

How Charity Organizations can Raise and Sustain Income

(A study of income barriers that charity organizations face in
the Kingdom of Saudi Arabia)

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Executive Summary

Charity organizations have an important role in any society. Salamon and Anheier (1996) found that charity organizations are supporting their countries by diverting the public and their money into philanthropy programs that help the needy people and mitigate the responsibility pressure on the government. Badawi (1999) said, a person can help others by giving-alms as an individual. Nowadays, society has become more complex than before, and this process is harder than before. This has led to the creation of a group of people who help in providing needy people by others' donations and years after, those groups of people set up charity organizations, each in a specific field.

The Kingdom of Saudi Arabia encourages such charity organizations; the ninth development plan mentioned encouraging and supporting the establishment of new civil charity societies. Charity organizations are considered important since they give opportunities for some people to volunteer for a certain cause. Also, it is important for donors since they help in delivering their donations to the needy people. They are also important for the needy people whom they help. Dr. Alqahtani (2012) said that charity organizations lack in their programs and products and they need to enhance their efforts to meet the donors' (businessmen) expectations in serving the community.

In researching the barriers for charity organizations to attract donors' donations, the research came up with a conclusion in the qualitative research that the three main barriers are:

1. Government barrier which is The Department of Zakat and Income Tax (DZIT) and according to Dr. Abdulaziz Alshawi (2009) businessmen are

forced by law to pay their Zakat (alms-giving) to The Department of Zakat and Income Tax (DZIT).

2. Donors' Trust as Aleqtisadiyah Newspaper (2011) released that 56% (2827 out of 5013) of the respondents do not trust in charity organizations. Donors' trust is derived from:

A. Management sense of duty and according to Alshawi (2009) most charity organizations have a bad organizational structure.

B. Marketing role as Alhaidari (2004) stated that charity organizations should build a good relationship with the society since they derive their power from them. Through different media channels, charity organizations can start this relationship with the society by providing the audience with information that aim to increase the donation volume.

3. Donations to Non-official organizations and individuals. According to Suliman Alsakran (2011) giving donations to non-official organizations or individuals tend to weaken the confidence in charity organizations with many potential donors.

The research was conducted on a sample of group businessmen and the results have shown that:

1.1 Government barrier - The Department of Zakat and Income Tax (DZIT):

The quantitative research results found that 23% of the businessmen who donate to charity organizations (9 out of 39) believe that The Department of Zakat and Income Tax (DZIT) give a portion of Zakat tax to charity organizations and according to Dr. Alshawi (2012) said that the most important barrier that the charity organizations face

is that they are not able to get a portion of Zakat tax of companies and institutions to cover some expenses. When institutions and companies are asked to donate to charity organizations, they argue that the Department of Zakat and Income tax take all assigned Zakat tax without keeping a bit to donate to charities. On the other hand, businessmen who donate to charity organization scrabble about to show that their donations amount is negatively affected when they pay Zakat tax in their donation amount. The mean of their answers to the statement “your zakat negatively affect your donation to charity organizations” is 2.25 on the scale of 5, where 5 is strongly agree and 1 is strongly disagree, and that reflects their slight disagreement to the statement.

1.2 Donors' Trust:

The quantitative research results show that businessmen who donate to charity organizations form 85% of the total respondents. Those businessmen have been asked about their trust in charity organization “to what extent do you trust charity organizations?” The higher mode of the answer goes for neutral (43%), which means that they neither trust nor distrust charity organizations.

- In Management, The quantitative research tested businessmen’s attitude to the management level in charity organizations. Businessmen disagreed with the favorable (positive) statement “charity organizations have a professional management”. The mean of their answer are 1.78 on the scale of 5 while 1 represents strongly disagree and 5 represents strongly agree. Therefore, charity organizations should improve their management due to its importance in implementing the entire functions of the organizations.
- In Marketing, The qualitative research found that 8 out of 10 businessmen think that charity organizations would perform better with a professional marketing program. One third of the businessmen (33%) have been provided

only with charity organizations brochure that give brief explanations of their goals. Only 17% of businessmen have been approached by charity organizations representatives. Most businessmen (83%) say that charity organizations do not appreciate their tight schedules when they approach them. According to the findings in the quantitative research, businessmen agreed that charity organizations do not have a professional marketing strategy. The mean of their answers is 1.95 on the scale of 5 ,where 5 is strongly agree and 1 is strongly disagree, which shows their disagreement with the statement “charity organization are having professional marketing strategies”.

1.3 Donations to Non-official organizations and individuals:

Half of the businessmen (23 out of 46) give donations to non-official organizations or individuals to deliver them to needy people. Those businessmen who donate to charity organizations neither agreed nor disagreed that non-official organizations or individuals deliver their donation efficiently to needy people.

To sum up, all these barriers of gaining trust by businessmen in charity organizations, trust is built gradually and it has to be planned in the long-term strategy of a charity organization because the community, in general, has already developed a stereotype about charities and that needs to be changed and reformed gradually.

Introduction

Saudi Arabia is a country that has developed rapidly in the past 20 years. The business sector has been leading in that development with the governmental infrastructure projects. And the community in general has developed and shifted in the income per capita status; but as in every community, there are the unfortunate people who are dependent on the governmental aids. The community has realized that they can provide help for those people and it was the reason behind the establishment of charity organizations.

Charity organizations are diversified in their activities in order to support the different needs in the community. The research showed that charity organizations lack the essential means to develop a solid relation with the community. Therefore, they are not receiving the desired income to support their functions.

This research is highlighting the main barriers for charity organizations to attract income and cover their operational costs, and the suggested marketing functions to foster good community relations.

3.1 Qualitative research methodology:

Qualitative research is a part of this research that has been done through in-depth interviews. “The three most common qualitative methods, explained in detail in their respective modules, are participant observation, in-depth interviews, and focus groups. Each method is particularly suited for obtaining a specific type of data.”

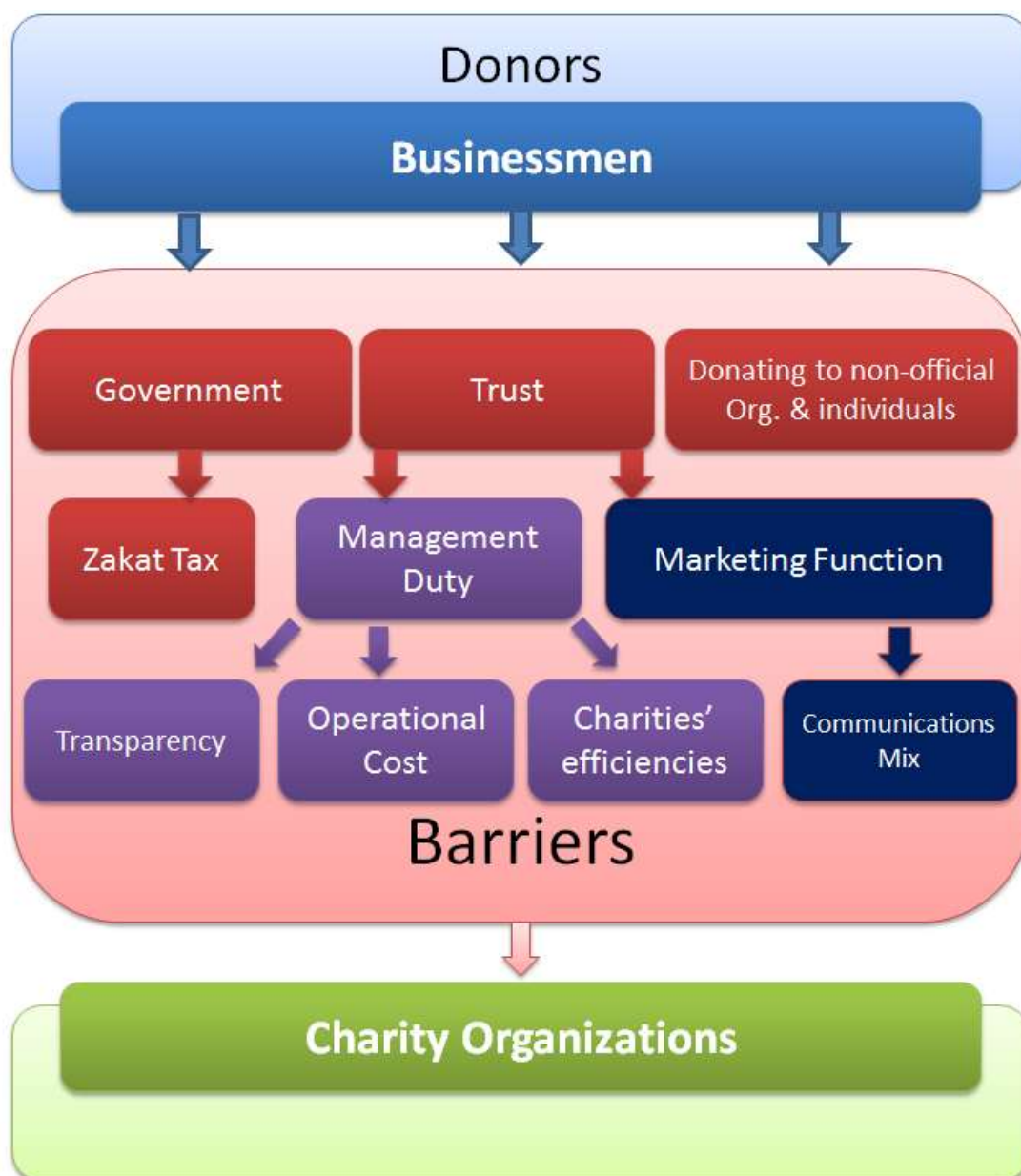
(Mack, Woodson, Macqueen, Guest, & Namey, 2005)

The literature review was not sufficient to test the barriers that were found that affect the income of charity organizations. The qualitative research has been done to avoid any credibility issues and to obtain reliable research data. It has been done on ten businessmen to test these barriers in the literature review and to seek answers from them throughout the interview and to validate the answers to these questions:

- Do you donate to individuals by yourself?
- Do you think individual beneficiaries are using your donation in the right way?
- Does the location of charities effect your donation?
- Why don't you support charity organization by donating through them?
- Why should there be a charity organization in a wealthy country?
- Do you trust charity organizations?
- Do you feel that charities are using your donation properly?
- Do you receive a document from charity organization?
- How do charity organizations inform you of your donation?
- What facts did you hear about charity organization that causes your trust?
- How do you hear about a charity programs?
- Do you like how charities promote themselves?

- Do you think that charity organizations should improve their advertising strategies?
- What kind of means of communications do you prefer to reach you?

The feedback from the qualitative research produced findings that were not determined in advance. After interviewing those businessmen, the business model has been created with the common findings that businessmen agreed on as shown below:



3.2 The qualitative research findings:

3.2.1 Unprofessional management:

83% of businessmen believe that managerial levels of charity organization are unqualified. 50% of businessmen do not receive credit for their donations. Businessmen are individuals who always think about profit whether it's tangible or intangible, so they urge transparency in charity organizations. As a result, 42% of businessmen are considering opening charities due to the lack of trust in current organizations. A similar percentage want to enhance their family name and image in the community, therefore, the lowest percentage of businessmen who are considering having their own charity organization is for the acts of the goodwill (17%).

3.2.2 Unqualified marketing function:

Charity organizations have poor marketing functions. Most of the businessmen (80%) believe that charity organizations have unqualified marketing people. Half of businessmen stated that charity organizations do not provide a clear path of how their donations would be utilized.

Charity organizations are accused by about half of businessmen of wasting their financial resources on marketing campaigns, while the other half of businessmen do not find the marketing campaigns done by charity organizations effective.

83% of businessmen have a very tight schedule and charity organizations do not appreciate that factor in their approach to businessmen and are frequently repeating their message and bothering them, where 66% of businessmen suggested communication channels like short messages service (SMS) and public invitation. Only 17% of businessmen have been approached by charity organizations representatives. 42% of businessmen hear about charity organizations' activities by

word of mouth while most of them (75%) would be encouraged to participate in unique programs.

3.2.3 A portion of Zakat tax should be given to charity organizations:

Zakat tax is being collected by the Department of Zakat and Income Tax to be used later in social security's programs. Charity organizations do not get a portion from Zakat tax so they purely rely on donations (Alms-giving). More than the half of businessmen (60%) believe that charity organizations must have a share from Zakat tax. Businessmen who pay Zakat tax make donations because of goodwill and they represent 50% of respondents. 41% of businessmen would not donate or think twice about the amount of donation after paying Zakat tax. 25% of businessmen do not know that the Department of Zakat and Income Tax is not making an allowance for persons who donate to charity organizations.

3.3 Quantitative research methodology:

In regards to the business model that is resulted from the secondary data and the qualitative research, the quantitative research questionnaire is designed to prove what the business model shows statistically. Different types of questions are administered to targeted respondents according to the information needed. According to Churchill & Iacobucci, (2009) the communication method should be assigned to obtain the primary data. So the questionnaire has been administrated online. It is a highly structured and undisguised questionnaire made in relation with the qualitative research and proposed business model. The types of primary data collected from businessmen are their attitudes, opinions, awareness and knowledge of charity organizations.

Malhotra (2006), listed steps that should be followed for the procedure of developing quantitative research questionnaire and they are:

1. Structured and undisguised questionnaire administrated on the web.
2. In designing the questionnaire, the content of each questions was considered. Questions were formulated to collect the observations out of them; in the research there was a necessity for many questions while businessmen have busy schedules, so this has been taken into consideration when developing the research questions. Filter questions have been added at the beginning of the survey to classify respondents with regard to answers to the intended questions
3. In the questionnaire, different form of response to each question has been determined. The forms of questions that were used were: fixed-alternative questions, dichotomous questions and scales.

4. Wording is a crucial step in designing questionnaire. Using a simple word is important to be understood by respondents. Avoiding leading questions, implicit assumptions, generalization and double-barreled questions was considered in designing the questionnaire. The version of the questionnaire that be distributed to businessmen is in Arabic. Changing the original questionnaire (English) to Arabic requires a technical method to be applied. This method includes translation from English language to Arabic language. Then a reverse translation should be done from Arabic to English by a third party. The English version of the survey made by the third party should match the original survey and this is to insure the validity of the questionnaire.
5. Different kinds of question sequence are applied. Branching questions (filter questions) have been used to determine which group of questions is suitable for the respondent. Besides having the basic information refer to the subject of this study, there is classification information which refers to the other data that is collected to classify respondents according to demographic variables.
6. The physical characteristics are considered in designing this survey. The appearance of the questionnaire reflects the purpose of the study and suits the targeted sample. A brief introduction of the study is placed at the beginning of the survey. The estimated time to finish the survey is mentioned, also. It is a web based (online) survey which is accessible on different types of devices e.g. iPad, smart phones and computers. The length of the questionnaire is important; since the sample of the study is businessmen, shorter questionnaires are better than longer ones. Shorter questionnaires seem easier to complete; they appear to take less time and they are less likely to cause respondents to refuse to participate.

7. Questionnaires have been examined, discussed and revised. Even the procedure for developing this questionnaire as shown above has been revised in order to have a useable questionnaire.
8. Pre-testing the questionnaire is the most important step. Pre-testing is done by personal interviews. These interviews serve to make sure that the questions are correctly understood. The pre-test is done using the Arabic version of the questionnaire. This step ensures the quality of the questionnaire and the success of the research project.

The original format of the questionnaire:

It starts with brief introduction about the study. Then, a filter question is located in the beginning of the survey, which leads to two groups of questions based on the respondent's answer. The question is asking if the respondent is donating to charity organization or not. If the respondent answered YES then it will direct him/her automatically to an assigned group of questions that suits him/her as it suits the answer. The last step is a mandatory step for both groups of questions. It will ask for demographic information that is used to match the required sample criteria.

The sampling technique that is used in this research is the purposive sample (judgmental sample), which is a type of non-probability sampling. "It is a non-representative subset of some larger population, and is constructed to serve a very specific need of this study" (Churchill & Iacobucci, 2009). There is a specific group which will serve the purpose of this study. Criteria have been prepared to define the targeted sample as listed:

- Business Executives.
- Using modern communicational tools (New Media).
- Both genders (Male/Female).
- They are in Medium/ Large enterprises.
- Bachelor degree obtained.
- Age group 30-60.

3.4 Quantitative research results:

3.4.1 Zakat tax is a barrier and affects negatively:



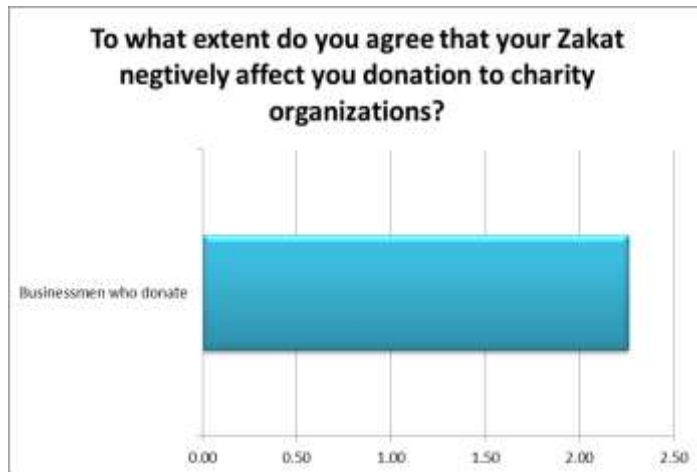
Zakat tax is a tax that businessmen or companies must pay to the Department of Zakat and Tax Income. Dr. Abdulaziz Alshawi, 2009, stated that businessmen are forced by law to pay their

Zakat to The Department of Zakat and Income Tax (DZIT). While those businessmen are the main supporters of charity organizations, therefore the amount of donation they give has decreased. The qualitative research found that 6 out of 10 businessmen agreed that their donations to charity organizations must be covered by The Department of Zakat and Income Tax (DZIT). Charity organizations do not get a portion from Zakat, so they purely rely on donations from businessmen. 26% of them do not know that Zakat is not distributed to charity organizations.

