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Non-profit Organizations and CEO Job Satisfaction

Dana Awad
University of Windsor, danaawa@uwindsor.ca

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Non-profit Organizations and CEO Job Satisfaction

by

Dana Awad

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Non-profit Organizations and CEO Job Satisfaction

by
Dana Awad

APPROVED BY:

_____
R. Aleks

Odette School of Business

_____

C. Fredette, Advisor

Odette School of Business

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ABSTRACT

This major research paper will examine the relationship between the job satisfaction of non-profit organization Chief Executives (CEOs) and characteristics of individual demographics, compensation, and organizational culture. The main purpose of this study is to examine the techniques in improvement of the productivity of the employee by investigating the factors that would lead to job satisfaction. Using data from the 2016 BoardSource governance survey that resulted in the 2017 Leadership with Intent report, this study reports on data collected from the survey of 1,759 CEOs. Using correlational and regression analyses, five hypotheses are examined related to CEO gender and age, CEO compensation, organizational creation of staff positions, and factors of organizational culture that relate to CEO job satisfaction. Findings demonstrate that the older generation, increase in salary, creation of new jobs, and good culture would all relate to higher CEO job satisfaction. These results suggest that neither culture nor compensation alone are enough to maximize CEO job satisfaction, but that each operates independently of the other.

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INTRODUCTION

This major research paper investigates the relationship between CEOs at non-profit organizations and their relative job satisfaction at the workplace. The research question asks, is there a relationship among culture, compensation, and satisfaction of a CEO, and if so how?

Organizations need to consider the staff's position and satisfaction with their respective positions. They also need to pay attention when increases in turnover rates are evident. Since there is a lack of succession planning in non-profit organizations, it is important to build on the current employee's skills and abilities. Important factors to consider in this case include the CEO's demographics and personality and his or her fit for the position. Either through proper training or making the organization attractive enough for new applicants. Also, it should consider contributing factors that will keep them in the organization longer. Contributing factors like compensation, rewards, the organization's vision and culture, creation of new staff positions or downsizing should be considered for CEO satisfaction. CEOs that are not satisfied at the workplace lead to less productivity and therefore a bad reputation for the organization. As a leader, the CEO acts as a role model to his or her staff, if the CEO is dissatisfied it could affect the morale of other employees. Future applicants would not want to apply at the respective non-profit, causing staff shortages. If the contributing factors are not considered to increase job satisfaction, then this would have an implication for the everyday managers since employees are the backbone of any business.

Purpose of the Study

Non-profit organizations are a vast industry that represents 8.1% of Canada's GDP (Imagine Canada, 2018). This sector alone employs 2 million people (Imagine Canada, 2018). It is a sector that is undermined and not valued as much in the business world. These organizations

are essentially serving and hiring from the community, giving these individuals employment. It could be an attractive place to work at for millennials if proper measurements are in place to enhance job satisfaction.

This study aims to identify factors contributing to CEO job satisfaction, and thus increase productivity such that managers and new graduates do not overlook the benefits of working with non-profit organizations. A Gallup report that was published in the U.S. has shown that millennials are changing their careers more so than older generations. The study concluded that 21% of millennials have changed careers within a year (Gallup, 2016). Another shocking statistic shows that 60% are open to another job opportunity (Gallup, 2016). Millennials want a sense of purpose and room for growth at the organization they are working with. As the younger generation is more flexible towards changing their careers, the non-profit sector might be more fulfilling and satisfying.

Factors that contribute to CEO satisfaction could be monetary (compensation) or nonmonetary (culture). In this paper it is evident that culture, compensation, and creation of new staffing positions are sources for job satisfaction. This research paper will introduce how to improve job satisfaction by giving the organization a proper culture, adequate pay to its employees, and creating new job opportunities at any non-profit organization. Satisfying employees can also help satisfy the CEO at the workplace.

Structure of the Paper

This paper will first introduce the related literature review to have a deeper understanding of job satisfaction and its importance at the workplace to increase productivity. The second part of this paper will introduce the relative hypotheses evaluating job satisfaction and the variables that could affect it. The third section will present the methodology of the data collection and

analysis. The results will follow, discussing the outcome of the testing performed. Lastly, recommendations for future research on this topic are contemplated, and limitations of this study are addressed, followed by a brief conclusion.

LITERATURE REVIEW

The scope of this study is to investigate the factors leading to job satisfaction of chief executives. The factors that play a role in job satisfaction in non-profits are monetary or nonmonetary. Monetary factors consist of compensation and rewards. Nonmonetary factors include organizational culture and vision. Each of these factors are studied in other research papers for their effect on improving productivity and profitability of the organization.

Non-profit organizations are known to be driven by nonmonetary means as a whole. The satisfaction of employees depends on the organization's culture and vision. They are mission-driven and as Kuenzi & Stewart (2017) stated, it is difficult to determine how an organization achieves its mission. According to Morris-Sweeney (2018), a positive work culture enhances job satisfaction and therefore decreases the turnover rates for nonprofits. It is essential for a CEO to reduce the turnover rates at his or her organization, as it would lead to less stress and a lighter workload for the CEO.

The monetary means to increase job satisfaction, such as compensation, also play an important role in meeting the needs of the employees and CEOs. Most employees will justify the purpose of their job as the pay that they are receiving. Li Yan (2018) and Campbell-Bridges (2013) have both agreed that some form of reward or compensation can increase productivity. Low productivity for organizations can ultimately hurt the bottom line. Creation of new job positions relates to the fulfillment of personnel, as it creates a better environment as well. Through the methodology and analysis, positive or negative association between compensation,

culture, and job satisfaction to increase the likeability of non-profits as an organization to work for will be determined.

Many studies investigate the efficacy of job satisfaction on organizational behaviors and human resource management. In general, job satisfaction is a pleasurable and emotional state towards an organization's work realized from the appraisal of an individual's job experiences (Courtney & Younkyoung, 2017). Job satisfaction in the non-profit sector is a unique aspect of human resource management (Bastida, Marimon & Carreras, 2017). Job satisfaction and turnover intentions of individuals who work in non-profit organizations have unique features. Job satisfaction represents many assessments of a particular job and the indicators of an individual's quality towards the work. The determinants of job satisfaction involve job characteristics, working conditions, the relationships between supervisors and governing bodies, and the job holder's characteristics (Bastida, Marimon & Carreras, 2017).

The job characteristics reflect the job structure based on autonomy, task identity, skill variety, feedback, and task significance (Knapp, Smith & Sprinkle, 2017). Additionally, the perceived organizational support reflects the quality of the company-employee relationships. It is commonly argued that both non-profit organization employees and government employees have higher job satisfaction than other workers since they have a sense of fulfillment for serving people in need and the public. Including pay differences, there are significant reasons for the retention of employees in non-profit organizations. According to studies, employees in non-profits and public organizations get their satisfaction from social contributions. CEOs can use this to their advantage to attract highly skilled labor to their organization.

