

**EMPLOYEE PSYCHOLOGICAL AND EMOTIONAL EXPERIENCES IN A
HUMANITARIAN ORGANIZATION: INSIGHTS FROM PURE HANDS
INDONESIA**

Final assignment



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**INTERNATIONAL UNDERGRADUATE PROGRAM IN MANAGEMENT
FACULTY OF BUSINESS AND ECONOMICS
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Employee Psychological and Emotional Experiences in a Humanitarian Organization:
Insights From Pure Hands Indonesia

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2026

DECLARATION OF AUTHENTICITY

Here I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgment. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, 06 April 2026



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APPROVAL PAGE

**Employee Psychological and Emotional Experiences in a Humanitarian
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ABSTRACT

Humanitarian organizations operate within morally charged and resource-constrained environments that require employees to demonstrate sustained emotional engagement and psychological resilience. While existing research in humanitarian contexts has predominantly emphasized adverse outcomes such as burnout and emotional exhaustion, limited qualitative attention has been given to employees' lived psychological interpretations of purpose, meaning, and emotional engagement. Addressing this gap, this study explores the psychological and emotional experiences of employees working within a humanitarian organization, using Pure Hands Indonesia as an in-depth qualitative case study. An exploratory qualitative case study design was employed to examine how employees construct and sustain psychological meaning within a mission-driven organizational environment. Data were collected through six semi-structured interviews with full-time male staff members across different organizational roles and analyzed using inductive thematic analysis. The findings revealed three interrelated themes: (1) experiencing purpose and meaning in humanitarian work, (2) emotional fulfilment, well-being, and sense of belonging, and (3) emotional safety, support, and relational experience at work. Employees described strong value congruence, identity-based motivation, and emotional affirmation derived from perceived social impact. Supportive leadership, team cohesion, and psychological safety further reinforced emotional sustainability and engagement. The study contributed to the literature on meaningful work and prosocial motivation by providing contextually grounded qualitative insights into how psychological and emotional dimensions were constructed within an emerging humanitarian organization in a developing context.

Keywords: Meaningful Work; Emotional Experiences; Psychological Safety; Humanitarian Organization; Qualitative Case Study

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A handwritten signature in black ink, featuring a large, stylized 'K' and 'F' followed by 'Ali Hamid' in a cursive script.

Kamal Fuad Ali Hamid

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CHAPTER I

INTRODUCTION

1.1 Company Profile

- **Company History:**

Pure Hands Indonesia, legally registered as Yayasan Tangan Murni Indonesia, is the official Indonesian representative of Pure Hands, a United States–based humanitarian organization established in 2012. The Indonesian branch was founded in 2023 in Jakarta to expand the organization’s humanitarian mission across Southeast Asia. Pure Hands Indonesia delivers relief and development programs in health, education, livelihoods, water and sanitation, and emergency response, with a strong focus on vulnerable communities, including refugees, orphans, and disaster-affected populations. Since its establishment, Pure Hands Indonesia has collaborated with local and international partners to implement impactful and accountable humanitarian programs. The organization operates in alignment with the core values of its parent organization, grounded in humanitarian principles, transparency, integrity, and community empowerment.

- **Vision and Mision:**

Company Vision: The company's vision is to become a leading humanitarian organization in Indonesia that advances sustainable development and empowers vulnerable communities through transparent, impactful, and compassionate action.

Company Mission: The company's mission is to deliver both immediate emergency relief and sustainable, long-term development assistance to marginalized and vulnerable communities. It seeks to create lasting, positive impact by advancing education, improving access to healthcare, supporting livelihoods, and implementing comprehensive WASH (water, sanitation, and hygiene) programs. Through strategic partnerships with local stakeholders, the organization works to strengthen community resilience and foster self-reliance. Across all its initiatives and operations, it remains committed to upholding the highest standards of integrity, accountability, and professionalism.

Pure Hands Indonesia is committed to humanitarian ethics and actively encourages public participation in building a more equitable and compassionate society.

- **Programs and Services:**

- **Pure Hands Indonesia implements the following core programs:**

1. **ORPHAN SPONSORSHIP:**

Monthly financial assistance and psychosocial support for orphaned children.

2. **FOOD SECURITY AND NUTRITION:**

Distribution of food packages, Ramadan Iftar meals, and Qurbani meat.

3. **WASH (WATER, SANITATION, AND HYGIENE):**

Provision of clean water access, hygiene kits, sanitation facilities, and water infrastructure support.

4. EDUCATION SUPPORT

Scholarships, school supply distribution, and vocational training programs for youth.

5. HEALTH SERVICES:

Medical assistance, mobile clinics, maternal and child health services.

6. EMERGENCY RESPONSE:

Rapid humanitarian interventions during floods, earthquakes, and other natural disasters. Programs are implemented independently and in partnership with local foundations, government institutions, and international donors.

- **Organization Structure:**

The organizational structure of Pure Hands Indonesia consists of several key departments under the supervision of the Regional Manager (CEO):

1. Programs Department: Designs and oversees the implementation of humanitarian projects.
2. Marketing and Communication Department: Manages public relations, fundraising, digital campaigns, and donor engagement.
3. Finance and Administration Department: Handles financial management, procurement, and human resources.
4. Monitoring and Evaluation (M&E): Ensures quality control and accountability in program delivery.

Pure Hands Indonesia operates under a governance structure consisting of a Board of Trustees and an Executive Management Team.

Governance Level:

- Chairperson of the Management Board
- Chairperson of the Advisory Board
- Chairperson of the Supervisory Board
- Secretary of the Management Board
- Treasurer of the Management Board

Executive Management:

The organization is led by a Regional Manager (CEO) and supported by the following

core departments:

- Program and Operations
- Finance and Administration
- Marketing and Fundraising
- Human Resources
- Monitoring and Evaluation (M&E)
- Risk Management and Compliance

Each department operates with clearly defined roles to ensure operational efficiency, financial accountability, and program quality assurance. To provide a clear overview of the internal governance and operational hierarchy, the organizational structure of Pure Hands Indonesia is illustrated in Figure 1.