Interviewed businessmen who pay Zakat, make donations to charity organizations because of goodwill and they represent the half of them. The other half of businessmen would not donate or think twice about the amount of donation after paying Zakat.

Quantitative research results confirmed the findings of the qualitative research. The quantitative results show that businessmen who donate to charity organization argue that zakat tax negatively affects their donation to charity organizations. The mean of

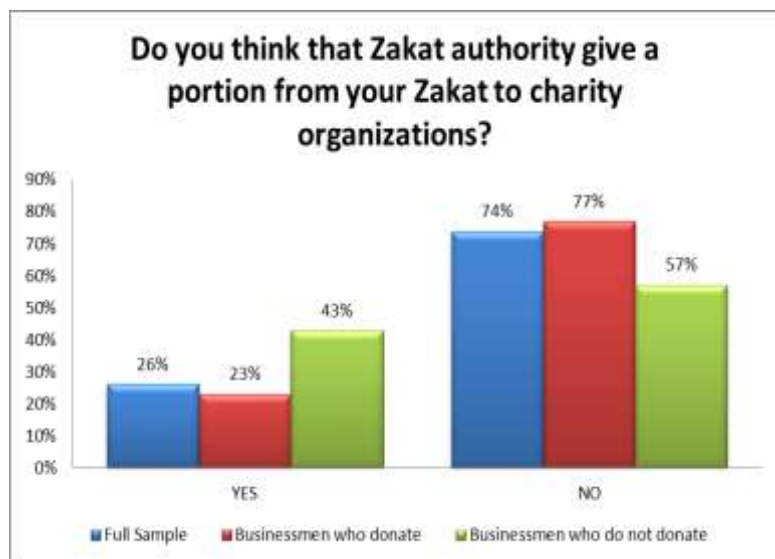
their answers to the statement “your zakat negatively affects your donation to charity organizations” is 2.25 on the scale of 5, where 5 is strongly agree and 1 is strongly disagree, that reflect their slight disagreement to the statement.



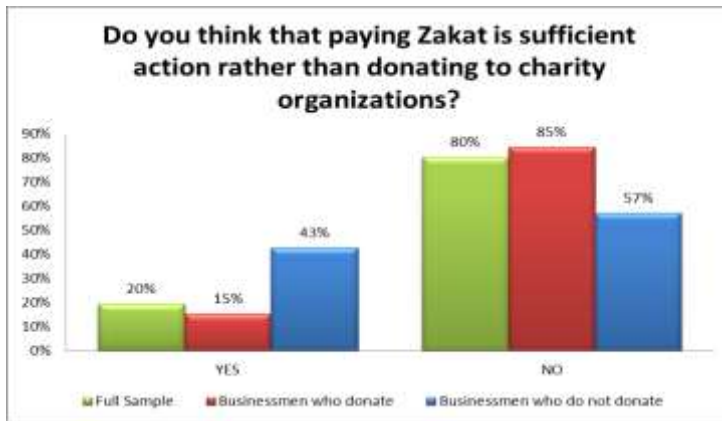
About one fourth (23%) of the businessmen who donate to charity organizations (9 out of 39), believe that The Department of Zakat and Income Tax (DZIT) gives a portion of zakat to charity

organizations. While for about half of businessmen who do not donate to charity organizations (43%), believe that The Department of Zakat and Income Tax (DZIT) gives a portion of Zakat to charity organizations.

This shows that some of businessmen lack detailed information about the way the collected money is used by The Department of Zakat and Income Tax (DZIT).

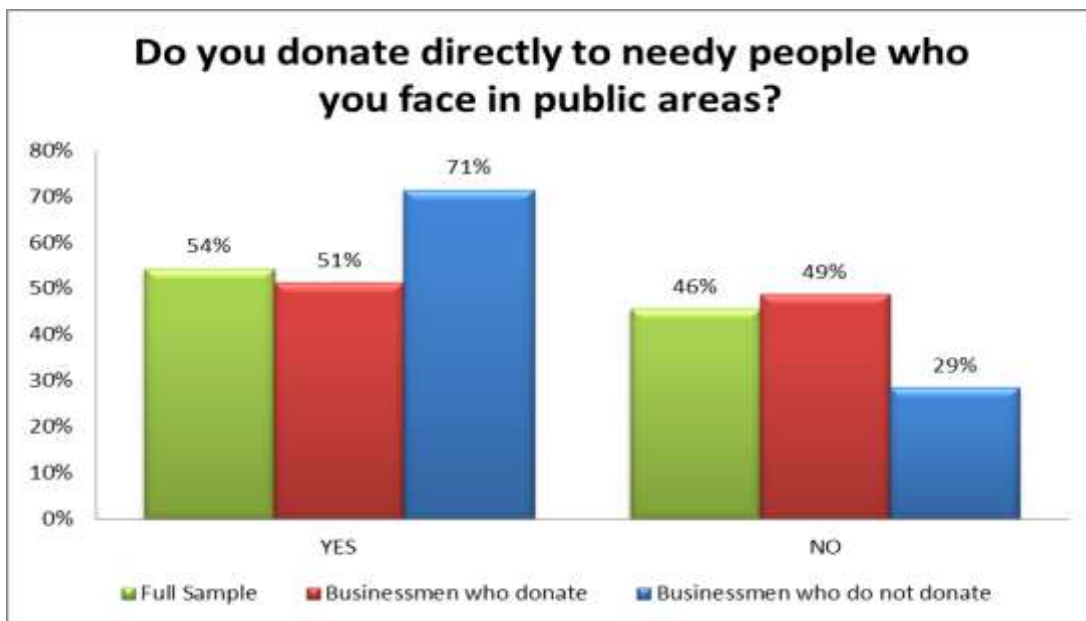


15% of businessmen who donate to charity organizations (6 out of 39) say that paying Zakat is enough and they would not donate for charity organizations. While it is a bigger percentage, 43%, of businessmen who do not donate agreed that paying Zakat is enough.



These results confirm “the importance of businessmen in supporting charity organizations and how Zakat stops them from that” (Alshawi, 2009).

More than half of total respondents (54%) donate to needy people directly who they encounter in public areas. The percentage is 71% for the part of businessmen who do not donate to charity organizations.



Only businessmen who are donating to charity organizations have been asked if they are donating to their relatives and if their donation affects negatively their donations to charity organizations. Results shows that; about 35% of them donate and their donations to charity organizations is affected negatively; 60% of them donate and

their donations would not be affected negatively, and about 5% of them are not donating to their relatives at all.

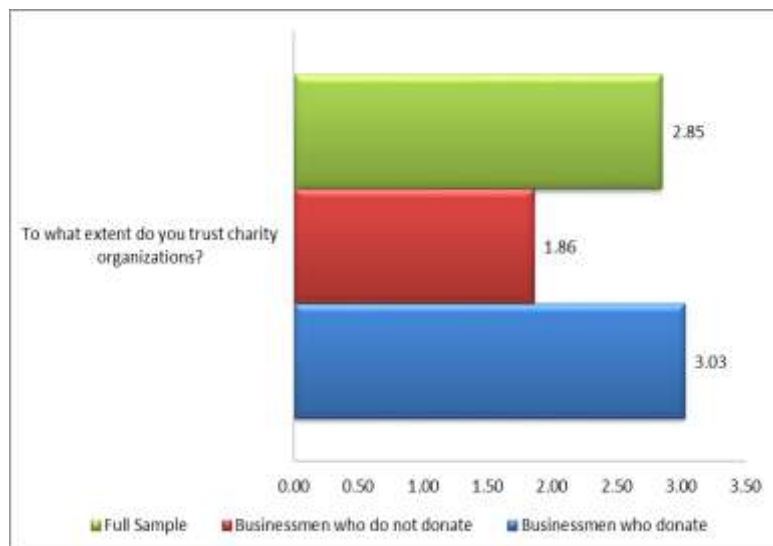
In conclusion, Zakat tax that businessmen are required to pay by law to the Department of Zakat and Tax income is considered as a barrier for donating to charity organizations.

3.4.2 Lack of Trust of charity organizations among businessmen is a barrier:

Donors lack the trust in charity organizations and according to Aleqtisadiah Newspaper (2011). More than the half of the voters (56%) to the question ‘do you trust in charity organizations in delivering your Zakat’ do not trust in charity organizations.

The quantitative research results show that businessmen are unsure about whether they trust or distrust charity organizations. They have been asked about their trust in charity organization “to which extend do you trust charity organizations?” The mean

of their answer is 2.85 (about neutral) on the scale of 5 ,where 5 is strongly trust and 1 is strongly distrust, which means that they are neither trust nor distrust charity organization.



While businessmen who do not donate to charity organization, who forms 15% of total respondents show distrust to the same scale question of trust. The mean of their answers is 1.86 on the scale of 5, while 1 is strongly distrust and 5 is strongly trust.

This result leads to confirm why businessmen do not fully trust charity organizations.

A detailed research has been done about management and marketing aspect of charity organizations to find out if these two sides cause this distrust.

3.4.2.1 Poor Marketing Function:

Marketing function pursues to fulfill the customer benefit from the product and the service performed. Businessmen are an important customer segment of charity organizations and it is in the best interest of the charity organization that they donate to, to maintain a good relationship with these businessmen. According to Alqahtani (2012) charity organizations lack in their programs and product and they need to enhance their efforts to meet donors' (businessmen) expectations in serving the community. The qualitative research found that 8 out of 10 businessmen think that charity organizations would perform better with professional marketing strategies. One third of businessmen (33%) have been provided only with charity organizations brochure that give brief explanations of their goals.

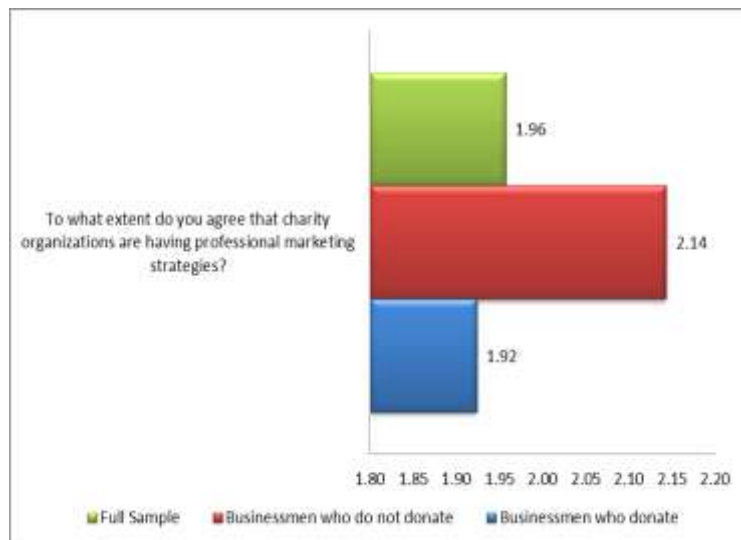
“Charity Organizations should build good relationships with the society since they are dependent on the society as a whole. Through different media channels, charity organizations can start this relationship with the society by providing their audience with information that aim to increase the volume of donations” (Alhaidari, 2004).

This interaction with the society is based on the information about the organization and its activities and the benefits that would occur when people donate to it.

Also, according to the qualitative research results, only 17% of businessmen have been approached by charity organizations while it is doubled score based on the quantitative research results. The majority of businessmen (83%) say that charity organizations do not appreciate their tight schedules when they approach them. 42% of businessmen hear about charity organizations' activities by word of mouth.

There are different ways to raise funds for charity organizations and according to Mutz and Muray (2000) found that fund raising is the intentional and strategic activity of acquiring contributions for support and growth. These contributions can include money, time, service, labor, donations in hard-goods.

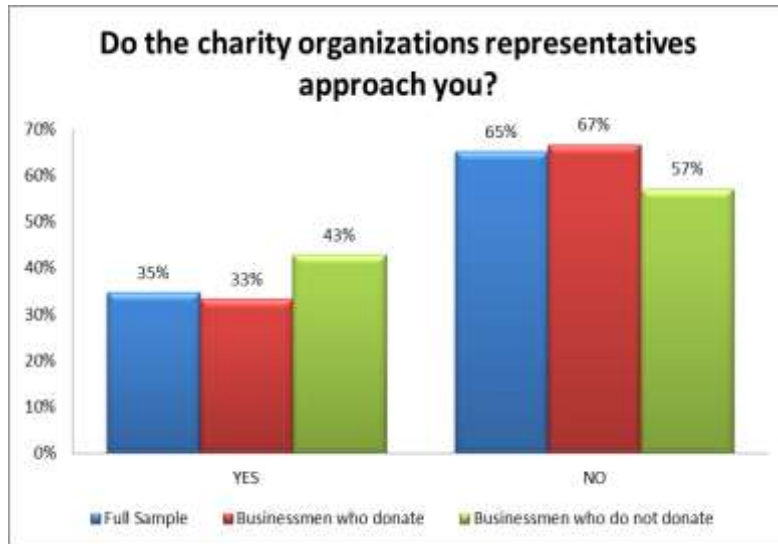
Due to the findings in the quantitative research, businessmen agreed that charity organizations do not have a professional marketing strategy. The mean of their answers is 1.96 on the scale of 5



,where 5 is strongly agree and 1 is strongly disagree, which shows their disagreement with the statement “charity organization have professional marketing strategies”.

- **Communication mix is not effective:**

The quantitative research found some weaknesses in some aspects of the communications mix while there are good achievements in other aspects. The weaknesses are accounted for not approaching businessmen and not inviting them to

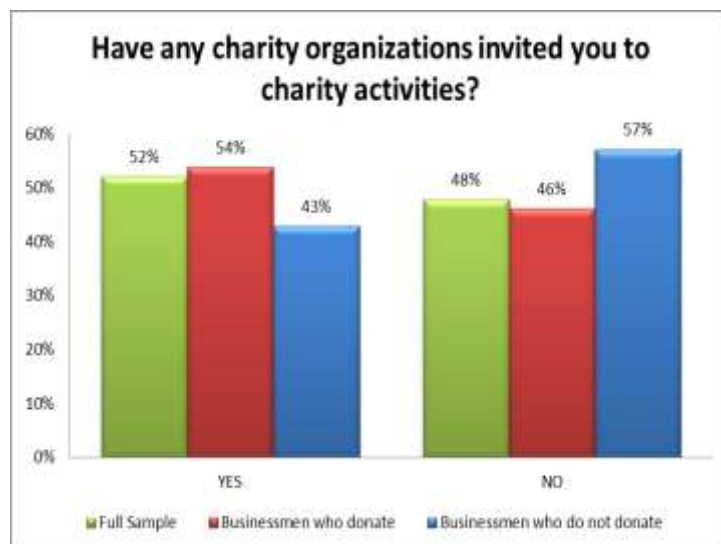


charity events. Only 35% of businessmen have not been reached by representatives of charity organizations.

Also, about the half of businessmen (22 out of

46) had not been invited to charity events. Only 15% of businessmen (7 out of 46) have not seen charity advertising. About 22% of businessmen (10 out of 46) have not

received charity printouts and brochures. About 28% of businessmen (13 out of 46) have not read about charity organizations and their achievements in the media. The achievements presented in the media are



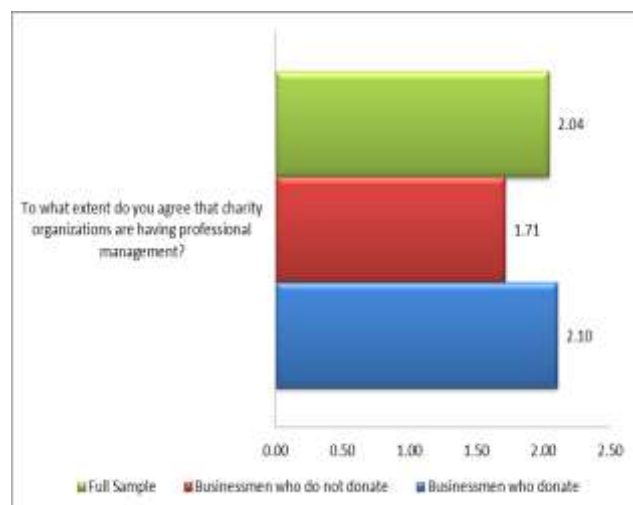
valuable but they lack a professional promotional message.

In conclusion, charity organizations have a poor marketing function that affects their business and their relationship with businessmen. This poor marketing function leads

to the distrust of businessmen in the charity organizations. Whenever businessmen distrust charity organizations they will often ignore any communicational message by these charity organizations.

