

**The Effect of Workload Management on Increasing  
Employees Satisfaction: A Field Study in International  
Non-Governmental Organizations in Amman**

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أثر إدارة أعباء العمل على زيادة رضا الموظفين: دراسة ميدانية في  
المنظمات الدولية غير الحكومية في عمان

إعداد

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إشراف

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قدّمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في

تخصّص إدارة الأعمال في جامعة الشرق الأوسط

كانون الثاني، 2025

## Thesis Committee Decision

This thesis is titled **“The Effect of Workload Management on Increasing Employees Satisfaction: A Field Study in International Non-Governmental Organizations in Amman.”** has been defined, accepted and approved on 20/1/2025

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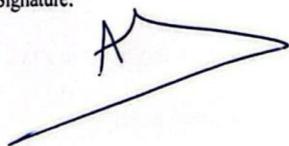
## Authorization

I **Ayah Saleh Hussein Saleh**, authorize the Middle East University to provide digital and paper copies of my thesis to libraries, organizations, and institutions concerned with scientific research and studies upon request.

Name: Ayah Saleh Hussein Saleh

Date: 20/1/2025

Signature:

A handwritten signature in black ink, consisting of a stylized letter 'A' followed by a long horizontal line that curves upwards at the end.

## **Acknowledgment**

I am grateful to my supervisor, **Prof. Dr. Azzam Abou-Moghli**, for his unwavering guidance, insightful feedback, and support throughout my research journey. His exceptional attention to detail has been pivotal in shaping this dissertation. His patience and willingness to engage in thoughtful discussions helped refine my ideas and broaden my perspective. This dissertation would not have been of such quality without his invaluable mentorship and dedication.

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**Ayah Saleh Saleh**

## **Dedication**

I dedicate this significant achievement to my life partner, my husband, to my beloved family, and to my parents-in-law; Their belief in my competence has been an enduring source of strength, motivating me to overcome challenges and pursue excellence throughout my academic journey. Their encouragement has significantly contributed to my personal development and academic accomplishments, for which I am deeply grateful.

To my husband (**Mohammad**) and to my beloved children (**Zaid and Basil**) who have been a source of strength, support, patience, and motivation for me throughout this entire experience. I am truly blessed to have you in this life.

I also dedicate this to my parents, who have always taught me to keep God first and to strive for excellence. I thank you for your guidance and love.

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**Ayah Saleh**

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**Abstract**

This study aimed to explain the effect of workload management on increasing employees satisfaction at International Non- Governmental Organizations in Amman. To achieve the study's objectives, the analytical descriptive approach was chosen for its suitability. The primary instrument utilized was an electronic questionnaire, carefully evaluated for validity and reliability. The study involved a random sample of 381 employees from 18 International Non- Governmental Organizations in Amman.

To address the study questions and hypotheses, descriptive and inferential statistical methods were employed using the Statistical Package for the Social Sciences (SPSS). The study uncovered several findings. Firstly, it revealed that there is high level of workload management effect on employees satisfaction in International Non- Governmental Organizations in Amman. Furthermore, a statistically significant effect for each dimension of the workload management (specialization, prioritization, delegation, automated operation, and peer relation of co-workers) on employees satisfaction was identified.

Based on these findings, the study suggests several recommendations. Most importantly, it recommends that International Non- Governmental Organizations in Amman should consider the importance of investing further workload management techniques which positively will affect employees satisfaction.

**Keywords:** Workload Management, Prioritization, Automated Operation, Employees Satisfaction, Compensation and Benefit, Job Security, INGOs, Jordan

أثر إدارة أعباء العمل على زيادة رضا الموظفين: دراسة ميدانية في المنظمات

الدولية غير الحكومية في عمان

إعداد: آية صالح حسين صالح

إشراف: الأستاذ الدكتور عزام أبو مغلي

### الملخص

هدفت هذه الدراسة إلى توضيح تأثير إدارة أعباء العمل على زيادة رضا الموظفين في المنظمات الدولية غير الحكومية في عمان. ولتحقيق أهداف الدراسة، تم اختيار المنهج الوصفي التحليلي نظراً لملاءمته. وتم استخدام الاستبيان الإلكتروني كأداة رئيسية للدراسة، حيث خضع لتقييم دقيق لضمان الصدق والثبات. شملت الدراسة عينة عشوائية مكونة من 381 موظفاً من 18 منظمة دولية غير حكومية في عمان.

وللإجابة على أسئلة الدراسة واختبار الفرضيات، تم استخدام الأساليب الإحصائية الوصفية والاستدلالية باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS).

وكشفت الدراسة عن عدة نتائج: أولاً، أظهرت أن هناك تأثيراً كبيراً لإدارة أعباء العمل على رضا الموظفين في المنظمات الدولية غير الحكومية في عمان. بالإضافة إلى ذلك، تم تحديد تأثير ذي دلالة إحصائية لكل بُعد من أبعاد إدارة أعباء العمل (التخصص، وتحديد الأولويات، والتفويض، والعمليات المؤتمتة، والعلاقات بين الزملاء) على رضا الموظفين.

واستناداً إلى هذه النتائج، تقدم الدراسة عدة توصيات. ومن أهمها أن على المنظمات الدولية غير الحكومية في عمان أن تأخذ في اعتبارها أهمية الاستثمار في تقنيات إدارة أعباء العمل بشكل أكبر لما لذلك من تأثير إيجابي على رضا الموظفين.

**الكلمات المفتاحية:** إدارة أعباء العمل، تحديد الأولويات، العمليات المؤتمتة، رضا الموظفين، التعويضات والمزايا، الأمان الوظيفي، المنظمات الدولية غير الحكومية، الأردن.

## CHAPTER ONE

### Study Background & Significance

#### 1.1 Introduction

Due to the nature of dynamic and rapid response-based work in the International Non-Governmental Organizations (INGOs), huge workload is highly encountered. Mefi & Asoba (2022), in their study on the NGO sector in South Africa, highlight the role of leadership and organizational culture in enhancing employee satisfaction and retention. This evolving workload negatively affect employees satisfaction, and leads to high percentage of turnover and other related human resources problems. Recently, the primary attention of researchers and practitioners has been directed toward human resource management (HRM) strategies, with a strong emphasis on understanding employee emotions, well-being, and job satisfaction. This aspect is highly valued by senior management and HR professionals; recognizing that human capital constitutes the cornerstone of every organization one of which is the International Non- Government Organizations ( INGOs).

According to Guest (2017), the contemporary realm of human resource management (HRM) pays attention to employees satisfaction due to its potential influence on the survival and success of organizations and its competitive advantage. This justifies why most international organizations focus on employees satisfaction as a key to the organization success.

Fitriani & Lo (2020) investigated the impact of workload and job satisfaction on turnover intentions, to cultivate a successful high-performing, and effective workforce, every organization is required to assign a balanced workload for its employees to avoid overwhelming, high turnover, and employees psychological issues which may result from

the workload.

Mefi & Asoba (2022) stated that job satisfaction is a critical factor in improving organizational performance and employee retention. Their research suggests that satisfied employees are more likely to be motivated, productive, and committed to their roles, which benefits both individuals and organizations. By examining factors like leadership styles, workplace relationships, and the systemic nature of job satisfaction which help organizations on obtaining a high competitive advantage and growth within the market.

## **1.2 Problem Statement**

As per Ali & Ibrahim (2019) The increasing demand for non-governmental organizations to provide support to people affected by wars and crises specially in the middle east after the Arab Spring was the reason for INGOs work expansion in the MENA Region (Middle East and North Africa). Jordan is an attractive country to International Non- Governmental Organizations to open their branches due to its stable social and political situation compared to other countries in the Middle East.

Due to the recent crisis in other regions like EUROPE for example (the Ukraine Russia war in February 2022), the INGOs funds to Middle east is highly decreased, and some of the already signed projects had been terminated or had a cut in cost. This lack of financial resources in the INGOs led to increasing technical and personal skills required for new hires; for better use of available skills and resources within the minimum cost. As a result, employees satisfaction became a critical problem specially at the INGOs sector, and the need to find solutions for this problem is very important . (McGuinness & Gibb, 2022)

The researcher of this study is a manager working at the support functions of one of these INGOs in Amman and had over 10 years experience working at this sector. During these 10 years, the researcher observed the need to proceed on studies and doing analysis to solve the problem of employees dissatisfaction at INGOs. To support this finding, the researcher conducted semi-structured interviews with 5 different INGOs employees separately, and the findings of these interviews supported the researcher's observation on the need to address employees satisfaction at this sector.

Based on a comprehensive review of literature on the employees satisfaction, many researches recommended studying workload management and its impact on employees satisfaction.

Previous literature also has demonstrated an inclusive results regarding the relationship between workload management and employees satisfaction. Lea et al. (2012), discussed the same issue in pharmacists sector in the United Kingdom but also found that workloads lead to higher stress levels and reduced job satisfaction. It emphasized that workload management is crucial for sustaining satisfaction and reducing stress.

Al-Tahat (2020) emphasized the need for studies on workload management in Jordan, noting its positive effect on employee satisfaction. The general thought is concluded that workload management has a major positive effect on employees satisfaction. Giving the fact that there is a noticeable lack of studies in this topic conducted in Jordan. The problem of the study is to attempt to address the effect of workload management on employees satisfaction and to come up with suitable solutions based on the research findings and recommendations.

### **1.3 Study Objectives**

The primary objectives of this research are as follows:

- 1- Presenting a theoretical framework of workload management and employees satisfaction based on previous related literature and studies.
- 2- Determining the level of workload management and employees satisfaction in INGOs in Amman
- 3- Determining the effect of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) on employees satisfaction (policies of compensation and benefit, promotion and career development, job security, working environment & condition, and relationship with supervisor) in INGOs in Amman

### **1.4 Study Relevance**

- **Theoretical Importance**

This study will contribute to the existing body of knowledge by demonstrating that workload management plays a crucial role in enhancing employee satisfaction, particularly within the INGO sector in Amman. By addressing the challenges and constraints unique to this sector, the research provides empirical evidence on how effective workload management can positively influence employee satisfaction. Additionally, the study is one of the few that specifically examines workload as a common issue among INGO workers in Amman. It may offer valuable recommendations for addressing workload challenges, thus adding to the limited research on this topic. Effective workload management, as highlighted by Malik and Dhar (2022), is essential for boosting employee satisfaction, particularly in dynamic and resource-constrained environments like INGOs.

- **Practical Importance**

This study will provide actionable insights for managers and decision-makers in the INGO sector, offering strategies to better utilize available human resources for improved productivity and organizational outcomes. The findings may help organizations in formulating strategies to enhance productivity and secure a competitive advantage in the INGO sector in Amman. Moreover, the study outcomes could influence policies and practices, leading to enhanced sustainability and growth for INGOs in Jordan. Finally, the research highlights the critical importance of prioritizing employee satisfaction, given its significant impact on overall organizational development and success.

### **1.5 Study Questions**

- 1- What is the level of workload management in INGOs in Amman?
- 2- What is the level of Employees satisfaction in INGOs in Amman?
- 3- Is there an effect for workload management with its dimensions ( specialization, prioritizations, delegation, automated operation, peer relation of co-workers) on employees satisfaction (policies of compensation and benefit, promotion and career development, job security, working environment & condition, and relationship with supervisor) in INGOs in Amman.

### **1.6 Study Hypothesis**

The current study seeks to test the following hypothesis

**H01:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on employees satisfaction (policies of compensation and benefit, promotion and career development, job

security, working environment & condition, relationship with supervisor ) in INGOs in Amman.

The above main hypothesis is divided into the following subs:

**H01.1:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions ( specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on policies of compensation and benefit in INGOs in Amman.

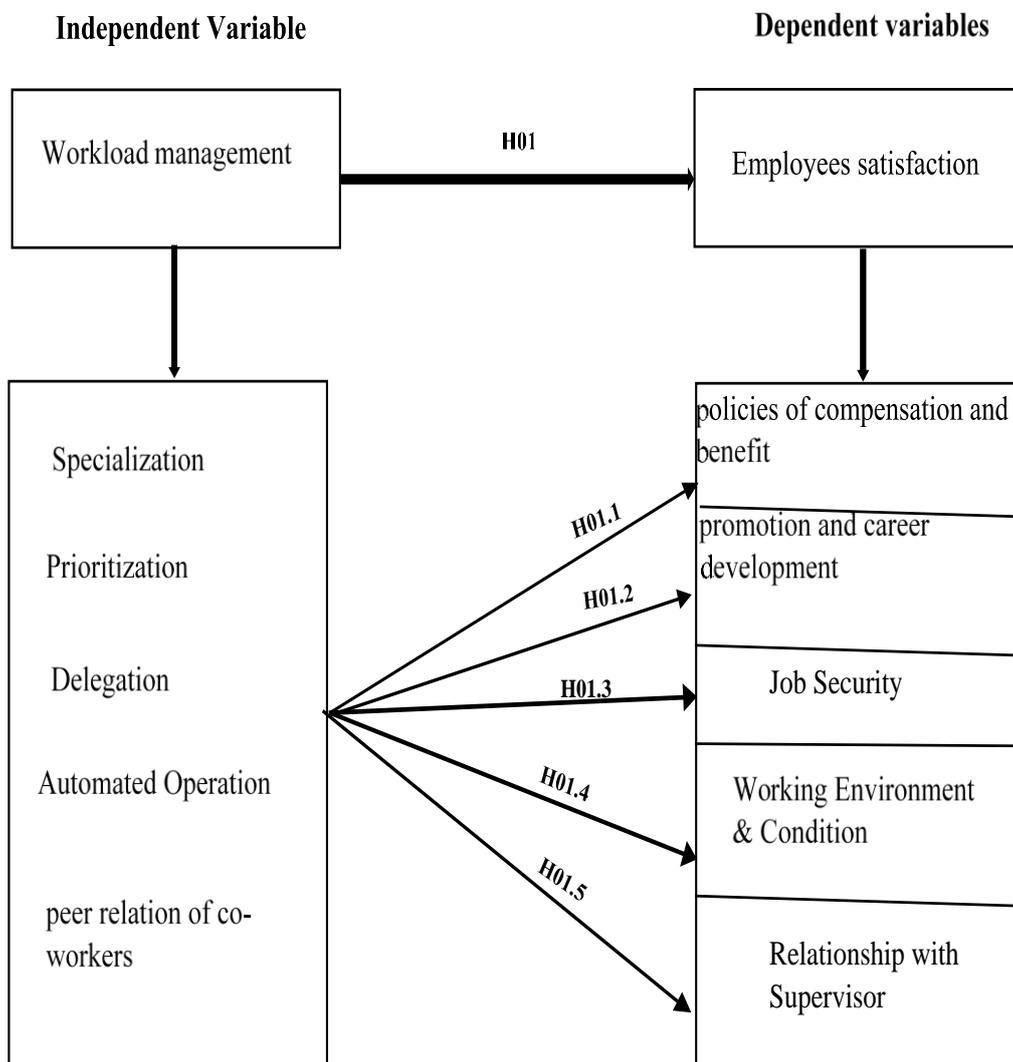
**H01.2:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on promotion and career development in INGOs in Amman.

