسية الفلسطينية	HB-4177-CU	23
2014	ملتقى العلاقات العامة الفلسطيني	HB-4182-CU	24
2018	مركز ام الخير المجتمع	HB-4210-CU	25
2018	نادي احباب اللغة العربية الفلسطينية	HB-4212-CU	26

تاريخ	اسم الجمعية	رقم التسجيل
	مركز جفرا فلسطين للشبكات الشعبية	HB-4220-CU
7/2018	نادي الندوة الثقافي الخيرية	HB-4224-CU 28
7/2019	جمعية الخليل الثقافية للتنمية المجتمعية الخيرية	HB-4225-CU 29
7/2019	مركز الرؤية الثقافي	HB-4231-CU 30
7/2021	الجمعية الفلسطينية للثقافة الاستهلاكية الخيرية	HB-4232-CU 31
7/2021	التعاون الثقافي الخليل/برنما الخيرية	HB-443-CU 32
7/2001	هيئة الأمل للطفولة والتنمية	HB-492-CU 33
7/2004	مركز نرسان الثقافي	HB-515-CU 34
7/2005	جمعية البيوت السعيدة للثقافة والتنمية	HB-516-CU 35
7/2005	جمعية أحلام الشباب والطفولة الخيرية للثقافة والفنون	HB-525-CU 36
8/2006	المكتبة المتنقلة من أجل اللاعنف والسلام	RA-22230-CU 37
1/2004	مركز الاتحاد الشبابي في ام الخير وخشم الدرج	HB-4178-S 38
0/2013	جمعية شباب الخليل الديمقراطي للتنمية	HB-4189-S 39
4/2015	جمعية قدامى لاعبي نادي شباب الخليل الرياضي	HB-4200-S 40
4/2017	جمعية فلسطين للشطرنج	HB-4201-S 41
5/2017	نادي تجمع شباب خلة المية الرياضي الخيرية	HB-4208-S 42
2/2018	نادي مسافر يطا	HB-4211-S 43
3/2018	نادي شباب سوسيا الرياضي الخيري	HB-4213-S 44
4/2018	نادي بيت الطفل الفلسطيني - مركز مصادر التنمية الشبابية	HB-4216-S 45
7/2018	نادي شباب تفوح الرياضي	HB-4219-S 46
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2/2019	نادي شباب ترقوميا الرياضي	HB-4223-S 48
5/2019	نادي شباب بيت كاحل الرياضي	HB-4226-S 49
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9/2019	نادي طارق بن زياد الرياضي الاهلية	HB-4229-S 51
3/2020	ملتقى القائد الفلسطيني	HB-4230-S 52
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رقم التسجيل	اسم الجمعية	تاريخ
HB-452-S	نادي شباب الخليل الرياضي	003
HB-465-S	نادي شباب الكرمل الرياضي	004
HB-499-S	جمعية نادي شباب يطا الرياضي	004
HB-521-S	النادي الأهلي الرياضي - الخليل	005
HB-478-A	جمعية المزارعين الفلسطينيين	004
QR-139-A	مركز الخدمات الزراعية	002
HB-4234-RU	جمعية أرياف لحفظ التراث الخيرية	023
HB-491-RU	جمعية العودة لإحياء التراث الشعب الفلسطيني	004
HB-501-RU	الهيئة الأهلية لدعم البلدة القديمة	004
HB-409-C	خليل الرحمن للشابات	001
HB-4152-I	الخليل القديمة للاغاثة والتنمية	010
HB-415-C	جمعية الأمل للصم والبكم	001
HB-4164-C	الجمعية الفلسطينية لتأهيل الجريح الفلسطيني	011
HB-4165-C	مركز امان للارشاد والتطوير والصحة المجتمعية	011
HB-416-C	الجمعية الشرعية الخيرية	001
HB-4185-C	جمعية نساء الريف لتعزيز القدرات التنموية	015
HB-4195-C	جمعية تمكين الاشخاص ذوي الصعوبات البصرية	016
HB-4209-C	عين شمس للتنمية وتأهيل الاشخاص ذوي الاحتياجات الخاصة	018
HB-420-C	جمعية الفالوجة الخيرية	000
HB-431-C	الكفيف الخيرية	001
HB-437-C	الخليل للتأهيل الخيرية	001
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HB-440-C	جمعية الشبان المسلمين	001
HB-445-C	الخيرية الاسلامية لرعاية الايتام - يطا	002
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قائمة بأسماء المنظمات غير الحكومية
داخلية شمال الخليل لحلول