3.4.2.2 Bad Management:

Bad Management means that charity organizations have problems in their managerial process or they lack a professional management team. “Charity organizations differ from each other in their management style which affects their operational methods and processes. These differences among charity organizations are called internal factors. Starting with the problem in their vision and mission statements” (Alkurdi, 2010). Alshawi (2009) stated that most of charity organizations have a bad organizational structure. The qualitative research found that 7 out of 10 businessmen (70%) claim that their management is unprofessional. 83% of businessmen believe that managerial levels of charity organizations are unqualified. Charity organizations do not provide businessmen with a clear path of how their donations would be utilized. The quantitative research tested businessmen's attitude to the management level in charity organizations. Businessmen disagreed with the favorable (positive) statement “charity organizations have professional management”. The mean of their answer are 2.04 on the scale of 5 while 1 represents strongly disagree and 5 represents strongly agree.



Unprofessional management teams in charity organizations face three main factors that affect their performance from the businessmen’s perspective, these three factors are:

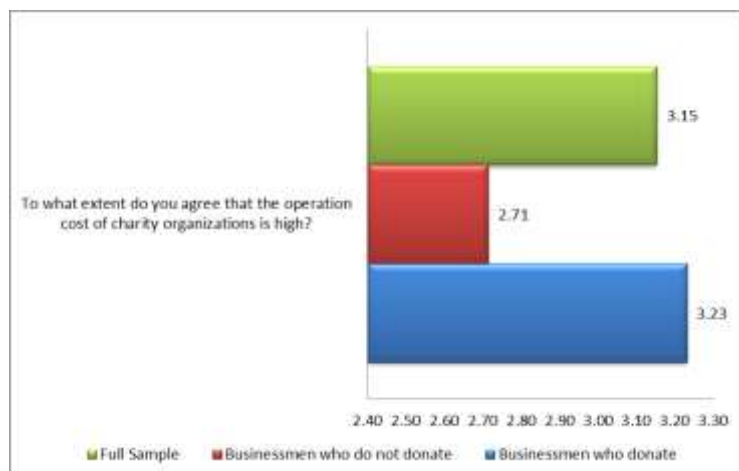
1. Cost of operation.
2. Transparency of charity organizations.
3. Managing donations inefficiently.

I. Cost of operation leads to donors’ distrust:

Charity organizations are organizations as just like other profitable organizations; there are expenses as there are returns. Operational costs in charity organizations leads to donors’ distrust when it reaches its highest level according to Alshareef (2011) 70% of donations are utilized in operational costs. Mr. Alkheraji (2011) argued that, what would increase the trust of donors in charity organizations is to have a maximum limit of 12.5% as operational costs. Qualitative research found that only 17% of charity organizations tell businessmen about how the organization would utilize the amount donated. Businessmen who donate to charity organizations think that they are not freely able to know how charity organizations spend the money, and to what extent they deduct operational

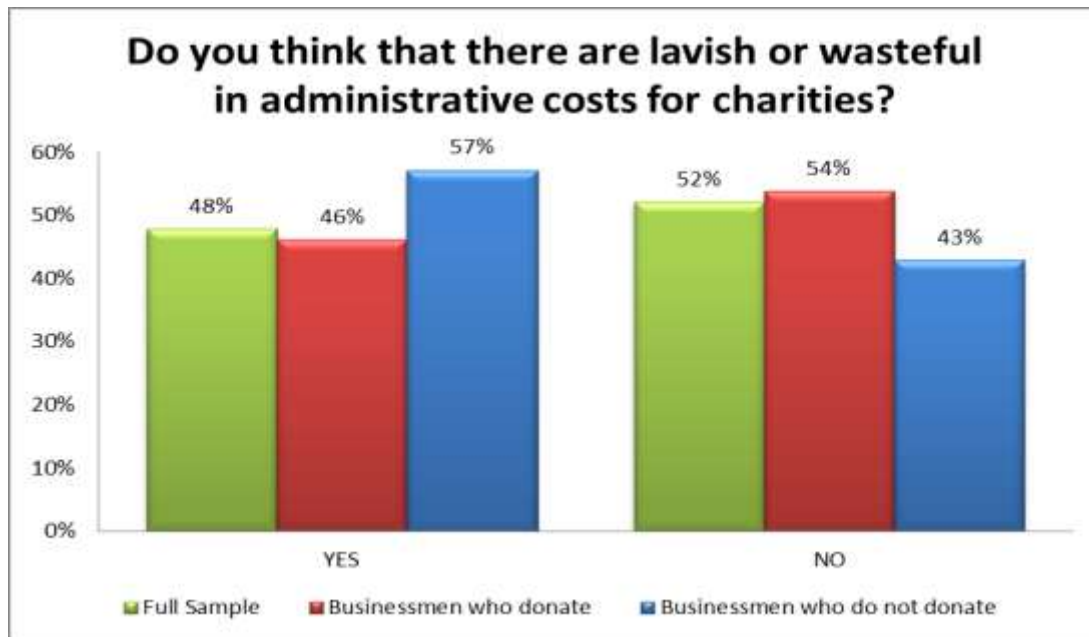
costs from their income and that leads to mistrust between the two sides of the donation process.

Businessmen’s attitude shows an answer (neither



agree nor disagree) to the statement “the operation cost of charity organization is high”. 48% of businessmen had been asked "Do you think that there are lavish or

wasteful in administrative costs for charities?" and they think that charity organization overspend on operational costs.



In conclusion, the operational costs of charity organizations are a real issue that reflects how management is spending the donations. It reflects also to what extent the management is transparent in showing their expenses. It is a barrier since businessmen think that charity organizations have high operational costs.

II. Transparency is the stimulator of donors' distrust:

“The constituency of a non-governmental organization (NGO), to which the Board is responsible morally, legally, and financially, is made up of its donors, sponsors, beneficiaries, staff, the community at large, and the state. Thus, transparency and accountability have an even greater importance in the governance of NGOs than in commercial undertakings” (Francesch-Huidobro, 2008). Transparency in all managerial aspects would lead to high level of donors' trust in the organizations and vice versa. Dr. Nour-wali (2011) reveals that 80% of charity organizations have no

transparency which is reflected in the donors' distrust. Also, he added that charity organizations do not use accounting principles in their management and as a result, they do not issue financial statements.

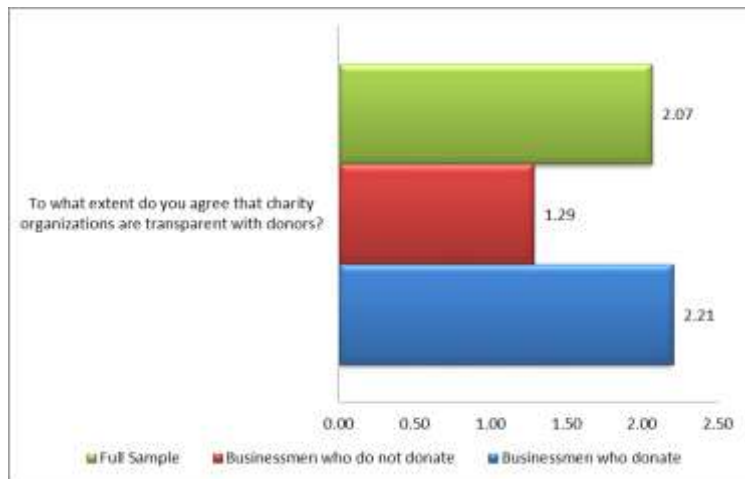
Transparency of charity organization is a crucial factor. It is about showing clear financing, managing and processing of all inputs and outputs of charity organizations.

Businessmen disagreed with the statement "charity organizations are transparent with donors".

1. About 74% of businessmen (29 out of 39) of businessmen who donate have not received charity organization financial statements upon donation.

2. Only 7% of businessmen (3 out of 46) disagreed that charity organizations should disclose their financials statement to the public. This means that 93% of businessmen would like to see the financial statement of charity organizations published regularly in media. Also, Businessmen shows their disagreement to the

statement "To what extent do you agree that charity organizations are transparent with donors?" the mean of their answers is 2.07 of the scale of 5, this means that they disagree with this statement.

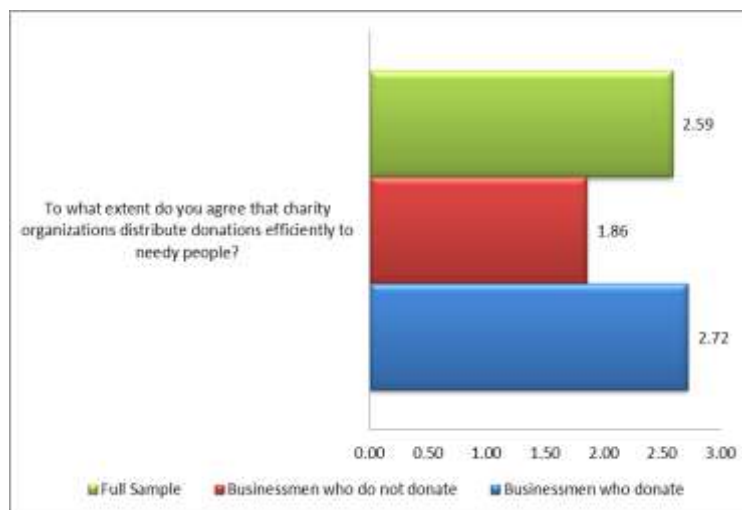


In conclusion, businessmen would like to know the financial statement of charity organizations. This matter of transparency is a crucial issue that charity organizations managements should take it into consideration in order to mitigate this barrier.

III. Inefficient management of donations leads to donors' distrust:

Donations of businessmen are considered as the return of charity organizations. These donations could be used in charity organizations' activities toward the community or they should be delivered to the needy people efficiently and, according to Alshareef (2011), only one third (30%) of donations are delivered to needy people. "The majority of the wealthy (53%) believe that charities are inefficient in managing donations. Men are more sceptical than women and the very wealthy the most sceptical. 65% of UK-based ultra high net worth individuals (those with over £3m in investable assets) believe charities are inefficient." (Barclays Wealth, Ledbury Research, 2010).

Businessmen neither agree nor disagree with the statement "charity organizations distribute donations efficiently to needy people" the mean is 2.59 on the scale of 5.



The mean of the scale of businessmen who do not donate is 1.86 of the scale of 5 that show their disagreement with the statement.

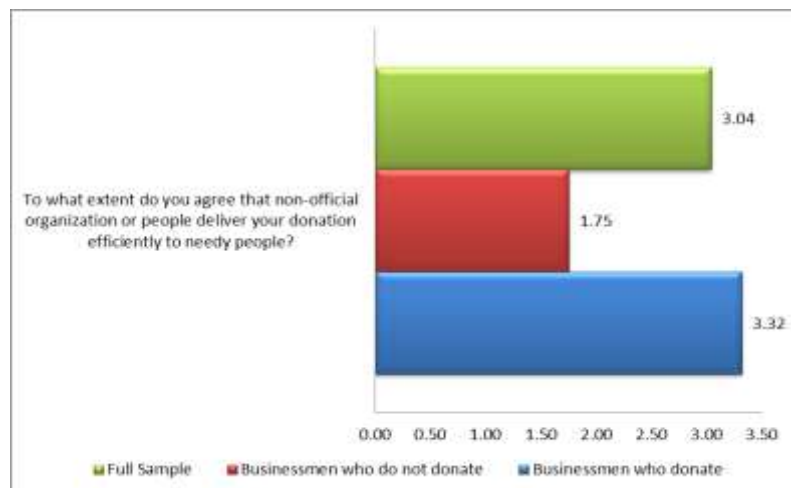
In conclusion, the mission of charity organizations is to deliver the donations to the needy people or utilize them in the activities that serve the community. Businessmen would like to see their donations making a difference in the society. Having the big portion of donations utilized to cover only the operational cost of charity organizations decreases both their credibility and efficiency. In this case, the operational cost is considered as a barrier.

3.4.3 Non-official organizations or individuals:

Non-official organizations or individuals are considered as a barrier since they affect the donated amount to charity organizations by businessmen. They are not official while they collect donations to give them to the needy people that they know. Suliman Alsakran (2011) claims that giving donations to non-official organizations or individuals leads to lack the confidence in charity organizations. Half of Businessmen (23 out of 46) give donations to non-official organizations or individuals to deliver them to needy people. Those businessmen who donate to charity organizations neither agreed nor disagreed that non-official organizations or individuals deliver their donation efficiently to needy people.

However, businessmen who do not donate to charity organization disagreed with the statement “Non-official organization or individuals who deliver your donation efficiently to needy people”. The mean of their answers is 1.75

on the scale of 5. Donations to non-official organizations are a major part of the



total volume of donations in the country,

1. About 50% of the businessmen (23 out of 46) give non-official organization or individuals donations to be delivered to needy people.
2. 48% of those businessmen's donated amounts to charity organizations are affected negatively when they donate to non-official organizations or individuals.

In conclusion, charity organizations face the barrier of non-official organizations and individuals who play the same role of charity organizations unofficially. Businessmen do not trust non-official organizations and this is the selling point that charity organizations could exploit.

Recommendations

4.1 Zakat Tax:

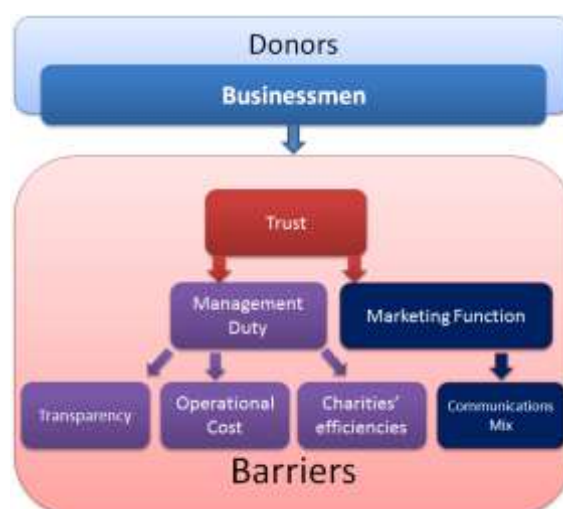
Zakat tax that is given to the department of Zakat and Tax Income is considered as a barrier for charity organizations as one-fourth (25%) of businessmen agree. Charity organizations should do awareness campaigns about their income resources and the importance of businessmen's donations to mitigate the barrier effect on charity organizations. Charity organizations should do an awareness campaign about beneficiaries that they give donations to. They should disclose the criteria and the basis of choosing the needy people (beneficiaries) and the distribution process to businessmen.

Only 35% of businessmen donate to their relatives and therefore, their donations to charity organizations are affected negatively. While 65% of businessmen's donations to charity organizations do not get affected negatively.

In conclusion, Zakat tax barrier has very low impact on businessmen, and charity organizations can mitigate this risk or barrier through the awareness of the community program that they support.

4.2 Donors' distrust:

Trust is really the main barrier of charity organizations. Trust issues derived from bad management and the poor marketing function. Charity organizations should really resolve this problem through restructuring and reengineering the processes that



cause this distrust in charity organizations.

1. Marketing is one of the factors that cause the distrust in charity organizations.

Charity organizations should work on a professional marketing strategy that covers all marketing mix. Also, they should perform a research on businessmen's donating behavior and their donating habits. There are two aspects of marketing which should be formulated correctly when preparing the marketing strategy:

- The public relation function. More than a half of businessmen neither have been approached by charity organizations on a regular basis nor are they being invited to activities of charity organizations. Both the relationship and the interaction with donors are weak. Charity organizations should enhance their relationship with their donors.
- The effectiveness of charity organizations promotional message in the media. Businessmen consider that the marketing campaigns of charity organizations are inefficient and a waste of money. Charity organizations should work on an integrated marketing communication strategy that insures the effectiveness of their message to the receivers (businessmen).

2. Bad management is the other factor that causes the distrust in charity organizations. Bad management leads to business corruption. The corruption in charity organizations leads businessmen to stop supporting them. There are three different factors according to which charity organizations are evaluated through businessmen's perspective. These factors are:

1. Transparency
2. Operational cost
3. Charities' efficiency.

- 1) Transparency is considered the most important factor that causes distrust in charity organizations through managerial mistakes. Businessmen, both who donate to charity organizations and those who do not donate, show that distrust comes from lack of transparency. To increase trust in charity organizations among businessmen, and since charity organizations are community societies, they should communicate with the community by publishing transparency reports that show every aspect of the organizations. Once the transparency report is published, they can easily attract the support of businessmen.
- 2) The delivery of donations of charity organizations is often inefficient. This managerial factor is the reason for businessmen's distrust in charity organizations. To resolve this, charity organizations should allow businessmen to track their donations by employing information technology solutions. Also, charity organizations should have clear criteria of Zakat eligibility.
- 3) Charity organizations face another problem that causes the distrust of businessmen, which is the high operational costs. Operational costs is a barrier that cannot be eliminated but can be reduced to a satisfactory level. Having a real operational cost ceiling would increase the trust among businessmen. Charity organizations should start issuing their financial statements for the public and any achievement in this area should be released in the media.

In conclusion, charity organizations should try to gain their donors' loyalty, not only their trust. Donors' trust is the way to avoid many other barriers. It has very high impact on charity organizations since it arises from a variety of factors that are related together, as explained previously.