**H01.3:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on job security in INGOs in Amman.

**H01.4:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on working environment & condition in INGOs in Amman.

**H01.5:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on relationship with supervisor in INGOs in Amman.

## 1.7 Study Model



**Fig. 1.1: The Study Model**

The study model was developed based on previous studies:

Independent variables: (Nwinyokpugi, 2018), (Zhuang & Pan, 2022)

Dependent variables: (Sageer et al., 2012)

- The selected dimensions are the most suitable for evaluating the independent variable, addressing the study problem, aligning with the study population, and answering the research questions.

## 1.8 The Limits of the Study

- **Human limitations:** The study tool was administered to employees working at International Non- Governmental Organizations ( INGOs) in Amman.
- **Time Limitations:** The study was conducted during the first semester of the year 2024/2025.
- **Geographic Limitations:** The study was conducted specifically within INGOs with an official registration in Amman. In total of 67 International Non- Governmental Organizations.
- **Scope limitations:** The study focused on two variables, namely workload management as an independent variable and employees satisfaction as a dependent variable.

## 1.9 Operational Definitions

- **Workload Management** is defined by the work environment where tasks and responsibilities can be accomplished successfully within the timeframe and resources available (Malik & Dhar, 2022). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified for through the questions numbers (1.1-1.25).
- **Specialization** assigning a skilled employee for specific tasks; knowing that this employee is the best fit to complete this task (Fitriani & Lo, 2020). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the questions numbers (1.1- 1.5)
- **Prioritization** is to rank tasks in order of importance to accomplish them within the planned time (Fitriani & Lo, 2020). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the questions numbers (1.6- 1.10)

- **Delegation** to assign other employees to finalize tasks by giving them more power and increasing their involvement (Lee & Kim, 2021). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the questions numbers (1.11- 1.15)
- **Automated Operation** using technologies to minimize employees workload. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified through the questions numbers (1.16- 1.20).
- **Peer Relation of Co-workers** refers to the quality and level of interactions, support, and collaboration among employees; which contributes to having a positive and cooperative work environment (Lea et al., 2012). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the question numbers (1.21- 1.25).
- **Employees satisfaction** is the extent to which expectations are met and match the real awards. Job satisfaction is closely linked to the individual's behavior in the workplace (Lea et al., 2012). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the question numbers (1.26-1.50).
- **Policies of compensation and benefits** are the rewards employees receive from their organizations (financial and non-financial) (Liu & Lo, 2018). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the question numbers (2.26- 2.30).
- **Promotion and career development** a designed processes to provide employees with opportunities for growth and skills development. These processes enable employees to take on a greater responsibilities and progress in their careers within the organization (Liu & Lo, 2018). It is measured by the degree of response of the

study sample to the items prepared for this purpose in the scale specified through the questions numbers (2.31- 2.35).

- **Job security** is the level of assurance the organization provides for its employees confirming the continuity of their employment contract; creating a stable and supportive work environment that increase employees satisfaction (Liu & Lo, 2018). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the questions numbers (2.36- 2.40).
- **Working environment and conditions** is providing employees with a safe, healthy and comfortable work environment that affect employees' ability to perform their roles effectively (Lee & Kim, 2021). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the questions numbers (2.41- 2.45).
- **Relationship with supervisor** refers to the healthy interactions and communication between employees and their direct managers, including aspects of trust, clear directions, and support, which influence overall job satisfaction (Lee & Kim, 2021). It is measured by the degree of response of the study sample to the items prepared for this purpose in the scale specified through the questions numbers (2.46- 2.50).

## CHAPTER TWO

### Theoretical Framework and Previous Studies

#### 2.1 Theoretical Framework

##### 2.1.1 workload management

According to (Nwinyokpugi, 2018), **workload management** is an organizational critical aspect. It consists of main variables (specialization, prioritization, delegation, automated operation, and peer relation of co-workers). While **Bakker et al.** (2006), defined **workload management** as the process of planning, allocating, and adjusting tasks, responsibilities, and resources within an organization to ensure that work is distributed efficiently, without overburdening employees. It involves determining the optimal capacity of each team member, setting priorities, tracking progress, and maintaining a balance to prevent burnout while maximizing productivity. Effective workload management includes clear task assignments, regular evaluations of workload distribution, the use of tools and technology for monitoring, and adaptive strategies to meet changing demands.

Both studies mentioned that the main types of workload are **physical workload**; which requires a significant physical effort to finalize the tasks like manual labor. **Mental workload**; tasks which require cognitive processing like (problem solving and decision-making). The third main type of workload is the **Emotional workload**; this involves tasks which require emotions management and emotional intelligence techniques such as customer service roles. Each type requires tailored management strategies to ensure overall efficiency and employee satisfaction.

According to Nwinyokpugi (2018), the importance of workload management is to maintain organizational efficiency and employee well-being. And to ensures that tasks

are distributed equitably among employees which will prevent burnout and will promote job satisfaction. Workload management plays a crucial role in organizational success by enhancing productivity, reducing errors, and fostering a positive work environment. It has an important effect on employees satisfaction which encourage them to perform their tasks on the best quality, it also positively contributes to achieving the organization's goals and sustainability, in addition to maintaining its competitive advantage in the market.

### **2.1.1.1 specialization**

When a job becomes complex, it should be segmented into simpler processes, allowing each segment to be managed by employees skilled in those specific tasks. Assigning certain tasks to specialized employees is usually increase efficiency, save time, and positively affects the outcomes' quality. Effectiveness of specialization is due to the fundamental diversity among individuals which is mixture of knowledge and skills (Armstrong & Taylor, 2020).

#### **Job specialization includes:**

- **Task Segmentation:**

Segmenting tasks to smaller parts and assigning these parts to different employees based on their specialty allows employee to properly manage their tasks, improving performance and increasing satisfaction.

- **Efficiency and Effectiveness:** Hiring specialized employees has a positive impact on minimizing work related stress and increase employees satisfaction because their assigned tasks are within their specialization.
- **Personal and Organizational Benefits:** When tasks are properly assigned based on employees specialization, this lead to mutual benefits for the employees and the organization. For the employees, it increase their feeling of accomplishment; while for the organization, it ensures that the right person is handling the right task and able to fully finalize it in good quality (Noe et al., 2021).

### 2.1.1.2 Prioritization

“To rank in order of importance” as what commonly used in dictionaries. Prioritizing employees workload focuses more on organizing tasks and projects than on executing them. This approach allows employees to develop a structured plan for their workday. Without such a plan, there is a tendency to merely react to demands or rush through tasks haphazardly (Griffin & Moorhead, 2022).

#### **The Key Aspects for Prioritization Includes:**

- **Time Management:**

Time management help employees focus on important tasks first, avoiding the stress of last-minute or incomplete tasks, and disorganization.

- **Reduction of Overwhelm:** Employees may feel overwhelmed by the constant flow of tasks without prioritization; leading to burnout. Managing priorities ensures a more manageable workload and less feeling of dissatisfaction.
- **Task Organization:** Employees can achieve a greater sense of control over their workload, leading to greater job satisfaction when they list their tasks in terms of priority (Robbins & Judge, 2020).

### 2.1.1.3 Delegation

Delegating authority involves giving decision-making powers and specific tasks to employees. Effective delegation can save time, motivate staff, and facilitate training, while also freeing up managers to pursue new challenges. On the other hand, insufficient delegation can lead to frustration and demotivation among employees, leave them inadequately trained, and result in managers being overwhelmed with work (Armstrong & Taylor, 2020) .

### **This Includes**

- **Empowerment through Delegation:** Employees can be empowered by being delegated. Their sense of involvement specially in more senior level tasks increases their motivation and job satisfaction.
- **Managerial Efficiency:** Delegating a senior level tasks to amid-level employee supports the development of employees by offering them opportunities to take on new challenges and support their career growth within the organization.

### **2.1.1.4 Automated Operation**

Using Robotic Process Automation (RPA). The use of robotics will support employees and minimize their workload by automating routine tasks and recurring time-consuming ones. This practice allows employees to focus on their strategic and creative aspects, and improve employees efficiency (Willcocks & Lacity, 2018).

### **This Focus on**

- **Efficiency Gains:** Robotic Process Automation (RPA) reduces the time spent on repetitive tasks, enabling employees to focus on strategic, complex and rewarding work. This can increase satisfaction because employees can spend their time on tasks that require higher-level of human thinking.
- **Skillset Transformation:** Using RPA as a replacement to manual labor, encourage employees development for new skills, which can lead to greater job satisfaction through career development opportunities. They might consider the RPA as a threat to their existence at the organization; so they enhance their knowledge and skills to remain a valuable resource for the organization.
- **Workload Reduction:** Automated processes reduce task overload, contributing to improved well-being and job satisfaction, It also decreases stress levels. (We will discuss this aspect in details through this research as part of the workload management techniques and recommendations).

### **2.1.1.5 Peer Relation of Co-Workers**

Peer relationships among coworkers who hold similar positions within an organization are characterized by collegiality and compassion. Research indicates that support from coworkers is a key predictor of employee behavior (Zhuang, 2022).

Studies have also demonstrated that teamwork, by fostering positive interactions, is positively linked to job satisfaction. A strong interpersonal relationship with colleagues can help build deeper emotional bonds. When employees are feeling down and need support, they are more likely to receive comfort from colleagues if they maintain good interpersonal relationships. This can help alleviate depression and reduce workload. (Zhuang, 2022)

### **2.1.2 Employees Satisfaction**

Employees satisfaction is the extent to which the workers' expectations towards their organizations and positions are met, and the degree to which the workers have a positive feelings for their job which exceed the negative ones. As per (Sageer, Rafat, and Agarwal (2012) and Aziri (2011)), employees satisfaction comprises five dimensions (policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor). Addressing these factors leads to enhanced employee morale and goal achievement. This is also critical for organizational success; by creating a conducive work environment where employees feel more valued and motivated, this improve employees performance and reduce employees turnover rates within the organization. Therefore, prioritizing and considering employees satisfaction is essential for achieving organizational objectives and maintaining a competitive advantage.

### **2.1.2.1 Policies of Compensation and Benefit**

This is the most important variable for employee satisfaction. Compensation refers to the rewards that employees anticipate receiving from their job. Workers should feel content with their salary packages, especially when comparing their compensation to that of peers in the same industry. A sense of satisfaction arises from receiving fair and equitable rewards. Key elements that fall within this category include:

- Wages and salaries.
- Rewards and penalties.

### **2.1.2.2 Promotion and Career Development**

A promotion is often seen as a major milestone in one's career. It brings with it increased pay, responsibilities, authority, independence, and prestige. Thus, the chance for promotion significantly influences an employee's level of satisfaction. Elements included in this category are:

- Opportunities for promotion.
- Equal growth opportunities regardless of gender.
- Training programs.
- Chances to utilize skills and abilities.

### **2.1.2.3 Job Security**

Job security refers to an employee's confidence in the continuity of their current employment. Employees who perceive high job security are less likely to worry about being unemployed soon. Various factors influence job security, including the nature of the profession or role, individual performance, the overall success of the company, and prevailing economic conditions.

#### **2.1.2.4 Working Environment & Condition**

Employees are greatly motivated by favorable working conditions, which foster a sense of safety, comfort, and enthusiasm. Conversely, subpar working conditions can lead to concerns about poor health among employees. The more comfortable the work environment, the higher the productivity of the employees. The following aspects fall into this category:

- A safe and comfortable working environment.
- Availability of necessary tools and equipment.
- Efficient working methods.
- Security personnel and parking facilities.
- Proper ventilation, adequate lighting, fans, and air-conditioning.
- Clean and tidy office spaces, rest areas, and washrooms.

#### **2.1.2.5 Relationship with Supervisor**

Maintaining a positive working relationship with your supervisor is crucial because you rely on their professional guidance, constructive feedback, and overall support at every step. The following elements are associated with this category:

- Relationship with the immediate supervisor.
- Communication between employees and senior management.
- How employees are treated. (Sageer, Rafat, Agarwal, 2012)

Various studies discussed the relationship between workload management as a critical factor influencing employees satisfaction. Dynamic workload management models ensure that tasks are appropriately align with employees capacities; which reduce exhaustion, foster their achievements, and increase their motivation and satisfaction. Workload management not only improves employees satisfaction, but also increase the

organizational success by improving performance, reducing organizational employees turnover, and fostering a healthy workplace culture.

### **About International Non-Governmental Organizations (INGOs)**

International Non-Governmental Organizations (INGOs) play an essential role in the Middle East by addressing humanitarian needs, promoting development, and advocating for human rights. Their funding primarily originates from international donors, governmental agencies, and private contributions. These funds are allocated to a wide range of initiatives, including healthcare, education, rehabilitation, and livelihood in conflict-affected areas (Abdelrahman & Jibril, 2016).

The exact number of beneficiaries and employees engaged by INGOs in the region varies significantly based on the scale and scope of their operations. However, it is estimated that these organizations collectively support millions of individuals across countries such as Jordan, Lebanon, Iraq, Syria, Palestine, Turkey and Yemen. Abdelrahman and Jibril (2016) highlight the critical role of INGOs in bridging gaps where governmental resources fall short, emphasizing their contribution to both short-term relief and long-term sustainable development.

INGOs also focus on advocacy and capacity-building efforts, influencing policies and empowering local communities to create sustainable change. Their work is instrumental in addressing socio-economic challenges and responding to emergencies, particularly in Post-Arab Spring contexts, where civil society organizations have adapted to shifting political and social landscapes (Reimann & Risse, 2019).