According to Knapp, Smith & Sprinkle (2017), managers seek to enhance employees' job motivation through various methods. Employees recruited have a higher perception of

organizational support, thus increasing job satisfaction. For example, the criticality of young employees is highly valued in these organizations. These young employees are prioritized to steer motivation in the organization. Some of the essential aspects that promote work motivation tend to fade away; they continue to stay in the organization over time (Knapp, Smith & Sprinkle, 2017). Eroding satisfaction signals that non-profit organizations need to help employees recommend themselves to the organization's membership. Lower motivation levels are evident in employees working in high routine jobs. A report entitled "World-Changing Work: The Modern Nonprofit Professional's Experience" by Classy (2019), suggests that many employees working in the non-profit sector are satisfied in their roles and have a good alignment with the organization's leadership: 84% of them expressed satisfaction with their current jobs; 92% of them ascribe their satisfaction to fundraising projects of the organization (Classy, 2019). In this paper, CEOs are considered highly linked to the organization's mission and therefore are found to be highly satisfied with their roles.

Knapp, Smith & Sprinkle (2017) suggest that promotion strategies help considerably in the quest to increase motivation. Organizations must make the job's roles clear and communicate how effective they are in the organization and how their role adds value to the organization and the public. Developing a sense of common culture and organizational purpose, and achievement for the job is one of the vital tools in motivating and continuously engaging the workforce. Despite culture being a critical function to managerial leadership, leaders realize that they have limited impact on this variable. One of the critical challenges is making sure that the culture aligns with the company values and missions. CEOs can play a huge part in this and set an overall tone for the organization. CEOs need to remember the importance of aligning the mission and vision to the organization and more importantly relaying that message to the staff.

Some factors predict satisfaction in non-profit organizations. Human resource management approaches have an impact on employee satisfaction. According to Andjarwati, Susilo & Audah (2019), employee selection, recruitment, performance appraisal, training, and development impact job satisfaction. Job satisfaction originates from the motivational approaches applied by an organization (Bastida, Marimon & Carreras, 2017). Human resources management practices influence employee satisfaction (Bastida, Marimon & Carreras, 2017). They claim that there is a correlation between the quality of leadership and job satisfaction.

First, selection and recruitment are essential aspects of human resource management's effective practices. Recruitment involves advertising a job to gain interest, and after the employees are attracted, the organization should select them from the large pool to meet the organizational objectives (Andjarwati, Susilo & Audah, 2019). In the current business environment, the priority is on multi-talented candidates. Satisfaction is also affected by development and continuous training in human resources management practices. Non-profit organizations offer training to employees after hiring. Organizations work to attain a competitive advantage over others (Andjarwati, Susilo & Audah, 2019). Based on current literature, selection, recruitment, performance appraisal, training, and development significantly influence job satisfaction in a positive manner (Andjarwati, Susilo & Audah, 2019). CEOs should consider the human management practices as they will have an impact on the CEO's job satisfaction. CEOs also need to consider their own staff's human resources management in selection and recruitment, as the employee's demographics can affect the alignment with the position.

The outcomes of non-profits are different from how employees in other organizations view their profit generation strategies, as non-profits focus more on a mission. There is complexity in measuring the outcomes of a non-profit organization. Unlike profit-oriented

organizations, it is challenging to assess how a non-profit organization achieves its mission (Kuenzi & Stewart, 2017). Therefore, the CEOs are motivated to work towards a mission and not by profits.

According to Bastida, Marimon & Carreras (2017), human resources impact the failure or success of a given company. Proper implementation of human resources management practices determines the success of the organization and job satisfaction. In the present times, non-profit organizations face an increasing expectation of transforming themselves to get the most talented employees and enhance their efficiency and effectiveness of using their limited resources. In this challenge, human resources management plays an integral role. Bastida, Marimon & Carreras (2017) state that a correlation exists between human resources management practices present in a management style scale and long-term job satisfaction.

According to a study by Abou-Moghli (2015) on the efficacy of organizational support in enhancing performance, there are three categories of organizational support. The first is organizational equity, in which the perception of integrity in the organization is considered. The second is the employee's behavior towards the support he or she offers to the subordinates. The third is participation in the processes of decision making. The research indicated a critical role played by these roles in the firm for supporting the organizational and employee performance at a rate of 5% (Abou-Moghli, 2015). The role of a CEO covers all categories of organizational support. He or she needs to make sure that equity is present amongst staff, be mindful that his or her own behavior could affect the employees, and be supportive of the decision making process.

CEOs who work in the non-profit sector face different challenges as they continue to work in the industry. Weisberg & Dent (2016) argue that the two-factor theory is a perfect fit for solving internal and external job satisfaction elements that non-profit human services workers

need. They identify the two-factor theory as a model for enhancing job satisfaction in non-profit organizations (Herzberg et al., 1959; Sachau et al. 2007). The theory has a meaningful job and a great opportunity of enhancing achievements and developing meaningful job and responsibility variables, motivators, which positively impact job satisfaction. Non-profit employees signify extrinsic satisfier of both ethical and fair policies and a commitment to a mission that must be accomplished before the end of the organizational task. Non-profits are often willing to offer monetary rewards to develop more employee commitment to the organization and as an incentive to contribute and make a difference by way of solution creation. CEOs working in non-profit organizations are more likely to give humanity as the reason they chose their jobs, unlike those in for-profit organizations and government organizations who joined their jobs for pay. 86% of non-profit sector employees showed their interest in paychecks as their main reason for the job, while 31% of those in the federal jobs went for paychecks.

Nonmonetary Sources of Satisfaction

Organizational culture and organizational engagement have an impact on job satisfaction. According to Morris-Sweeney (2018), in a study named "An Examination of the Impact of Organizational Culture and Employee Engagement on Job Satisfaction and Turnover Intention in a Non-profit Organization," organizational culture and employee engagement are attributed to job satisfaction. These factors contributed to the variation of job satisfaction, indicating that an increase in the predictors would result in a proportional increase in job satisfaction scores (Morris-Sweeney, 2018). Positive organizational culture results in a significant decrease in the intention of employee turnover. Therefore, it can be inferred that CEOs would have a lower intent to resign their jobs if a strong organizational culture is present.

Transformational leadership is attributed to effectiveness in the non-profit sector. Research by Milhem, Muda, & Ahmed (2019) indicated a positive relationship between employee engagement and transformational leadership. A transformational leader improves the capabilities of employees. In addition, Chin, Lok, & Kong (2019) cite that transformational leadership is strongly correlated to employee engagement. The study recommends that organizations must devote more of their resources and time towards developing leadership and more on training to equip their employees with transformational leadership skills. CEOs need to have transformational leadership skills as Chin, Lok, & Kong (2019) stated, not only to help achieve their own job satisfaction but reflecting it back to their staff as well.

According to Benevene, Dal Corso, De Carlo, Falco, Carluccio & Vecina (2018), the ethical behaviors in non-profit organizations have heavily indicated a need to balance the mission of an organization to the related financial constraints. Non-profit organizations should intensely observe approaches of combining the market-based strategies while prioritizing the social focus. These two aspects can be balanced through organization management. Employees should be reimbursed for what they do. Non-profit organizations and for-profit organizations differ in their financial management and financial reporting since they make profit differently.