4.3 Donations to Non-official organizations and individuals:

Businessmen have the same attitude of trust towards charity organizations and non-official organizations or individuals who deliver donations to needy people. Charity organizations should enhance their management practices. Also, they need to show the results of delivering donations to needy people and disclose their activities in the transparency report, in terms of eliminating donations to non-official organizations or individuals.

In conclusion, businessmen would donate to whoever utilizes the donated amount to improve the community. Non-official organization or individuals compete with charity organizations. They are successful and have made remarkable achievements. So charity organizations should have their clear vision that is shared with businessmen to achieve the welfare of the community.

Limitations

During doing the research there were some major limitations. Limitations varied from accessing information, accessing resources, time management, support from organization and access to experts.

- Access to information:

Preparing secondary data in order to have a clear concept of the research topic was quite difficult because there is a shortage of research regarding this topic.

And, according to Adhyani (2005) Even though there is an increased interest worldwide regarding research, Saudi Arabia has not followed the lead of interest.

Therefore, it suffers from lack of reliable academic research. The majority of information to be found is about similar topic but not describing the exact situation of the Saudi Arabian charity sector.

- Access to resources:

The University Library had insufficient and outdated resources for the research, therefore, the Internet had to be used. The Internet was a great tool but, as mentioned in the information limitations, the Saudi participation on the online content was poor when compared to the rest of the Gulf region.

- Support from organization and access to experts:

Charity organizations were very helpful and they have appreciated our research area. They were willing to provide us with information and meetings, but there were delays on their side because they constantly had "sudden meetings".

- Team Knowledge:

The members of the research team have different qualifications that complement each other. While they do have qualifications, the members have certain weaknesses that relate to the research process itself.

Conclusion

In conclusion, charity organizations have an important role in each society. Productivity and efficiency in these organizations are the mark of successful ones. The research found that charity organizations are doing a great work in matters of helping the community and serving the fundamental need for needy people. They are considered as additional providers besides governmental aids.

The fact that charity organizations mainly rely on businessmen as a source for income is significant. The research focused only on businessmen to find out why charity organizations have a shortage in their income. To answer this question; both quantitative and qualitative research were made. There were common barriers that prevent businessmen from donating to charity organizations, which are:

- Trust issue; that raised from bad management and marketing practices.
- Zakat obligation; that must be paid to The Department of Zakat and Income Tax (DZIT).
- Giving to non-official organizations or individuals.

Businessmen would not donate to charity organizations if they faced one of the above three issues or they would limit their amount of donation.

The research found that, strengths and weaknesses exist in each charity organization. So this research ends with a list of recommendations that would mitigate the impact of income barriers for different charity organizations. Some of these recommendations came up because of their successful implementations in other charity organizations.

Arabic Survey

الصفحة الأولى – مقدمة الاستبيان وسؤال الفرز المبدئي

دراسة للمعوقات التي تواجه الجمعيات الخيرية في المملكة العربية السعودية

أخي الكريم، أختي الكريمة،
السلام عليكم ورحمة الله وبركاته
نظراً لأهمية الجمعيات الخيرية و دورها الفعال في خدمة المجتمع، نحن طلاب جامعة الإمامة – قسم التسويق
نقوم بإجراء دراسة للمعوقات التي تواجه الجمعيات الخيرية في المملكة العربية السعودية في جلب التبرعات،
وذلك كجزء من متطلبات التخرج والحصول على درجة البكالوريوس في إدارة الأعمال مسار التسويق من
جامعة الإمامة. لذا تم إعداد هذه الإستبانة لغرض جمع المعلومات اللازمة للدراسة، علماً بأنه سيتم المحافظة
على سرية البيانات و لن تستخدم إلا في الأغراض العلمية للدراسة
نقدر لكم وقتكم وجهدكم في المشاركة بهذه الدراسة والتي نأمل أن تحقق أهدافها في تطوير أداء عمل الجمعيات
الخيرية.
البحث تحت إشراف الدكتور خالد بن سليمان الراجحي
وشكراً لكم

هل تتبرع للجمعيات الخيرية؟

- نعم
- لا

الصفحة الثانية - قياس للتوجهات حول أداء الجمعيات الخيرية للمتبرعين من رجال الأعمال

❖ إلى أي مدى تثق في أداء الجمعيات الخيرية؟

| | | | | | | |
|-------------|---|---|---|---|---|----------|
| لا أثق بشدة | 1 | 2 | 3 | 4 | 5 | أثق بشدة |
|-------------|---|---|---|---|---|----------|

❖ إلى أي مدى توافق أن الجمعيات الخيرية لديها خطة تسويقية فعالة؟

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|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ هل يقوم ممثلي الجمعيات الخيرية بالتواصل معك من حين إلى آخر؟

- نعم
- لا

❖ هل تمت دعوتكم مسبقاً لأي فعالية خيرية من قبل الجمعيات الخيرية؟

- نعم
- لا

❖ هل سبق لك أن شاهدت إعلان لجمعية خيرية؟

- نعم
- لا

❖ هل سبق لك أن تلقيت أي منشورات حول الجمعيات الخيرية؟

- نعم
- لا

❖ هل سبق لك أن اطلعت على / قرأت أي أخبار إعلامية عن الجمعيات الخيرية وإنجازاتها؟

- نعم
- لا

❖ إلى أي مدى توافق أن الجمعيات الخيرية لديها إستراتيجية إدارية فعالة؟

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ إلى أي مدى توافق أن الجمعيات الخيرية تمتلك الشفافية في تعاملاتها مع المتبرعين؟

الشفافية مبدأ تنموي استثماري واقتصادي مهم يعني ضرورة الإعلان والإعلام عن الأنشطة والبرامج التي تنفذها المنظمة، معنى ذلك أن مصادر الدخل واضحة وأوجه الإنفاق واضحة

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ هل تلقيت أي بيانات مالية من الجمعية الخيرية التي تقوم بالتبرع لها؟

- نعم
- لا

❖ هل تعتقد أن الجمعيات الخيرية ينبغي عليها أن تعلن عن بياناتها المالية للمجتمع؟

- نعم
- لا

❖ إلى أي مدى توافق أن التكاليف الإدارية للجمعيات الخيرية تعتبر عالية؟

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ هل تعتقد أن هناك بذخ أو إسراف في التكاليف الإدارية الخاصة بالجمعيات الخيرية؟

- نعم
- لا

❖ إلى أي مدى توافق أن الجمعيات الخيرية تقوم بتوزيع التبرعات بكفاءة إلى المحتاجين؟

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ هل تعتقد أن مصلحة الزكاة تعطي جزءاً من الزكاة للجمعيات الخيرية؟

- نعم
- لا

❖ إلى أي مدى تعتقد أن تاديتك للزكاة تؤثر سلباً على تبرعك للجمعيات الخيرية؟

التأثير السلبي إما بالتقليل من التبرع أو الإستغناء عن التبرع للجمعية الخيرية

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ هل تعتقد أن أداء الزكاة تغني عن التبرع للجمعيات الخيرية؟

- نعم
- لا

❖ هل تتبرع عادة للمحتاجين الأفراد الذين تقابلهم في الأماكن العامة؟

الأماكن العامة كالأسواق والمساجد

- نعم
- لا

❖ هل تتبرع للأقارب المحتاجين وفي حال كان الجواب نعم هل يؤثر ذلك سلباً على تبرعك للجمعيات الخيرية؟

- نعم أتبرع ولا يؤثر ذلك على تبرعي للجمعيات الخيرية

- نعم أتبرع ويؤثر ذلك على تبرعي للجمعيات الخيرية
- لا أتبرع

❖ هل تتبرع للمحتاجين عن طريق جهات غير رسمية أو أفراد؟

الجهات الغير رسمية هي مجموعة أو أفراد يقومون بجمع التبرعات وإيصالها للمحتاجين ولا يتبعون لجمعية معينة. مثال: إمام المسجد

- نعم
- لا

الصفحة الثالثة - قياس التوجهات حول التبرع المباشر للمحتاجين أو عبر جهات و أفراد

❖ هل تبرعك للجهات الغير رسمية يؤثر سلباً على تبرعك للجمعيات الخيرية؟

الجهات الغير رسمية هي مجموعة أو أفراد يقومون بجمع التبرعات وإيصالها للمحتاجين ولا يتبعون لجمعية معينة. مثال: إمام المسجد

- نعم
- لا

❖ إلى أي مدى توافق أن الجهات الغير رسمية يقومون بإيصال تبرعك للمحتاجين؟

الجهات الغير رسمية هي مجموعة أو أفراد يقومون بجمع التبرعات وإيصالها للمحتاجين ولا يتبعون لجمعية معينة. مثال: إمام المسجد

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|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

الصفحة الثالثة - قياس للتوجهات حول أداء الجمعيات الخيرية لغير المتبرعين من رجال الأعمال

❖ إلى أي مدى تثق في أداء الجمعيات الخيرية؟

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|-------------|---|---|---|---|---|----------|
| لا أثق بشدة | 1 | 2 | 3 | 4 | 5 | أثق بشدة |
|-------------|---|---|---|---|---|----------|

❖ إلى أي مدى توافق أن الجمعيات الخيرية لديها خطة تسويقية فعالة؟

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ هل يقوم ممثلي الجمعيات الخيرية بالتواصل معك من حين إلى آخر؟

- نعم
- لا

❖ هل تمت دعوتكم مسبقاً لأي فعالية خيرية من قبل الجمعيات الخيرية؟

- نعم
- لا

❖ هل سبق لك أن شاهدت إعلان لجمعية خيرية؟

- نعم
- لا

❖ هل سبق لك أن تلقيت أي منشورات حول الجمعيات الخيرية؟

- نعم
- لا

❖ هل سبق لك أن اطلعت على / قرأت أي أخبار إعلامية عن الجمعيات الخيرية وإنجازاتها؟

- نعم
- لا

❖ إلى أي مدى توافق أن الجمعيات الخيرية لديها إستراتيجية إدارية فعالة؟

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

❖ إلى أي مدى توافق أن الجمعيات الخيرية تمتلك الشفافية في تعاملاتها مع المتبرعين؟

الشفافية مبدأ تنموي استثماري واقتصادي مهم يعني ضرورة الإعلان والإعلام عن الأنشطة والبرامج التي تنفذها المنظمة، معنى ذلك أن مصادر الدخل واضحة وأوجه الإنفاق واضحة

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

- ❖ هل تعتقد أن الجمعيات الخيرية ينبغي عليها أن تعلن عن بياناتها المالية للمجتمع؟
- نعم
 - لا

- ❖ إلى أي مدى توافق أن التكاليف الإدارية للجمعيات الخيرية تعتبر عالية؟

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

- ❖ هل تعتقد أن هناك بذخ أو إسراف في التكاليف الإدارية الخاصة بالجمعيات الخيرية؟
- نعم
 - لا

- ❖ إلى أي مدى توافق أن الجمعيات الخيرية تقوم بتوزيع التبرعات بكفاءة إلى المحتاجين؟

| | | | | | | |
|---------------|---|---|---|---|---|------------|
| لا أوافق بشدة | 1 | 2 | 3 | 4 | 5 | أوافق بشدة |
|---------------|---|---|---|---|---|------------|

- ❖ هل تعتقد أن أداء الزكاة تغني عن التبرع للجمعيات الخيرية؟
- نعم
 - لا

- ❖ هل تعتقد أن مصلحة الزكاة تعطي جزءاً من الزكاة للجمعيات الخيرية؟
- نعم
 - لا

- ❖ هل تتبرع عادة للمحتاجين الأفراد الذين تقابلهم في الأماكن العامة؟

الأماكن العامة كالأسواق والمساجد

- نعم
- لا

- ❖ هل تتبرع للأقارب المحتاجين وفي حال كان الجواب نعم هل يؤثر ذلك سلباً على تبرعك للجمعيات الخيرية؟
- نعم أتبرع ولا يؤثر ذلك على تبرعي للجمعيات الخيرية
 - نعم أتبرع ويؤثر ذلك على تبرعي للجمعيات الخيرية
 - لا أتبرع
- ❖ هل تتبرع للمحتاجين عن طريق جهات غير رسمية أو أفراد؟

الجهات الغير رسمية هي مجموعة أو أفراد يقومون بجمع التبرعات وإيصالها للمحتاجين ولا يتبعون لجمعية معينة. مثال: إمام المسجد

- نعم
- لا

الصفحة الأخيرة - معلومات عامة (التطابق الديموغرافي)

❖ المؤهل العلمي

- ثانوية عامة وما يعادلها
- درجة البكالوريوس
- درجة الماجستير
- درجة الدكتوراه

❖ الحالة الوظيفية

- أملك عملي الخاص أو أحد الملاك
- أحد أعضاء المجلس التنفيذي في الشركة التي أعمل بها
- موظف قطاع خاص
- موظف قطاع عام
- غير ذلك

❖ الجنس

- ذكر
- أنثى

❖ العمر

- ١٨ - ٢٤
- ٢٥ - ٢٩
- ٣٠ - ٣٤
- ٣٥ - ٤٠
- ٤٠ - ٥٠
- ٥١ - ٦٠
- ٦٠ فما أعلى

English Survey

Do you donate to charity organizations?

- YES
- NO

Do the charity organizations representatives approach you?

- YES
- NO

Have any charity organizations invited you to charity activities?

- YES
- NO

Have you ever see a charity organization ad?

- YES
- NO

Have you received any print-outs about charity organizations?

- YES

NO

Have you read any media release about charity organizations and their achievements?

YES

NO

Do you receive any financial statements from the charity organization that you donate to?

YES

NO

Do you agree that charity organizations should issue their financial statements to public?

YES

NO

Do you think that there are lavish or wasteful in administrative costs for charities?

YES

NO

Do you think that Zakat authority give a portion from your Zakat to charity organizations?

YES

- NO

Do you think that paying Zakat is sufficient action rather than donating to charity organizations?

- YES
- NO

Do you donate directly to needy people who you face in public areas?

- YES
- NO

Do you donate to needy relatives? If yes; does this action affect your donation negatively to charity organizations?

- Yes and it affects my donation to charity organizations.
- Yes and it does not affect my donation to charity organizations.
- No.

Do you give donations to non-official organization or people to deliver it to needy people?

- YES
- NO

Does your donation that is giving to non-official organization or people affect your donation to charity organizations?

- YES
- NO

Do you give donations to non-official organization or people to deliver it to needy people?

(Sample: Businessmen who donate)

- YES
- NO

Does your donation that is giving to non-official organization or people affect your donation to charity organizations?

- YES
- NO

To what extent do you trust charity organizations?

1 2 3 4 5

I strongly mistrust I strongly trust

To what extent do you agree that charity organizations are having professional marketing strategies?

1 2 3 4 5

I strongly disagree I strongly agree

To what extent do you agree that charity organizations are having professional management?

1 2 3 4 5

I strongly disagree I strongly agree

To what extent do you agree that charity organizations are transparent with donors?

1 2 3 4 5

I strongly disagree I strongly agree

To what extent do you agree that the operation cost of charity organizations is high?

1 2 3 4 5

I strongly disagree I strongly agree

To what extent do you agree that charity organizations distribute donations efficiently to needy people?

1 2 3 4 5

I strongly disagree I strongly agree

To what extent do you agree that your Zakat negatively affect you donation to charity organizations?