## **2.2 Previous Studies**

### **Harrison (2009) study titled: An Examination of Evaluation Plan Quality in Human Service Nonprofit Organizations**

The objective of this correlational research was to investigate the relationships among various factors within nonprofit human service organizations in Ohio—specifically, organization size, the magnitude of funding allocation, the type of organization, and the staff position accountable for the evaluation plan—and the quality of their evaluation plans. The quality of these evaluation plans was measured using the Program Accountability Quality Scale (PAQS). Utilizing archival data from 125 human service nonprofit organizations gathered by a United Way organization, this study explored the influences on the quality of evaluation plans. The findings contribute to existing knowledge about the significance and implementation of evaluation practices in the nonprofit sector.

Integrating workload management strategies with insights from Harrison's study highlights how structured planning and evaluation improve operational efficiency and employee well-being. By managing workloads effectively, organizations can mirror Harrison's findings on strategic improvement, thus enhancing employee satisfaction as part of organizational success.

Harrison (2009) study aimed to examine the relationships between various organizational factors—such as organization size, funding allocation, type of organization, and the staff position responsible for evaluation plans—and the quality of evaluation plans in nonprofit human service organizations in Ohio. The study utilized archival data from 125 nonprofit organizations affiliated with a United Way organization and measured the quality of evaluation plans using the Program Accountability Quality

Scale (PAQS). Through this correlational research, Harrison explored how these factors influenced the effectiveness and quality of evaluation practices, providing insights into the significance of structured planning within nonprofit organizations.

The study focuses on nonprofit or humanitarian organizations. Harrison's emphasis on structured evaluation plans as a means to enhance operational efficiency and employee well-being. He investigates into how effective workload management improves employees satisfaction. The study also highlights the role of staff accountability in maintaining evaluation plan quality, a concept that can be extended to workload distribution and its impact on employee satisfaction.

Additionally, Harrison's study demonstrates how strategic planning, such as quality evaluation processes, contributes to organizational improvement. By integrating insights from Harrison's study, this research can further highlight the importance of structured approaches in improving workplace efficiency and fostering a supportive environment for employees. This connection strengthens the relevance of workload management strategies in achieving organizational and employee goals within the International non-governmental organizations sector.

**Sageer et.al. (2012), research titled: Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization**

This study aims to explore the key factors that influence employee satisfaction and examine how these factors affect organizational performance. The research identifies variables such as compensation policies, job security, work environment, and opportunities for career advancement as critical determinants of employee satisfaction. While specific details about the sample are not explicitly mentioned, the study involved employees from diverse organizations to assess workplace environments

comprehensively. The population targeted by this research includes employees across various industries, offering insights into the general dynamics of job satisfaction.

This study is directly relevant to this research on emphasizing on creating a supportive work environment and managing workload. The study variables like compensation, job security, and career advancement can be adapted to the context of International Non-Governmental Organizations (INGOs) in Amman, highlighting how effective workload management practices contribute to employee satisfaction.

**Mateen et.al. (2012) study titled: Workload Management: A Technology Perspective with Respect to Self-Characteristics.**

This study discussing the role of technology in managing workloads, focusing on how individual self-characteristics influence the effectiveness of technological tools in workload management. The purpose of this research is to explore the intersection between personal traits; such as adaptability, self-efficacy, and cognitive capacity, and technology-based workload management strategies. By doing so, the study seeks to identify ways in which technology can be tailored or optimized to align with individual employee characteristics, ultimately improving efficiency and satisfaction in task performance.

The population targeted by this study includes professionals and employees who use technology-driven tools for workload management across various industries. The sample composed of individuals from diverse organizational backgrounds, representing different levels of familiarity and interaction with technology in their work environments. The research participants included employees in technology-intensive roles, such as IT professionals or administrative staff, who rely on software and systems to prioritize and manage tasks. By focusing on the interplay between personal characteristics and technological tools, the study provides valuable insights into designing and implementing more effective workload management systems.

**Minotra,(2012) study titled: The Effect of a Workload-Preview on Task-Prioritization and Task-Performance.**

The purpose of this research is to explore whether advance knowledge of upcoming workloads can improve decision-making, time management, and efficiency in task execution. The study investigates the cognitive and behavioral processes involved in handling tasks when employees are equipped with workload previews, aiming to provide insights into optimizing work strategies to enhance productivity and reduce stress.

The population targeted by this study includes individuals engaged in task-oriented roles across various organizational settings. The study sample comprises employees assigned specific tasks, with variations in workload conditions provided during the study. Participants came from diverse industries and job functions; to ensure the findings are broadly applicable. The research employed experimental and observational methods to analyze how workload previews influence prioritization and performance, focusing on factors such as task complexity, urgency, and individual capabilities. By addressing the interplay between workload awareness and task execution, the study contributes to a deeper understanding of effective workload management strategies.

**Adeyoyin.et.al (2015). Effects of job specialization and departmentalization on job satisfaction among the staff of a Nigerian university library. Library Philosophy and Practice, 1295.**

This study aimed to examine how job specialization and departmentalization influence job satisfaction among library staff. The research was conducted at the Nimbe Adedipe Library of the Federal University of Agriculture, Abeokuta, Nigeria. A descriptive research design was employed, utilizing a survey method to gather data from the respondents. Fifty questionnaires

containing 30 structured questions were distributed to the library staff, with 45 (90%) returned; however, data analysis was based on 42 usable questionnaires.

The findings indicated that the majority of the staff were fully satisfied with their current areas of specialization. Notably, while the Cataloguing Section was often perceived as the most monotonous section in a library, this perception may be changing due to the introduction of online copy cataloguing and classification, which involves interaction with computer systems and internet navigation, potentially enhancing job satisfaction.

In summary, the study suggests that job specialization can positively impact job satisfaction among library staff, particularly when technological advancements are integrated into specialized tasks, reducing monotony and increasing engagement.

**Avcı, (2017). The relationship between coworker supports, quality of work life and wellbeing: An empirical study of hotel employees. International Journal of Management Economics and Business, 13(3).**

The study clarifies that coworker support influences employees' quality of work life and overall wellbeing within the hospitality industry. The research focused on hotel employees in Çeşme, İzmir, Turkey, utilizing a quantitative approach with survey data collected from this population. The analysis revealed a positive correlation between coworker support, quality of work life, and employee wellbeing, indicating that supportive relationships among coworkers enhance the quality of work life and contribute to better overall wellbeing. These findings highlight the importance of fostering supportive coworker relationships as a means to improve workload management and enhance employee satisfaction.

**Nwinyokpugi (2018) study title: Workload Management Strategies and Employees Efficiency in the Nigeria Banking Sector**

Patrick Nkiinebari Nwinyokpugi used a sectional survey design for this study. His study captured strategies of workload management and employees efficiency of Nigerian banks in Port Harcourt, Rivers State. As per Nwinyokpugi, supervisors and managers should consider workload management as a critical aspect to the success of their departments.

He targeted managers and supervisors as a population for this research. Two hundred (200) managers and supervisors were reached out to participate at the survey in total of (133) respondents. The number of returned and completed questionnaire were (130); representing 98% of the questionnaire.

The collected data analysis tools he used are; frequency table, mean, standard deviation and simple percentage, while the research hypotheses were tested using Pearson Correlation Coefficient. The results of his research lead to the recommendations that there is relationship between all dimensions of workload management strategies and employees efficiency at the banking sector. His recommendations highlighted the need for organizations to enhance productivity through adopting effective workload management practices this will also have a positive impact on reducing stress, and maintaining operational excellence.

**Twin.et.al (2018) study titled: Workload Management: An Environmental Scan of Current and Emerging Practices in Workload Management.**

This study aims to assess the current practices and emerging trends in workload management across various organizations. The purpose of the research is to provide an overview of the strategies and methods which organizations are employing to manage workloads effectively, with a focus on understanding how these practices impact employee

productivity, job satisfaction, and overall organizational performance. By conducting an environmental scan, the study seeks to identify best practices, challenges, and new developments in workload management that can inform future organizational strategies.

The population targeted by this research includes organizations across different sectors that are involved in workload management practices. The sample consists of a range of organizations, both large and small size, which covers various industries. This diverse sample allows the study to capture a broad spectrum of workload management practices and their effects on employees. The sample includes key personnel responsible for workload management, such as HR managers, team leaders, and organizational development specialists, in order to gain insights into how these practices are implemented and their effectiveness in various organizational contexts. The study's findings provide valuable information on the state of workload management and highlight emerging practices that can be adopted to improve employee well-being and organizational efficiency.

**Harmen.et.al (2020) study titled: The Workload and Organizational Commitment to Job Satisfaction**

This study aims to explore the relationship between workload, organizational commitment, and job satisfaction. The purpose of the research is to investigate how employees' perception of their workload influences their commitment to the organization and how this, in turn, affects their overall job satisfaction. By examining these interconnections, the study seeks to provide insights into how organizations can better manage workloads to enhance employee commitment and satisfaction, which can ultimately improve organizational performance.

The population of this research includes employees working in various organizations, with a particular focus on understanding the dynamics of workload and its effect on employee satisfaction within different sectors. The sample for this study consists of employees from selected organizations (private and public sectors). The researchers have selected a diverse group of employees across various departments, levels of seniority, and job functions to ensure the findings are applicable to a broad range of organizational settings. The sample considered factors such as age, gender, and work experience to capture a wide spectrum of employee experiences and attitudes toward workload, organizational commitment, and job satisfaction.

**Zhuang, Pan (2022) Research article titled: Data Modelling in Human Resource Management: Influencing Factors of Employees' Job Satisfaction**

This study explores the key factors that influence employee job satisfaction within the framework of human resource management (HRM) using data modeling techniques. The primary purpose of the research is to identify and analyze the various variables that affect employee satisfaction, such as work environment, leadership style, compensation, and career development opportunities, through the application of advanced data modeling methods. The study seeks to provide a comprehensive understanding of how different factors contribute to job satisfaction and how HR professionals can utilize data-driven insights to improve employee retention and organizational performance.

The population targeted by this study includes employees across various industries, as the research aims to identify universal factors that influence job satisfaction in a variety of work environments. The sample is composed of a diverse group of employees from multiple organizations, providing a broad view of employee experiences in different sectors. The study used a large-scale survey to collect information from employees at various levels of an organization, allowing for a detailed analysis of how different factors

interact to shape job satisfaction. The sample considered demographic variables such as age, gender, and years of experience to assess how job satisfaction factors vary across different groups of employees.

### **2.3 What Distinguishes the Current Study from the Previous Studies**

This study focuses on the INGOs sector in Amman, which has not obtained proper attention from other researchers addressing the workload management effect on employees' satisfaction. Moreover, this study aims to build this research gap by focusing on the workload management effect on employees satisfaction at the INGOs sector in Amman, considering that most previous studies were initiated in other foreign countries. This study will investigate the effect of some variables and dimensions extracted from previous studies to analyze their effect on employees satisfaction at the INGOs sector in Amman. And will highlight areas that have not been previously studied. Additionally, this research will study variables in the INGOs sector which have not been thoroughly studied. Taking into consideration that it is important to enhance our knowledge about this critical sector (International Non-Governmental Organizations in Amman) specially with the political and economic circumstances surrounding the area at the time of this research.

## **CHAPTER THREE:**

### **Study Methodology (Methods and Procedures)**

#### **3.1 Study Methodology**

This study employs a quantitative methodology through the distribution of an electronic questionnaire among employees working at international non-governmental organizations in Amman; to review current and emerging issues related to workload management and factors affecting employee satisfaction in this sector and to better structure the research problem dimensions.

The study utilizes an analytical descriptive approach, considered the most suitable method for achieving the study's objectives and addressing the research questions. This approach was used to review the most important outcomes related to “The effect of workload management on employees satisfaction: afield study in international non-governmental organizations in Amman”.

#### **3.2 Study Population & Sample**

The study population comprised employees of international non-governmental organizations in Amman. Out of 67 registered organizations identified through <http://www.civilsociety-jo.net/>. These INGOs listed in appendix No ( 2 ) in this study.

20 organizations were selected to participate in the data collection process with 18 organizations responding and being cooperative. The sample consisted of 381 employees from these 18 organizations in different job titles as per the human resources data at these organizations for the year of 2024. As per Sekaran & Bougi (2016) methodology on determining the size of the study sample compared to the study population, the sample size of this research exceeded the minimum number of accepted samples; which adds more accuracy to the study results.

To collect data, questionnaires were randomly distributed to international non-governmental organizations in Amman, with the simple random sampling method employed to ensure representativeness. The study sample comprised 381 respondents from 18 organizations. All members of the study sample (in total of 720 employees) received questionnaires, yielding 381 completed responses and a response rate of 52.9%

### 3.3 Sample Characteristics

In this section, the demographic attributes of the study participants, such as gender, age, years of professional experience, educational attainment, and occupational level, are outlined and elucidated. Frequencies and percentages of these demographic factors within the study group were computed and are detailed in Table (3.1).

**Table (3.1) Study Sample Characteristics**

Variable	Level/ Stage	Repetition	Percentage %
Gender :	Female	189	49.6%
	Male	192	50.4%
Level of education:	Bachelor	288	76%
	Diploma or less	42	11%
	postgraduate	51	13%
Years of experience:	Less than 5 years	118	31%
	from 5 to 10 years	176	46%
	from 10 to 15 years	68	18%
	from 15 to 20 years	2	1%
	20 years or more	17	4%
Job level:	Assistant Level or Less	99	26%
	Officer Level	155	41%
	Manager Level	38	10%
	Senior Level	89	23%

According to Table (3.1), the majority of the study sample in the INGOs in Amman comprises male employees, accounting for 50.4%, while female employees make up 49.6% of the study sample. Moreover, the highest percentage of the sample, at 76%, falls within employees the bachelor level of education. 5-10 years of experience represents 46% of the study sample which is the highest section in the category. Furthermore, employees with an officer level represent 41% of the sample.

### 3.4 Study Tools

The effect of workload management on increasing employees satisfaction: a field study in international non-governmental organizations in Amman. The study included several main axes and a number of basic information as well for those who wish to participate in filling out the questionnaire to facilitate the analysis process for the researcher and reach useful results. The study scale consisted of three parts:

- The first part of the questionnaire focused on the demographic aspects (variables) of the study sample participants. These variables consist personal and occupational Information: (Gender, Level of education, Years of experience, and Job level)
- The second part of the questionnaire which includes the independent variable ( Workload Management) and its 5 dimensions and it consists of 25 paragraphs. The questions are divided into 5 sections, each section contains 5 questions as follows (specialization, prioritizations, delegation, automated operation, peer relation of co-workers).
- The third part: which includes the dependent variable (Employees Satisfaction) in the study questions, which consists of additional (25) items. The dependent variable was designed into 5 sections, each section has 5 items as follows (policies of compensation and benefit, promotion and career development, job security, working environment & condition, and relationship with supervisor).