According to a research study by Robert James Even (2018), the high turnover of volunteers in non-profit organizations has become a significant impediment on the journey towards job satisfaction in the United States and arguably other parts of the world as well. The author is very categorical that through the high volunteer turnover, organizations lose more than the employees' payment in non-profit organizations. The study tries to make the corporate sector understand what they lose by sacrificing the employees' pay in the employment field. Organizations have not come to terms with this one fundamental fact in the corporate sector

(Even, 2018). They keep on recurring losses from what they could have avoided. If organizations paid salaries rather than offering them work on volunteer terms and conditions, the situation could have been salvaged. Through volunteer turnover, there is a chance of the individuals being the organization's liability rather than being responsible for them. The liability aspect places the organization into more financial struggle than the employees' actual payment to execute a specific task. This would be a struggle for a non-profit CEO to deal with as it is a recurring issue in the literature review.

There is a need to establish and understand the diminishing nature of the volunteer turnover in non-profit organizations. With time, the organizations develop liabilities from their employees and realize low work satisfaction in the project's objectives. When the employees' work is volunteering, it becomes complicated to follow or monitor their progress toward work goals. Also, following the individuals will result in higher expenditure costs, which will not allow the organization to achieve its efficacy goals (Even, 2018). The costs of managing the workers becomes prohibitive and can sometimes double the cost of wages and salaries they could have been provided within the organization. High volunteer turnover could cause a decrease in job satisfaction for the CEO, as it is an added issue to manage and resolve.

Another big elephant in the room for the high turnover non-profit organizations is training. Training is a very significant load on the organization. To understand the scope of work and what to do, organizations require training over a certain period. The training not only consumes cash but also organizational time so that they must further invest time to get the employees started on the right track while trying to ensure job satisfaction. With the employees' volunteering nature, the organizations stand greater chances of losing these employees to other organizations or through poaching. With the loss, the organization will have to undergo the same

cycle, using additional resources until they gain employees whose job satisfaction ensures that they stay with the organization longer. The non-profit organizations in the United States experience considerable loss due to the turnover of volunteer employees during the through training of the volunteers (Even, 2018). In summary, the study is trying to enlighten organizations and other concerned bodies on the diminishing nature of high volunteer turnover and the detrimental effect to realizing the goal of job satisfaction. CEOs need to take this into consideration for their own job satisfaction when acting as a leader.

Monetary Sources of Satisfaction

Another study concerning non-profit organizations and job satisfaction by Li Yan (2018) proves that there is a need for employee motivation to improve the organization's productivity rates. Organizations are losing sales because of their low productivity simply because of their lack of rewarding. Laying the strategy of achieving high in the organization, the employee should be the basis of this discussion and not the customer satisfaction. In most cases, organizations prioritize their customers more than their employees. This will result in costing the organization through lack of productivity from employees who will lose their loyalty to their respective firms. The study agrees that the clients could be as crucial but are overrated by the organizations. The client's satisfaction is directly proportional to job satisfaction, which is executed by the employees. Therefore, it is a clear reflection that the employees lay the bedrock in the organization's success (Yan, 2018). There is a dire need to satisfy the employees more than any other organization activity to realize success. Success comes very quickly when the employees are well managed in the organization. The author emphasizes employee motivation because it is the principal towards realizing the goals and the maximization of the exploitation of the resources in any organization. CEO's monetary compensation should be prioritized for the

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rest of the organization to not only be successful and reflected to customers but as well as satisfied in their own positions. If the top management are being compensated, then employees should be as well to increase overall productivity.

Organizations that spend little in rewarding and managing their CEOs end up falling behind compared to organizations that manage their CEOs well. When the CEOs are motivated through pay increases, bonuses, and other proper management strategies, they give their all to the organization that will get the return of better outcomes. The study regards mentoring, involving, challenging, and empowering employees through better pay as the best way to extract the best out of any employee worldwide and, therefore, need the organizations to adopt this perspective (Campbell-Bridges, 2013). When employees feel properly compensated by the organization, they give a proportional investment to the organization, resulting in the highest level of output possible. As compared to organizations where employees are not appreciated and valued for what they do and for their standing in the organization, the organizations that properly manage their employees will reap larger benefits and achieve a lot in the industries in which they are involved, hence be in an excellent position to dominate their market (Yan, 2018). Therefore, the study is very categorical in that organizations that are working hard to improve the productivity of their organizations through this employee motivation strategy are more successful. With such a strategy and good management skills by the organization's management, the organization will grow through the employee motivation theory.

An additional study by Campbell-Bridges (2013) concentrates on individuals' personality as far as job satisfaction is concerned and how the character in any individual organization can take the organization to the next level or derail their moves toward the right goal orientation. Personalities are characters that individuals portray for the organization while working or

training together. Personalities are very consequential as they can significantly impact the individuals and the organizations' leadership since they will directly contribute to the work environment and performance in the job (Campbell-Bridges, 2013). The individual's personality is more likely to reflect their internal character that they portray even when their respective leaders are not monitoring them in one way or another (Campbell-Bridges, 2013). With the right traits or character, the organization has a higher chance to gain more from the employees than when they are not acceptable characters in the organization.

The study by Campbell-Bridges (2013) indicates that employees with good character are more likely the key to job satisfaction in the organization than the other way around. The study clearly states that employers can attain their goal of employee work satisfaction as it is within management's financial reach. Good character will dictate that personnel will do good always, whether or not supervisors are present to watch over and guide them towards the realization of the organization's goals. With the right character, the author also states that the company or organization is slated not to lose much but instead gain more. The kind of characters that will support other employees, the kind of characters that will not vandalize anything and will always act very responsible in whatever they do for the good of the organization (Mathieu & Babiak, 2016). When the character is not desirable, the organization is more likely to lose much through the damage caused by the employee. Monitoring and supervision cause more harm to the organization's families than being a responsible employee. Work performance is also higher in cases of good character individuals in the organization.

The measurement of the character of individuals is not the right way forward as the organization might spend so many resources and still get it wrong, hence move the wrong way in their progression as far as growth and development is concerned. Also, the measure is more

likely to be misinterpreted. At the same time, the individual's character can be determined by work, supervision, and the degree of trust and value that the organization banks on them.

Consequences of Satisfaction

CEOs need to understand their employees well to get their rightful share in the right way and encourage loyalty and better production (Kim & Charbonneau, 2020). By understanding and establishing a better demographic analysis of the organization's employees, the non-profit organization will be capable of predicting the nature and behaviors of their workers to address any arising issues in them. Different employees react and behave differently depending on their nature and goals in the industry. Some aim to have stable employment over a long period, while others tend to shift from one field of work to another over a shorter period (Kim & Charbonneau, 2020).

Different gender and ages of the employees will influence the employees' turnover period in an organization. As a result, the CEOs must establish a strategy of understanding their employees and their reasons behind moves in employment (Kim & Charbonneau, 2020). Losing employees decreases the tempo of doing work. It increases the turnover rate in the non-profit organizations, a factor that brings down most of these organizations or, in other cases, puts them in an acute financial crisis. Financial crises can derail and kill the organization's service delivery, which will bring about long-term financial issues regardless of whether they were on the right path of growth progression. Every organization wants to grow for the good of their future, and so they need loyal employees who will live to drive the dreams and the mission of the organization at all times of the game.