1 2 3 4 5

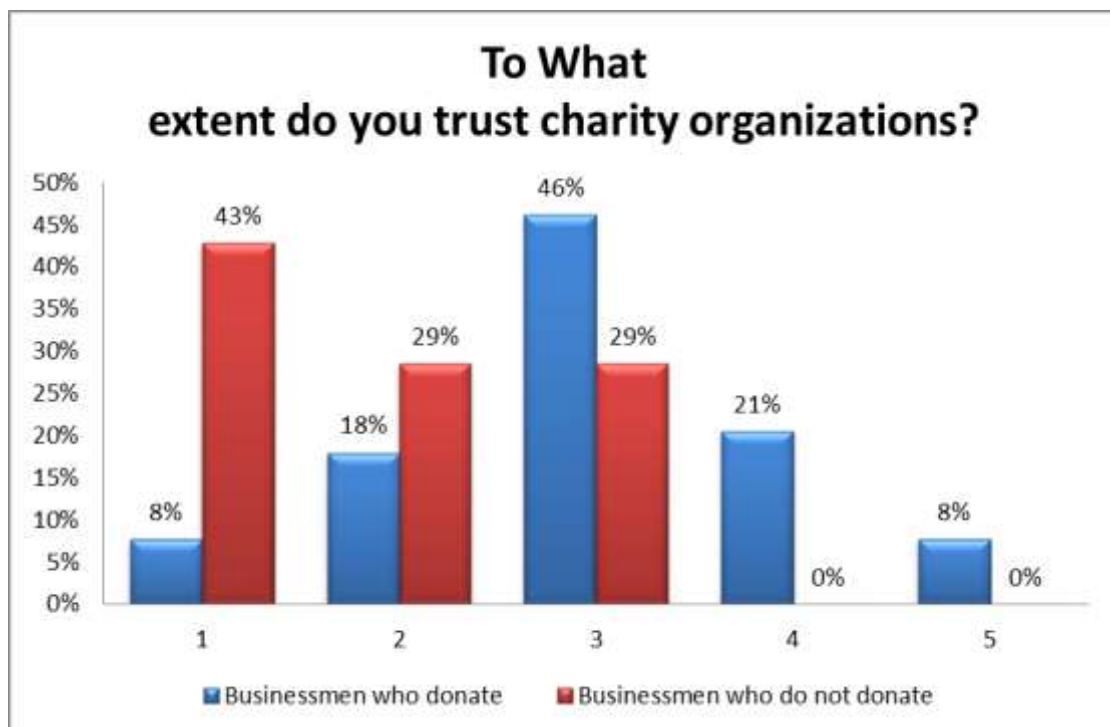
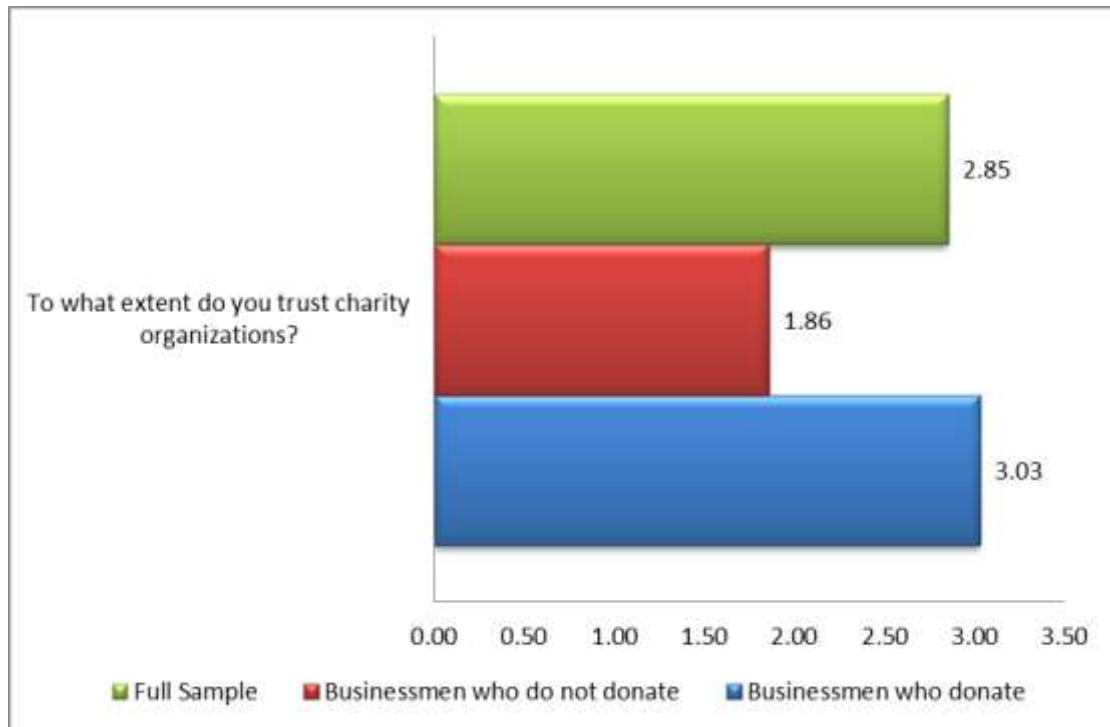
I strongly disagree I strongly agree

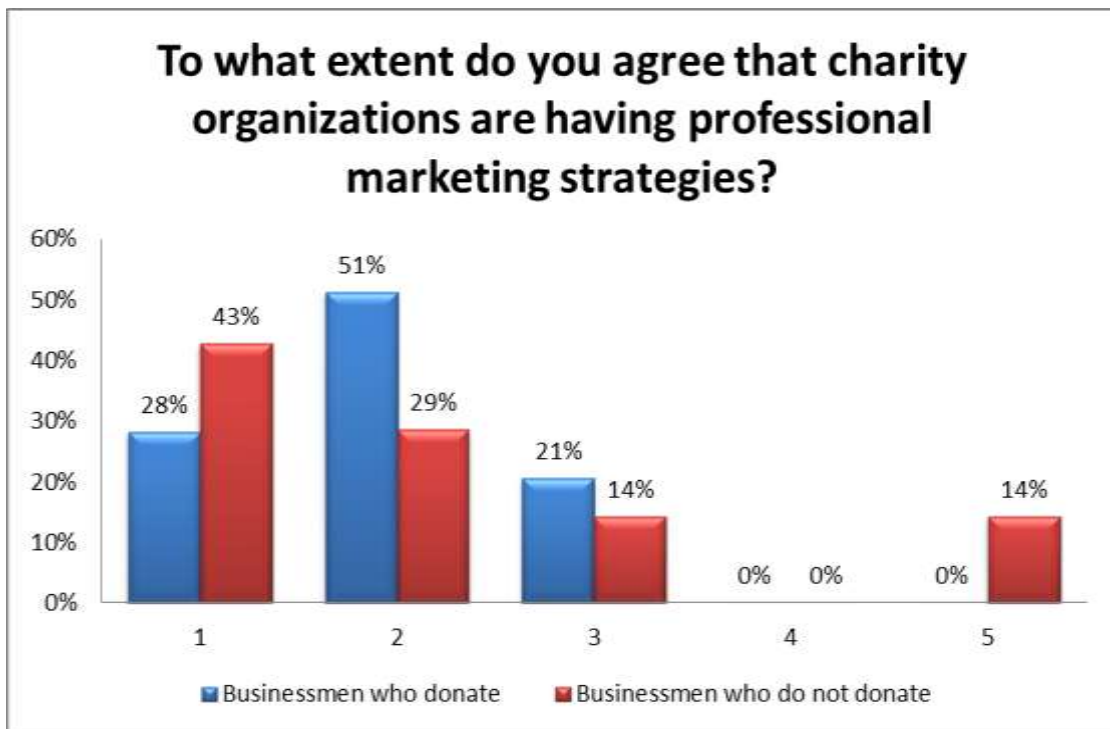
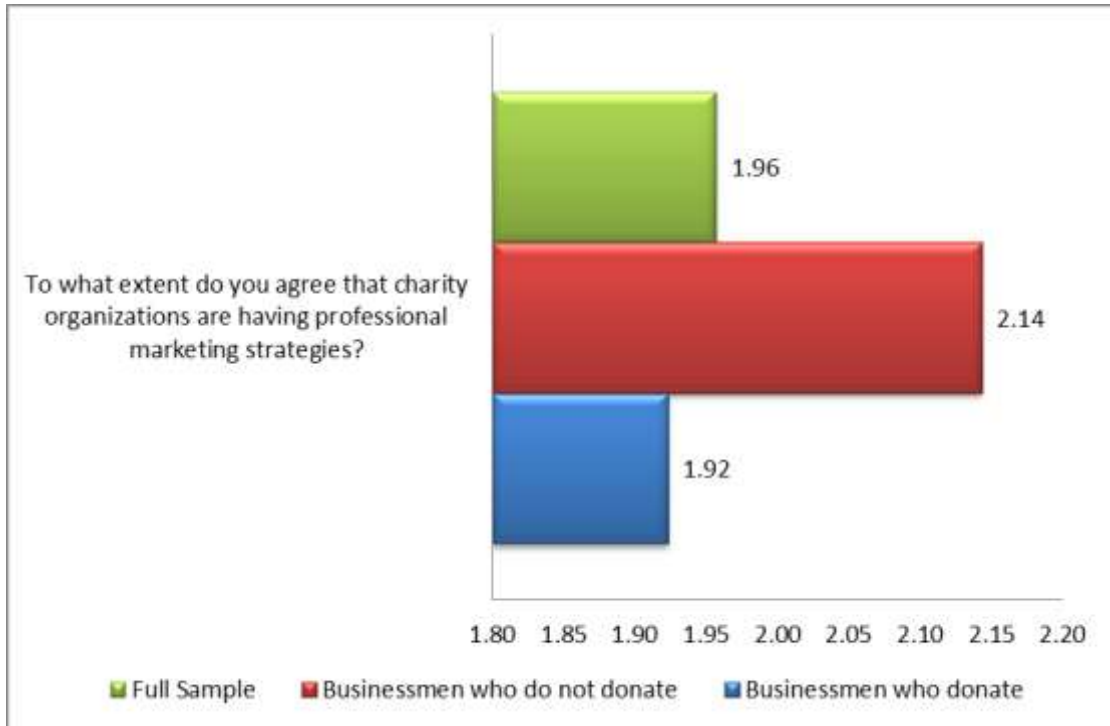
To what extent do you agree that non-official organization or people deliver your donation efficiently to needy people?

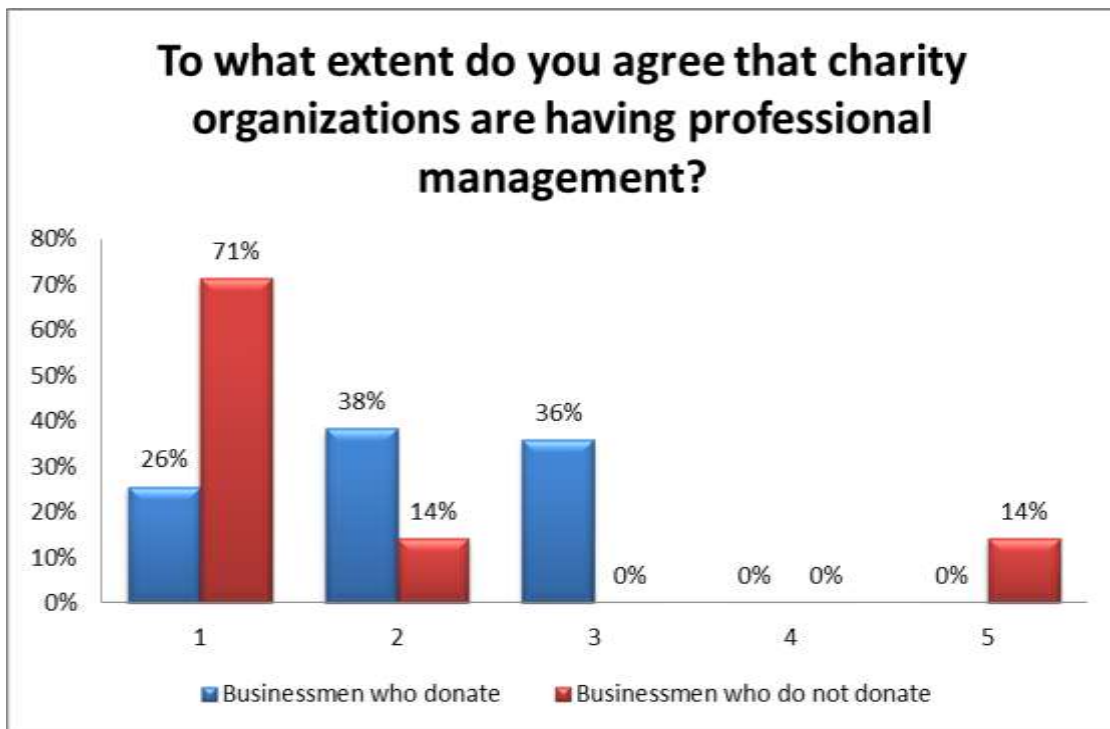
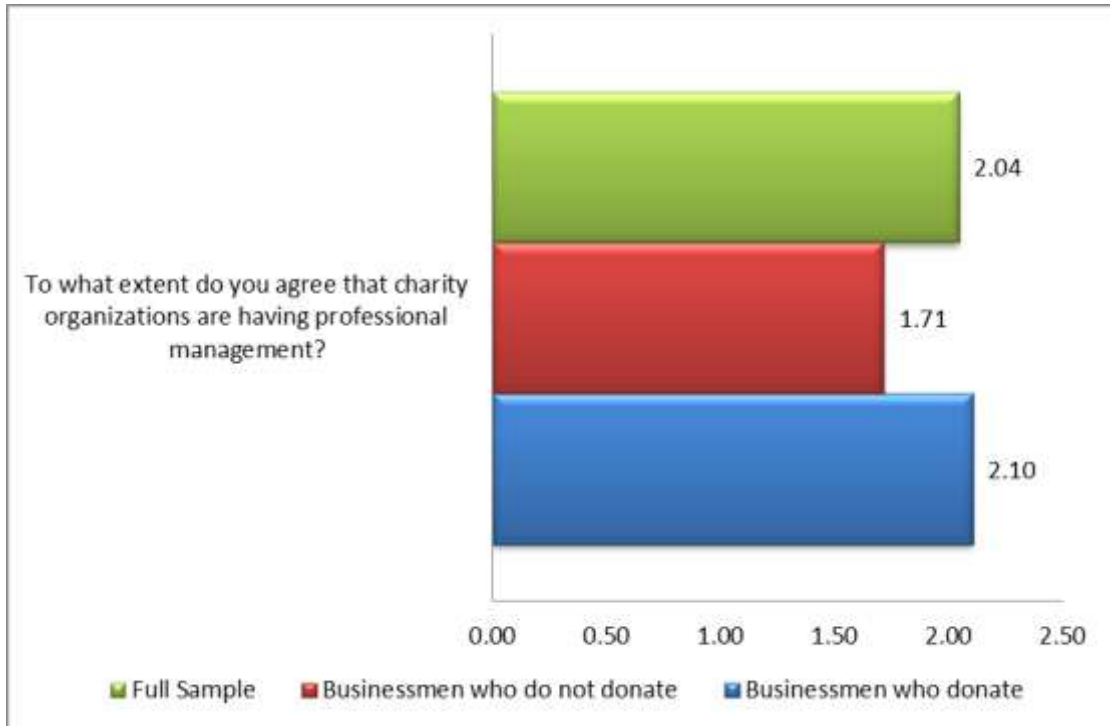
1 2 3 4 5

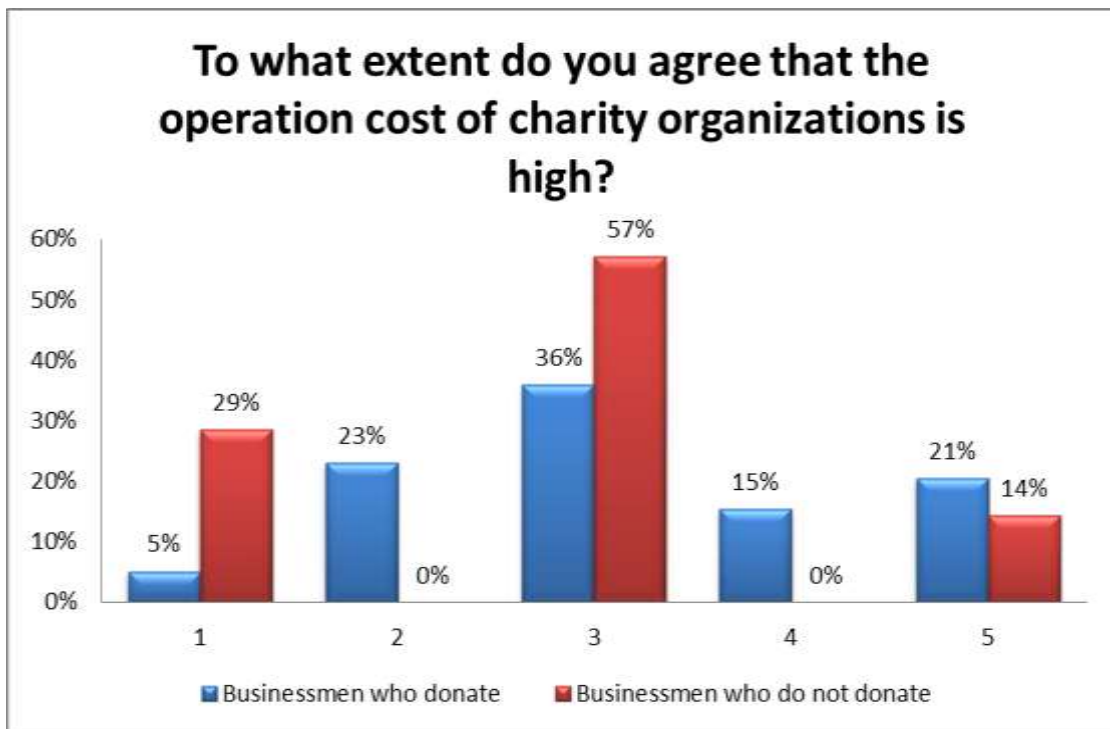
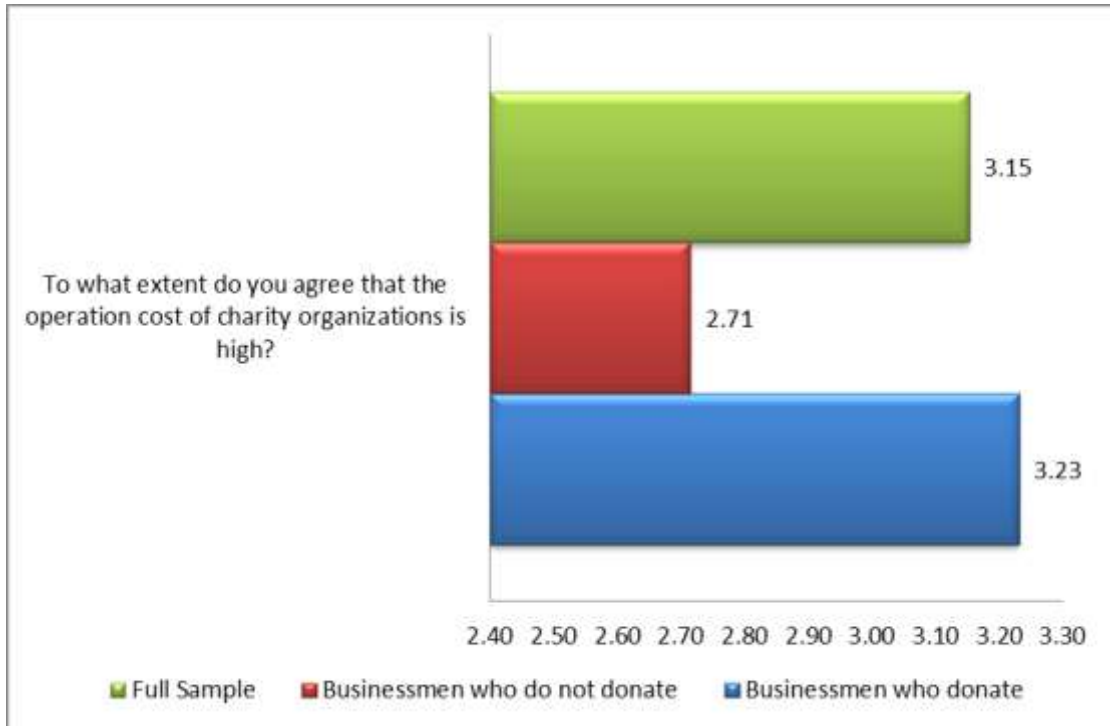
I strongly disagree I strongly agree