**Table (3.2) Distribution of Paragraphs on IV & DV**

Number of paragraphs in the field	Number of Paragraphs	Dimensions	Dimension Number	Variable
1-5	5	Specialization	1	(IV) Workload Management
6-10	5	Prioritization	2	
11-15	5	Delegation	3	
16-20	5	Automated operation	4	
20-25	5	Peer relations of coworkers	5	
1-25	25	Total number of paragraphs		
26-30	5	Policies of compensation and benefit	1	(DV) Employees Satisfaction
30-35	5	Promotion and career development	2	
35-40	5	Job security	3	
40-45	5	Working Environment & Condition	4	
45-50	5	Relationship with supervisor	5	
26-50	25	Total number of paragraphs		

### 3. 5 Validity and Reliability of the Study Tool

The validity of the study tool was verified through:

#### Validity of Content (Arbitrators)

The researcher presented the scale in its initial form, as outlined in appendix (3), to six referees from four different universities in Jordan within the Department of Business Administration (Balqa'a Applied University, Zarqa University, Philadelphia University, and Middle East University).

Through measurement and evaluation, as detailed in the project's appendix, they were asked to provide feedback on the sincerity of the content, the relevance of the statements to the scale, their suitability for measuring their intended constructs, and their clarity. Subsequently, appropriate amendments were proposed, and a criterion of strong agreement was adopted to determine the validity of the paragraphs, based on the arbitrators' opinions. Some paragraphs underwent modifications in wording to enhance

clarity, while others were deleted due to similarity or lack of alignment with the study's objectives, and some were not coherent with the respective dimensions. Consequently, the scale comprised 25 items distributed across five main dimensions: specialization, prioritizations, delegation, automated operation, peer relation of co-workers. Additionally, 25 paragraphs were distributed across five secondary dimensions: policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor. The researcher reflected the feedback and amendments from the arbitrators as indicative of the content validity of the study tool, affirming its apparent validity.

### **Construct Validity**

The construct validity implications of the scale were calculated by calculating the correlation of the item score with the dimension to which it belongs. 50 items were rated in the questionnaire, the first 25 items were rated as Workload Management, and the remaining 25 items were rated as employee satisfaction. Table (3.3) shows the results of the test.

#### **First: Workload Management**

**Table (3.3.A) Exploratory factor analysis test for Specialization**

<b>Item No.</b>	<b>Factor 1</b>	<b>Factor 2</b>	<b>Factor 3</b>	<b>Factor 4</b>	<b>Factor 5</b>	<b>Factor 6</b>	<b>Eigenvalue</b>	<b>KMO</b>
1	.886						78.830	0.970 P  P value= 0.000
2	.882							
3	.880							
4	.880							
5	.878							

**Extraction Method: Principal Component Analysis.  
a. 5 components extracted.**

**Table (3.3.B) Exploratory factor analysis test for Prioritization**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
6	.877						78.830	0.970 P  P value= 0.000
7	.871							
8	.865							
9	.861							
10	.859							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

**Table (3.3.C) Exploratory factor analysis test for Delegation**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
11	.858						78.830	0.970 P  P value= 0.000
12	.856							
13	.856							
14	.853							
15	.852							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

**Table (3.3.D) Exploratory factor analysis test for Automated Operation**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
16	.849						78.830	0.970 P  P value= 0.000
17	.849							
18	.849							
19	.848							
20	.840							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

**Table (3.3.E) Exploratory factor analysis test Peer Relation of co-workers**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
21	.838						78.830	0.970 P  P value= 0.000
22	.837							
23	.834							
24	.834							
25	.828							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

### **Second: Employees Satisfaction**

**Table (3.3.F) Exploratory factor analysis test for Policies of compensation and benefit**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
26	.826						78.830	0.970 P  P value= 0.000
27	.818			.302				
28	.816							
29	.816							
30	.814							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

**Table (3.3.G) Exploratory factor analysis test for Promotion and career development**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
31	.814						78.830	0.970 P  P value= 0.000
32	.813							
33	.806							
34	.793							
35	.793							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

**Table (3.3.H) Exploratory factor analysis test for Job Security**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
36	.792	.393					78.830	0.970 P  P value= 0.000
37	.790							
38	.784	.318						
39	.728							
40	.724							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

**Table (3.3.I) Exploratory factor analysis test for Working Environment & Condition**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
41	.887						78.830	0.970 P  P value= 0.000
42	.881							
43	.881							
44	.879							
45	.879							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

**Table (3.3.J) Exploratory factor analysis test for Relationship with Supervisor**

Item No.	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Eigenvalue	KMO
46	.876						78.830	0.970 P  P value= 0.000
47	.870							
48	.864							
49	.861							
50	.859							

**Extraction Method: Principal Component Analysis.**

**a. 5 components extracted.**

We note from the table above that all the values of the paragraphs were saturated and that they obtained larger proportions for each of them with Eigen values higher than one, which

explains 78.830%, and the KMO = 0.970 indicates a level worthy of appreciation and where its lowest value is 0.60 and the Barletta test of sphericity was significant ( $p = 0.000$ ).

### **Reliability Test (Cronbach's Alpha)**

The data in Table (3.4) reveals that the Cronbach Alpha coefficients for the sub-dimensions of the scale varied between 0.808 and 0.976 . Additionally, the reliability coefficient for the total score of the scale, determined using Cronbach Alpha, was 0.966. This indicates a high level of consistency among the questionnaire items, affirming the reliability of the study tool and underscoring its suitability for conducting statistical analysis (Sekaran & Bougie, 2010).

**Table (3.4) Reliability coefficients for the study instrument items using the Cronbach alpha test**

<b>Dimensions</b>	<b>N of Items</b>	<b>Cronbach's Alpha</b>
Specialization	5	0.847
Prioritization	5	0.858
Delegation	5	0.976
Automated Operation	5	0.921
Peer Relation of co-workers	5	0.898
<b>Independent variable: Workload Management</b>	<b>25</b>	<b>0.950</b>
Policies of compensation and benefit	5	0.808
Promotion and career development	5	0.846
Job Security	5	0.849
Working Environment & Condition	5	0.843
Relationship with Supervisor	5	0.945
<b>Dependent variable: Employees Satisfaction</b>	<b>25</b>	<b>0.928</b>
<b>Total of the survey</b>	<b>50</b>	<b>0.966</b>

**Source: From the answers of the study sample members and the outputs of SPSS 20**

### 3.6 Data Collection Methods

The data for the study were obtained from various primary and secondary sources, which can be categorized as follows.

**Primary Sources:** The primary source of data for the study was collected from the use of a (questionnaire). A questionnaire was designed to fulfill the study objectives. The questionnaire extensively addressed different dimensions of the study topic, encompassing its core inquiries and hypotheses. To gauge the respondents' agreement with the questionnaire statements, a five-level Likert scale was utilized. "5" for strongly agree, "4" for agree, "3" for neither agree nor disagree, "2" for disagree, and "1" for strongly disagree. The method used to determine the scale and length of each category is Scale Correction Key (response judgment score). The five-point (Likert scale) which is shown in table (2) was used in the study to grade according to the rules and characteristics of the scales.

**Table (3.5) Criteria for grading each paragraph of the questionnaire:**

the interval	the trend
from 1 to 1.8	Strongly Disagree
from 1.81 to 2.6	Disagree
from 2.61 to 3.40	Medium
from 3.41 to 4.20	agree
from 4.21 to 5	Strongly agree

Based on the table above, the values of the arithmetic averages reached by the study were dealt with as follows, according to the following equation (Allen & Seaman, 2007):

The upper value – the lower value of the answer alternatives divided by the number

$$\text{of levels: } \underline{\text{Category length } h} = \frac{5-1}{5} = \frac{4}{5} = .8$$

Based on the arithmetic average value for each paragraph separately

Thus, the **strongly disagree** score is (1.00 – 1.8)

The score is in the **disagree** consists of f (1.8 – 2.6)

The **neither agree no disagree** score ranges from (2.61 – 3.40)

The **agree** score ranges from (3.41- 4.20)

While the **strongly agree** score is (4.21- 5)

**Secondary Sources:** The secondary source for the current study includes a variety of sources. encompassing previous studies, journals, books, and other related articles which are all mentioned and referred to throughout the study

### 3.7 Study Procedures

The current and related study passed the effect of workload management on increasing employee satisfaction: a field study in international non-governmental organizations in Amman, several procedures are summarized by the researcher as follows:

- Reviewing previous literature, studies, books, articles, and published research related to the subject of study and specialized in the effect of workload management on increasing employees satisfaction: a field study in international non-governmental organizations in Amman the researcher benefited from these sources and these resources measurements and tools.
- Building dimensions and items of the scale, which are consistent with answering the main study questions.
- After arriving at the initial version of the study scale, the scale was judged by a group of arbitrators with expertise in the field of measurement and evaluation, and the proposed amendments were made in light of their observations.
- Different INGOs registered in Amman were extremely cooperative with the researcher in obtaining the necessary data through the questionnaire because

of strong relations between the researcher and some of the employees within these 18 INGOs which the researcher built throughout the 10 years spent at this sector. And this did not even require any official letter from the Middle East University.

- Distributing the study tool to the sample members. The application was done electronically by the researcher using Kobo software program. The researcher explained to the participants the importance of the study and the benefit from it, and that their responses will serve the purposes of scientific research only, and that their responses will be treated with complete confidentiality. Immediately after completing the application, the Responses to raw scores (5, 4, 3, 2, 1), and statistical processing of them using (SPSS) program and conducting appropriate statistical analysis to answer the study questions and extract and discuss the results.
- The time to apply the study tool took (36) days

### **Statistical Methods Used**

The study relied on the SPSS statistical package program, version 20, to analyze the data and extract the results. The researcher used a set of statistical tests necessary for this, which are:

- Extracting frequencies and percentages to describe the study sample members according to years of experience.
- Extracting the Pearson Correlation Coefficient to verify the internal construct validity of the study tool.
- The Pearson Correlation Coefficient test and the Cronbach Alpha test were used to verify the stability of the study tool.
- Arithmetic means and standard deviations were calculated to identify the level

of responses of the study sample members to the study items and dimensions, in order to answer the first study question, which states: “The effect of workload management on increasing employees satisfaction a field study in international non-governmental organizations in Amman”.

## CHAPTER FOUR

### Study Results

#### 4.1 Introduction

The following chapter will present an overview of the main results analyzed by the research and examine the effect of workload management on increasing employees satisfaction: a field study in international non- governmental organizations in Amman. After analyzing and processing the data collected by the study sample, the researcher concluded the effect of workload management on increasing employees satisfaction at international non-governmental organizations in Amman.

#### 4.2 Results Related to The Study Question

The outcomes related to the first question of the study, which examines the level of workload management at INGOs in Amman resulted to the following data. Table (4.1) provides an insight to the means, standard deviations, and ranks of the participants' evaluations of workload management dimensions.

**Table (4.1) the means, standard deviations, and ranks of the participants' evaluations of workload management.**

Tool sequence	Dimensions	Mean	Std. Deviation	T.Value	Rank	level
1	Specialization	3.350	0.673	10.1512	1	High
4	Automated Operation	3.233	0.905	5.0254	2	High
5	Peer Relation of co-workers	3.155	0.887	3.4109	3	High
3	Delegation	2.93	0.77	1.7745	4	Medium
2	Prioritization	2.607	0.767	10.0014	5	Low

**Source: From the answers of the study sample members and the outputs of SPSS 20**

According to table (4.1), The results indicate that the arithmetic averages for (The effect of workload management on increasing employees satisfaction at INGOs in Amman from the perspective of the employees) ranged between (2.607 – 3.350). Moreover, Specialization came in first place, with the highest arithmetic average, a mean of (3.35), a standard deviation of (0.673) and high level, which makes it the highest average between the remaining dimensions. Additionally, Automated Operations has the second highest arithmetic average, a (3.233) mean, (0.905) standard deviation, a high level. Furthermore, this table shows the other dimensions in descending order, with Peer Relation of Co-workers in third arithmetic average with 3.155 mean, 0.887 standard deviations, and Delegation with 2.93 mean and 0.77 standard deviations. Lastly, Prioritization placed in last place with a low level, mean of 2.607, and standard deviation of (0.767 )

The study provides insight to the analysis of means, standard deviations, and ranks of the participants' evaluations of workload management dimensions for each question on the questionnaire and for each dimension of workload management

### **Specialization**

Table (4.2) indicates the arithmetic means and standard deviation for the first dimension of the independent variable workload management questions in the "Specialization" section within the questionnaire.

**Table (4.2) Means, Standard Deviations, T.value & Ranks for each question on the “Workload Management” Section 1 “Specialization”**

<b>Tool question</b>	<b>Questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
1	The organization improves job performance through job specialization:	3.52	0.94	10.8	1	High
4	The organization increases employee engagement through job specialization:	3.34	0.83	8.00	2	High
3	The organization simplifies work processes through job specialization:	3.32	0.98	6.37	3	High
5	The organization boosts employee knowledge through job specialization:	3.30	0.98	5.98	4	High
2	The organization improves job performance by focusing on specific roles:	3.27	0.92	5.73	5	High

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.2) are ranging between (3.27 – 3.52), indicating that the highest rank for specialization questions is question number 1 which focuses on “The organization improves job performance through job specialization” with a mean of 3.52, standard deviation of 0.94, and T.value 10.8 indicating a high level of agreement among the study population (participants). And the lowest rank for specialization questions is question number 2 which focuses on “The organization improves job performance by focusing on specific roles” with a mean of 3.27, standard deviation 0.92, and 5.73 T. value . It shows high level of agreement among the study population (participants).

### **Prioritization**

Table (4.3) indicates the arithmetic means, standard deviation, and T.value for the second dimension of the independent variable workload management questions in the "prioritization" section within the questionnaire.