The organization losing its employees is one factor that is stressing these organizations' leadership from all over the world, especially CEOs. The non-profit organizations keep forming

a standard strength to help them encounter the employee turnover rates in the non-profit sector because things are arguably getting out of control, as described in the studies. Since there is constant decrease in the voluntary working services worldwide, organizations keep making efforts to retain their loyal employees as they grow together in the industry (Stewart & Diebold, 2017). The article focuses on turnover rates in non-profit organizations that keep derailing and holding the organizations hostage to its high turnover. The article addresses the issue by establishing the right ways in which the matter of high non-profit turnover can be controlled and how organizations can keep finding their way in the market (Stewart & Diebold, 2017). Job satisfaction is one of the aspects that non-profit organizations entails.

Job satisfaction and ethical leadership are well correlated in the non-profit organizations have effects which do not damage the public image of the firm. Ethical leadership plays an integral role in generating positive attitudes and behaviors among organizational members. They promote high degrees of organizational and individual performance. It outlines the integral role played by ethical leadership in firms. Ethical leadership's role in organizational management is not limited to profit-oriented organizations only but also plays a vital role in non-profit organizations. Ethical management has become one of the essential factors for attracting financial and human resources to non-profit organizations, particularly from those who have been affected by previous scandals involving less ethical management.

Volunteers

Considering personality traits when selecting volunteers is an essential consideration during recruitment (Benevene, et al. 2018). It helps in identifying volunteers who are better suited to the organization's activities and goals. However, organizations often fail to conduct this

analysis because of their lack of resources to commit more employees to this task, hence they have no option other than accepting volunteers without thorough vetting.

Benevene, Dal Corso, De Carlo, Falco, Carluccio & Vecina (2018) in their study on job satisfaction found that volunteers have emerged as one of the important dimensions in its full explanation on the impact of ethical leadership. Therefore, for nonprofit organization CEOs to retain volunteers and their essential commitment, they must address the motivation of these volunteers effectively and fulfill these needs. The quality of tools and practices used in managing volunteers are essential factors in ensuring the loyalty and satisfaction of volunteers (Benevene et al. 2018). The study also concludes that it is more profitable to focus mainly on the employees and volunteer concerns than addressing personality traits since organizational roles are more controlled by the nonprofit organization (Benevene et al. 2018). What differentiates non-profit organizations from for-profit organizations are the volunteers. Volunteers are important to complete the tasks that are necessary at no cost. It is important for CEOs to try to satisfy the volunteers' needs to retain them long-term.

ASSOCIATIONS WITH JOB SATISFACTION

Job satisfaction predictors for CEOs are of monetary and nonmonetary value. The monetary factors are compensation or benefits in this case. The nonmonetary factors are vision, culture, age, gender, and creation of new jobs or downsizing. The organization with a strong vision creating a healthy culture for employees will motivate them to be more productive and satisfied at the workplace (Morris-Sweeney 2018). Increase in pay will motivate employees to work harder as stated in the literature review by Li Yan (2018) and Campbell-Bridges (2013). On the other hand, downsizing and high turnover has a negative effect on businesses and affects productivity.

The non-profit sector is vast in Canada and these organizations constantly looking for new hires, but job applicants might be hesitant due to doubts about job security or job satisfaction. Non-profits could be an attractive industry to work for if the organizations implement the proper measures. The non-profits can increase job satisfaction for its staff and create a good reputation for itself as a great place to be employed.

In this section, each factor that has potential to affect job satisfaction will be discussed. These factors are derived from the literature review, and are considered in the hypothesis in relation to CEOs.

Job Satisfaction

To seek out job satisfaction as the most important factor in the modeling, motivation must be understood. Motivation "is the extent to which persistent effort is directed toward a goal" (Johns & Saks, 2004, p.154). There are two forms of motivation: intrinsic and extrinsic motivation. Intrinsic motivation is the direct relationship between the worker and the job itself. An example of intrinsic motivation is sense of achievement or accomplishment. Extrinsic motivation is one that is from the environment. An example of this is pay or benefits. Both motivations are related to performance.

Job satisfaction is a leading factor in a working individual's performance. Job satisfaction may be influenced by certain variables which could increase or decrease the overall productivity of the firm (Yan, 2018).

In this study, job satisfaction will be explored in relation to individual and contextual variables including CEO age and gender, as well as workplace culture, organizational job creation, salaries, benefits, and vision. I further hypothesize the relationships among CEO nonmonetary and monetary motivation and job satisfaction using simple regression analysis. Job

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satisfaction will be used as the dependent variable to predict if it is affected by variables such as age, gender, workplace culture, job creation, increase in employee salaries, increase in employee benefits, vision, and conflict resolution.

Workplace Culture & Vision

Every organization has its own unique vision and culture. It not only sets the tone for the organization but is the foundation for the organization. An indication for a strong workplace culture is its ability to adequately handle conflict resolution, communication, and financial success (Johns & Saks, 2004). It is believed that through a strong workplace culture and vision, since they go hand in hand, it will translate to success with ease due to not only being able to attract the best talent employees but the capacity to retain these employees. Non-profit organizations are treated similarly as for-profit organizations in the sense of setting the right culture for each individual company. Creating the perfect environment for employees is hard to achieve. It is also challenging to determine what the culture of the organization is or should be. If the employee feels strongly towards the vision of the organization, it can play a role in enhancing the culture by how employees treat each other. Creating a trusting environment for employees will eventually lead to job satisfaction. The culture and vision can affect the CEO's morale in a sense where it gives the CEO a purpose or meaning for the task at hand.

Increase in Salary & Benefits

In general humans have needs that need to be satisfied, as outlined by Maslow's Hierarchy of Needs (Herold, Fedor, & Caldwell, 2007). This compliments the motivations of the CEO. Humans needs are physiological, safety, belongingness, esteem, and self-actualization. An occupation could satisfy these needs by providing the appropriate pay for the individual to at least cover shelter, food, and stability. Salaries play a huge role in fulfilling these needs.

Employee benefits can also cover the physiological and safety needs by giving them the opportunity to receive healthcare for instance. Compensation and rewards are fundamental to the individual's work satisfaction. As Li Yan (2018) stated, insufficient monetary compensation for employees could decrease productivity. CEOs would have a lack of energy to meet their quotas and therefore the business' overall productivity would be decreased as well. The success of the organization is directly proportional to the CEO's productivity. Productivity is related to the individuals job satisfaction. One's job satisfaction could be influenced by the needs of that individual and therefor their wages.

It is suspected through the satisfaction of the physiological needs of the CEO through either monetary means that the employee would be more satisfied or happier at the workplace. Increase in job satisfaction when CEO's salary or benefits is increased.

H1.   *Organizational vision (a) and CEO compensation (b) will be positively associated with CEO job satisfaction.*

An organization's vision could set the tone of the organization and give purpose to the CEO. A good vision and culture ultimately would go simultaneously to boost the workers' morale in the job. The question is whether good vision and culture lead to increase in salaries and therefore make employees more content with their jobs? An association may occur where a stated vision and an inviting, healthy culture can establish an increase in salaries and therefore leads to an increase in job satisfaction. The second hypothesis is the relationship where vision and compensation lead to positive association with job satisfaction.