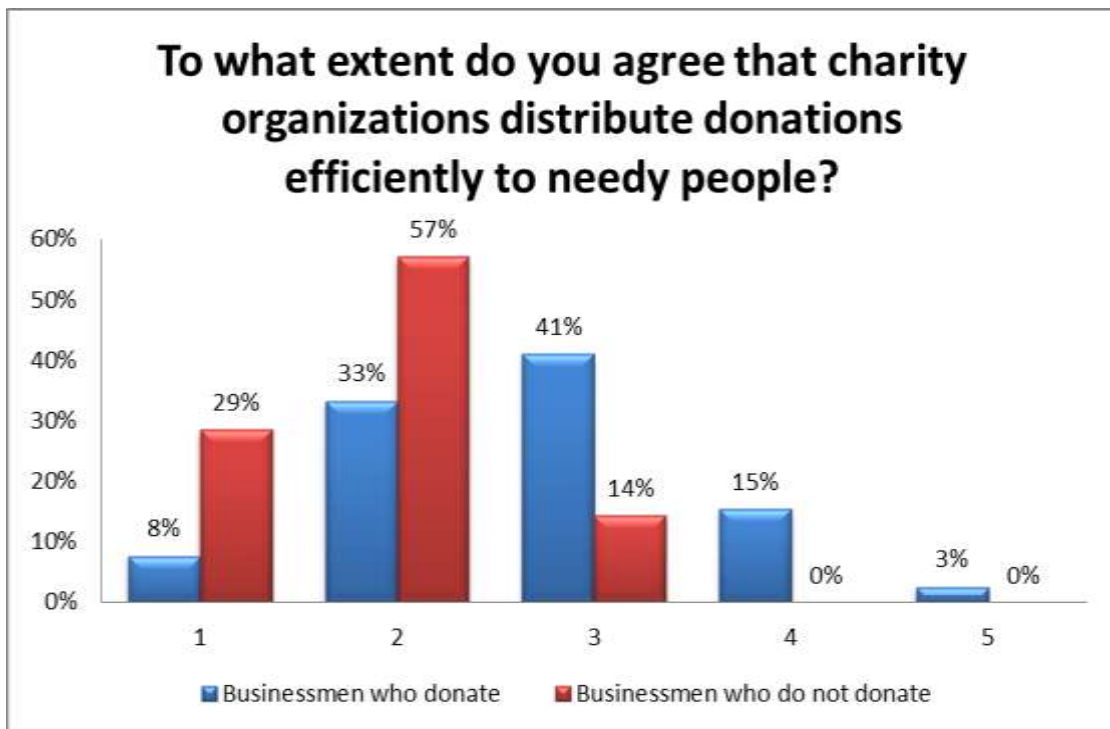
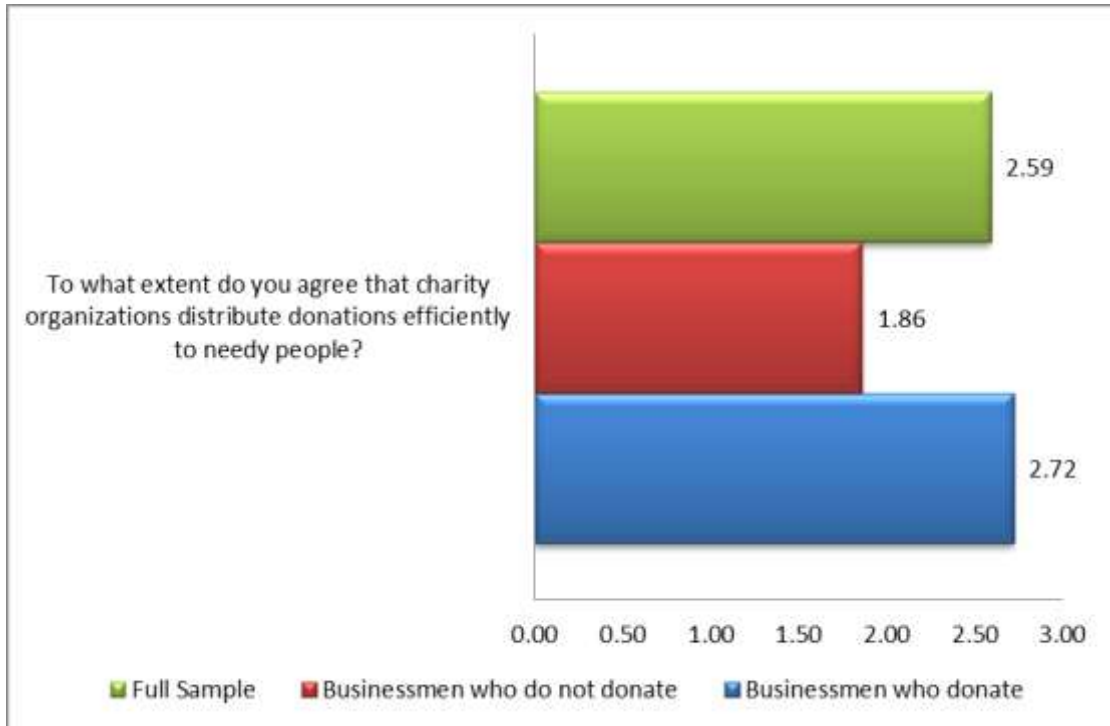
Analysis Results

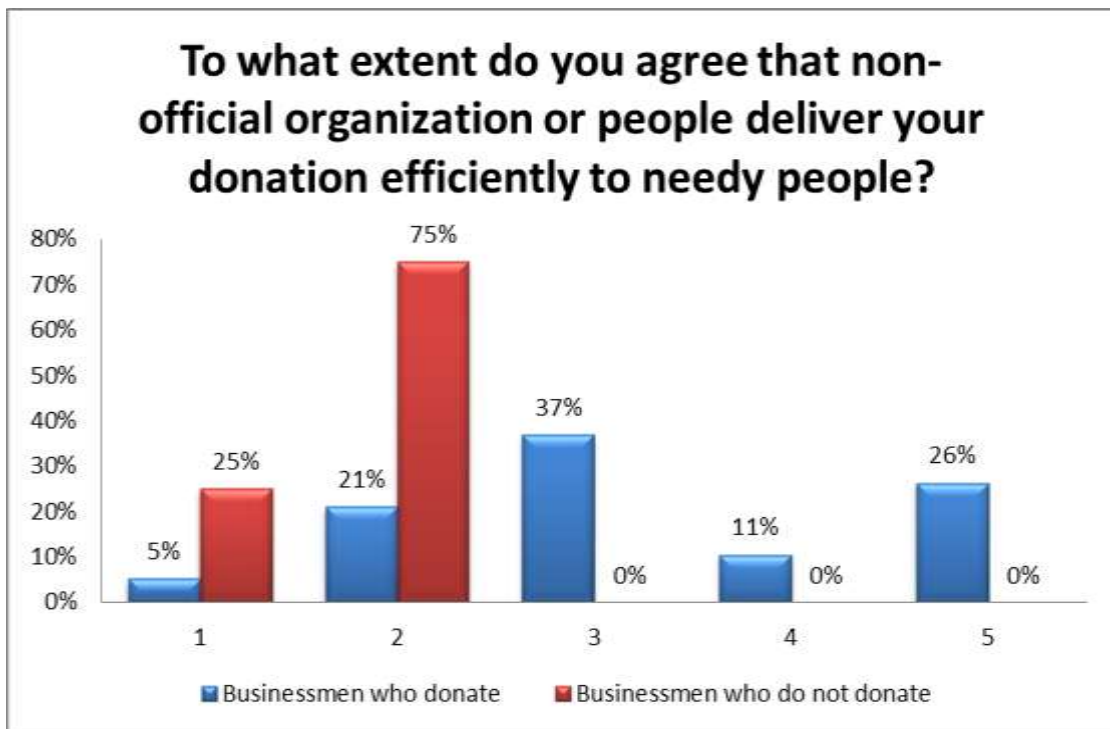
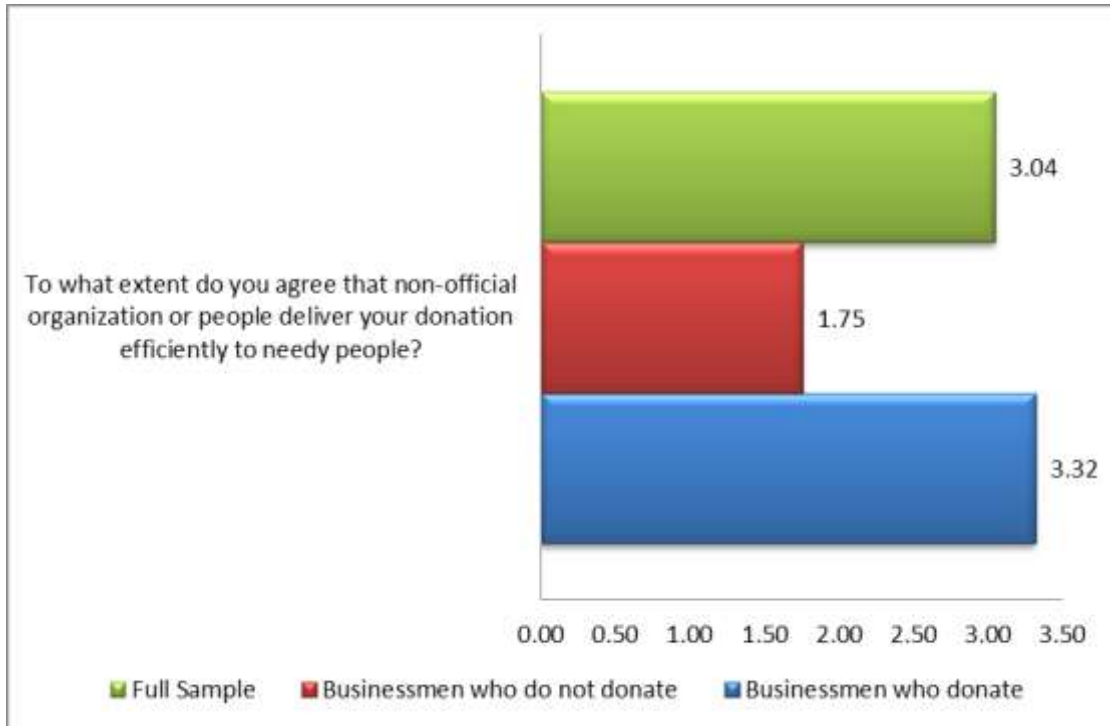


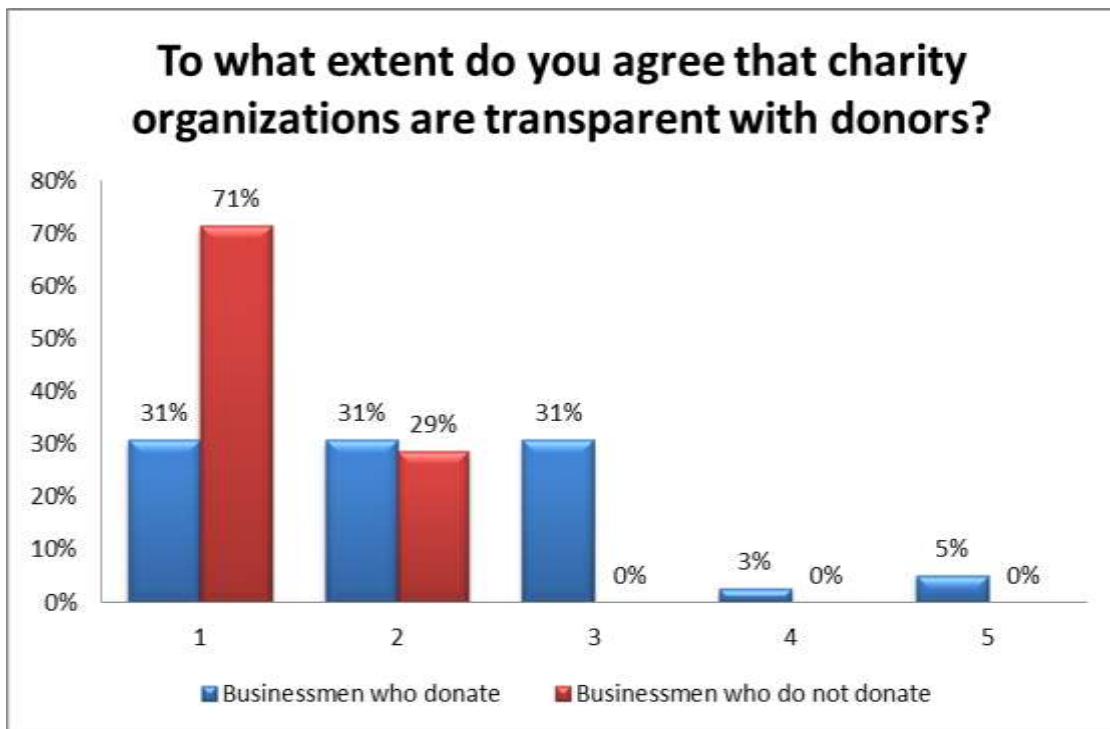
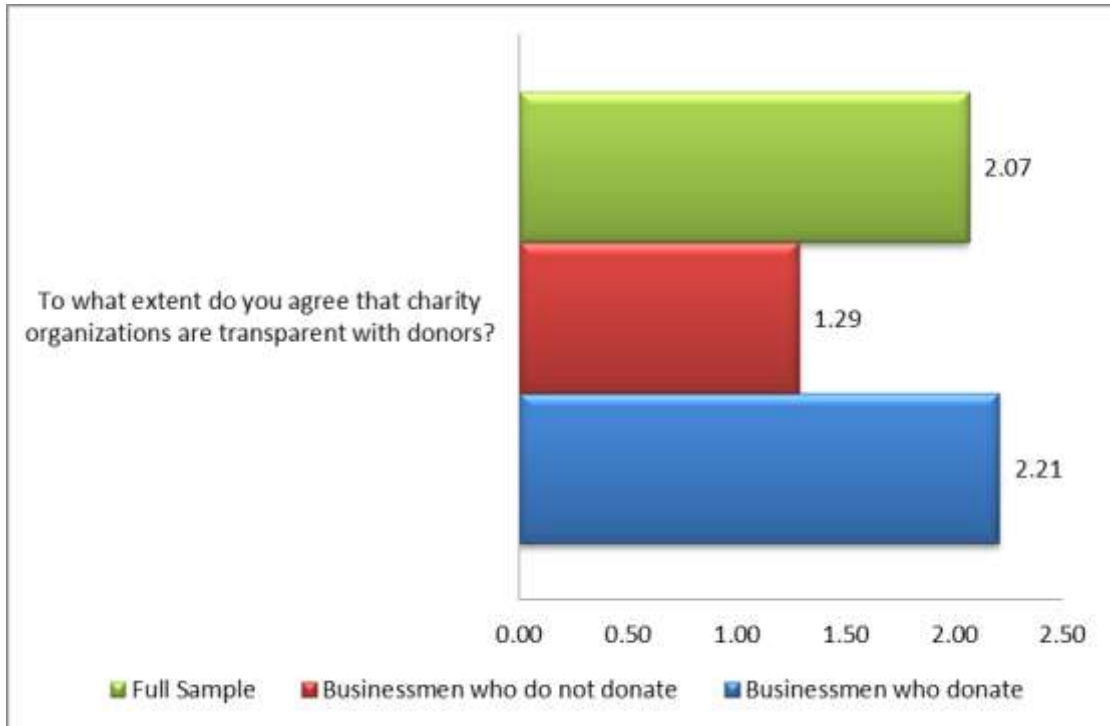