Organizational Structure

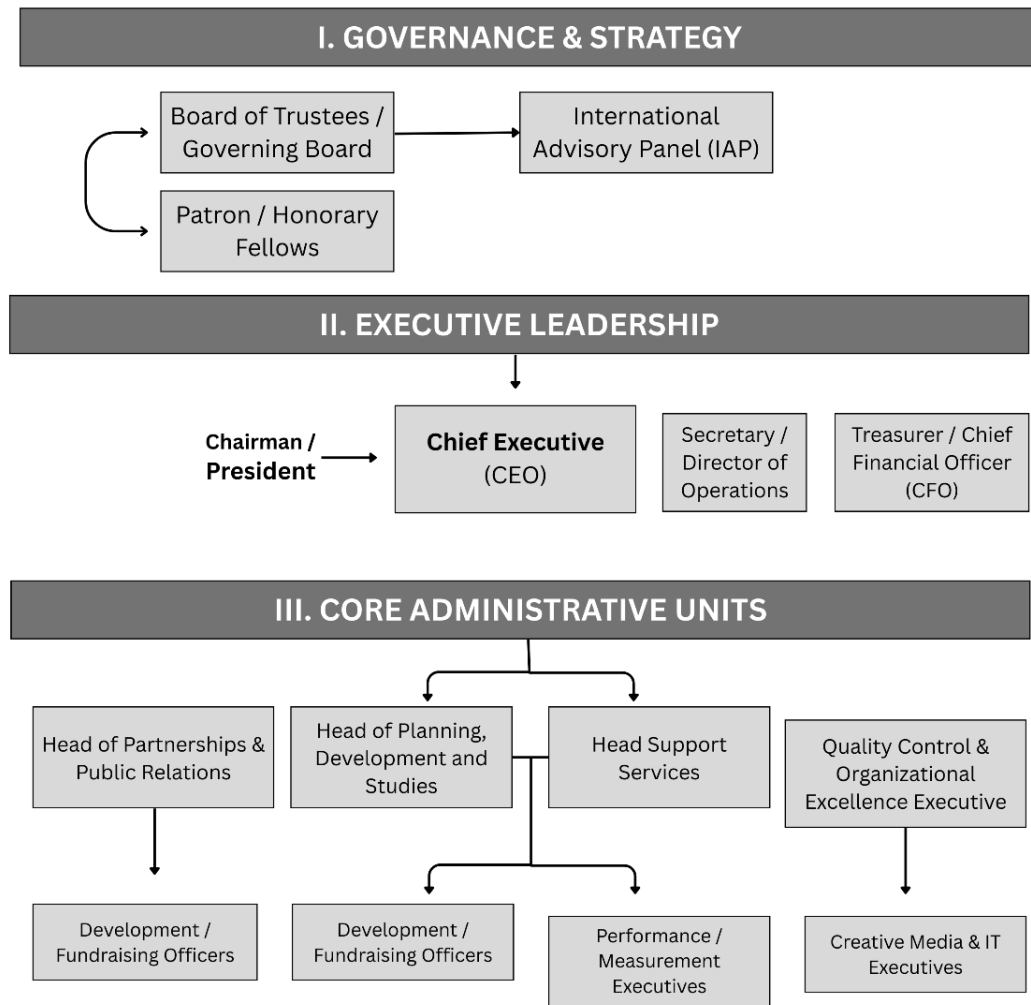


Figure 1. Organizational Structure of Pure Hands Indonesia

As shown in Figure 1, Pure Hands Indonesia operates under a structured governance system consisting of a governing board and executive management team. The organization is led by a Chief Executive Officer (CEO) and supported by several key departments, including programs, finance, marketing, human resources, and monitoring and evaluation. This structure enables effective coordination and accountability across organizational functions.

Key Partnerships:

- **International:** Pure Hands USA, Pure Hands Malaysia, Pure Hands Australia, Pure Hands South Africa
- **National:** Asar Humanity, Dompot Dhuafa, Little project, Khadijati, Darul Qura'an,

1.2 Background

Humanitarian organizations play a critical role in responding to armed conflict, displacement, poverty, and natural disasters across global contexts. These organizations operate in complex environments that demand not only technical expertise and operational efficiency but also sustained psychological and emotional engagement from their employees. Unlike many private-sector organizations, humanitarian institutions require workers to engage deeply with human suffering, moral responsibility, and collective social purpose. Research in organizational psychology suggests that such work environments require ongoing emotional regulation and value-based commitment (Brotheridge & Lee, 2003), while broader conceptualizations of meaningful work emphasize that employees in purpose-driven sectors often experience work as morally and socially significant (Rosso et al., 2010). In addition, prosocial motivation theory highlights that employees who perceive their work as benefiting others directly tend to demonstrate stronger engagement and psychological investment in their roles (Grant, 2007). Together, these perspectives indicate that humanitarian employment is not merely functional labor but a psychologically and emotionally embedded form of work.

While humanitarian work is widely recognized as meaningful and socially impactful, scholarly attention has historically concentrated more heavily on adverse outcomes such as stress, burnout, and emotional exhaustion rather than on employees' constructive psychological experiences. Studies in emotional labor theory demonstrate that sustained emotional regulation can generate both strain and fulfillment, depending on contextual and value alignment factors (Brotheridge & Lee, 2003). At the same time, research on meaningful work emphasizes that individuals derive psychological coherence and identity integration when their personal values align with organizational missions (Wrzesniewski et al., 1997). More recent scholarship further argues that meaningful work emerges not only from task characteristics but also from relational and organizational contexts that reinforce employees' sense of significance (Afsar et al., 2020). Despite these advances, limited qualitative research has explored how employees in humanitarian organizations themselves narrate and interpret their emotional and psychological experiences beyond burnout-focused frameworks (Rosso et al., 2010). This imbalance suggests the need for a more nuanced exploration of how positive emotional engagement, moral fulfillment, and purpose are constructed within humanitarian workplaces.

Within this broader context, humanitarian organizations operating in emerging and developing environments face distinctive structural and emotional dynamics. Newly established organizations, in particular, often navigate evolving systems, limited resources, and high mission intensity, all of which shape employees' psychological experiences. Research on meaningful work indicates that purpose-

driven environments can significantly enhance engagement and internal motivation when employees perceive a strong connection between their roles and humanitarian impact (Grant, 2007). Furthermore, studies on prosocial motivation suggest that employees working in value-based organizations frequently experience heightened emotional attachment when their personal moral frameworks align with organizational objectives (Rosso et al., 2010). Contemporary research also emphasizes that organizational culture and job resources, such as supportive leadership and collaborative relationships, serve as critical enablers of meaningful work experiences (Afsar et al., 2020). In humanitarian settings, where moral commitment and collective identity are central, these dynamics become especially salient, influencing how employees interpret their responsibilities, sustain emotional engagement, and internalize organizational purpose (Wrzesniewski et al., 1997).

Although existing scholarship provides important theoretical foundations on meaningful work and prosocial engagement, empirical research within small to mid-sized humanitarian organizations remains limited, particularly in qualitative contexts that foreground employees' lived experiences. Much of the current literature relies on quantitative designs that measure engagement, motivation, or emotional outcomes through standardized instruments (Afsar et al., 2020), often overlooking how employees themselves interpret and narrate their emotional realities. Moreover, while frameworks on meaningful work emphasize value alignment and identity coherence (Wrzesniewski et al., 1997), there is comparatively less qualitative exploration of how such alignment unfolds in organizations operating under humanitarian urgency and

evolving institutional structures. Rosso et al., (2010) argued that meaningful work is socially constructed through dynamic interactions between personal identity and organizational context, yet contextualized case-based research remains underdeveloped in emerging humanitarian settings. Consequently, a deeper qualitative investigation is needed to understand how employees in humanitarian organizations construct psychological meaning, experience emotional fulfillment, and negotiate moral responsibility within their everyday work environments (Grant, 2007).