H2.   *The interaction of positive organizational vision and higher CEO compensation will be positively associated with CEO job satisfaction.*

Age & Gender

In today's politically correct climate, the issues of sex and age are being brought up to the forefront more so now than ever before. An individual's gender or age should in no way influence their working lives in an ideal world, at least that is what most experts in the political and economic arena imply, yet it is those same people who are constantly being accused of not measuring up to their own standards. Employees are coming out of the woodwork every day now, overcoming their fears and uncertainty of the future, to publicly announce how they have been wronged, dismissed and unjustified based on either their sex or age. Most importantly, this leads to more and more people questioning today's idea of job satisfaction.

Gender has time and time again been a prominent issue discussed in the workplace. At least 42% of women have faced sexism at the workplace (Djurovic, 2020). It might be the main reason behind many women's dissatisfaction in their jobs. Society is progressing, and we can see this even in Carlson's case. Gretchen Carlson is a news broadcaster that single handedly brought down her boss for his sexual misconduct at her workplace (BBC, 2016). She was heavily supported by those who knew her and those who did not. The truth was coming out for the first time about the working environment. The negative culture of sexism in that specific workplace was being announced to the world, and other employees were listening and educating themselves.

Gender discrimination may seem to always voice women's complaints, but it is an issue for all. Both men and women have been battling for a more modern and sexism-free work environment. A sexism-free environment could play an important role in the workplace to help not only motivate the female or male colleagues but also satisfy their safety needs at the workplace.

Younger individuals have less work experience while older individuals are seen as less viable of an option to a company that wants to keep up with the times. It can be problematic. A lawsuit filed against Greyhound Canada detailed how the company refused to hire bus drivers over the age of 34 and was unable to provide evidence that it was bon a fide occupational requirement (Ontario Human Rights Commission, 2020). These are some of the concerns that arise from an individual's age in relation to their occupation. Ageism can undoubtedly be linked to an employee's overall negative view of their working environments. In this study the average age of the respondents is 54 years old. This may play a role in the job satisfaction of the CEO. Based on the aforementioned reasons and as stated by Kim & Charbonneau (2020), it is important to understand the employees and their roles in society to help them have fulfilled work lives.

The statistical analysis prepared within this study attempts to determine if there is an association between the variables age or gender and CEO job satisfaction. The study will provide answers if age is related to job satisfaction and whether a positive relationship between them is plausible. The average age for CEOs in this survey was approximately 54 years old. Is it the older individuals that are more satisfied in the workplace? Also, does gender have an role in job satisfaction for CEOs or any effect?

H3.   *CEO gender (a) and age (b) will be positively associated with CEO job satisfaction.*

Creation of Jobs & Downsizing

Human resources play a huge role in the process of creating new positions in an organization. It helps to relieve the pressure off existing employees' workloads. Creation of jobs has a positive effect on existing CEOs in any organization whether for profit or non-profit. It also

has a positive effect on the economy and community surrounding the organization. On the other hand, downsizing creates a negative impact on the existing employees. It not only adds more workload, pressure, and stress to existing employees but will ultimately lead to job dissatisfaction. It can be concluded that both creation of jobs and elimination of jobs can affect the morale of the CEO. Providing new positions at the workplace can relieve the existing pressure off a CEO that was taking two workloads. This perhaps could increase job satisfaction. Creation of new jobs leads to job satisfaction.

H4. *Organizational creation of new jobs will be positively associated with CEO job satisfaction.*

Downsizing at the non-profit organization would have the opposite effect of creation of new job positions and CEOs could be dissatisfied since it would add to their existing work. Switching employees from full-time to part-time hours could also have negative effects on the employee and result in discontent and added pressure on a CEO. Downsizing staff or switching from full-time to part-time affects job satisfaction for a CEO. It could affect the overall morale of the workplace including the CEO.

H5. *Downsizing or switching staff from full-time to part-time will be negatively associated with job satisfaction.*

Summary of Testable Hypotheses:

H1. Organizational vision (a) and CEO compensation (b) will be positively associated with CEO job satisfaction.

H2. The interaction of positive organizational vision and higher CEO compensation will be positively associated with CEO job satisfaction.

H3. CEO gender (a) and age (b) will be positively associated with CEO job satisfaction.

H4. Organizational creation of new jobs will be positively associated with CEO job satisfaction.

H5. Downsizing or switching staff from full-time to part-time will be negatively associated with job satisfaction.

RESEARCH METHODOLOGY AND DATA ANALYSIS

This section will discuss the research methodology used in this study. This study has used data from the Leading with Intent BoardSource report of 2017 (BoardSource, 2017). BoardSource is a known organization that exists solely for the support of non-profit organizations. It has an abundance of research data that could be used to help any non-profit organization to improve its state. In the last 20 years, BoardSource has been conducting its own study, Leading with Intent, where it studies board practices, composition, and performance.

A survey was distributed amongst 22,708 non-profit chief executive officers, board chairs, and board members for the collection of data. For this study only the 1,195 surveys with the CEO respondents were utilized in the testing. Each respondent with their own unique URL would complete the survey once their name and contact information were given. A survey software from Qualtrics was used for the purpose of this study. This information was then translated into SPSS a statistical tool that is useful to summarize and draw conclusions from the raw data. It investigated non-profits board composition, practices, performance, and culture. The data was collected over a span of 3 months from May 10, 2016 until July 5, 2016.

The responses received were from 1,195 chief executive officers (CEOs). It spanned across 214 various non-profit organizations that included public charities, foundations, and others. The composition of CEOs by gender was 28% male and 72% female (Figure 1).
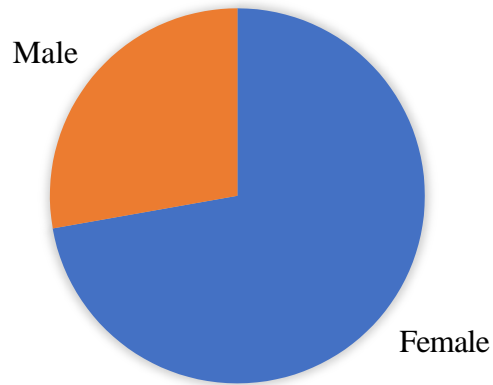
Figure 1

The age of respondents varied from less than 40 years old to 65 or older. Notably, 56% of chief executives were 50-64 years old and only 11% of chief executives were under 40 years old (Table 1).

Age	CEO
65>	13%
50-64	56%
40-49	20%
40<	11%

Table 1

The non-profit organizations included in this study had budgets that ranged from less than one million to more than ten million. The annual budgets of organizations that were considered "small", less than one million, were the second highest at 40%. The "medium" budgets ranged from one million to 9.9 million were the highest at 45%. The organizations considered to be "large" had budgets of ten million or more represented 10% of respondents. Lastly, 5% of respondents did not specify an annual operating budget.