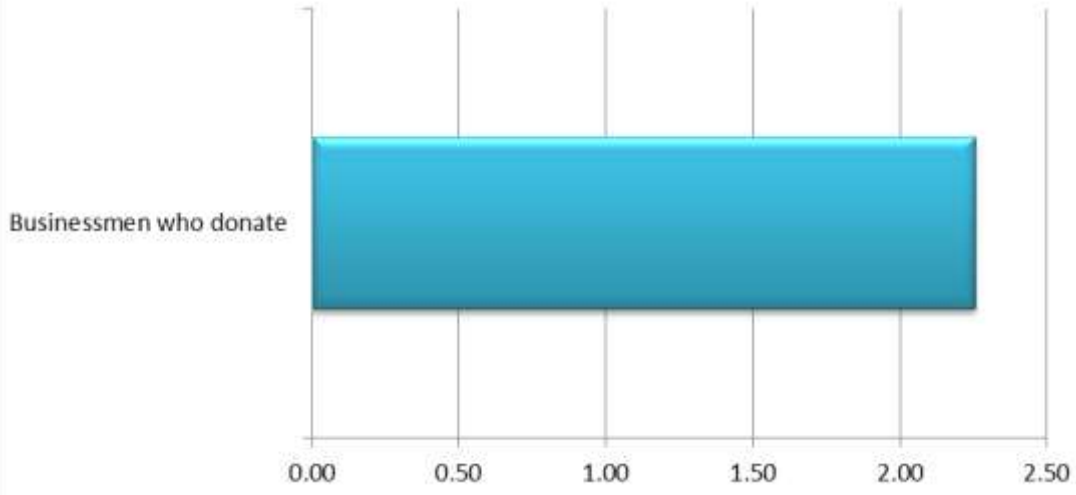




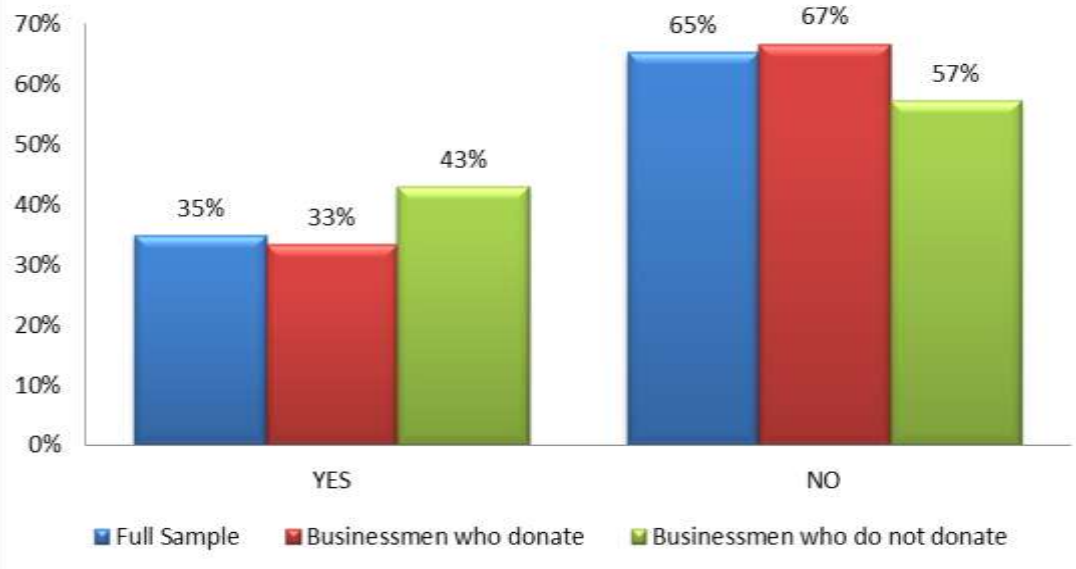




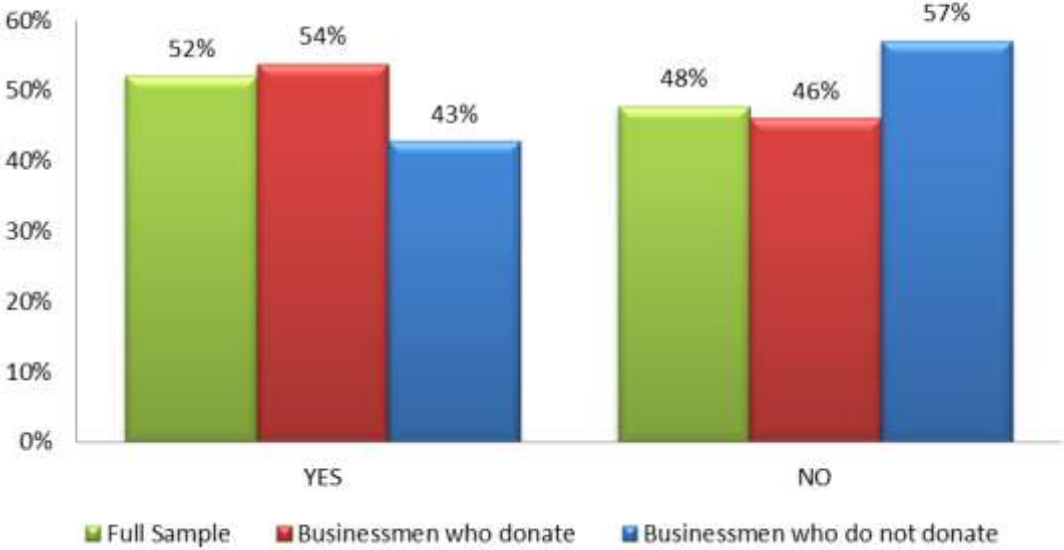
To what extent do you agree that your Zakat negatively affect you donation to charity organizations?



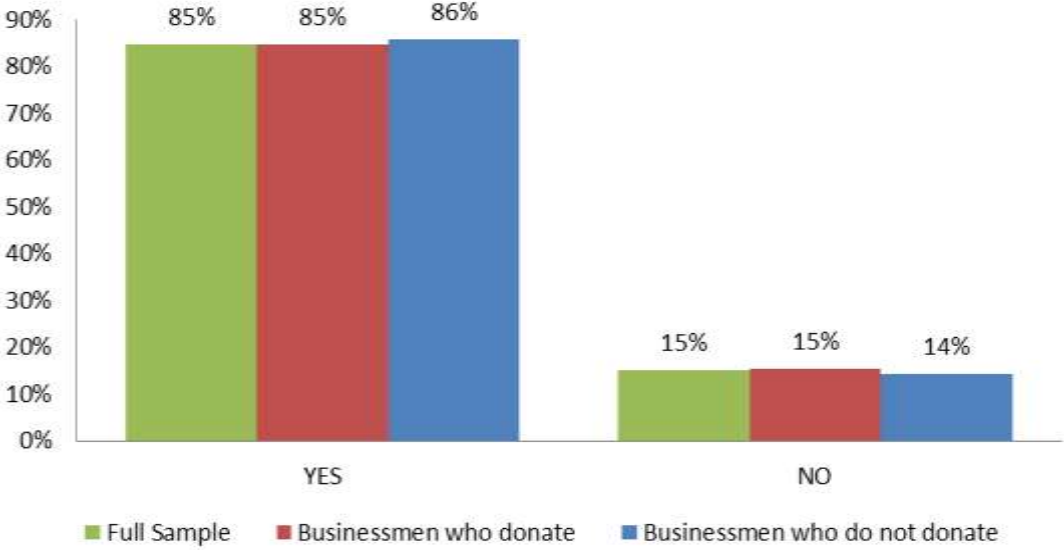
Do the charity organizations representatives approach you?



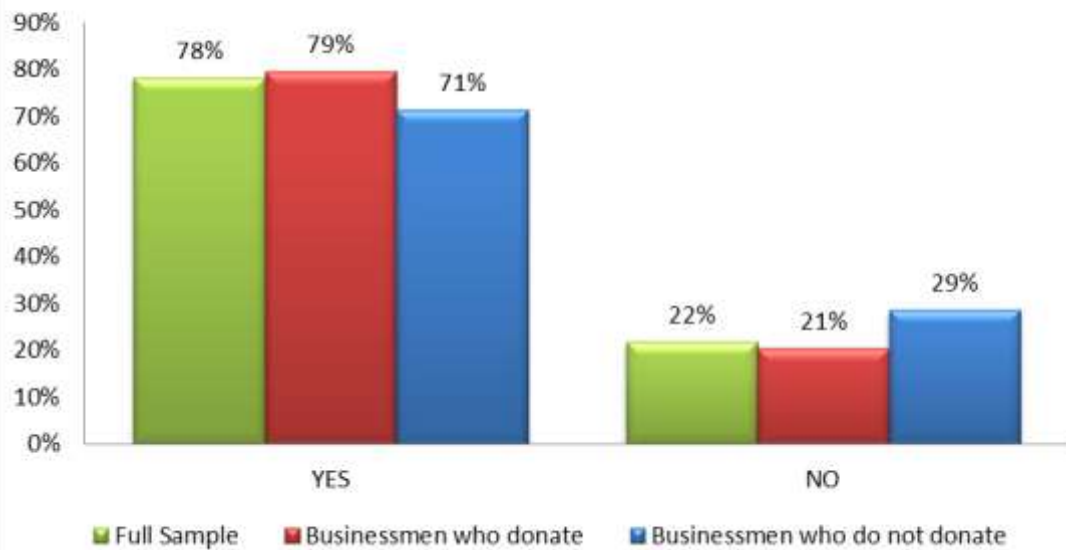
Have any charity organizations invited you to charity activities?



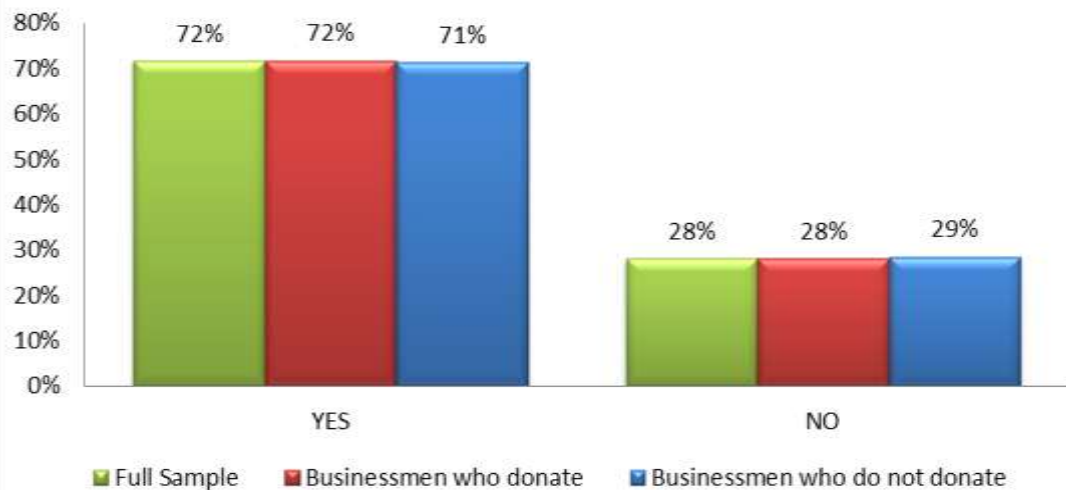
Have you ever see a charity organization ad?



Have you received any print-outs about charity organizations?



Have you read any media release about charity organizations and their achievements?



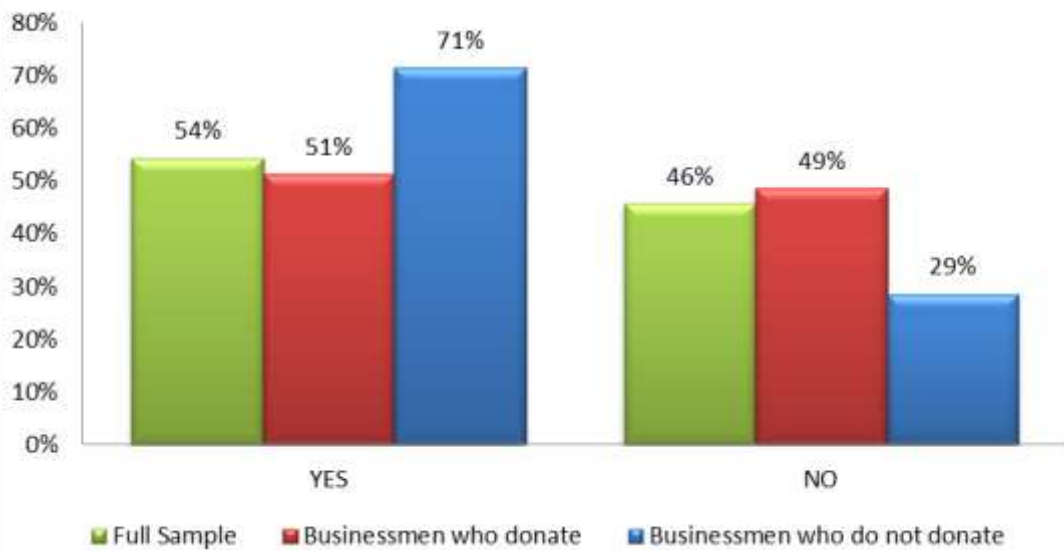
Do you receive any financial statements from the charity organization that you donate to?



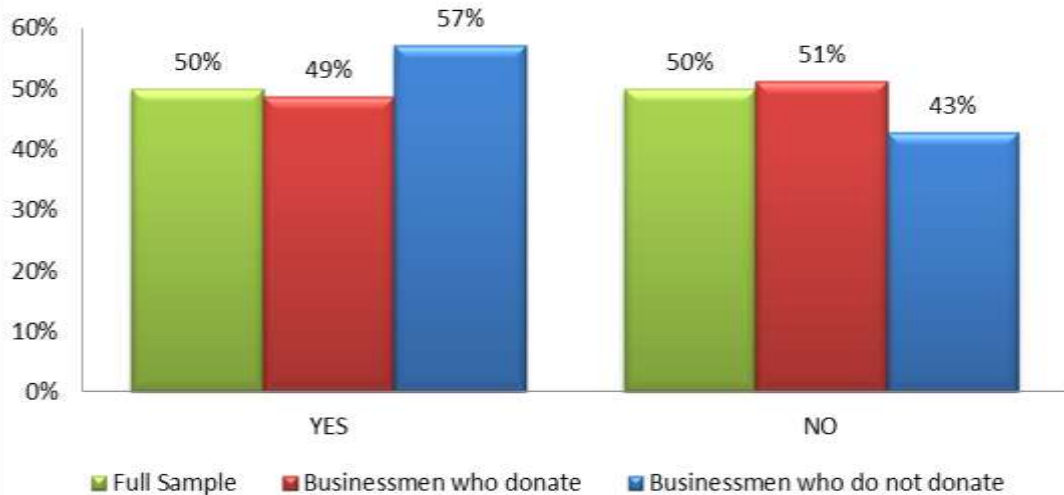
Do you agree that charity organizations should issue their financial statements to public?



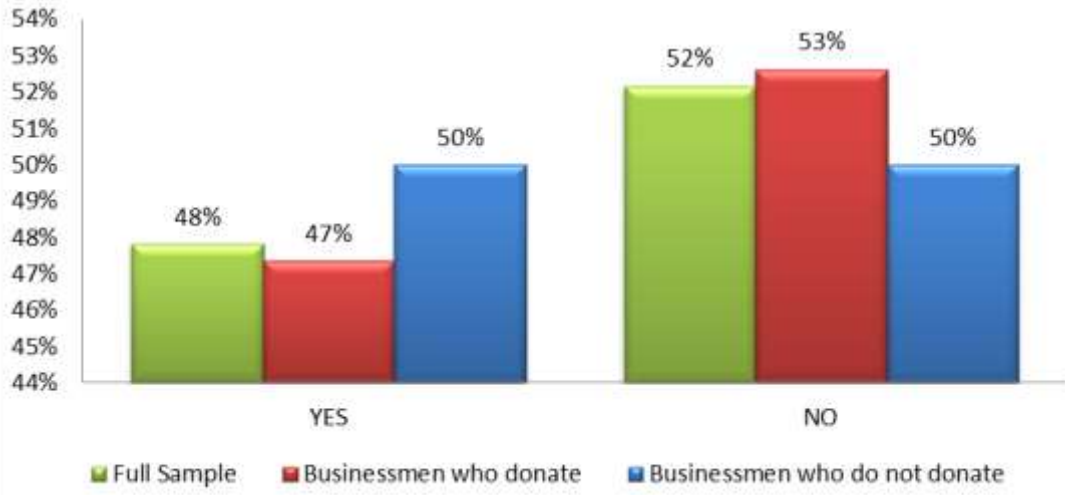
Do you donate directly to needy people who you face in public areas?