Pure Hands Indonesia, established in 2023, operates as the Indonesian branch of the international Pure Hands humanitarian network, which includes affiliated offices in the United States, Malaysia, Australia, and South Africa. As a relatively new humanitarian entity in Southeast Asia, the organization plays an active role in fundraising, public advocacy, and program coordination for relief and development initiatives. A significant portion of its humanitarian focus is directed toward communities affected by conflict and prolonged crisis in Yemen. The organization's activities intensify during seasonal campaigns such as Ramadan and Eid al-Adha (Qurbani), periods that require concentrated coordination, donor engagement, and operational responsiveness (Pure Hands Indonesia, 2024). Research on prosocial motivation indicates that employees working in contexts tied to high-impact humanitarian causes often experience heightened emotional involvement due to the perceived immediacy of beneficiaries' needs (Grant, 2007). Furthermore, meaningful work literature emphasizes that work connected to vulnerable populations tends to strengthen moral significance and personal value alignment (Rosso et al., 2010;

Wrzesniewski et al., 1997). Within such mission-driven settings, emotional engagement is therefore not peripheral but central to employees' daily professional experience.

Taken together, the theoretical foundations on meaningful work and prosocial motivation provide important insights into why individuals are drawn to humanitarian employment and how value alignment can strengthen psychological engagement (Grant, 2007; Wrzesniewski et al., 1997). However, as Rosso et al., (2010) emphasized, meaningful work is not merely a structural characteristic of an occupation but a lived and socially constructed experience shaped by identity, relationships, and contextual conditions. While prior research has predominantly examined meaningful work through survey-based or outcome-oriented designs (Afsar et al., 2020), there remains limited qualitative understanding of how employees within emerging humanitarian organizations interpret their emotional engagement, negotiate moral responsibility, and construct psychological fulfillment in everyday practice. This limitation is particularly salient in newly established organizations operating within high-intensity humanitarian missions, where institutional structures are evolving alongside strong value-based commitments.

Accordingly, a deeper empirical exploration is required to understand how employees experience purpose, belonging, and emotional meaning within their organizational context. By examining these experiences within Pure Hands Indonesia, this study seeks to contribute a contextually grounded and employee-centered perspective to the literature on humanitarian work, meaningful engagement, and

psychological experience.

1.3 Problem Statement

Humanitarian organizations depend heavily on the commitment, emotional resilience, and psychological engagement of their employees to sustain effective service delivery in complex and high-pressure environments. Unlike many private-sector organizations that are primarily driven by profit-based performance metrics, humanitarian institutions operate within morally charged contexts characterized by limited resources, strong value commitments, and exposure to human suffering. Such environments require employees not only to perform technical tasks but also to regulate emotions, internalize organizational missions, and maintain psychological alignment with humanitarian values. Research on meaningful work and emotional labor suggests that work contexts involving moral purpose and social contribution inherently demand deeper emotional engagement and identity integration (Brotheridge & Lee, 2003; Grant, 2007; Rosso et al., 2010). In humanitarian settings, this emotional dimension becomes central rather than peripheral, shaping how employees interpret their roles, construct meaning, and sustain motivation over time (Afsar et al., 2020; Rosso et al., 2010; Wrzesniewski et al., 1997).

Despite this recognition, existing research in organizational and nonprofit studies has predominantly emphasized adverse outcomes such as burnout, emotional exhaustion, and turnover risk in humanitarian contexts. While these perspectives provide valuable

insights into occupational strain, they tend to conceptualize employees primarily as subjects of stress exposure rather than as meaning-making actors within morally significant work environments (Brotheridge & Lee, 2003; Grant, 2007; Rosso et al., 2010). Moreover, much of the empirical literature relies on quantitative survey-based approaches that measure outcomes such as engagement or job strain without sufficiently exploring employees' lived psychological interpretations of their work (Afsar et al., 2020; Rosso et al., 2010; Wrzesniewski et al., 1997). Consequently, the nuanced ways in which humanitarian employees experience purpose, fulfilment, identity alignment, and emotional belonging remain comparatively underexamined, particularly in emerging or newly established humanitarian organizations.

Theoretical frameworks on meaningful work and prosocial motivation provide a foundation for understanding why individuals engage in humanitarian employment beyond financial incentives. Meaningful work is conceptualized as work perceived as significant, purpose-driven, and aligned with personal values and identity (Afsar et al., 2020; Rosso et al., 2010; Wrzesniewski et al., 1997). Prosocial motivation further suggests that employees derive psychological energy and persistence when they perceive their actions as positively affecting others (Afsar et al., 2020; Grant, 2007; Rosso et al., 2010). However, while these theories articulate how meaningful engagement may occur, there remains limited empirical exploration of how such experiences are constructed and negotiated within small to mid-sized humanitarian organizations operating under evolving structures and demanding operational cycles.

In particular, qualitative studies that foreground employees' own narratives, emotional interpretations, and identity-based reflections remain relatively scarce in humanitarian research (Grant, 2007; Rosso et al., 2010; Wrzesniewski et al., 1997).

In practice, humanitarian organizations frequently prioritize external accountability, program delivery outcomes, and donor expectations, while internal emotional processes and psychological sustainability may receive less structured attention. Although strong mission alignment can enhance commitment and engagement (Afsar et al., 2020; Grant, 2007; Rosso et al., 2010), insufficient understanding of employees' emotional experiences may lead to hidden tensions between purpose-driven motivation and operational realities. When employees' lived experiences of meaning, belonging, and emotional fulfilment are not fully recognized, organizations risk weakened cohesion and gradual disengagement, even in the absence of immediate turnover. Therefore, examining how psychological meaning, moral alignment, and emotional engagement are experienced in everyday humanitarian work is essential not only for employee well-being but also for sustaining value-based organizational cultures (Afsar et al., 2020; Rosso et al., 2010; Wrzesniewski et al., 1997).

Pure Hands Indonesia represents a relevant and contextually significant setting to examine these issues. As a newly established humanitarian organization operating within an international network and focusing on high-intensity humanitarian missions, its employees navigate strong moral attachment to humanitarian causes alongside

evolving organizational structures and demanding operational cycles. In such contexts, employees are not only expected to deliver programmatic outcomes but also to internalize and embody organizational values in daily practice. Research on meaningful work suggests that emerging organizational environments can intensify identity construction processes, as employees negotiate personal values with institutional missions (Grant, 2007; Rosso et al., 2010; Wrzesniewski et al., 1997). Furthermore, studies on prosocial engagement emphasize that emotional fulfilment and perceived social impact are central in sustaining motivation within purpose-driven organizations (Afsar et al., 2020; Grant, 2007; Rosso et al., 2010). However, little qualitative research has examined how such experiences unfold within newly established humanitarian branches in developing contexts.