**Table (4.3) Means, Standard Deviations, T. value & Ranks for each question on the “Workload Management” Section 1 “ Prioritization”**

<b>Tool Question</b>	<b>Questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
8	The organization help employees maintain focus when managing multiple tasks:	2.81	1.27	2.92	1	Low
9	The organization allows task breaks by switching occasionally.:	2.81	0.95	3.76	2	Low
7	The organization encourages focused attention on individual tasks:	2.49	0.96	7.31	3	Low
10	The organization prevents disruptions during focused tasks:	2.53	0.94	6.6	4	Low
6	The organization encourages completing one task before starting another:	2.39	1.05	8.39	5	Low

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.3) are ranging between (2.39 – 2.81), indicating that the highest rank for prioritization questions is question number 8 which focuses on “The organization helps employees maintain focus when managing multiple tasks” with a mean of 2.81, standard deviation of 1.27 and T. value of 2.92 indicating a low level of agreement among the study population (participants). And the lowest rank for prioritization questions is question number 6 which focuses on “The organization encourages completing one task before starting another” with a mean of 2.39, standard deviation of 1.05 and T.value of 8.39 which shows a low level of agreement among the study population (participants).

### **Delegation**

Table (4.4) indicates the arithmetic means, standard deviation, and T.value for the third dimension of the independent variable workload management questions in the "delegation" section within the questionnaire.

**Table (4.4) Means, Standard Deviations, T.value & Ranks for each question on the “Workload Management” Section 1 “ Delegation”**

<b>Tool Question</b>	<b>questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
13	The organization enables timely task completion through delegation.	2.92	1.26	0.52	1	Medium
14	The organization enables adaptation to various conditions through delegation.	2.90	0.94	0.99	2	Medium
12	The organization enhances employee job satisfaction through delegation.	2.48	0.97	6.96	3	Low
15	The organization increases productivity through delegation.	2.54	0.93	6.23	4	Low
11	The organization speeds up decision-making through delegation.	2.28	1.06	10.14	5	Low

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.4) are ranging between 2.28 – 2.92, indicating that the highest rank for delegation questions is question number 13 which focuses on “The organization enables timely task completion through delegation.” with a mean of 2.92, standard deviation 1.26, and T.value 0.52 indicating a medium level of agreement among the study population (participants). And the lowest rank for delegation questions is question number 11 which focuses on “The organization speeds up decision-making through delegation” with a mean of 2.28, standard deviations 1.06 and T.value 10.14; this shows a low level of agreement among the study population (participants)

### **Automated Operations**

Table (4.5) indicates the arithmetic means and standard deviation for the fourth dimension of the independent variable workload management questions in "automated operations" section within the questionnaire.

**Table (4.5) Means, Standard Deviations, T.value & Ranks for each question on the “Workload Management” Section 1 “Rewards Scheme”**

<b>Tool Question</b>	<b>Questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
<b>17</b>	<b>The organization relies on automation for optimal performance :</b>	3.40	1.16	3.26	1	High
<b>16</b>	<b>The organization provides adequate technological tools :</b>	3.26	1.01	2.18	2	High
<b>18</b>	<b>The organization’s automation reduces manual work to speed delivery :</b>	3.25	1.25	2.04	3	High
<b>19</b>	<b>The organization eliminates errors through automation :</b>	3.19	1.16	1.55	4	Medium
<b>20</b>	<b>The organization improves service reliability via automation :</b>	3.06	0.88	0.41	5	Medium

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.5) are ranging between (3.06 – 3.40), indicating that the highest rank for automated operations questions is question number 17 which focuses on “The organization relies on automation for optimal performance” with a mean of 3.40, standard deviation 1.16, and T.value 3.26 indicating a high level of agreement among the study population (participants). And the lowest rank for automated operations questions is question number 20 which focuses on “The organization improves service reliability via automation” with a mean of 3.06, and standard deviation 0.88, and T.value 0.41 also shows a medium level of agreement among the study population (participants).

### **Peer Relation of Co-workers**

Table (4.6) indicates the arithmetic means, standard deviation and T.value for the fifth dimension of the independent variable workload management questions in " Peer Relations of Co-workers" section within the questionnaire.

**Table (4.6) Means, Standard Deviations, T.value & Ranks for each question on the “Workload Management” Section 1 “Peer Relations of Co-workers”**

<b>Tool Questions</b>	<b>questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
21	The organization ensures colleagues' assistance when needed :	3.36	1.03	2.79	1	High
22	The organization encourages colleagues to offer support as needed :	3.31	1.03	2.31	2	High
23	The organization promotes combining resources to solve problems :	3.22	1.17	1.57	3	Medium
25	The organization facilitates collaboration among colleagues to address challenges :	3.02	1.09	0.15	4	Medium
24	The organization fosters recognition of achievements at work :	2.87	1.28	0.96	5	Medium

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.6) are ranging between ( 2.87 – 3.36), indicating that the highest rank for peer relations of co-workers is question number 21 which focuses on “The organization ensures colleagues' assistance when needed ” with a mean of 3.36 standard deviation 1.03 and T.value 2.79 indicating a high level of agreement among the study population (participants). And the lowest rank for peer relations of co-workers is question number 24 which focuses on “The organization fosters recognition of achievements at work” with a mean of 2.87, standard deviation 1.28 and T.value 0.96 also shows a medium level of agreement among the study population (participants).

To address the second research question concerning the level of Employees satisfaction in INGOs in Amman, the study collected and analyzed mean values, standard deviations, and rankings pertaining to various aspects of employees satisfaction within the study sample. These results are shown in table (4.7).

**Table (4.7) The study extracted means, standard deviations, and ranks for the estimations of the sample on the different aspects of employees satisfaction**

<b>Tool sequence</b>	<b>Dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>T.value</b>	<b>Rank</b>	<b>Level</b>
1	Policies of compensation and benefit	3.273	0.756	3.15	1	High
4	Working Environment & Condition	3.191	0.883	1.88	2	Medium
5	Relationship with Supervisor	2.964	1.107	0.31	3	Medium
3	Job Security	2.847	0.959	1.48	4	Medium
2	Promotion and career development	2.845	0.836	1.86	5	Medium

**Source: From the answers of the study sample members and the outputs of SPSS 20**

According to Table (4.7), the study examined the perceptions of the study participants regarding various aspects of employees satisfaction at INGOs in Amman. The areas of employees satisfaction were ranked based on their mean scores in descending order. Policies of compensation and benefit, emerged as the highest-ranked area with a mean of 3.273; indicating a high level of employees satisfaction at INGOs sector in Amman. While promotion and career development ranked the lowest rate with a mean of 2.845, also signifying a medium level of employees satisfaction at INGOs sector in Amman.

### **Policies of compensation and benefit**

Table (4.8) indicates the arithmetic means, standard deviation, and T.value for the first dimension of the dependent variable employees satisfaction questions in "Policies of compensation and benefit" section within the questionnaire.

**Table (4.8) Means, Standard Deviations, T.value & Ranks for each question on the “Employees satisfaction” Section 2 “Policies of compensation and benefit”**

<b>Tool Questions</b>	<b>questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
27	The organization provides a fair salary for the work :	3.60	1.10	4.48	1	High
28	The organization ensures a fair benefits system for employees :	3.49	1.23	3.22	2	High
26	The organization offers fair earnings compared to similar jobs :	3.40	1.29	2.32	3	High
29	The organization offers an equitable benefit package :	3.20	1.02	1.56	4	Medium
30	The organization awards incentive bonuses to deserving workers :	2.93	1.07	-0.53	5	Medium

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.8) are ranging between (2.93 – 3.60) , indicating that the highest rank for Policies of compensation and benefit questions is question number 27 which focuses on “The organization provides a fair salary for the work” with a mean of 3.60, a standard deviation of 1.10, and T.value of 4.48 ; indicating a high level of agreement among the study population (participants). And the lowest rank is for question number 30 which focuses on “The organization awards incentive bonuses to deserving workers” with a mean of 2.93, standard deviations of 1.07, and T.value of 0.53. Moreover, the results show a medium level of agreement among the study population (participants).

### **Promotion and career development**

Table (4.9) indicates the arithmetic means, standard deviation, and T.value for the second dimension of the dependent variable employees satisfaction questions in “promotion and career development” section within the questionnaire.

**Table (4.9) Means, Standard Deviations, T.value& Ranks for each question on the “Employees Satisfaction” Section 2 “ Promotion and career development”**

<b>Tool Questions</b>	<b>questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
33	The organization allows innovation and improvement of processes :	2.96	1.11	0.34	1	Medium
35	The organization offers a high likelihood of promotion :	2.91	1.03	0.82	2	Medium
32	The organization recognizes employees for trying new methods :	2.86	1.12	1.17	3	Medium
31	The organization provides excellent growth opportunities for employees :	2.78	1.00	2.18	4	Low
34	The organization maintains a fast promotion rate :	2.72	1.04	2.66	5	Low

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.9) are ranging between (2.72 – 2.96), indicating that the highest rank for promotion and career development questions is question number 33 which focuses on “The organization allows innovation and improvement of processes” with a mean of 2.96, standard deviation of 1.11, and T.value of 0.34 ; indicating a medium level of agreement among the study population (participants). And the lowest rank for promotion and career development questions is question number 34 which focus on “ The organization maintains a fast promotion rate” with a mean of 2.72, standard deviations of 1.04, and T.value of 2.66 ; Moreover, the results show a low level of agreement among the study population (participants).

### **Job Security**

Table (4.10) indicates the arithmetic means, standard deviation, and T.value for the third dimension of the dependent variable employees satisfaction questions in " job security” section within the questionnaire

**Table (4.10) Means, Standard Deviations, T.value& Ranks for each question on the “Employees Satisfaction” Section 2 “ Job Security”**

<b>Tool Questions</b>	<b>questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
38	The organization’s job security reduces employee stress :	3.03	1.33	0.14	1	Medium
39	The organization offers satisfactory contract duration to employees:	2.94	1.24	0.46	2	Medium
40	The organization provides stable employment opportunities:	2.94	1,14	0.45	3	Medium
36	The organization ensures job security for employee retention and motivation :	2.75	1.10	2.04	4	Low
37	The organization provides employees with job security :	2.57	1.25	3.38	5	Low

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.10) are ranging between (2.57 – 3.03), indicating that the highest rank for job security questions is question number 38 which focuses on “The organization’s job security reduces employee stress” with a mean of 3.03, standard deviation of 1.33, and T.value of 0.14 indicating a medium level of agreement among the study population (participants). And the lowest rank for job security question is question number 37 which focus on “The organization provides employees with job security” with a mean of 2.57, standard deviations of 1.25, and T.value of 3.38; Moreover, the results show a low level of agreement among the study population (participants).

### **Working Environment & Condition**

Table (4.11) indicates the arithmetic means, standard deviation, and T.value for the fourth dimension of the dependent variable employees satisfaction questions in " working environment and condition" section within the questionnaire

**Table (4.11) Means, Standard Deviations, T.value& Ranks for each question on the “Employees Satisfaction” Section 2 “ Working Environment & Condition”**

<b>Tool Questions</b>	<b>questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
41	The organization maintains a comfortable working environment :	3.36	1.17	2.72	1	High
44	The organization furnishes workstations with comfortable furniture :	3.31	0.91	2.27	2	High
42	The organization provides adequate cultural spaces :	3.21	1.31	1.30	3	Medium
45	The organization ensures sufficient space to prevent congestion :	3.16	0.99	1.03	4	Medium
43	The organization offers a quiet office environment for concentration :	2.92	1.21	0.53	5	Medium

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.11) are ranging between (2.92 – 3.36), indicating that the highest rank for working environment & condition questions is question number 41 which focuses on “The organization maintains a comfortable working environment” with a mean of 3.36, standard deviation of 1.17, and T.value of 2.72 indicating a high level of agreement among the study population (participants). And the lowest rank for working environment and condition questions is question number 43 which focus on “The organization offers a quiet office environment for concentration” with a mean of 2.92, standard deviations of 1.21, and T.value of 0.53 ; Moreover, the results show a medium level of agreement among the study population (participants).

### **Relationship with Supervisor**

Table (4.12) indicates the arithmetic means, standard deviation, and T.value for the fifth dimension of the dependent variable employees satisfaction questions in "relationship with supervisor" section within the questionnaire

**Table (4.12) Means, Standard Deviations, T.value& Ranks for each question on the “Employees Satisfaction” Section 2 “Relationship with Supervisor”**

<b>Tool Questions</b>	<b>questions</b>	<b>Mean</b>	<b>St.dev</b>	<b>T.value</b>	<b>Rank</b>	<b>Level of implementation</b>
50	The organization values employee opinions :	3.09	1.27	0.54	1	Medium
49	The organization promotes attentiveness to employee questions :	2.98	1.20	0.13	2	Medium
47	The organization encourages supervisors to consider subordinates' feelings :	2.98	1.19	0.10	3	Medium
46	The organization ensures supervisors treat employees fairly :	2.90	1.28	0.76	4	Medium
48	The organization provides appropriate recognition for good work :	2.87	1.17	0.97	5	Medium

**Source: From the answers of the study sample members and the outputs of SPSS 20**

The results in table (4.12) are ranging between (2.87 – 3.09), indicating that the highest rank for relationship with supervisor questions is question number 50 which focuses on “The organization values employee opinions” with a mean of 3.09, standard deviation of 1.27, and T.value of 0.54 indicating a medium level of agreement among the study population (participants). And the lowest rank for relationship with supervisor questions is question number 48 which focus on “The organization provides appropriate recognition for good work” with a mean of 2.87, standard deviations of 1.17, and T.value of 0.97; Moreover, the results show a medium level of agreement among the study population (participants).

### **4.3 Model Suitability for Statistical Methods Used**

#### **Firstly, Normality Distribution Test**

The normal distribution of the study variables was assessed through the One-Sample Kolmogorov-Smirnov Test, in addition to Shapiro-Wilk Test to strengthen the results. This assessment is crucial for validating the appropriateness of further parametric statistical analysis that assume normality. The findings of this test are outlined in Table (4.13).