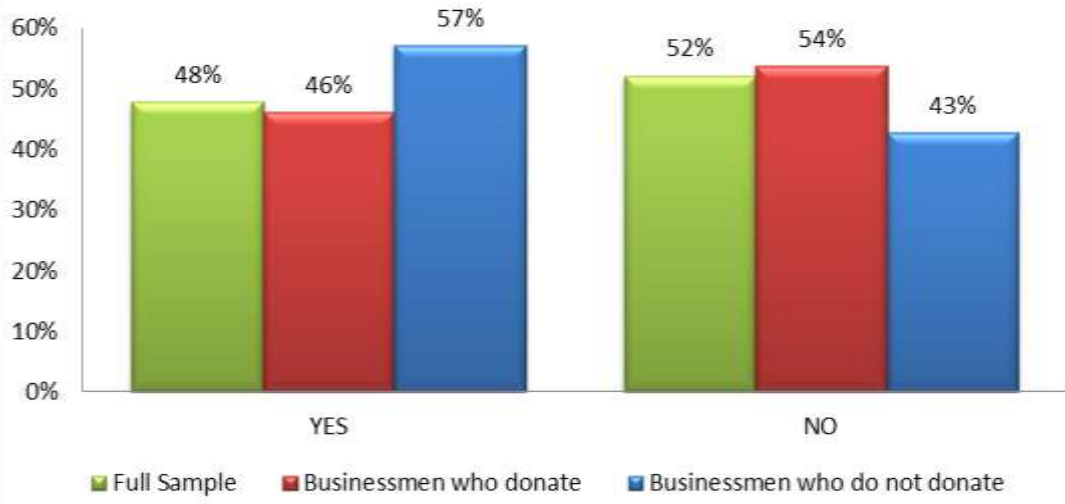
Do you give donations to non-official organization or people to deliver it to needy people?



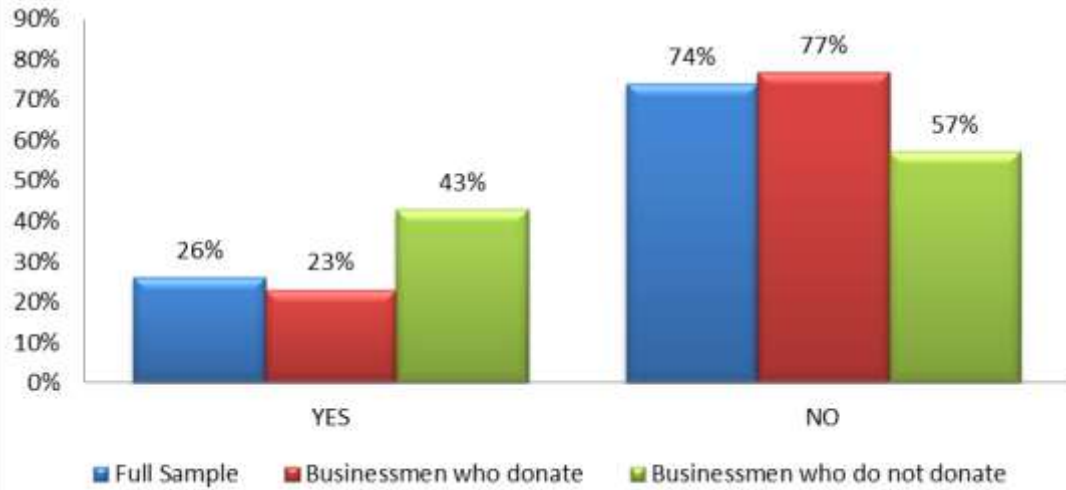
Does your donation that is giving to non-official organization or people affect your donation to charity organizations?



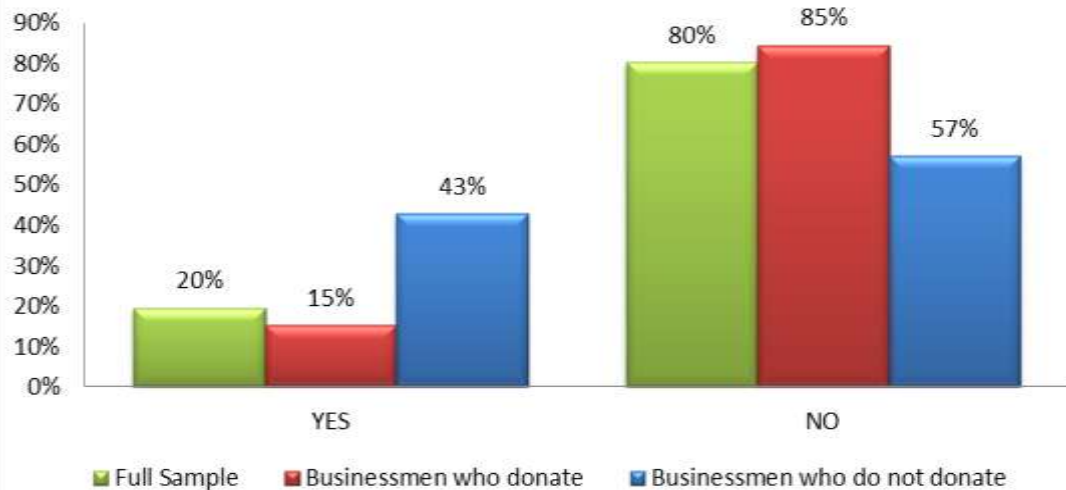
Do you think that there are lavish or wasteful in administrative costs for charities?



Do you think that Zakat authority give a portion from your Zakat to charity organizations?



Do you think that paying Zakat is sufficient action rather than donating to charity organizations?



Survey - Real Sample Analysis

| Timestamp | Do you donate to charity organizations? | Do the charity organizations represent you? | Have any charity organizations invited you to charity activities? | Have you ever seen a charity organization ad? | Have you received any protocols about charity organizations? | Have you read any media release about charity organizations and their achievements? | Do you receive any financial statements from the charity organization that you donate to? | Do you agree that charity organizations should issue their financial statements to public? | Do you think that there are levels or wanted to administrative tools for charities? | Do you think that Zakat authority give a portion from your Zakat to charity organizations? | Do you think that paying Zakat is sufficient action rather than donating to charity organizations? | Do you donate directly to needy people who you face in public area? | Do you donate to needy relatives? If yes, does this action affect your donation responsibility to charity organizations? | Do you think that paying Zakat is sufficient action rather than donating to charity organizations? | Do you donate directly to needy people who you face in public area? | Do you donate directly to needy people who you face in public area? | Do you donate to needy relatives? If yes, does this action affect your donation responsibility to charity organizations? | Do you donate to needy relatives? If yes, does this action affect your donation responsibility to charity organizations? | Do you give donations to non-official organization or people to deliver it to needy people? | Do you give donations to non-official organization or people to deliver it to needy people? | Does your donation that is going to non-official organization or people affect your donation to charity organizations? | Does your donation that is going to non-official organization or people affect your donation to charity organizations? | To which extent do you trust charity organizations? | To which extent do you trust an organization? |
|--------------|-----------------------------------------|---------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------|
| 6240012 2022 | NO | NO | NO | YES | NO | NO | | YES | NO | YES | YES | NO | YY | YES | NO | YY | YES | NO | NO | NO | | | | |
| 6240012 2022 | NO | NO | NO | YES | YES | YES | | YES | YES | YES | NO | YES | YN | NO | YES | YN | YES | YES | NO | NO | | | | |
| 6240012 2022 | NO | YES | YES | YES | YES | YES | | YES | YES | YES | YES | YN | YES | YES | YES | YN | YES | YES | NO | NO | | | | |
| 6240012 2022 | NO | NO | YES | YES | NO | YES | | YES | NO | NO | NO | YES | YY | NO | YES | YY | YES | YES | NO | YES | | | | |
| 6240012 2022 | NO | NO | NO | YES | YES | YES | | YES | YES | NO | NO | YES | NN | NO | YES | NN | NO | NO | NO | NO | | | | |
| 6240012 2022 | NO | YES | YES | YES | YES | NO | | YES | NO | NO | NO | YES | YN | NO | NO | YN | NO | YES | YES | YES | | | | |
| 6240012 2022 | NO | YES | YES | YES | YES | NO | YES | NO | NO | YES | NO | YES | YN | YES | NO | YN | YES | YES | NO | NO | | | 2 | |
| 6240012 2022 | YES | NO | YES | YES | YES | NO | NO | YES | YES | NO | NO | NO | YY | NO | NO | YY | NO | YES | NO | NO | | | 1 | |
| 6240012 2022 | YES | YES | YES | YES | YES | YES | NO | YES | NO | NO | NO | NO | YY | NO | NO | YY | NO | NO | NO | NO | | | 4 | |
| 6240012 2022 | YES | NO | YES | YES | YES | YES | NO | YES | NO | NO | NO | NO | YY | NO | NO | YY | NO | YES | YES | NO | | | 3 | |
| 6240012 2022 | YES | NO | NO | YES | YES | YES | NO | YES | NO | NO | NO | NO | YY | NO | NO | YY | NO | YES | NO | NO | | | 3 | |
| 6240012 2022 | YES | NO | NO | YES | YES | YES | NO | YES | YES | NO | NO | NO | YY | NO | NO | YY | NO | NO | NO | NO | | | 2 | |
| 6240012 2022 | YES | YES | YES | YES | YES | YES | YES | YES | NO | NO | YES | YES | YY | NO | YES | YY | YES | YES | YES | NO | | | 3 | |
| 6240012 2022 | YES | NO | YES | YES | YES | YES | YES | YES | NO | YES | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 5 | |
| 6240012 2022 | YES | NO | NO | YES | YES | YES | NO | YES | NO | NO | NO | NO | YY | NO | NO | YY | NO | YES | YES | NO | | | 5 | |
| 6240012 2022 | YES | NO | YES | YES | YES | NO | YES | NO | NO | NO | NO | NO | YY | YES | NO | YY | YES | YES | NO | NO | | | 3 | |
| 6240012 2022 | YES | NO | YES | YES | YES | YES | NO | YES | YES | NO | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 4 | |
| 6240012 2022 | YES | NO | YES | YES | YES | YES | YES | YES | YES | NO | YES | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 3 | |
| 6240012 2022 | YES | NO | YES | YES | YES | NO | NO | YES | YES | NO | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 3 | |
| 6240012 2022 | YES | NO | YES | YES | YES | NO | NO | YES | YES | NO | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 4 | |
| 6240012 2022 | YES | NO | NO | YES | NO | YES | NO | YES | YES | NO | NO | NO | YN | NO | NO | YN | NO | YES | NO | NO | | | 2 | |
| 6240012 2022 | YES | NO | NO | YES | YES | NO | NO | YES | YES | NO | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 3 | |
| 6240012 2022 | YES | NO | YES | YES | YES | YES | NO | YES | YES | YES | YES | YN | YES | YES | YES | YN | YES | YES | YES | YES | | | 3 | |
| 6240012 2022 | YES | NO | YES | YES | YES | NO | NO | YES | YES | NO | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 3 | |
| 6240012 2022 | YES | NO | YES | YES | YES | NO | NO | YES | YES | NO | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 3 | |
| 6240012 2022 | YES | NO | NO | YES | YES | NO | NO | YES | YES | NO | NO | NO | YN | NO | NO | YN | NO | YES | NO | NO | | | 2 | |
| 6240012 2022 | YES | NO | NO | YES | YES | NO | NO | YES | YES | YES | YES | NO | YN | NO | NO | YN | NO | NO | NO | NO | | | 2 | |
| 6240012 2022 | YES | NO | YES | YES | YES | YES | NO | YES | YES | NO | NO | YES | YN | YES | YES | YN | NO | NO | NO | NO | | | 5 | |
| 6240012 2022 | YES | YES | NO | YES | YES | YES | NO | NO | NO | NO | NO | YES | YY | YES | YES | YY | YES | NO | NO | NO | | | 4 | |
| 6240012 2022 | YES | YES | YES | YES | YES | YES | NO | NO | YES | YES | NO | NO | YN | NO | NO | YN | YES | YES | YES | NO | | | 2 | |
| 6240012 2022 | YES | YES | NO | YES | NO | NO | NO | NO | NO | NO | NO | YES | YN | YES | YES | YN | YES | YES | NO | NO | | | 4 | |
| 6240012 2022 | YES | YES | NO | YES | YES | YES | NO | NO | NO | NO | NO | YES | YY | NO | NO | YY | NO | NO | NO | NO | | | 2 | |
| 6240012 2022 | YES | YES | YES | YES | YES | NO | NO | NO | NO | NO | NO | YES | YN | YES | YES | YN | YES | YES | YES | NO | | | 3 | |
| 6240012 2022 | YES | YES | NO | YES | YES | YES | NO | YES | YES | NO | NO | NO | YY | NO | NO | YY | NO | NO | NO | NO | | | 3 | |
| 6240012 2022 | YES | YES | YES | YES | YES | YES | YES | YES | YES | NO | NO | NO | YN | YES | YES | YN | YES | YES | YES | NO | | | 4 | |
| 6240012 2022 | YES | NO | NO | NO | NO | NO | NO | NO | NO | NO | NO | NO | YY | NO | NO | YY | NO | NO | NO | NO | | | 4 | |
| 6240012 2022 | YES | NO | NO | YES | YES | YES | NO | NO | NO | NO | NO | NO | YY | NO | NO | YY | NO | NO | NO | NO | | | 2 | |
| 6240012 2022 | YES | YES | YES | YES | YES | YES | YES | YES | YES | NO | NO | NO | YN | YES | YES | YN | YES | YES | YES | NO | | | 4 | |
| 6240012 2022 | YES | NO | NO | NO | NO | NO | NO | YES | YES | NO | NO | YES | YY | NO | NO | YY | NO | NO | NO | NO | | | 3 | |
| 6240012 2022 | YES | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | NN | NO | NO | NN | NO | NO | NO | NO | | | 4 | |
| 6240012 2022 | YES | YES | YES | YES | YES | YES | NO | YES | NO | NO | NO | NO | NN | NO | NO | NN | NO | NO | YES | YES | | | 3 | |
| 6240012 2022 | YES | NO | NO | YES | YES | YES | NO | YES | NO | NO | NO | NO | NN | NO | NO | NN | NO | NO | NO | NO | | | 4 | |
| 6240012 2022 | YES | NO | NO | YES | YES | YES | NO | YES | NO | NO | NO | NO | NN | NO | NO | NN | NO | NO | NO | NO | | | 3 | |

| Q | To what extent do you trust charity organizations? | | | To what extent do you agree that charity organizations are having professional marketing strategies? | | |
|---------|----------------------------------------------------|-------------------------------|-------------|------------------------------------------------------------------------------------------------------|-------------------------------|-------------|
| | Count | 39 | 7 | 46 | 39 | 7 |
| Total | 118 | 13 | 131 | 75 | 15 | 90 |
| | Businessmen who donate | Businessmen who do not donate | Full Sample | Businessmen who donate | Businessmen who do not donate | Full Sample |
| Average | 3.03 | 1.86 | 2.85 | 1.92 | 2.14 | 1.96 |
| 1 | 8% | 43% | | 28% | 43% | |
| 2 | 18% | 29% | | 51% | 29% | |
| 3 | 46% | 29% | | 21% | 14% | |
| 4 | 21% | 0% | | 0% | 0% | |
| 5 | 8% | 0% | | 0% | 14% | |

| To what extent do you agree that charity organizations are having professional management? | | | To what extent do you agree that the operation cost of charity organizations is high? | | | To what extent do you agree that charity organizations distribute donations efficiently to needy people? | | |
|--------------------------------------------------------------------------------------------|-------------------------------|-------------|---------------------------------------------------------------------------------------|-------------------------------|-------------|----------------------------------------------------------------------------------------------------------|-------------------------------|-------------|
| 39 | 7 | 46 | 39 | 7 | 46 | 39 | 7 | 46 |
| 82 | 12 | 94 | 126 | 19 | 145 | 106 | 13 | 119 |
| Businessmen who donate | Businessmen who do not donate | Full Sample | Businessmen who donate | Businessmen who do not donate | Full Sample | Businessmen who donate | Businessmen who do not donate | Full Sample |
| 2.10 | 1.71 | 2.04 | 3.23 | 2.71 | 3.15 | 2.72 | 1.86 | 2.59 |
| 26% | 71% | | 5% | 29% | | 8% | 29% | |
| 38% | 14% | | 23% | 0% | | 33% | 57% | |
| 36% | 0% | | 36% | 57% | | 41% | 14% | |
| 0% | 0% | | 15% | 0% | | 15% | 0% | |
| 0% | 14% | | 21% | 14% | | 3% | 0% | |

| To what extent do you agree that non-official organization or people deliver your donation efficiently to needy people? | | | To what extent do you agree that charity organizations are transparent with donors? | | | To what extent do you agree that your Zakat negatively affect you donation to charity organizations? |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------|-------------------------------------------------------------------------------------|-------------------------------|-------------|------------------------------------------------------------------------------------------------------|
| 19 | 4 | 23 | 39 | 7 | 46 | 39 |
| 63 | 7 | 70 | 86 | 9 | 95 | 88 |
| Businessmen who donate | Businessmen who do not donate | Full Sample | Businessmen who donate | Businessmen who do not donate | Full Sample | Businessmen who donate |
| 3.32 | 1.75 | 3.04 | 2.21 | 1.29 | 2.07 | 2.26 |
| 5% | 25% | | 31% | 71% | | 36% |
| 21% | 75% | | 31% | 29% | | 21% |
| 37% | 0% | | 31% | 0% | | 31% |
| 11% | 0% | | 3% | 0% | | 8% |
| 26% | 0% | | 5% | 0% | | 5% |

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