Accordingly, the core problem addressed in this study is the limited empirical understanding of how employees within humanitarian organizations experience and interpret the psychological and emotional dimensions of their work. Specifically, there remains insufficient qualitative insight into how meaning, emotional fulfilment, moral identity, and value alignment are constructed and sustained within evolving humanitarian organizations (Afsar et al., 2020; Rosso et al., 2010; Wrzesniewski et al., 1997). Without such understanding, humanitarian organizations risk focusing primarily on structural and operational indicators while overlooking the internal psychological processes that shape employee engagement and long-term sustainability. Addressing this gap is therefore essential not only for advancing

scholarly discourse on meaningful work but also for informing more human centered organizational practices within the humanitarian sector (Afsar et al., 2020; Grant, 2007; Rosso et al., 2010).

1.4 Research Question

To achieve the above research objectives, this study is guided by the following research questions:

1. How do employees in a humanitarian organization experience and interpret the psychological and emotional meaning of their work?
2. In what ways do organizational culture, leadership, and workplace relationships influence employees' emotional well-being and sense of belonging?
3. How do professional development opportunities and operational challenges shape employees' emotional engagement and long-term sustainability at work?

1.5 Research Objectives

This study aims to examine the psychological and emotional experiences of employees working within a humanitarian organization, using Pure Hands Indonesia as a case study. Grounded in qualitative inquiry, the research seeks to move beyond surface-level organizational analysis by focusing on employees' lived experiences, emotional interpretations, and subjective engagement with humanitarian work.

Specifically, the objectives of this research are:

1. Explore how employees construct psychological and emotional meaning, fulfilment, and purpose through their roles in a humanitarian organization.
2. Examine the influence of organizational culture, leadership practices, and workplace relationships on employees' emotional well-being, sense of belonging, and motivation.
3. Understand how professional growth opportunities, workload intensity, and operational challenges shape employees' emotional engagement and long-term sustainability at work.

By addressing these objectives, the study aims to provide a holistic understanding of how psychological, emotional, and organizational dimensions interact to shape employee experiences in the humanitarian sector.

1.6 Research Benefit

This study offers several important benefits at academic, organizational, and practical levels, particularly within the context of humanitarian and non-profit organizations.

A. Academic Benefits

This research contributes to the growing body of literature on humanitarian organizations by shifting the analytical focus from organizational performance and retention outcomes toward the psychological and emotional experiences of employees. By exploring how meaning, emotional fulfilment, moral identity, and belonging are constructed in humanitarian work, the study enriches existing theories related to meaningful work, emotional engagement, and organizational psychology. The findings

provide empirical insights from a Global South humanitarian context, which remains underrepresented in qualitative organizational research.

B. Organizational Benefits

For humanitarian organizations, particularly small to mid-sized NGOs, this study provides valuable insights into how internal emotional and psychological dynamics shape employees' experiences. Understanding how organizational culture, leadership practices, interpersonal relationships, and professional development opportunities influence emotional well-being can help organizations design more supportive and humane work environments. These insights are especially relevant for organizations operating under resource constraints and high emotional demands, where staff sustainability is critical.

C. Practical Benefits for Management and Leadership

The findings offer practical guidance for organizational leaders and managers by highlighting factors that enhance employees' sense of purpose, emotional resilience, and belonging. By recognizing the emotional dimensions of humanitarian work, leaders can adopt more empathetic leadership approaches, improve communication, and create structures that support emotional sustainability. This can ultimately enhance team cohesion, motivation, and the quality of humanitarian service delivery.

D. Benefits for Employees and Future Practitioners

The study gives voice to employees' lived experiences, allowing humanitarian workers to better understand and reflect on their own emotional engagement with humanitarian work. It may also help future practitioners develop realistic expectations about the emotional demands of the sector and identify strategies for maintaining psychological well-being

while pursuing meaningful humanitarian careers.

1.7 Scope of the Study

This study focuses on exploring the psychological and emotional experiences of employees working within a humanitarian organization, using Pure Hands Indonesia as a single case study. The scope of the research is intentionally qualitative, emphasizing employees' subjective interpretations, emotional engagement, and lived experiences within their organizational context.

The study is limited to employees holding different functional roles within Pure Hands Indonesia, including finance, administration, human resources, marketing, and operations. It examines internal organizational dimensions such as emotional fulfilment, moral identity, sense of belonging, organizational culture, leadership practices, workplace relationships, professional development, and operational challenges as they relate to employees' psychological and emotional experiences.

Geographically, the study is confined to the Indonesian branch of the organization. Conceptually, the research does not aim to measure performance outcomes, turnover rates, or job satisfaction quantitatively. Instead, it concentrates on understanding how employees experience their work emotionally and psychologically, and how these experiences shape their engagement with humanitarian work. As a result, the findings are not intended to be statistically generalizable but rather analytically transferable to similar humanitarian contexts.

1.8 Structure of the Research

This research is organized into six chapters, each serving a specific purpose in

presenting and analyzing the study.

Chapter One: Introduction

This chapter provides an overview of the study by outlining the research background, problem statement, research objectives, research questions, purpose of the study, benefits, scope, and structure of the research.

Chapter Two: Literature Review

This chapter reviews relevant theoretical and empirical literature related to psychological and emotional experiences at work, meaningful work, emotional fulfilment, moral identity, organizational culture, leadership, and emotional well-being within humanitarian and non-profit organizational contexts.

Chapter Three: Research Methodology

This chapter explains the qualitative research design and case study approach adopted in the study. It describes the research setting, participant selection, data collection methods, data analysis procedures, and ethical considerations.

Chapter Four: Findings and Discussion

This chapter presents and discusses the findings of the study derived from thematic analysis of interview data. The results are organized into core themes that reflect employees' psychological and emotional experiences within the humanitarian organization. Each theme is presented alongside interpretive discussion, linking empirical evidence from participant narratives with relevant theoretical perspectives and prior research. This integrated approach enables a deeper understanding of meaningful work, emotional fulfilment, moral identity, belonging, and psychological

safety within the humanitarian context.

Chapter Five: Conclusion

This final chapter summarizes the study, highlights the key findings, discusses theoretical and practical implications, acknowledges the limitations of the research, and provides recommendations for future research.

CHAPTER II

LITERATURE REVIEW

2.1 Humanitarian organizations

2.1.1 Concept, Definition, and Core Characteristics of Humanitarian Organizations

Humanitarian organizations are commonly conceptualized as non-profit, mission-driven entities whose primary purpose is to alleviate human suffering, protect human dignity, and respond to the basic needs of populations affected by crises such as armed conflict, poverty, natural disasters, and forced displacement. In contrast to for-profit organizations, their legitimacy is not derived from market competition or financial performance, but from ethical responsibility and accountability toward affected communities (Barnett, 2011). Humanitarian governance frameworks emphasize that success in such organizations is evaluated through social impact and adherence to humanitarian principles rather than efficiency metrics alone (ALNAP, 2018). The Sphere Association, (2018) further underscores that humanitarian work is inherently normative, embedding moral obligations into organizational mandates. As a result, employees often interpret their roles as socially and ethically meaningful, even when tasks are administrative or indirect in nature, because they are situated within a broader moral mission.