Table (4.13) Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
<b>Specialization</b>	0.213	381	0.000	0.887	381	0.000
<b>Prioritization</b>	0.132	381	0.000	0.948	381	0.000
<b>Delegation</b>	0.200	381	0.000	0.905	381	0.000
<b>Automated Operation</b>	0.109	381	0.000	0.951	381	0.000
<b>Peer Relation of co-workers</b>	0.148	381	0.000	0.947	381	0.000
<b>Independent variable: Workload Management</b>	0.167	381	0.000	0.927	381	0.000
<b>Policies of compensation and benefit</b>	0.179	381	0.000	0.903	381	0.000
<b>Promotion and career development</b>	0.232	381	0.000	0.902	381	0.000
<b>Job Security</b>	0.223	381	0.000	0.904	381	0.000
<b>Working Environment &amp; Condition</b>	0.203	381	0.000	0.900	381	0.000
<b>Relationship with Supervisor</b>	0.182	381	0.000	0.901	381	0.000
<b>Dependent variable: Employees Satisfaction</b>	0.095	381	0.000	0.970	381	0.000

Source: From the answers of the study sample members and the outputs of SPSS 20

According to Table (4.13), the significant level  $\alpha = 0.00 < 0.05$  for Workload Management (Independent variable) and also the significant level  $\alpha = 0.00 < 0.05$  for Employees Satisfaction (Dependent variable), so we reject the hypothesis of the normality distribution of the variables of our study. This confirms that there is no statistically significant effect at  $\alpha = 0.05$  level, which means the null hypothesis is accepted for this study.

**Secondly, Pearson-Normality-Test ( Pearson correlation coefficient matrix between every dimension and its axe)**

Utilizing the relationship between the independent variable (workload management) and its 5 dimensions (specialization, prioritization, delegation, automated operation, peer relations of co-workers) and the dependent variable (employees satisfaction) with all its dimensions (policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor). Table (4.14) shows these results:

**Table (4.14) Relationship between independent & dependent variables**

	Specialization	Prioritization	Delegation	Automated Operation	Peer Relation of co-workers	Independent variable: Workload Management
Specialization	1.000					
Prioritization	.250**	1.000				
Delegation	.376**	.782**	1.000			
Automated Operation	.430**	.528**	.571**	1.000		
Peer Relation of co-workers	.423**	.558**	.766**	.554**	1.000	
Independent variable: Workload Management	.593**	.766**	.855**	.793**	.850**	1.000
	Policies of compensation and benefit	Promotion and career development	Job Security	Working Environment & Condition	Relationship with Supervisor	Dependent variable: Employees Satisfaction
Policies of compensation and benefit	1.000					
Promotion and career development	.496**	1.000				
Job Security	.075	.423**	1.000			
Working Environment & Condition	.708**	.367**	.004	1.000		
Relationship with Supervisor	.582**	.655**	.260**	.722**	1.000	
Dependent variable: Employees Satisfaction	.819**	.771**	.398**	.778**	.851**	1.000

**Utilizing the SPSS as a guide to provide step-by-step instructions for data analysis using SPSS software version 20.**

Table (4.14) presents the Correlation coefficients for the variables with the total score of the dimension to which it belongs using the Pearson Correlation test to identify the construct validity of the study scale. From this table, we find that the most powerful correlation between every dimension and its axe is 0.855 and all other coefficients are less than this value.

**Lastly, Multi Colleniarity Test, and tolerance of the variables**

This test used to detect and quantify multicollinearity among the independent variables in a regression model, and the results are presented in Table (4.15).

**Table (4.15) The Variance Inflation Factor (VIF) test and tolerance of the variables**

variables	Collinearity Statistics	
	Tolerance	VIF
Specialization	0.738	1.355
Prioritization	0.347	2.885
Delegation	0.206	4.863
Automated Operation	0.520	1.924
Peer Relation of co-workers	0.348	2.870

From table (4.15) we observe all variable's Tolerance is above 0.05, and the VIF value is less than 10, so there is no risk of collinearity between variables, which makes them valid for this research.

## **4.4 Results Related to The Main Study Hypothesis**

### **The Main Study Hypothesis**

There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on employees satisfaction (policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor) in INGOs in Amman.

To test the hypothesis, the results of multiple regression analysis was calculated and analyzed to determine the effect of workload management with all its dimensions collectively on employees satisfaction. Table (4.16 (a, b and c)) shows these results.

In order to test this main hypothesis, the Pearson Correlation Coefficient was used to measure the strength and direction of the linear relationship between the independent variable and the dependent variable. A test of ANOVA was used to test the global significance of this relationship, and an estimation of the linear model to test the partial significance of every dimension of workload management on employees satisfaction first and on every dimension of this employees satisfaction.

**Table (4.16(a)) the Correlations coefficient**

<b>Model Summary**</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.944 <sup>a</sup>	.891	.889	.22733
a: Predictors: (Constant), Peer Relation of co-workers, Specialization, Prioritization, Automated Operation, Delegation				
<b>** the results of multiple regression analysis were extracted to determine the effect of workload management dimensions on employees satisfaction.</b>				

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.16 (a)) shows that there is positive correlation between workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on employees satisfaction which refer to a potential significant model

Table (4.16 (b)) ANOVA test

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	158.053	5	31.611	611.653	0.000 <sup>b</sup>
	Residual	19.380	375	.052		
	Total	177.433	380			
a. Dependent Variable: Employees Satisfaction						
b. Predictors: (Constant), Peer Relation of co-workers, Specialization, Prioritization, Automated Operation, Delegation						

Source: From the answers of the study sample members and the outputs of SPSS 20

Table (4.16 (b)) shows that there is a global significant model at (0.05) level, according to the value sig = 0.000 less than 0.05, therefore, we test the significance of the independent variables using the partial significance of the linear model

Table (4.16.(c)) Estimation of the parameters

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.183	.073		2.503	.013		
	Specialization	.053	.020	.052	2.606	.010	.738	1.355
	Prioritization	.226	.026	.254	8.761	.000	.347	2.885
	Delegation	.091	.021	.160	4.262	.000	.206	4.863
	Automated Operation	.218	.018	.289	12.200	.000	.520	1.924
	Peer Relation of co-workers	.517	.022	.671	23.197	.000	.348	2.870
a. Dependent Variable: Employees Satisfaction								

Source: From the answers of the study sample members and the outputs of SPSS 20

From the above table, we observe a significant impact of all variables at level 0.05 with a positive impact except Delegation which has a negative impact on the Employees Satisfaction.

## 4.5 Results Related to the Study Sub-Hypotheses

### The Study Sub-Hypotheses

**H01.1:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on policies of compensation and benefit in INGOs in Amman.

To examine the hypothesis regarding the effect of workload management sub-variables (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on policies of compensation and benefit, a simple regression analysis was conducted, and the results are presented in Table (4.17 (a, b and c)).

**Table (4.17 (a)) the Correlations coefficient**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 <sup>a</sup>	.457	.449	.56077
a. Predictors: (Constant), Peer Relation of co-workers, Specialization, Prioritization, Automated Operation, Delegation				

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.17(a)) shows that there is a positive correlation between workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on policies of compensation and benefit for employees working at INGOs in Amman, which refer to a potential significant model

Table (4.17 (b)) ANOVA test

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	99.114	5	19.823	63.036	0.000 <sup>b</sup>
	Residual	117.925	375	.314		
	Total	217.039	380			
a. Dependent Variable: Policies of compensation and benefit						
b. Predictors: (Constant), Peer Relation of co-workers, Specialization , Prioritization, Automated Operation, Delegation						

Source: From the answers of the study sample members and the outputs of SPSS 20

Table (14.7 (b)) shows that there is global significant of the model at (0.05) level, according to the value sig = 0.000 less than 0.05, therefore, we test the significance of the independent variables using the partial significance of the linear model

Table (14.7 (c)) Estimation of the parameters

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.242	.181		6.882	.000
Specialization	.082	.050	.073	1.654	.009
Prioritization	.498	.064	.505	7.818	.000
Delegation	.156	.052	.249	2.964	.003
Automated Operation	.023	.044	.028	.531	.005
Peer Relation of co-workers	.437	.055	.513	7.950	.000

a. Dependent Variable: Policies of compensation and benefit

Source: From the answers of the study sample members and the outputs of SPSS 20

From the above table we observe a significant impact of all variables with positive impact on policies of compensation and benefit at level 0.05.

**H01.2:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on promotion and career development in INGOs in Amman.

To examine the hypothesis regarding the effect of workload management sub-variables (specialization, prioritizations, delegation, automated operation, peer relation

of co-workers) collectively on promotion and career development, a simple regression analysis was conducted, and the results are presented in Table (4.18 (a,b and c)).

**Table (4.18 (a)) the Correlations coefficient**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 <sup>a</sup>	.717	.713	.44791
a. Predictors: (Constant), Peer Relation of co-workers, Specialization , Prioritization, Automated Operation, Delegation				

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.18 (a)) shows that there is positive correlation between workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on promotion and career development for employees working at INGOs in Amman, which refer to a potential significant model.

**Table (4.18 (b)) ANOVA test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190.630	5	38.126	190.038	0.000 <sup>b</sup>
	Residual	75.234	375	.201		
	Total	265.864	380			
a. Dependent Variable: Promotion and career development						
b. Predictors: (Constant), Peer Relation of co-workers, Specialization , Prioritization, Automated Operation, Delegation						

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.18 (b)) shows that there is a global significant of the model at (0.05) level, according to the value sig = 0.000 less than 0.05, therefore, we test the significance of the independent variables using the partial significance of the linear model

Table (4.18 (c)) Estimation of the parameters

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.196	.144		8.295	.000
	Specialization	.312	.040	.251	7.837	.000
	Prioritization	.143	.051	.131	2.806	.005
	Delegation	.125	.042	.180	2.974	.003
	Automated Operation	.123	.035	.133	3.492	.001
	Peer Relation of co-workers	.732	.044	.776	16.678	.000

a. Dependent Variable: Promotion and career development

Source: From the answers of the study sample members and the outputs of SPSS 20

From the above table we observe a significant impact of all variables at level 0.05, with a positive impact on promotion and career development

**H01.3:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on job security in INGOs in Amman.

To examine the hypothesis regarding the effect of workload management sub-variables (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on job security, a simple regression analysis was conducted, and the results are presented in Table (4.19 (a,b and c)).

Table (4.19(a)) the Correlations coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716 <sup>a</sup>	.513	.506	.67418

a. Predictors: (Constant), Peer Relation of co-workers, Specialization , Prioritization, Automated Operation, Delegation

Source: From the answers of the study sample members and the outputs of SPSS 20

Table (4.19 (a)) shows that there is a positive correlation between workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on job security for employees working at INGOs in Amman, which refer to a potential significant impact of the model

**Table (4.19(b)) ANOVA test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.322	5	35.864	78.905	0.000b
	Residual	170.447	375	.455		
	Total	349.768	380			
a. Dependent Variable: Job Security						
b. Predictors: (Constant), Peer Relation of co-workers, Specialization, Prioritization, Automated Operation, Delegation						

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.19 (b)) shows that there is a global significant of the model at (0.05) level, according to the value sig = 0.000 less than 0.05, therefore, we test the significance of the independent variables using the partial significance of the linear model

**Table (4.19(c)) Estimation of the parameters**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.498	.217		2.292	.022
	Specialization	.091	.060	.064	1.514	.031
	Prioritization	.635	.077	.507	8.286	.000
	Delegation	.747	.063	.942	11.847	.000
	Automated Operation	.530	.053	.500	10.000	.000
	Peer Relation of co-workers	.576	.066	.532	8.717	.000
a. Dependent Variable: Job Security						

**Source: From the answers of the study sample members and the outputs of SPSS 20**

From the above table we observe a significant impact of all variables with a positive impact on Job Security at level 0.05.

**H01.4:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on working environment & condition in INGOs in Amman.

To examine the hypothesis regarding the effect of workload management sub-variables (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on working environment & condition, a simple regression analysis was conducted, and the results are presented in Table (4.20 (a, b and c)).

**Table (4.20 (a)) the Correlations Coefficient**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 <sup>a</sup>	.672	.668	.50890
a. Predictors: (Constant), Peer Relation of co-workers, Specialization , Prioritization, Automated Operation, Delegation				

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.20 (a)) shows that there is a positive correlation between workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on working environment & condition for employees working at INGOs in Amman, which refer to a potential significant model

**Table (4.20 (b)) ANOVA test**

ANOVAa						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	199.294	5	39.859	153.909	0.000b
	Residual	97.116	375	.259		
	Total	296.410	380			
a. Dependent Variable: Working Environment & Condition						
b. Predictors: (Constant), Peer Relation of co-workers, Specialization , Prioritization, Automated Operation, Delegation						

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.20 (b)) shows that there is a global significant of the model at (0.05) level, according to the value sig = 0.000 less than 0.05, therefore, we test the significance of the independent variables using the partial significance of the linear model

**Table (4.20 (c)) Estimation of the parameters**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.156	.164		.951	.042
	Specialization	.503	.045	.383	11.139	.000
	Prioritization	.173	.058	.150	2.993	.003
	Delegation	.346	.048	.474	7.277	.000
	Automated Operation	.019	.040	.019	.470	.008
	Peer Relation of co-workers	.050	.050	.050	.996	.020

a. Dependent Variable: Working Environment & Condition

**Source: From the answers of the study sample members and the outputs of SPSS 20**

From the above table, we observe a significant impact of all variables on Working Environment & Condition with a positive impact at level 0.05.

**H01.5:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on relationship with supervisor in INGOs in Amman.

To examine the hypothesis regarding the effect of workload management sub-variables (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on relationship with supervisor, a simple regression analysis was conducted, and the results are presented in Table (4.21 (a, b and c)).

**Table (4.21 (a)) the Correlations coefficient**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 <sup>a</sup>	.865	.863	.40973

a. Predictors: (Constant), Peer Relation of co-workers, Specialization , Prioritization, Automated Operation, Delegation

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.21(a)) shows that there is a positive correlation between workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on relationship with supervisor for employees working at INGOs in Amman, which refer to a potential significant impact of the model

**Table (4.21 (b)) ANOVA test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	402.905	5	80.581	479.990	0.000 <sup>b</sup>
	Residual	62.955	375	.168		
	Total	465.860	380			

a. Dependent Variable: Relationship with Supervisor

b. Predictors: (Constant), Peer Relation of co-workers, Specialization, Prioritization, Automated Operation, Delegation

**Source: From the answers of the study sample members and the outputs of SPSS 20**

Table (4.21(b)) shows that there is a global significant of the model at (0.05) level, according to the value sig = 0.000 less than 0.05, therefore, we test the significance of the independent variables using the partial significance of the linear model

**Table (4.21 (c)) Estimation of the parameters**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.182	.132		8.961	.000
	Specialization	.061	.036	.037	1.680	.004
	Prioritization	.020	.047	.014	.433	.006
	Delegation	.022	.038	.025	.586	.008
	Automated Operation	.389	.032	.318	12.077	.000
	Peer Relation of co-workers	.888	.040	.711	22.108	.000

a. Dependent Variable: Relationship with Supervisor

**Source: From the answers of the study sample members and the outputs of SPSS 20**

From the above table, we observe a significant impact of all variables on the Relationship with Supervisor with a positive impact at level 0.05.