الترقيم	اسم الجمعية	رقم الترخيص	رئيس الهيئة الادارية	اللقب	الهاتف
١	جمعية سيدات لحلول الخيرية	HL/427/C	عينية طاهر ابو ريان	حلول	0599703196
٢	جمعية سنايل الخير الخيرية	HL/483/C	ابراهيم هائم الحاج	حلول	0599260609
٣	جمعية إكرام المسنين الخيرية	HL/033/C	محمود خليل ادحيدل	حلول	0599889727
٤	جمعية منتدى لحلول الثقافي	HL/479/CU	علي طعمه الدوده	حلول	0599380341
٥	الهيئة الفلسطينية للمكمن والريادة - براعه	HL/050/C	علي بدوي عبدالهادي	حلول	0562001703
٦	جمعية الملتقى الثقافي للموسيقى والفنون	HL/047/CU	معالي عوده	حلول	0599307922
٧	جمعية صوريث لرعاية الأيتام الخيرية	HL/468/C	احمد محمود الهور	صوريث	0599368649
٩	جمعية صوريث للتعليم العالي	HL/018/E	امين محمد الحبح	صوريث	0599828924
١٠	جمعية نادي نسوي الونام الخيرية	HL/031/C	فداء شاك حديدات	صوريث	0594970067
١١	جمعية نهضة شباب الريف	HL/436/C	سامر محمد الحبح	صوريث	0599679443

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١٢	جمعية ملتقى صوريث الثقافي	HL/460/CU	محمد حسن ابو صالح	صوريث	0568246837
١٣	جمعية صحتك الخيرية	HL/046/M	ابراهيم محمود الهور	صوريث	0599838338
١٤	حصار للتطوير الزراعي	HL/049/A	يونس عرار	بيت امر	0595011172
١٥	جمعية بيت امر لرعاية الأشخاص ذوي الإعاقة	HL/028/C	سوسن زعافيق	بيت امر	0595019000
١٦	جمعية بيت امر الخيرية	HL/412/C	سامي علقم	بيت امر	0599233500
١٧	جمعية المرأة للعمل الخيري الخيرية	HL/015/C	فاطنة بريغيث	بيت امر	0598502211
١٨	جمعية تنوير للثقافة والإبداع	HL/044/CU	غازي احمد عالدي	بيت امر	0599567656
١٩	جمعية بيت امر لرعاية الأيتام الخيرية	HL/419/C	يوسف ابو مريه	بيت امر	٠٥٩٩١٦٠٨٠٠
٢٠	جمعية بيت امر للرعاية الأسرية الخيرية	HL/458/C	جمال عبدالله عوض	بيت امر	0599373155
٢١	جمعية الشروق للتنمية والصمود الخيرية	HL/026/C	يوسف ابو ماريه	بيت امر	0598139591
٢٢	جمعية الإصلاح الخيرية	HL/461/C	عبد الكريم وراسنه	شيوخ الغروب	0599373932
٢٣	جمعية العديسة الخيرية	HL/021/C	محمد عيسى جرادات	العديسة	0597262005
٢٤	جمعية صبايا خراس الخيرية	HL/019/C	سهيله محمد قديمات	خراس	0569226656
٢٥	جمعية خراس الخيرية	HL/013/C	اسماعيل الحلاله	خراس	059976557

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2522059	العروب	ايمان حلايقه	HI/428/C	جمعية سيدات العروب الخيرية	٢٦
0599734845	العروب	محمد جهاد الخمور	HL/646/C	جمعية تأهيل ذوي الاحتياجات الخاصة	٢٧
0599801182	العروب	هيام الشريف	HL/009/C	جمعية مركز العروب النسوي	٣٠
0599670364	العروب	احمد ابو الخيرات	HL/035/C	جمعية مركز الفينيق للتنمية المجتمعية	٣١
0599648292	العروب	مصطفى فراج	HL/040/CU	جمعية تواصل للثقافة والفلكلور	٣٢
0598243454	العروب	حازم الشريف	HL/045/CO	جمعية مسرح نواة للثقافة والفنون	٣٣
0569214840	بيت أولا	فايز عمله	HL/411/C	جمعية بيت أولا الخيرية	٣٤
0599360752	بيت أولا	ايداع عمله	HL/477/CU	جمعية نادي الافاق الفلسطيني	٣٥
0599255171	بيت أولا	جمال عمله	HL/002/CU	جمعية نادي ثقافي بيت أولا	٣٦
059983051	بيت أولا	صالح عقل	HL/011/C	جمعية الرحمة الخيرية	٣٧
0599264232	بيت أولا	عصام قاسم	HL/048/CU	جمعية هيئة الدراما الفلسطينية	٣٨
0599661219	الشيوخ	حسن حلايقه	HL/433/C	جمعية الشيوخ الخيرية	٣٩
0599479040	الشيوخ	سامر حلايقه	HL/007/E	جمعية الشيوخ التعليمية	٤٠