A defining characteristic of humanitarian organizations is their institutional commitment to core humanitarian principles, particularly humanity, neutrality,

impartiality, and independence. These principles are not merely aspirational values but function as operational guidelines that shape decision-making, program design, and field-level implementation (Slim, 2015). Donini (2010) highlighted that humanitarian actors frequently operate in politically sensitive environments where ethical neutrality must be actively negotiated rather than assumed. The Sphere Association (2018) further noted that adherence to these principles directly influences how resources are allocated and how assistance is delivered. Consequently, employees are often required to exercise ethical judgment under pressure, exposing them to moral dilemmas and emotional strain that are uncommon in conventional organizational settings. This moral intensity distinguishes humanitarian work as a form of employment characterized by heightened ethical responsibility and emotional exposure.

In addition to their ethical foundations, humanitarian organizations operate within highly unstable and resource-constrained environments that shape organizational structures and employee experiences. Emergency contexts are marked by uncertainty, security risks, donor dependency, and rapidly changing operational demands, all of which contribute to organizational volatility (ALNAP, 2018). Walker and Maxwell (2014) observed that such environments necessitate flexible and decentralized organizational arrangements, but these same conditions often increase role ambiguity and workload pressure. Healy and Tiller (2014) further argued that prolonged exposure to crisis settings intensifies psychological and emotional demands, particularly for staff involved in direct program delivery or beneficiary engagement. From an organizational behavior perspective, humanitarian organizations can

therefore be understood as values-based institutions in which employee motivation is closely linked to moral identity and prosocial values rather than extrinsic rewards alone (Aquino & Americus, 2002; Grant, 2007). While this alignment strengthens commitment and engagement, it also increases vulnerability to emotional strain when organizational realities fail to meet moral expectations (Rosso et al., 2010).

2.1.2 Characteristics and Operational Context of Humanitarian Organizations

Humanitarian organizations operate within a distinct organizational and operational environment that differentiates them from both public institutions and private-sector entities. At their core, these organizations are value-driven and mission-oriented, prioritizing humanitarian principles such as humanity, neutrality, impartiality, and independence in all aspects of their work (IFRC 2015). These guiding principles shape organizational culture, decision-making processes, and leadership practices, often requiring staff to balance ethical imperatives with operational constraints. In the middle of this context, scholars emphasize that humanitarian organizations frequently function under conditions of moral intensity, where employees are continuously exposed to ethical dilemmas related to resource allocation, beneficiary prioritization, and donor expectations (Lewis, 2014). As a result, organizational effectiveness in humanitarian settings is not measured solely by efficiency or output, but by adherence to humanitarian values and accountability to affected populations (ALNAP, 2022).

From an operational perspective, humanitarian organizations typically work in volatile, uncertain, complex, and ambiguous (VUCA) environments, particularly in contexts affected by conflict, natural disasters, or protracted crises. At the beginning of this discussion, the United Nations Office for the Coordination of Humanitarian Affairs highlights that humanitarian operations are often characterized by rapid deployment, short project cycles, and frequent changes in program priorities driven by evolving emergency needs (UNOCHA, 2023). Midway through the operational analysis, research on nonprofit management notes that such conditions often result in flexible but loosely structured organizational systems, where staff members perform multiple roles simultaneously and formal job boundaries are blurred (Lester M. Salamon & Helmut K. Anheier, 1997). By the end of this paragraph, it becomes evident that while this operational flexibility enables swift humanitarian response, it also introduces challenges related to coordination, workload management, and organizational sustainability, particularly in local and national humanitarian organizations (ALNAP, 2022).

In addition, humanitarian organizations are heavily influenced by their funding structures and external accountability mechanisms. At the outset, studies indicate that dependence on donor funding, often earmarked and short-term, significantly shapes strategic planning, reporting requirements, and internal performance measurement systems (Ebrahim, 2019). In the middle of this discussion, scholars argue that donor-driven accountability frameworks can unintentionally shift organizational focus toward compliance and measurable outputs, sometimes at the expense of staff well-

being and long-term institutional development (Banks, Hulme, & Edwards, 2015). Toward the conclusion of this analysis, recent humanitarian governance literature emphasizes that strengthening partnerships, promoting localization, and investing in organizational capacity are critical strategies for navigating these funding-related pressures while maintaining humanitarian effectiveness (UNOCHA, 2023).

2.1.3 Workforce Structure and Human Resource Dynamics in Humanitarian Organizations

Humanitarian organizations are characterized by a highly diverse and segmented workforce structure that includes international staff, national staff, local volunteers, and short-term consultants, each operating under different contractual arrangements and expectations (IFRC, 2015). This diversity is often necessary to ensure contextual knowledge, rapid response capacity, and cost efficiency, particularly in emergency and low-resource settings. In the middle of this organizational reality, studies highlight that national and local staff frequently carry a disproportionate share of operational and emotional burden, as they are more directly embedded within affected communities and exposed to prolonged crisis conditions (Stoddard et al., 2018). Toward the end of this discussion, research emphasizes that these structural inequalities within the humanitarian workforce can create tensions related to fairness, career progression, and psychological safety, ultimately shaping employees' work experiences and organizational attachment (ALNAP, 2022).

Another defining feature of human resource management in humanitarian organizations is the prevalence of temporary contracts, project-based employment, and high staff mobility. At the beginning of this paragraph, humanitarian labor studies note that short funding cycles and donor-driven project designs often limit organizations' ability to offer long-term job security, particularly for program-level staff (ILO, 2020). Midway through the analysis, empirical research shows that while such employment arrangements allow organizational flexibility, they also contribute to uncertainty, role ambiguity, and chronic stress among employees, especially in protracted crisis contexts (Ager et al., 2012). By the conclusion of this paragraph, it becomes evident that high turnover rates and repeated contract renewals not only affect individual well-being but also undermine institutional memory and organizational learning within humanitarian agencies (ALNAP. (2022), 2022).

In addition, humanitarian organizations increasingly rely on employees' intrinsic motivation, moral commitment, and sense of purpose to sustain performance under demanding conditions. At the outset, values-based management literature suggests that humanitarian staff are often willing to accept lower financial compensation and job insecurity in exchange for meaningful work and alignment with humanitarian ideals (Baines & Cunningham, 2011). In the middle of this discussion, recent open-access research highlights that this reliance on moral motivation can unintentionally normalize overwork, emotional exhaustion, and self-sacrifice, particularly when organizational support systems are weak (Foo et al., 2023). At the

end of the paragraph, scholars argued that without deliberate investment in supportive human resource practices such as psychosocial support, transparent communication, and fair workload distribution, humanitarian organizations risk eroding the very values and commitment that sustain their workforce (ILO, 2020).