Geographically the respondents covered local, state, national, and international organizations. The local respondents composed 39% of the respondents. 36% of survey takers

represented state-level organizations. Individuals from national organizations represented 14%. Only 7% of respondents were international and 4% were unspecified in the survey.

The survey was conducted across all types of non-profit organizations. Charities made up 64% of respondents. While schools, universities, and governmental agencies made up 19% of the survey takers. Only 8% of respondents were from an association or professional society, while another 9% were from foundations.

The year that the organizations were founded was also considered in the data. Most (41%) of the respondents were from the organizations that were founded in the years 1975-1999. 21% of respondents were from organizations that were founded from 1950-1974. The organizations that were founded from 2000-2016 accounted for 18% of respondents. Organizations that were founded before 1949 only amounted to 15% of respondents. Lastly, 5% of respondents did not specify the organization's foundation year.

The respondents came from different organizations with different missions. 16% of the 1,195 of respondents were from organizations that revolved around human services missions. 12% of the respondents were from organizations that were education based. 11% of respondents were from other mission-based organizations. 9% were from arts, culture, and humanities. 8% were from youth development and health care mission-based enterprises. 6% were from shelter mission based. 5% were philanthropic. 4% were from community improvement. 3% included mental health and environment. 2% included animal-related, diseases, food & nutrition, public and societal benefit, civil rights, recreation and sports, religion-related mission-based organizations. The last 1% of respondents were from employment, science & technology, international and national security mission-based non-profits.

Testing was done to find a positive or negative association between job satisfaction and factors including age, gender, creation of new jobs, downsizing, increase of salary, increase of benefits, vision, and conflict resolution.

In this study testing using bivariate correlation was run for job satisfaction and each of these variables to find a significant or nonsignificant relationship through SPSS. Also, Process was used through SPSS to run a regression test (Hayes, 2017). Job satisfaction will be explored in relation to individual and contextual variables including CEO age and gender, as well as workplace culture, organizational job creation, salaries, benefits, and vision. Further tests of the relationships among CEO nonmonetary and monetary motivation and job satisfaction using simple regression analysis were performed. A regression test was used for a relationship between 3 variables. If one dependent variable predicted one independent variable and therefore it would predict another independent variable. In this case would a strong vision of an organization lead to increase in salaries and therefore increase in job satisfaction?

Since the data was collected using a survey, it could have a survey bias; the respondent could reply with a dishonest or inaccurate answer, hence the results of the regression and correlation testing should be considered keeping this potential bias in mind.

Results

Most respondents in this study were found to be satisfied at the workplace. 545 of the respondents were found to be extremely satisfied at the workplace and 491 were found to be moderately satisfied from the 1,195 respondents (Figure 2).

Job Satifaction

Figure 2

Legend:
- Extremely Dissatisfied
- Moderately Dissatisfied
- Slightly Dissatisfied
- Neither Satisfied nor Dissatisfied
- Slightly Satisfied
- Moderatley Satisfied
- Extremely Satisfied

H1. Organizational vision (a) and CEO compensation (b) will be positively associated with CEO job satisfaction.

In the survey, two questions were asked of the CEOs regarding a trusting environment and ability to resolve conflict. The specific questions asked in the survey were "How would you grade the leadership in fostering an environment that builds trust among board members?" and "How would you grade the leadership in its ability to resolve conflict, build consensus, and reach compromise?" These two questions help to assume the culture of the workplace. Half of the respondents were extremely satisfied with the trusting environment, while 41% said the ability to resolve conflict was excellent, as illustrated in Table 2. Only a small portion of the respondents answered that the company was not able to foster an environment that builds trust among CEOs. Almost 80% of the respondents were satisfied with the way the trust building was generated among the CEOs which was an indication of excellent leadership skills in the company (Table 3). Also, another question was asked related to the vision of the workplace

which was "How strongly do you agree or disagree with the following statement: We have a clear vision that inspires me to work with enthusiasm and commitment". Related to compensation, the question in the survey was asked "Which of the following significant changes has your organization undergone during the past: increased employee salaries". Regarding job satisfaction, the question in the survey was asked "Overall, how woul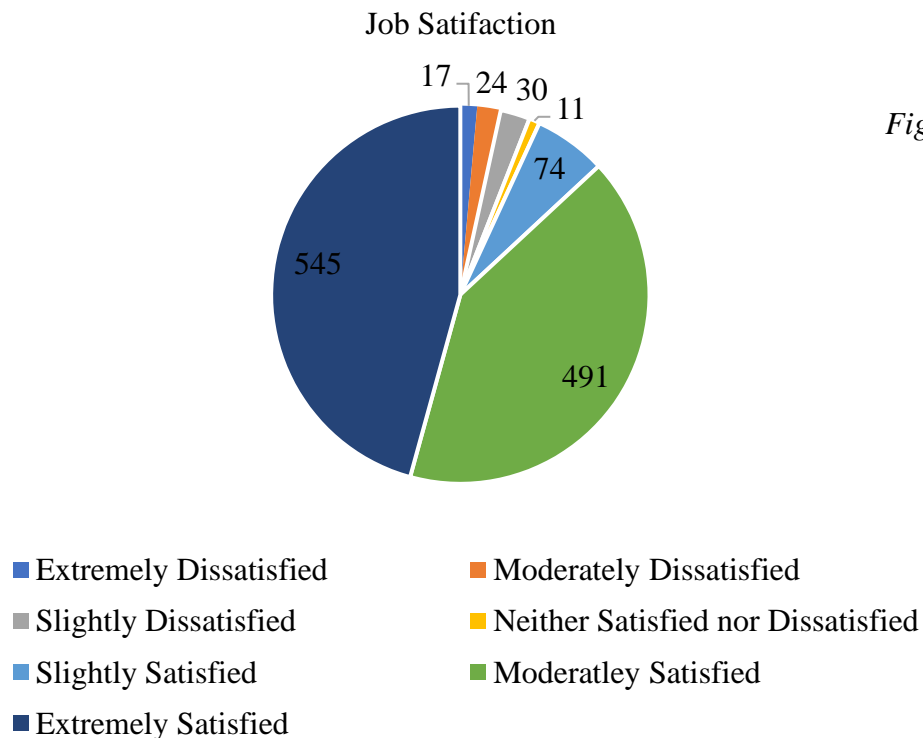d you rate your personal job satisfaction on the following scale?". Hypothesis 1 predicted organizational vision (a) and CEO compensation (b) will be positively associated with CEO job satisfaction. Support was found for a positive association between job satisfaction and vision (Table 4).