## **CHAPTER FIVE**

### **Conclusion and Recommendation**

#### **5.1 Introduction**

The research methodology outlines the specific approaches and techniques used to achieve the objectives of the study. It begins with a detailed analysis of the research population from which the sample was drawn, along with a comprehensive explanation of the selection process used to identify the sample participants. Additionally, the methodology discusses the various measures taken to ensure the accuracy, validity, and reliability of the research; ensuring that the findings can be considered and generalized. The research methodology also describes the procedures followed during the data collection phase, providing clarity on how the research tools were applied and interacted with the sample participants.

Moreover, the research discusses the correction procedure and provides an overview of the statistical techniques utilized. Finally, the methodology presents an overview of the statistical techniques and analytical methods used to interpret the data, giving the reader a complete understanding of how the data was processed and analyzed to support the research findings.

#### **5.2 Results Discussion and Recommendations**

##### **Description Results of the Study Results**

The final results of the analysis indicate that the effect of workload management with all its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) on employees satisfaction and its dimensions (policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor ) from the perspective of the study's analysis unit medium (close to high level) with an arithmetic mean of (3.055).

### **Specialization**

The "Specialization" dimension ranked first with an arithmetic mean of (3.350), indicating that employees in these organizations possess specific skills that enable them to perform tasks efficiently. Specialization improves job performance, as it allows employees to focus on specific tasks, master them, and reduce errors. This contributes to job satisfaction as employees feel qualified and confident in their roles. The organization likely has a clear structure with well-defined responsibilities, which fosters specialization. Intensive training programs focusing on developing skills in specialized areas and performance evaluations related to these specializations further enhance this dimension. Employees are also given opportunities for professional development, which boosts their expertise in a specific field.

### **Prioritization**

The "Prioritization" dimension ranked last with an arithmetic mean of (2.607), suggesting it is an area that requires improvement. Paragraph No. 8 highlights that while the organization tries to assist employees in managing multiple tasks (through tools like task management systems and periodic meetings), these efforts remain insufficient. The organization provides some support, such as training on time management and prioritization, but its effectiveness is limited. Additionally, there is a lack of strong encouragement from the organization to help employees focus on one task at a time. Paragraph No. 6 indicates that employees feel they are not sufficiently encouraged to complete one task before starting another. This results in frequent task-switching, creating distractions and inefficiencies. Contributing factors include high work pressure and unclear prioritization systems.

## **Delegation**

While delegation is not directly addressed in the provided text, it is implied that it plays a critical role in workload management. The challenges noted in the text (such as task-switching, unclear prioritization, and high work pressure) suggest that better delegation of tasks could improve focus and reduce stress. A clear delegation system would allow employees to manage their responsibilities more effectively and ensure that tasks are appropriately distributed across teams, helping to mitigate workload imbalances.

## **Automated Operation**

The "Automated Operation" dimension ranked second with an arithmetic mean of (3.233), reflecting a positive level of automation in administrative processes. This level of automation helps reduce the burden on employees, allowing them to focus on more important tasks. The results indicate that the organization utilizes technological tools or systems that assist employees in organizing tasks, setting priorities, and tracking progress. These tools increase efficiency, transparency, and reduce manual workloads. The use of automation is seen as a significant contributor to improved task management and employee satisfaction.

## **Peer Relations of Co-workers**

The "Peer Relations of Co-workers" dimension ranked third with an arithmetic mean of (3.155), emphasizing the importance of a supportive work environment built on cooperation and mutual respect. A positive organizational culture encourages teamwork, shared knowledge, and respect among employees. This culture creates a work environment where employees feel supported by their peers, which improves satisfaction and enhances task performance. The results also suggest that training and development programs, as well as organizational values, contribute to stronger peer relations.

Moreover, a cooperative work environment helps to ensure a fair distribution of workload and fosters collaboration.

This research suggests that INGOs in Amman perform well in areas that support specialized skills, automated operations, and peer relationships, all of which contribute to positive work environments and employee satisfaction. However, there are notable challenges in prioritization and delegation, which could hinder employee performance and well-being.

To optimize workload management and improve overall employee satisfaction, INGOs should focus on improving task prioritization and delegation. Providing more robust systems for managing tasks, enhancing clarity in roles, and fostering a culture that values single-task focus would address the gaps in prioritization. Similarly, clearer delegation practices could enhance employee ownership and reduce inefficiencies.

The research highlights that INGOs in Amman are on the right path but must continue developing their internal systems and culture to further improve employee satisfaction and organizational performance. Enhanced training, clearer task management, and a stronger emphasis on prioritization would be key to their continued success.

Below is a detailed discussion of the dimensions of the dependent variable (Employees Satisfaction):

### **Employees Satisfaction**

The overall employees' satisfaction dimension came in at a medium level, with an arithmetic mean of (3.025). This is very close to a high level, reflecting generally positive perceptions of the organization's human resource practices. The satisfaction scores across the different dimensions suggest a strong work environment, with employees

expressing contentment regarding compensation, the working environment, and their relationships with supervisors. However, the relatively lower satisfaction with promotion and career development indicates an area for potential improvement to further enhance employees' overall satisfaction.

### **Policies of Compensation and Benefit**

The dimension "Policies of compensation and benefit" came in first place with an arithmetic mean of (3.273), indicating a medium level of satisfaction. Paragraph No. (27) states that the organization provides a fair salary for the work, which employees perceive positively. This suggests a balanced and fair salary system, offering equality among employees for similar work, with performance-based increases and transparency in salary distribution. However, paragraph No. (30) about incentive bonuses received a medium score, indicating that financial incentives might not be distributed regularly or equitably. Some employees feel incentives are given preferentially.

### **Promotion and Career Development**

The dimension "Promotion and career development" came last with an arithmetic mean of (2.845). Paragraph No. (33) mentions that the organization allows innovation and process improvement, but this is perceived as limited or inconsistent. While employees can suggest improvements, these ideas may not be acted upon promptly. The lowest-ranking paragraph (34) mentions the promotion rate, which employees feel is slow and potentially unfair. Employees believe promotions may be based on factors such as personal relationships, and the limited availability of higher-level positions further diminishes their opportunities for advancement. The criteria for promotion are perceived as unclear.

**Job Security**

Job security came in fourth place with an arithmetic mean of (2.847). The medium score indicates that employees may feel some anxiety regarding their career stability. This could stem from insufficient guarantees of job stability or frequent changes in the work environment. This perception may be influencing employees' sense of job security, leaving them uncertain about their long-term prospects within the organization.

**Working Environment & Condition**

The "Working Environment & Condition" dimension came in second place with an arithmetic mean of (3.191), indicating general satisfaction with the work environment. This suggests that employees find the workspace comfortable and conducive to performing their tasks effectively. The organization may provide a safe, clean work environment with the necessary tools and resources, contributing to employees' overall positive perception of their working conditions.

**Relationship with Supervisor**

The "Relationship with Supervisor" dimension earned an arithmetic mean of (2.964), a medium score. This indicates that employees generally perceive their relationship with their supervisors as positive. The relationship may be influenced by effective leadership and open communication channels, fostering a sense of cooperation and mutual respect. However, this medium score suggests that there might be room for improvement in the leadership style or communication practices to strengthen supervisor-employee relations.

The results suggest that policies of compensation and benefits are viewed positively, reflecting fair pay and some financial incentives, but inconsistencies in how bonuses are distributed need attention. The working environment is satisfactory, indicating a comfortable, safe, and well-equipped space. The relationship with supervisors is generally good but could benefit from improved communication and leadership. Job security and promotion opportunities need further focus, as employees report anxiety about job stability and limited career advancement options.

### 5.3 Hypothesis Analysis Discussion

Upon analyzing the data collected from the responses provided by sample participants, subjecting them to statistical analysis, and deriving a set of results, the findings can be elucidated as follows:

**H01:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on employees satisfaction (policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor ) in INGOs in Amman.

The results shows that there is a statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on employees satisfaction (policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor) for employees working at INGOs in Amman.

This result indicates the rejection of the main hypothesis and the acceptance of the

alternative hypothesis, which states : (There is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers ) collectively on employees satisfaction (policies of compensation and benefit, promotion and career development, job security, working environment & condition, relationship with supervisor) for employees working at INGOs in Amman).

This result suggests that workload management, encompassing its various dimensions, has a significant impact on employee satisfaction. In other words, effective workload management, including factors like specialization, prioritization, delegation, automation, and peer relations, can lead to higher levels of employee satisfaction. Effective workload management can lead to improved job performance, which can positively impact employee satisfaction. When employees are able to manage their workload efficiently, they are more likely to achieve their goals and feel a sense of accomplishment. Proper workload management can help reduce stress and burnout among employees.

By delegating tasks, prioritizing effectively, and automating processes, employees can feel less overwhelmed and more in control of their work. Effective workload management can contribute to a better work-life balance. By prioritizing tasks and setting realistic deadlines, employees can allocate time for their personal and family lives. Good peer relationships and effective communication with supervisors can positively impact employee satisfaction. Workload management can contribute to these positive relationships by reducing stress and improving collaboration.

The above main hypothesis is divided into the following subs:

**H01.1:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation,

automated operation, peer relation of co-workers) collectively on policies of compensation and benefit in INGOs in Amman.

This result indicates that there is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on policies of compensation and benefit for employees working at INGOs in Amman.

This result indicates the rejection of this sub hypothesis and the acceptance of the alternative hypothesis, which states : (There is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions ( specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on policies of compensation and benefit for employees working at INGOs in Amman.

The results indicate a statistically significant effect of workload management on policies of compensation and benefits. This result suggests that effective workload management can positively influence an organization's ability to implement fair and competitive compensation and benefit policies. Effective workload management can lead to increased productivity and efficiency, positively impacting the organization's financial performance. This, in turn, can allow the organization to offer better compensation and benefits to its employees. Good workload management can contribute to higher employee morale and lower turnover rates. By reducing stress and burnout, organizations can retain talented employees, which can lead to increased costs for recruitment and training if employees leave. A reputation for fair compensation and benefits can attract and retain top talent. Effective workload management can help maintain this reputation by ensuring that employees are valued and rewarded for their contributions. Good workload management can lead to stronger relationships between

employees and employers. This can improve communication, trust, and collaboration, which can positively impact compensation and benefit decisions.

**H01.2:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on promotion and career development in INGOs in Amman.

This result indicates that there is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on promotion and career development for employees working at INGOs in Amman.

This result indicates the rejection of the main hypothesis and the acceptance of the alternative hypothesis, which states: (There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on promotion and career development for employees working at INGOs in Amman)

The results indicate a statistically significant effect of workload management on promotion and career development. This result suggests that effective workload management can positively impact an employee's chances of promotion and career development. Effective workload management can lead to improved job performance. When employees are able to manage their workload efficiently, they are more likely to achieve their goals and exceed expectations. This can increase their visibility within the organization and make them more attractive for promotion opportunities. Good workload management can provide opportunities for employees to develop new skills and take on more challenging tasks. This can enhance their career prospects and make

them more valuable to the organization. Effective workload management can help employees maintain a healthy work-life balance, which can reduce stress and burnout. This can lead to increased job satisfaction and motivation, which can positively impact career development. Good workload management can help build strong relationships with supervisors. These relationships can be crucial for career advancement, as supervisors can provide mentorship, guidance, and support.

**H01.3:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on job security in INGOs in Amman.

This result indicates that there is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on job security for employees working at INGOs in Amman

This result indicates the rejection of the main hypothesis and the acceptance of the alternative hypothesis, which states : (There is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on job security for employees working at INGOs in Amman).

The results indicate a statistically significant effect of workload management on job security. This result suggests that effective workload management can positively impact job security. Effective workload management can lead to increased productivity and efficiency. This can make employees more valuable to the organization and reduce the risk of layoffs or redundancies. Good workload management can contribute to higher

employee morale and lower turnover rates. By reducing stress and burnout, organizations can retain talented employees, which can enhance job security for all employees. Positive relationships with supervisors can be crucial for job security. Effective workload management can contribute to these relationships by improving communication and collaboration. A strong organizational reputation can attract and retain top talent, which can indirectly contribute to job security. Effective workload management can help maintain this reputation by ensuring that employees are satisfied and productive.

**H01.4:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on working environment & condition in INGOs in Amman.

This result indicates that there is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on working environment & condition for employees working at INGOs in Amman

This result indicates the rejection of the main hypothesis and the acceptance of the alternative hypothesis, which states: (There is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on working environment & condition for employees working at INGOs in Amman).

This result suggests that effective workload management can positively impact the working environment and conditions. Effective workload management can help reduce stress and burnout among employees, leading to a more positive and productive work environment. When employees feel that their workload is manageable, it can boost their

morale and job satisfaction. Effective workload management can foster collaboration and teamwork among employees, leading to a more positive and supportive work environment. When employees are not overwhelmed with excessive workloads, they can make better decisions and be more creative.

**H01.5:** There is no statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on relationship with supervisor in INGOs in Amman.

This result indicates that there is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on relationship with supervisor for employees working at INGOs in Amman.

This result indicates the rejection of the main hypothesis and the acceptance of the alternative hypothesis, which states: (There is statistically significant effect at ( $\alpha = 0.05$ ) of workload management with its dimensions (specialization, prioritizations, delegation, automated operation, peer relation of co-workers) collectively on relationship with supervisor for employees working at INGOs in Amman)

This result suggests that effective workload management can positively impact the relationship between employees and their supervisors. **Reduced Stress and Conflict:** Effective workload management can help reduce stress and conflict, which can improve communication and collaboration between employees and supervisors. When employees feel that their workload is manageable, they are more likely to trust and respect their supervisors. Positive relationships with supervisors can contribute to increased job satisfaction and morale. Strong relationships with supervisors can lead to better

performance, as supervisors can provide guidance, support, and feedback.