2.1.4 Characteristics and Operational Context of Humanitarian Organizations

Humanitarian organizations expose employees to uniquely intense emotional and ethical demands due to the nature of their work, which involves direct engagement with human suffering, crisis situations, and moral responsibility. Staff members frequently interact with populations affected by violence, displacement, poverty, and loss, placing them in emotionally charged environments that require sustained empathy and emotional regulation (Hochschild, 2020). This emotional exposure is not incidental but structurally embedded in humanitarian roles, particularly in frontline positions where proximity to beneficiaries is high. As a result, humanitarian work often entails continuous emotional investment that exceeds what is typically expected in conventional organizational contexts (Brotheridge & Lee, 2003). Over time, this persistent emotional engagement can accumulate and contribute to emotional fatigue, especially when organizational resources for emotional support are limited (Eriksson et al., 2001)

In addition to emotional demands, humanitarian work is characterized by profound ethical complexity. Employees are regularly required to make difficult decisions under conditions of uncertainty, limited resources, and competing moral

priorities. These ethical challenges are intensified by operational pressures such as donor constraints, security risks, and rapidly changing crisis dynamics, which can force compromises between humanitarian principles and practical realities (Walker & Maxwell, 2009). Navigating such tensions can generate moral distress when individuals feel unable to act in accordance with their ethical values or professional standards (Slim, H. (2015). This ethical strain is particularly salient in contexts where neutrality or impartiality is contested, placing workers in morally ambiguous situations that challenge their sense of integrity and purpose (Donini, 2010).

The combination of emotional exposure and ethical strain has significant implications for employee well-being and organizational sustainability. Research indicates that prolonged engagement with emotionally demanding and ethically complex work can heighten vulnerability to burnout, compassion fatigue, and psychological distress if not adequately managed (Figley, 2002). At the same time, strong identification with humanitarian values can deepen employees' commitment and resilience, creating a paradox in which the same moral motivations that sustain engagement also increase susceptibility to emotional exhaustion (Grant, 2007). Understanding these emotional and ethical dimensions is therefore critical for analyzing psychological experiences within humanitarian organizations, as they shape how employees interpret stress, derive meaning from their work, and sustain long-term involvement in the sector (Rosso et al., 2010).

2.1 Psychological and Emotional Factors at Work

2.2.1 Psychological Meaning of Work

The psychological meaning of work refers to the extent to which individuals perceive their work as significant, purposeful, and aligned with their personal values and identity. Contemporary organizational psychology conceptualizes meaningful work not merely as job satisfaction, but as a deeper cognitive and emotional experience through which individuals interpret their contribution to something larger than themselves (Rosso et al., 2010). In this sense, meaning emerges when work is experienced as coherent with one's moral beliefs, social identity, and long-term life goals, rather than being limited to instrumental or economic outcomes (Wrzesniewski et al., 1997). Research further suggests that meaningful work functions as a psychological resource that enhances motivation, resilience, and engagement, particularly in value-driven organizational contexts (Albrecht et al., 2021). This perspective is especially relevant in humanitarian organizations, where work is often framed as service, sacrifice, and ethical responsibility rather than career advancement alone (Grant, 2007).

From a motivational standpoint, the meaning of work is closely linked to prosocial motivation and moral identity. Individuals who perceive their work as benefiting others or contributing to social good tend to experience higher levels of intrinsic motivation and psychological fulfillment (Grant, 2007). Moral identity theory suggests that when ethical values are central to an individual's self-concept, work that enables moral expression becomes psychologically meaningful (Aquino & Americanus,

2002). Empirical studies have shown that value congruence between individuals and organizations strengthens this sense of meaning, fostering persistence even under difficult working conditions (Rosso et al., 2010). In humanitarian and faith-informed work contexts, meaning is often constructed through moral narratives of service, responsibility, and collective well-being, which shape how individuals evaluate success and personal achievement (Linando, 2024). Rather than being driven solely by external rewards, employees in such settings interpret work as a moral journey that reflects who they are and what they stand for (Linando & Mayrhofer, 2024).

Meaningful work also plays a critical role in sustaining psychological well-being over time, particularly in emotionally demanding environments. Studies indicate that when employees perceive their work as meaningful, they are better able to tolerate stress, manage emotional demands, and maintain engagement despite high job demands (Albrecht et al., 2021). This buffering function of meaning is especially salient in humanitarian contexts, where exposure to suffering and uncertainty can otherwise undermine motivation and mental health (Rosso et al., 2010). However, meaning is not inherently protective; when moral expectations collide with organizational constraints, the same sources of meaning may intensify emotional strain (Grant, 2007). Research on religious and value-oriented work further demonstrates that strong moral purpose can simultaneously enhance commitment and increase vulnerability to psychological tension when ideals are difficult to realize in practice (Linando, 2023). Understanding the psychological meaning of work is therefore essential for analysing how humanitarian employees interpret their experiences,

sustain motivation, and navigate the emotional complexities of value-driven work.

2.2.2 Emotional Labor and Emotional Regulation

Emotional labor refers to the process by which employees manage, modify, or regulate their emotional expressions to meet organizational expectations and role requirements, particularly in service-oriented and people-centered occupations (Hochschild, 2020). This concept distinguishes between *surface acting*, where emotions are merely displayed without being genuinely felt, and *deep acting*, where individuals attempt to align their internal emotions with expected emotional expressions (Grandey, 2003). Emotional labor is especially salient in humanitarian work, where employees are expected to demonstrate empathy, compassion, and emotional composure while interacting with vulnerable populations under distressing conditions (Brotheridge & Lee, 2003). These emotional demands are not incidental but embedded within role expectations, shaping how employees perform their duties and maintain professional legitimacy (Hochschild, 2020). As a result, emotional labor becomes a central psychological mechanism through which humanitarian workers navigate their daily interactions.

Emotional regulation, as an integral component of emotional labor, involves conscious and unconscious strategies used to manage emotional responses in emotionally charged environments. Research in organizational psychology suggests that sustained emotional regulation requires cognitive and emotional resources, which can become depleted over time if demands remain high and support is insufficient

(Grandey, 2003). In humanitarian settings, emotional regulation is intensified by continuous exposure to suffering, ethical tension, and unpredictable crises, increasing the risk of emotional exhaustion (Brotheridge & Lee, 2003). Empirical evidence from service and crisis-related occupations demonstrates that prolonged reliance on surface acting is associated with higher levels of burnout and psychological strain, whereas deep acting may foster authenticity but still carries emotional costs (Hochschild, 2020). Studies conducted in the Indonesian context further confirm that emotional labor significantly predicts emotional exhaustion, particularly during periods of crisis such as the COVID-19 pandemic (Linando, 2023).

The consequences of emotional labor extend beyond individual well-being and have important implications for organizational sustainability. When emotional demands are poorly managed, employees may experience compassion fatigue, reduced emotional authenticity, and declining engagement over time (Figley, 2002). However, emotional labor does not inevitably lead to negative outcomes; its effects are shaped by organizational resources, leadership support, and individual coping mechanisms ((Bakker & Demerouti, 2017). In value-driven and humanitarian organizations, strong moral commitment can motivate employees to continue emotional investment despite high strain, reinforcing both resilience and vulnerability simultaneously (Grant, 2007). Recent research highlights that empowering work environments and supportive organizational practices can mitigate the negative effects of emotional labor by enhancing emotional resources and psychological safety (Linando & Halim, 2023). Understanding emotional labor and emotional regulation is therefore critical for

analysing how humanitarian employees sustain performance, manage emotional strain, and remain engaged in emotionally demanding roles.