Ability to Resolve Conflict:

	Frequency	Percent
Failing	27	2.3
Below Average	76	6.4
Average	216	18.1
Above Average	382	32
Excellent	494	41.3
Total	1195	100

Table 2

Building Trust:

	Frequency	Percent
Failing	23	1.9
Below Average	48	4.0
Average	172	14.4
Above Average	332	27.8
Excellent	620	51.9
Total	1195	100

Table 3

	Job Satisfaction	Vision	Mean	Std. Dev.	P Value
Job Satisfaction	1		6.15	1.2	
Vision	.361	1	4.24	0.945	<0.001
Internal Conflict	.308	.457	4.19	0.955	<0.001

Table 4

The result of the regression analysis also points out the missing evidence between vision and compensation in predicting approximately 16% of CEO job satisfaction. They both predict satisfaction but in different circumstances which cannot be traced back to a single source. To test hypothesis 1, a regression analysis was conducted and included an interaction term between cultural vision and CEO compensation. This allowed for testing the direct relationships of vision and satisfaction, compensation, and satisfaction, as well as the positive mediation or combined multiplicative effects of vision and compensation for job satisfaction. In this analysis, the confounding effects of CEO gender, race and ethnicity, and the intersection of gender and race were controlled for. The next indicator was internal conflict resolution which is a positive indicator of satisfaction while ethnicity, gender and x-race ethnicity did not significantly relate to satisfaction.

When asked about the vision and the inspiration it gives to be committed to work the correlation with job satisfaction was 0.361 with a confidence level of 99% which is considerably high. It also had a positive correlation of 0.457 with the ability of being able to solve the internal conflicts successfully with a confidence of 99%. They both have a p-value less than 0.01 which is well within the bounds of confidence level which makes both variables a good predictor of the

dependent variable. H1(a) predicted a positive association between vision and CEO job satisfaction, which was supported. H1(b), the prediction of a positive association between CEO compensation and satisfaction reached only a marginal level of significance but was in the predicted direction. No support was found for the interaction between organizational vision and CEO compensation associated with CEO job satisfaction hypothesized in H2. Each mechanism, vision and compensation, operated separately in their positive association with job satisfaction. Compensation and culture separately had a positive association with job satisfaction but not combined. (Tables 5 and 6)

Regression Test:

R	R-sq	MSE	F	Df1	Df2	p
.3998	.1598	1.2425	29.9725	7.0000	1103.0000	0.0

	coeff	se	t	p	LLCI	ULCI
constant	5.2024	.1807	28.7968	.00	4.848	5.5569
Vision	.3505	.0404	8.6825	.00	.2713	.4297
Compensation	.00	.00	1.7682	.0773	.00	.00
Interaction of vision & Compensation	.00	.00	-0.1969	.8439	.00	.00
Internal Conflict	.2211	.0394	5.6139	.00	.1438	.2984
CEO Gender	.0116	.0793	.1467	.8834	-.1440	.1673
CEO Race and Ethnicity	.0646	.2144	.3014	.7632	-.3561	.4854
Interaction of CEO gender and race	-.0675	.2520	-.2680	.7888	-.5620	.4269

Table 5

CEO Job Satisfaction:

		Frequency	Percent
Valid	Extremely Dissatisfied	17	1.4
	Moderately Dissatisfied	24	2.0
	Slightly Dissatisfied	30	2.5
	Neither Satisfied nor Dissatisfied	11	0.9
	Slightly Satisfied	74	6.2
	Moderately Satisfied	491	41.1
	Extremely Satisfied	545	45.6
	Total	1192	99.7
Missing	System	31	0.3
Total		1195	100

Table 6

H2. The interaction of positive organizational vision and higher CEO compensation will be positively associated with CEO job satisfaction.

Increase in salary or benefits could lead to job satisfaction. The question that was asked in the survey regarding benefits was "Which of the following significant changes has your organization undergone during the past: Increased employee benefits". 775 out of the 1,195 respondents indicated that their organization increased the salaries of their as seen in Table 7. On the other hand, only 308 out of the 1,195 respondents had increased their benefits as seen in

Table 8. In illustration of the correlation between job satisfaction with either employee salaries or benefits in Table 9 it can be said with 99% confidence that personal job satisfaction is correlated to increased benefits with a factor of .103. Also, increased salary and increase in benefits have a correlation of .306 which is understandable given that they are mostly the same parameters and basically puts an employee in a better financial position than before.

Consequently, both these factors are significant in predicting the dependent variable of CEO job satisfaction as they have a p-value<0.01 which falls under the 99% confidence level. Hypothesis 1 and 2 predicted a positive association between salary and job satisfaction. Support was found for the positive association between job satisfaction and salary. There is no support for a positive association between benefits and job satisfaction. (Tables 7 - 9)

Increase in Salary:

	Frequency	Percent
0	420	35.1
1	775	64.9
Total	1195	100

Table 7

Increase in Benefits:

	Frequency	Percent
0	887	74.2
1	308	25.8
Total	1195	100

Table 8

Correlation:

	Job Satisfaction	Increased Employee Salary	Mean	Std. Dev.	P Value
Job Satisfaction			6.15	1.200	
Increased Employee Salary	.103	1	0.65	0.478	<.001
Increased Employee Benefits	.047	.306	0.26	0.438	<.001

Table 9

H3. CEO gender (a) and age (b) will be positively associated with CEO job satisfaction.

As mentioned, this study included 332 males and 863 females (Table 10). Males made up only 27.8% while the females made up of 72.2% of respondents.

Gender:

	Frequency	Percent
Male	332	27.8
Female	863	72.2
Total	1195	100.0

Table 10

There was no missing data. Additionally, the average age of respondents was approximately 54 years old. (Table 11). Looking at age and gender in correlation with job satisfaction, there is a significant relationship between age and job satisfaction but not gender. The confidence level for this relationship was 95%, which means that the data shows with 95% confidence that the correlation between the age and gender is .070. Similarly, with 99% confidence it can be said that the correlation between age and job satisfaction is 15.9%. In relation to this testing is the hypothesis that proposed a positive association between age or gender and job satisfaction. Support was found for job satisfaction and age. Hypothesis 3(a) and 3(b) was supported pertaining to age, but not gender. (Table 12)

Age:

N Valid	1189
Missing	6
Mean	53.76
Median	55.00
Mode	55
Std. Deviation	9.930
Range	55
Minimum	24
Maximum	79

Table 11

Correlation:

	Job Satisfaction	Age	Mean	Std. Dev.	P Value
Age	.159	1	53.76	9.930	<.001
Female	-.001	-.070	1.72	0.448	.016

Table 12

H4. Organizational creation of new jobs will be positively associated with CEO job satisfaction.

        The creation of new jobs and job satisfaction does present a relationship. The related question in the survey was "Which of the following significant changes has your organization undergone during the past: Created new staff positions". 823 of the respondents answered yes to creating new staff positions and only 372 of the respondents said no. There was no missing data as seen in Table 13. A new variable was considered to try and predict the dependent variable (i.e., job satisfaction) and that had a correlation with age of .070 with a confidence level of 95% and a correlation of 0.082 with job satisfaction with a 99% confidence. Also, the significance with which the independent variable (creation of new staff positions) predicts the changes in the dependent variable is 0.005, which is less than 0.05, therefore the model is well suited for the

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prediction of the dependent variable. A total of 1,192 respondents completed the survey used as the data set for the study. Creation of new staff positions would lead to job satisfaction was predicted by hypothesis 4 was supported in that there is a positive association between creation of new jobs and job satisfaction.