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0599252290	بني نعيم	محمد رمضان عبد الله	HL/426/C	جمعية بني نعيم الخيرية	٤١
0599776865	بني نعيم	اماني هديب	HL/005/C	جمعية سيدات بني نعيم الخيرية	٤٢
0599875695	بني نعيم	ايداع عوده قاضي	HL/041/A	جمعية هواة ومربي الحمام	٤٣
0599261636	سعير	علي مشعل	HL/421/C	جمعية سعير الخيرية	٤٤
0599844588	سعير	هاني هارون جبران	HL/029/S	جمعية منتدى سعير الشبابي	٤٥
0599801527	سعير	عوفه سالم جرادات	HL/016/C	جمعية سيدات رأس العاروض الخيرية	٤٦
0599803082	نوبا	د. علي محمد شروف	HL/413/C	جمعية نوبا الخيرية	٤٧
0598318187	نوبا	سعديه دعدره	HL/022/C	جمعية سيدات نوبا الخيرية	٤٨
0598940081	نوبا	مكي الحافظ	HL/032/E	جمعية نوبا للتعليم العالي	٤٩




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استمارة الجمعيات والاندية

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501	مركز ثقافة الطفل الفلسطيني	سامر ابو هشيش	الثقافة	599424662
502	جمعية السموع الخيرية	يونس الحوامده	الشؤون الاجتماعية	598250460
503	جمعية الاقصى للمعاقين الخيرية	نصار ابو عقيل	الشؤون الاجتماعية	599838240
504	جمعية نهضة بنت الريف الخيرية	فاطمة ابو كته	الشؤون الاجتماعية	592770792
507	جمعية الظاهرية الخيرية	انيس ابو ريده	الشؤون الاجتماعية	592821821
511	مركز الريف للتنمية المستدامة	غسان القيمري	الشؤون الاجتماعية	595900922
512	جمعية البشائر الخيرية	شريف الرجوب	الشؤون الاجتماعية	595200842
513	مركز ابن باز الخيري الاسلامي	يوسف المحارب	الشؤون الاجتماعية	599640411
514	جمعية الحرية للثقافة والفنون الشعبية	احمد الزغارنه	الثقافة	599598368
519	جمعية دورا الاسلامية لرعاية الايتام	عوني السويطي	الشؤون الاجتماعية	599205060
520	جمعية مركز المجد الثقافي	محمد صبري	الثقافة	569000028
524	جمعية مركز المرأة الثقافي	منى المنوره	الثقافة	595384739
527	جمعية التطوير والنهضة الاسرية	ساره العواوده	الشؤون الاجتماعية	599049477
528	جمعية شؤون التعليم الخيرية	عبد القحاح النجار	الشؤون الاجتماعية	599122762
529	جمعية التاهيل الاجتماعي	احمد ابو حماد	الشؤون الاجتماعية	598518624

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598543385	الشؤون الاجتماعية	خاتمه احشيش	جمعية سيدات سكه	532	17
599546193	الثقافة	ايد رجب	جمعية مركز الفجر الثقافي	534	18
592905160	الشؤون الاجتماعية	سناء زغارنة	مركز نساء الريف الرماضين	537	19
595081230	الشؤون الاجتماعية	جهاد الشيوخي	جمعية سيدات الظاهرية	540	20
599277277	الثقافة	محمد ابو عطوان	مركز شهداء دورا الثقافي	544	21
569814370	الشؤون الاجتماعية	هاله شحاتيت	الملتقى النسوي للخطوط الامامية	545	22
599585950	الشؤون الاجتماعية	محمد ابو صالح	جمعية المتقاعدين الخيرية	552	23
598180746	الشؤون الاجتماعية	فاطمة عودة	جمعية سيدات خربة سلامة وواد عبيد	553	24
568881212	الشؤون الاجتماعية	سماء الدريش	جمعية مركز البرامج النسوية	555	25
599204285	التربية والتعليم	محمد طه السيد احمد	جمعية دورا العلمية الاكاديمية	558	26
599379928	الشؤون الاجتماعية	سمية الحوامده	جمعية سيدات السموع الخيرية	560	27
599276670	الشؤون الاجتماعية	امين خلاف	جمعية ملتقى سواعد شباب الغد	565	28
597144436	الشؤون الاجتماعية	عدنان الرجوب	جمعية دورا لذوي الاعاقة	567	29
568340238	الشؤون الاجتماعية	حسام العدم	جمعية الشروق للأشخاص ذوي الاعاق	568	30
598219048	الشؤون الاجتماعية	نوال كاشور	جمعية سيدات بيت الرش الفوقا	571	31
562000494	الاقتصاد	نادر مقيول	جمعية ملتقى رجال اعمال الجنوب	574	32
597281843	الشؤون الاجتماعية	نسرين السويطي	جمعية بيت عوا للتنمية الريفية	575	33
598646135	الشؤون الاجتماعية	ايد جبرين	جمعية شباب البلد الخيرية	584	34
594920552	التربية والتعليم	يونس السويطي	جمعية بيت عوا للمعلمين المتقاعدين	588	35
599558431	الثقافة	عبد الحميد الصور	جمعية ملتقى الفن التشكيلي	589	36
599204285	الصحة	محمد طه السيد احمد	جمعية دورا الامل الخيرية	592	37
597459314	الشؤون الاجتماعية	فؤاد السويطي	جمعية بيت الامل الخيرية	596	38