2.2.3 Emotional Well-Being, Safety, and Belonging

Emotional well-being in the workplace encompasses both the absence of psychological distress and the presence of positive affective states such as emotional resilience, satisfaction, and psychological comfort. Within organizational psychology, emotional well-being is increasingly understood as a dynamic condition shaped by interpersonal, structural, and relational factors rather than an individual trait alone (Diener et al., 2018; Warr, 2011). One of the most influential determinants of emotional well-being is psychological safety, defined as a shared belief that individuals can express concerns, emotions, and ideas without fear of negative interpersonal or professional consequences (A. Edmondson, 1999). In high-demand environments such as humanitarian organizations, psychological safety enables employees to acknowledge emotional strain, seek assistance, and discuss errors or ethical concerns openly. Empirical studies consistently show that psychologically safe climates are associated with higher emotional stability, work engagement, and adaptive coping, as employees perceive their environment as supportive rather than threatening (Baumeister & Leary, 1995; A. C. Edmondson & Lei, 2014; Kahn, 1990). Given the emotional intensity and moral complexity inherent in humanitarian work, emotional well-being becomes closely tied to relational climates characterized by trust, respect, and interpersonal care.

Beyond individual perceptions of safety, a sense of belonging plays a central role in shaping emotional experiences at work. Belonging refers to the subjective experience of being accepted, valued, and included within a social group, and it represents a fundamental human motivation with direct implications for emotional well-being (Baumeister & Leary, 1995). Social identity theory posits that individuals derive part of their self-concept from group membership and the quality of interpersonal relationships within organizations (Tajfel & Turner, 1979). Empirical research in organizational contexts indicates that employees who experience a strong sense of belonging report higher emotional well-being, greater job satisfaction, and stronger intrinsic motivation, particularly in teams marked by shared values and mutual support (Ashforth & Mael, 1989; Haslam et al., 2010)). In humanitarian organizations, where collective mission and moral purpose are highly salient, belonging can function as a protective psychosocial resource by reinforcing social cohesion and shared meaning. Qualitative and mixed-method studies in crisis-oriented and care-oriented work settings further demonstrate that peer support and supportive supervision significantly enhance employees' capacity to regulate emotions, cope with distress, and sustain engagement over time (Grant, 2007; Van den Broeck et al., 2016).

Cultural and relational contexts further shape how emotional safety and belonging are experienced and enacted within organizations. In collectivist contexts such as Indonesia, relational harmony, interpersonal trust, and respect for social roles

are particularly salient determinants of emotional well-being, often amplifying the impact of leadership quality and team cohesion (Hofstede, 2011; Triandis, 1995). Recent empirical evidence highlights that dispositional and relational factors such as leader empathy, openness, and relational competence play a critical role in strengthening leader–follower relationships and fostering emotionally supportive work climates (Linando & Halim, 2023). Such relational dynamics enhance employees’ sense of security, belonging, and emotional balance, especially in mission-driven and value-based organizations. Conversely, work environments characterized by weak relational ties, role ambiguity, or limited emotional support are associated with diminished psychological safety, increased emotional vulnerability, and higher risk of disengagement (Edmondson & Lei, 2014; Kahn, 1990). Overall, emotional well-being, psychological safety, and belonging represent deeply interconnected psychosocial mechanisms that shape how employees interpret emotional demands, regulate affective experiences, and sustain long-term involvement in emotionally demanding humanitarian work.

2.2.4 Job Demands, Resources, and Emotional Sustainability

Emotional experiences in humanitarian organizations are strongly influenced by the interaction between job demands and job resources. This relationship is most clearly articulated through the Job Demands–Resources (JD-R) model, which explains how sustained exposure to demanding work conditions such as high workload, emotional labor, time pressure, and moral responsibility can lead to emotional

exhaustion when not adequately balanced by supportive resources (Bakker & Demerouti, 2017). In humanitarian contexts, job demands are structurally embedded in daily operations due to continuous engagement with human suffering, crisis situations, and limited organizational capacity, making emotional strain a persistent rather than episodic condition (ALNAP, 2018; McFadden et al., 2019). Without sufficient organizational support, prolonged exposure to these demands increases vulnerability to burnout and emotional depletion (Schaufeli, 2017).

Job resources play a critical buffering role in sustaining emotional well-being under high-demand conditions. Within the JD-R framework, resources include supportive leadership, interpersonal trust, role clarity, autonomy, and value alignment, all of which help employees manage emotional strain more effectively (Bakker & Demerouti, 2017). Empirical evidence highlights the importance of relational resources, particularly leader–follower dynamics, in fostering emotionally supportive work environments. Dispositional and relational leadership qualities such as empathy, openness, and relational competence strengthen leader–follower relationships and contribute to employees’ emotional security and psychological balance (Linando & Halim, 2023). In mission-driven organizations, such relational resources are especially vital, as they shape how employees emotionally interpret demanding tasks and sustain engagement over time.

Beyond immediate coping, emotional sustainability refers to employees’ long-term capacity to remain psychologically engaged and emotionally healthy despite ongoing exposure to high demands. Conservation of Resources theory suggests that individuals

strive to acquire, protect, and maintain emotional and psychological resources, and stress occurs when these resources are threatened or depleted (Hobfoll et al., 2018). In humanitarian organizations, emotional sustainability is closely linked to meaning-making and moral motivation. Research indicates that strong identification with prosocial and humanitarian values can enhance resilience and commitment, while simultaneously increasing emotional vulnerability if organizational support is insufficient (Grant, 2007; Grant & Parker, 2009). Linando's (2024) systematic review further showed that value incongruence, limited support, and structural constraints intensify emotional strain among employees in ethically charged and mission-oriented sectors.

Overall, emotional sustainability in humanitarian work emerges from a dynamic balance between job demands and available resources rather than from the absence of emotional strain. When organizations invest in relational leadership, emotional support mechanisms, and value-consistent work environments, employees are better equipped to regulate emotions, preserve psychological resources, and sustain long-term involvement. This perspective positions emotional sustainability as a crucial link between employees' psychological and emotional experiences and their ongoing engagement within humanitarian organizations, providing a strong conceptual foundation for understanding

how employees sustain involvement in emotionally demanding work contexts.

As illustrated in Figure 2, organizational factors such as culture, leadership, and workplace relationships shape employees' psychological and emotional experiences, which in turn influence their well-being, motivation, and long-term sustainability.