## **5.4 Recommendations and Future Studies**

After analyzing, examining the data, testing hypotheses, discussing and interpreting the findings, the study puts forward the following suggestions:

- INGOs in Amman are encouraged to Implement effective workload management strategies. These strategies should focus on enhancing task prioritization, delegation, and automated processes to streamline operations and reduce employee stress.
- INGOs in Amman should proactively promote awareness of workload management benefits by organizing training sessions, providing educational materials, and incorporating workload management into onboarding programs to enhance employee well-being and organizational efficiency.
- INGOs in Amman are prompted to invest enough in human capital through providing training on effective prioritization, and time management. These programs should be tailored to address the specific needs of employees in high-pressure roles.
- Supervisors working at INGOs in Amman are encouraged to delegate tasks appropriately to avoid unbalanced work assignments within the organization's employees. They should conduct regular reviews of employees workloads to identify and address disparities promptly.
- INGOs in Amman are highly encouraged to utilize technology to automate repetitive tasks. This approach not only improves operational efficiency but also allows employees to focus on more value-added activities.
- INGOs in Amman are encouraged to create a positive workplace culture by

establishing open communication channels between employees and supervisors. This can be achieved through regular feedback sessions, team-building activities, and initiatives aimed at strengthening interpersonal relationships.

- INGOs in Amman are encouraged to develop a formal reward system that recognizes and incentivizes high-performing employees. Such systems should include financial and non-financial rewards, fostering motivation and job satisfaction.
- INGOs in Amman are encouraged to invest in employee development by creating transparent career paths and offering mentorship programs. These initiatives should focus on long-term professional growth and skill enhancement, ensuring employees feel valued and supported.

## **5.5 Suggestions for Future Studies**

After analyzing the effect of workload management on increasing employees satisfaction at INGOs in Amman. The researcher came up with a few suggestions for future studies:

- Future studies should examine the effect of workload management on employee satisfaction across sectors beyond INGOs in Amman, such as corporate, public, or healthcare sectors to identify commonalities and unique challenges.
- Investigate long-term effect of workload management. Future studies should conduct longitudinal studies to search the continuing impact that workload management techniques have on employees satisfaction over a long-time period.
- Assess the impact of technological advancements on workload management. Research could investigate how emerging tools, such as Artificial Intelligence (AI) and automation, are transforming workload distribution and enhancing employee satisfaction.

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## **Appendices**

### **Appendix (1) The Interviews**

The researcher conducted five interviews with 5 different staff working at INGOs in Amman, and the results of the interviews were as follows:

**INGO:** CARE International

**Interviewer:** Yasmin Al A'araj

**Employee Position:** Administration Manager

**Time:** 10 minutes

#### **Questions:**

1- Are you working at INGO in Amman?

Yes, I do

2- Do you have a high workload ?

Yes

3- If yes, is this seasonal/related to a specific reason or this is a daily issue?

As an administration manager workload is daily thing we used to have.

4- Do you agree that major human resource related issues/challenges related to the workload at your organization?

Neither agree nor disagree. In my opinion It depends on the position

5- Do you agree that workload is negatively affecting employees' satisfaction at your organization?

Yes, I agree when talking about overwhelmed employees.

6- Do you think that applying some workload management procedures may increase employees' satisfaction at your organization?

Yes

**INGO:** Relief International

**Interviewer:** Fadul Al Shraidah

**Employee Position:** Senior Human Resources Officer

**Time:** 10 minutes

**Questions:**

1- Are you working at INGO in Amman?

Yes, I do

2- Do you have a high workload ?

Yes

3- If yes, is this seasonal/related to a specific reason or this is a daily issue?

As a Senior HR Officer, this depends on the organization's employment contract duration and the number of expected recruitment requests during the year.

4- Do you agree that major human resource related issues/challenges related to the workload at your organization?

Yes, I agree

5- Do you agree that workload is negatively affecting employees' satisfaction at your organization?

Yes, I agree

6- Do you think that applying some workload management procedures may increase employees' satisfaction at your organization?

Yes, I do

**INGO: INTERSOS**

**Interviewer:** Reem Al Qubeisi

**Employee Position:** MEAL Officer

**Time:** 10 minutes

**Questions:**

1- Are you working at INGO in Amman?

Yes, I do

2- Do you have a high workload ?

Yes

3- If yes, is this seasonal/related to a specific reason or this is a daily issue?

Seasonal, related to number of reports required during the year, and number of complains I receive through the monitoring mechanism we have at our organization

4- Do you agree that major human resource related issues/challenges related to the workload at your organization?

Yes, I agree due to a lack of internal resources we sometimes find one employee doing multiple tasks than expected.

5- Do you agree that workload is negatively affecting employees' satisfaction at your organization?

Yes, I agree

6- Do you think that applying some workload management procedures may increase employees' satisfaction at your organization?

Yes, I do

**INGO:** CARE International

**Interviewer:** Rajaa Mohammad Saleh

**Employee Position:** Senior Procurement Officer

**Time:** 10 minutes

**Questions:**

1- Are you working at INGO in Amman?

Yes, I do

2- Do you have a high workload ?

Yes

3- If yes, is this seasonal/related to a specific reason or this is a daily issue?

Daily thing

4- Do you agree that major human resource related issues/challenges related to the workload at your organization?

Yes, I agree

5- Do you agree that workload is negatively affecting employees' satisfaction at your organization?

Yes, I agree

6- Do you think that applying some workload management procedures may increase employees' satisfaction at your organization?

Yes

**INGO: INTERSOS**

**Interviewer:** Diaa Abdulkhaleq

**Employee Position:** Field Manager

**Time:** 10 minutes

**Questions:**

1- Are you working at INGO in Amman?

Yes, I do

2- Do you have a high workload ?

Yes

3- If yes, is this seasonal/related to a specific reason or this is a daily issue?

Daily thing due to high responsibilities as a supervisor for around 20 employees which require continuous follow up.

4- Do you agree that major human resource related issues/challenges related to the workload at your organization?

Yes, I agree

5- Do you agree that workload is negatively affecting employees' satisfaction at your organization?

Yes, I agree

6- Do you think that applying some workload management procedures may increase employees' satisfaction at your organization?

Yes, I do

**Appendix (2) The Names of International Non Governmental Organizations in Amman**

#	Name of the Organization
1	Right to Play
2	Norwegian Refugee Council
3	Near East Foundation
4	Middle East Children's Institute
5	Lutheran World Federation
6	Turquoise Mountain
7	War Child
8	Johanniter International Assistance
9	Plan International
10	Handicap International
11	Supply Association - South Africa
12	Terre des hommes Italy
13	Islamic Help
14	Collateral Repair Project
15	Mercy Corps
16	OXFAM
17	World Vision International
18	Humani Terra
19	The International Catholic Migration Commission
20	ActionAid Arab Region
21	International Rescue Committee (IRC)
22	Action Against Hunger
23	Jesuit Refugee Service
24	The Center for Victims of Torture
25	United Mission for Relief and Development
26	Spark
27	Syrian American Medical Society
28	HelpAge International
30	INTERSOS
31	Finn Church Aid

#	Name of the Organization
32	Rahma Relief
33	Relief International
34	International Orthodox Christian Charities
35	European Feminist Initiative
36	Japan Emergency NGO
37	Avsi People For Development
38	Human Appeal International
39	(International Islamic Charity Organization (IICO))
40	(The National Democratic Institute (NDI))
41	Amnesty International
42	(The German Academic Exchange Service (DAAD))
43	Freedom House
44	(International Trade Union Confederation (ITUC))
45	(Open Society Foundations (OSF))
46	Penal Reform International
47	(International Transport Workers' Federation (ITF))
48	Kvinna Till Kvinna Foundation
49	(American Near East Refugee Aid (ANERA))
50	Life for Relief & Development
51	Habitat for Humanity Middle East
52	Hanns-Seidel-Foundation
53	Questscope for Social Development in the middle East
54	Friedrich Ebert Stiftung (FES)
55	Save the Children
56	Konrad Adenauer Stiftung (KAS)
57	German Protestant Institute of Archaeology of the Holy Land (DEIAHL)
58	Friedrich Naumann Foundation for Liberty
59	International Islamic Relief Organization (IIRO)
60	Fida Development Co-operation in Jordan
61	Mennonite Central Committee

#	Name of the Organization
62	American Center of Oriental Research (ACOR)
63	Caritas Jordan
64	The Near East Council of Churches Committee for Refugee Work (NECCCRW)
65	American Mideast Educational & Training Services-Inc (AMIDEAST)
66	Care International
67	The Swedish Organization for Individual Relief (IM/SOIR)

**Appendix (3) The Names of the Judges of the Study Tool (Questionnaire)**

<b>Name</b>	<b>Academic Rank</b>	<b>Arbitration Universities</b>
Prof. Dr. Ahmed Ali Salih	Professor	Middle East University Amman, Jordan
Prof. Dr. Ali Mohammad Al-Adaileh	Professor	Middle East University Amman, Jordan
Prof. Dr. Ahmad Al Ghandour	Professor	Middle East University Amman, Jordan
Prof. Dr. Marwan Mohammad Al Nsour	Professor	Balqa'a Applied University Amman, Jordan
Prof. Dr. Tariq Hammad Mubaideen	Professor	Zarqa University Amman, Jordan
Prof. Dr. Marwa Kamel Ahmad	Professor	Philadelphia University Amman, Jordan

**Appendix (4) Study Tool (Questionnaire in English)****Subject: Request to Arbitrate the Questionnaire**

Prof. Dr..... Esteemed  
Greetings,

The researcher is conducting a study titled "**The Effect of Workload Management on Increasing Employees Satisfaction: A Field Study in International Non-Governmental Organizations in Amman**" as a fulfillment of the requirements for obtaining a master's degree in business administration at the Middle East University.

For the purpose of data collection, this study employs a Likert scale with a five-point gradient for agreement ratings, ranging from "Strongly Agree" to "Strongly Disagree".

Considering your esteemed expertise in this field, the researcher kindly requests your feedback and evaluation of this questionnaire. Your valuable insights will play a crucial role in assessing key elements, such as the clarity and relevance of the content, linguistic precision, coherence, and any recommendations or comments you may deem appropriate.

Your contribution will be appreciated to enhance the quality of this research. Thank you for considering this request.

**Prepared by: Ayah Saleh Saleh**

**Supervised by: Prof. Dr. Azzam Abou-Moghli**

**Part One: General Information: (Demographic Information)**

Put a (√) on your choice of agreement.

Gender of the respondent?

Male

Female

Age (years old):

less than 25 years

25- less than 40 years

40- less than 55 years

55 years and above

What is your highest level of education achieved?

Diploma or less

Bachelor

Master

Doctorate

What is your designation?

- Management Level
- Senior Level
- Officer Level
- Assistant Level or Less

How long have you worked at (International Non-Governmental Organizations in Amman (INGOs)) in terms of years?

- Less than 5 years
- 5 – less than 10 years
- 10 – less than 15 years
- 15 – less than 20 years
- Over 20 years

## Part Two: Independent and Dependent Variables and their Dimensions

The following 50 questions tests the perception of employees working at INGOs in Amman about “The Effect of Workload Management on Increasing Employees Satisfaction: A Field Study in International Non-Governmental Organizations in Amman ”

Please respond to the following questions by placing a check mark (√) in the answer box that corresponds to your response.

Independent variable: Workload Management (is defined by the work environment where tasks and responsibilities can be accomplished successfully within the timeframe and resources available).						
First Dimension: Specialization (assign a skilled employee for specific tasks; knowing that this employee is the best fit to complete this task)						
NO	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	The organization improves job performance through job specialization.					
2	The organization improves job performance by focusing on specific roles.					
3	The organization simplifies work processes through job specialization.					
4	The organization increases employee engagement through job specialization.					
5	The organization boosts employee knowledge through job specialization.					
Second Dimension: Prioritization (to rank tasks in order of importance to accomplish them within the planned time)						
6	The organization encourages completing one task before starting another.					
7	The organization discourages simultaneous task-switching.					
8	The organization’s employees lose attention when switching between tasks.					
9	The organization allows task breaks by switching occasionally.					
10	The organization prevents disruptions during focused tasks.					

	Third Dimension: Delegation (assign other employees to finalize tasks by giving them more power and increasing their involvement)					
1 1	The organization speeds up decision-making through delegation.					
1 2	The organization enhances employee job satisfaction through delegation.					
1 3	The organization enables timely task completion through delegation.					
1 4	The organization enables adaptation to various conditions through delegation.					
1 5	The organization increases productivity through delegation.					
	Fourth Dimension: Automated Operation (using technologies to minimize employees workload)					
1 6	The organization provides adequate tools and technology.					
1 7	The organization relies on automation for optimal performance.					
1 8	The organization's automation reduces manual work to speed delivery.					
1 9	The organization eliminates errors through automation.					
2 0	The organization improves service reliability via automation.					
	Fifth Dimension: Peer Relation of co-workers (refers to the quality and level of interactions, support, and collaboration among employees; which contributes to having a positive and cooperative work environment)					
2 1	The organization ensures colleagues' assistance when needed.					
2 2	The organization encourages colleagues to offer support as needed.					
2 3	The organization promotes combining resources to solve problems.					
2 4	The organization fosters recognition of achievements at work.					
2 5	The organization facilitates collaboration among colleagues to address challenges.					
	Dependent variable: Employees Satisfaction: The extent to which expectations are met and match the real awards. Job satisfaction is closely linked to the individual's behavior in the workplace.					
	First Dimension: Policies of compensation and benefit (the rewards employees receive from their organizations (financial and non-financial))					



4 1	The organization maintains a comfortable working environment.					
4 2	The organization provides adequate cultural spaces.					
4 3	The organization offers a quiet office environment for concentration.					
4 4	The organization furnishes workstations with comfortable furniture .					
4 5	The organization ensures sufficient space to prevent congestion.					
Fifth Dimension: Relationship with Supervisor (refers to the healthy interactions and communication between employees and their direct managers, including aspects of trust, clear directions, and support, which influence overall job satisfaction)						
4 6	The organization ensures supervisors treat employees fairly.					
4 7	The organization encourages supervisors to consider subordinates' feelings.					
4 8	The organization provides appropriate recognition for good work.					
4 9	The organization promotes attentiveness to employee questions.					
5 0	The organization values employee opinions.					