Correlation:

	Female	Age	Job Satisfaction	Mean	Std. Dev.	P Value
Female	1	-.070	-	1.72	0.448	
Age	-.070	1	.159	53.76	9.930	<.001
Job Satisfaction	-.001	.159	1	6.15	1.200	
Creation of new Staff Positions	.007	-.070	.082	0.69	.463	.005

Table 13

H5. Downsizing or switching staff from full-time to part-time will be negatively associated with job satisfaction.

In the survey a question was asked "Which of the following significant changes has your organization undergone during the past: Cut staff or moved staff from full-time to part-time status for budget reasons". 1,049 of the respondents responded no to staff being cut for budget reasons while 146 responded yes as seen in Table 14. Also, almost all respondents said no to switching staff from full time positions to part-time positions hence cutting their hours and therefore their earnings. As seen in Table 16, the variables which predict employee satisfaction, such as employee layoff due to budget cuts or moving employees from full-time to part-time due to the budget cuts were significant. The p-value was within the range of level of confidence, providing a good model to estimate the dependent variable. The covariation between the two

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variables is 0.321, which is understandable as the variables are connected. Hypothesis 5

predicted negative association between downsizing or cutting hours of staff. Support was found

for the predicted association; this hypothesis was supported. (Tables 14,15, and 16)

Downsizing:

	Frequency	Percent
0	1049	87.8
1	146	12.2
Total	1195	100

Table 14

Switched from Full-time to Part-time

	Frequency	*Percent*
0	*1122*	*93.9*
1	*73*	*6.1*
Total	*1195*	*100*

Table 15

Correlation:

	Job Satisfaction	Full time to Part time	Mean	Std. Dev.	P Value
Full time to Part time	-.028	1	.06	.240	
Downsizing	-.091	.321	.12	.328	.002

Table 16

DISCUSSION

Job satisfaction is a key element for human resources managers, everyday managers, future entrepreneurs, and millennials looking for a job opportunity. Through the tests that were conducted numerous conclusions were made about CEOs.

The first theory is organizational vision (a) and CEO compensation (b) will be positively associated with CEO job satisfaction. It is found that job satisfaction is related to the increase in a CEO's pay. This also agrees with some studies in the literature review that staff need monetary stability to motivate as well as satisfy them in this case. There is also a relationship found with vision and job satisfaction. Separately both variables are found to have a positive association with CEO job satisfaction.

Lastly, a relationship where vision and good culture lead to increase in salaries and therefore increase in job satisfaction was examined. Overall, from the regression testing it can be concluded that the model to predict the dependent variable i.e. CEO satisfaction at work can be predicted with 95% and in some cases 99% confidence with the help of independent variables presented in the model. The R-squared value is 15.95% which means that 15.95% of the variance could be explained by this model. This outcome, although low, could still be used to generate good predictions about the dependent variable. The p-value of the model is also well within the confidence range, which makes this model significant.

The third theory addresses whether there is a positive relationship between gender or age and CEO job satisfaction? Gender and age could play an instrumental role and affect an CEO's outlook in the workplace, either positively or negatively. Through correlational testing it was found that there was a significant relationship between age and job satisfaction but not gender. The sample size did include the 56% of the respondents between 50-64 years old. The

older individuals were more satisfied at the workplace. More testing should be performed with CEOs that are less than 40 years old to see if they are content being employed at a non-profit organization.

The fourth theory is the creation of new jobs leading to CEO job satisfaction. Adding new jobs could relieve some of the stress off one CEO and employing someone from the community could cause contentment in the workplace. Most of the organizations surveyed had added new staffing and this had a positive effect on the CEOs.

The fifth theory addresses downsizing staff or switching from full-time to part-time affecting job satisfaction. The CEOs stated that most of the organizations did not go through downsizing or cutting employee hours from full-time to part-time. Therefore, there is a correlation between downsizing and CEO job satisfaction but inversely. As one variable increases the other decreases. If downsizing increased, their job satisfaction would decrease. It would create a hostile environment for the CEOs and their discontent would erupt.

Research Limitations and Future Directions

A future study could be done considering a bigger size which covers a wider range of employees from different positions and levels within the organization. More quantitative and qualitative studies of job satisfaction should be done on non-profits compared with for profit organizations.

The findings of this study are subject to several important limitations, including the use of single source self-reported survey data, which is subject to reporting biases. Additionally, the reliance on a single item measurement of vision could be enhanced in future research efforts. Perhaps most importantly for this study, the cross-sectional design of the data collection limits

assertions of causation, and while the sample size is quite large, in combination with the factors outlined above, this imposes constraints on the generalizability of the results.

If the research concludes there is a relationship between CEOs' job satisfaction and the mentioned variables like salary, that are employed by non-profits, another question that could be posed for further research is whether CEOs at non-profits are happier and more satisfied than CEOs at for-profits because of the organization's sector? Positive associations between vision, age, salary, creation of jobs and CEO job satisfaction have been found. The hypothesis that could not be proven is the association between job satisfaction and gender. There was no hypothesis made but it was also found that there was no positive association between benefits and CEO job satisfaction.

Lastly, another limitation that would be addressed are the volunteers. Volunteers in non-profit organizations are common and used a lot to help with the business. They are heavily relied on especially when there are no funds to employ labor. In the study it is found that high turnover with volunteers is common, but the relationship with CEOs has not been established. Although it could be assumed that it could affect the CEOs job satisfaction with the added stress of high turnover of volunteers, it has not been proven. This is another limitation of this study.

CONCLUSION

This study and the implications of correlations between variables that affect job satisfaction can have implications for, and be of use in, the real world. To sustain the success of the business, employees should be content at their workplace as they are the backbones of all businesses. Satisfied employees make for satisfied and content customers. CEOs of non-profits should use their status as an attractive enterprise to recruit and work with millennials. Research has shown content employees make for a successful business and therefore it could be more competitive, and CEOs of non-profits need to consider themselves as a competitive recruiter.

The data from 2017 Leading with Intent report is used for the objectives of this study; it was collected in 2016 by BoardSource as part of a governance study of non-profits. The data was drawn from the 1,195 surveys collected from CEOs. This study can focus on the association between non-profit organizations and CEO job satisfaction. Five hypotheses are made and are tested using correlation bivariate testing and regression analysis. The measures by which this relationship was dependent include age, salary, new staffing position, downsizing, vision, and culture. It showed consistent positive associations between these factors and the dependent variable, CEO job satisfaction. Improving the productivity of the employee by either increasing salaries or creating new positions increase job satisfaction. Positive vision and culture within the organization also positively impacts staff. In this study correlation is found between age, compensation, creation of staff positions, and a good culture, which all lead to CEO job satisfaction. Downsizing has a negative association with CEO job satisfaction.

A good leader or CEO of an organization needs to understand the needs of their own employees either in non-profit or for-profit organizations. Board members need to consider the CEOs job satisfaction for the overall success of the organization.

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VITA AUCTORIS

NAME: Dana Awad

PLACE OF BIRTH: Windsor, ON

YEAR OF BIRTH: 1994

EDUCATION: Al-Kamal American School, Sharjah, UAE, 2012

University of Sharjah, B.Comm, Windsor, ON, 2017

University of Windsor, MBA, Windsor, ON, 2020