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ملخص الدراسة

هدفت هذه الدراسة الى التعرف على تأثير استراتيجيات تجنيد الأموال على استدامة المنظمات غير الحكومية في محافظة الخليل وأسلوب القيادة كمتغير وسيط. وتمثلت الاهداف الفرعية بما يلي : التحقق في أثر استراتيجيات جمع الأموال على استدامة المنظمات غير الحكومية كذلك التحقق مما إذا كانت العلاقة بين استراتيجيات جمع الأموال واستدامة المنظمات غير الربحية تتأثر بأسلوب القيادة ،ومن ثم استكشاف الاستراتيجيات الموضوعية حديثا التي تستخدمها المنظمات غير الحكومية الفلسطينية لجمع الأموال من أجل الاستدامة بالإضافة الى تحديد مواقف المستجيبين إزاء استدامة المنظمات غير الحكومية الفلسطينية وكيفية تأثير أساليب القيادة المستخدمة في المنظمات غير الحكومية الفلسطينية ودرجة استخدامها. ومن ثم استكشاف وجود صلات بين الاستراتيجيات التي تستخدمها المنظمة لجمع الأموال ونمط القيادة كمؤثر وسيط. تم اعتماد المنهج الوصفي التحليلي في الدراسة ، وتم تحديد مجتمع الدراسة من مدراء المنظمات غير الحكومية الفلسطينية بالتركيز على محافظة الخليل وبلغ عدد مجتمع الدراسة 116 منظمة فاعلة وتزيد فترة تسجيلها عن 5 سنوات وفق المنظمات المسجلة لدى مكاتب وزارة الداخلية في مدينة الخليل وتم أخذ عينة بلغ عددها 95 منظمة حيث كانت 30 منظمة من إقليم شمال الخليل و30 منظمة من إقليم جنوب الخليل و35 من إقليم الوسط ، استخدمت الباحثة الاستبانة كأداة لجمع البيانات .

أظهرت نتائج الدراسة أن اكثر استراتيجيات جمع الأموال فعالة داخل المنظمات غير الحكومية استراتيجية العلاقات العامة بدرجة 4.12، ومن ثم توافر الموارد، والتوجه التنافسي، وتأتي استراتيجية توجه الجهات المانحة الأقل استخداما.

كما أظهرت نتائج الدراسة ايضا أن المحدد الاجتماعي للاستدامة هو اكثر اهتمام داخل المنظمات غير الحكومية حيث كانت متوسط اجابات المبحوثين جاء بدرجة عالية 4.31 ، يليه البعد الاقتصادي، في حين يليه البعد البيئي.

اما بما يتعلق بأسلوب القيادة الفعال والاكثر شيوعا داخل المنظمات غير حكومية هو أسلوب القيادة التحويلية بدرجة 3.86 الذي يؤثر على العلاقة بين استراتيجيات جمع الاموال والاستدامة للمنظمات غير الحكومية

كما ان هنالك علاقة إيجابية مباشرة بدرجة 0.35 لاستراتيجيات تجنيد الأموال على استدامة المنظمات الغير حكومية وبالتالي نقبل فرضية الدراسة ،كما ان هنالك تأثير إيجابي كبيرا غير مباشر بدرجة 0.045 لاستراتيجيات تجنيد الأموال على الاستدامة بواسطة أسلوب القيادة التحويلية وبالتالي نقبل الفرضية كما أظهرت النتائج انه لا يوجد تأثير إيجابي غير مباشر بدرجة 0.157 لاستراتيجيات تجنيد الأموال على استدامة المنظمات الغير حكومية بواسطة أسلوب القيادة المعاملات وبالتالي نرفض فرضية الدراسة