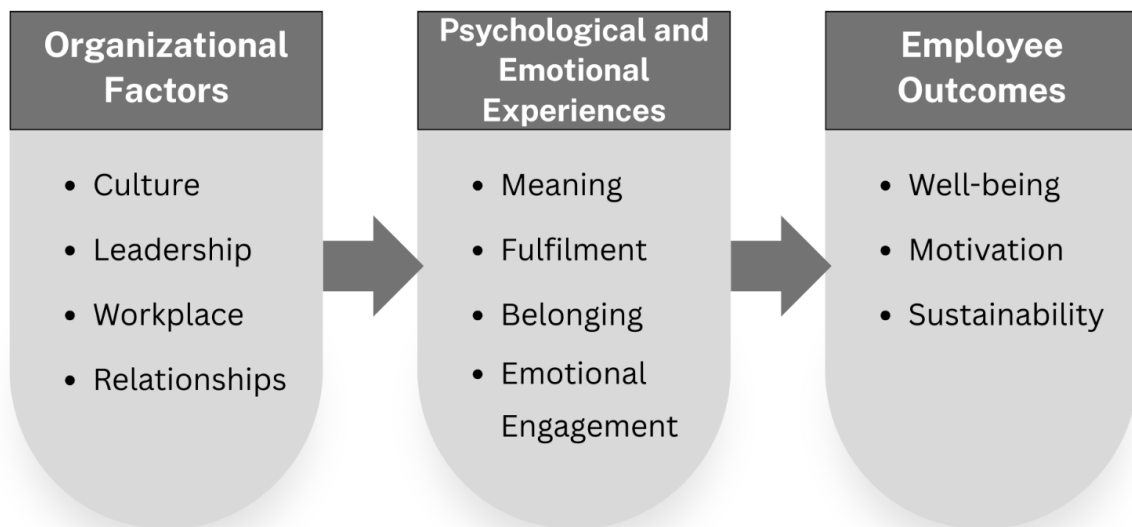


Figure 2. Conceptual Framework of the Study

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Approach

This study adopted an exploratory qualitative case study approach to examine employees' psychological and emotional experiences within a humanitarian organizational context. A qualitative approach is appropriate when the objective of research is to understand how individuals interpret, construct, and give meaning to their lived experiences within a particular setting (Creswell, 2013; Creswell & Poth, 2018). Since the focus of this research is on employees' perceptions of emotional experiences, organizational culture, leadership support, and workplace relationships, an in-depth qualitative design enables the capture of nuanced insights that cannot be adequately measured through quantitative instruments.

The study is exploratory in nature because limited empirical research has examined the psychological and emotional experiences of employees within emerging humanitarian organizations operating in the Indonesian context. Exploratory qualitative inquiry is particularly suitable when investigating under-researched phenomena or when seeking to generate contextualized understanding rather than to test predetermined hypotheses (Merriam, 2016). This orientation allowed the researcher to remain open to participants' meanings while identifying patterns

grounded in their narratives.

A single-case study design was selected to provide an in-depth and contextually embedded examination of employees' psychological and emotional experiences within Pure Hands Indonesia. Case study research is appropriate when the researcher seeks to explore a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and context are not clearly evident (Yin, 2018). In this study, employees' psychological and emotional experiences cannot be separated from organizational mission, leadership style, faith-based culture, operational constraints, and the demands of humanitarian work. Therefore, investigating the organization as a bounded system allows for a holistic analysis.

Furthermore, case study design enables the integration of multiple perspectives within the same organizational setting, allowing patterns to emerge across participants while maintaining sensitivity to individual experiences (Creswell, 2013). By focusing on a single humanitarian organization established in 2023 and operating in a mission-driven environment, this research captured both shared and divergent experiences that shape employees' psychological and emotional engagement.

Overall, the exploratory qualitative case study design provides methodological coherence with the study's objective: to understand how emotional meaning, organizational support, leadership practices, and cultural alignment shape employees' psychological and emotional experiences within a humanitarian organizational setting.

3.2 Unit of Analysis

The unit of analysis in qualitative case study research determines what is being studied and at what level the investigation is conducted. In case study methodology, clearly defining the unit of analysis is essential to maintain conceptual clarity and analytical focus (Yin, 2018).

In this research, the primary unit of analysis is the individual employee working at Pure Hands Indonesia. More specifically, the study focuses on full-time staff members and explores their perceptions, motivations, and psychological and emotional experiences within the organization. The analysis is therefore conducted at the individual level, while remaining embedded within a single organizational case.

The case boundary is defined as Pure Hands Indonesia (Yayasan Tangan Murni Indonesia), officially established in 2023 as the Indonesian branch of Pure Hands, a humanitarian organization operating internationally. Bounding the case in terms of place, organization, and time is a fundamental principle in qualitative case study design (Creswell & Poth, 2018). The study was conducted when the organization employed approximately seven to ten full-time staff members.

All participants interviewed were male full-time employees aged between 26 and 47 years. Each participant was formally included in the thematic analysis. The study did not involve volunteers, part-time workers, or external partners, thereby ensuring analytical consistency.

Table 1
Summary of the demographic and professional characteristics of the study participants.

(Placeholder1)	Age	Employment Status	Years of Humanitarian Experience	Current Role in Organization
P1	26	Full-time	2 years	Finance Officer
P2	29	Full-time	2 years	Administrative / Support Staff
P3	34	Full-time	3 years	Human Resources
P4	38	Full-time	4 years	Marketing / Digital Communication Officer
P5	42	Full-time	5 years	Secretary / Operations Officer
P6	47	Full-time	More than 5 years	Chief Executive Officer

All defining the organization as a single, bounded system aligns with the explanatory and exploratory purposes of qualitative case study research, where the aim is to understand a contemporary phenomenon within its real-life context (Yin, 2018).

3.3 Data Collection

Data were collected in July 2025 through semi-structured individual interviews conducted via Zoom. The online format was selected to ensure flexibility, accessibility, and uninterrupted participation of full-time staff members. Each interview was audio-recorded using Zoom's built-in recording feature with the participants' prior verbal consent.

A semi-structured interview format was employed to allow depth, flexibility, and exploration of participants' lived experiences while maintaining alignment with the research objectives. Semi-structured interviews are particularly suitable for exploratory qualitative case studies because they enable participants to articulate

perceptions, emotions, and interpretations in their own words while allowing the researcher to probe emerging insights (Creswell & Poth, 2018).

The interview guide consisted of approximately 16–18 open-ended questions. Questions focused on emotional experiences, sense of purpose, workplace relationships, leadership support, psychological pressures, and motivational factors shaping employees' engagement and experiences within the organization. The guide was used flexibly; probing questions were asked when clarification or elaboration was required. The interview guide was not distributed in advance to participants, as the objective was to capture spontaneous and reflective responses.

Five interviews were conducted in English. The interview with the Chief Executive Officer was conducted in Arabic to ensure depth and clarity of expression. The Arabic interview was subsequently translated into English by the researcher during the transcription process. All interviews lasted between 20 and 40 minutes.

The researcher personally transcribed all six interviews verbatim to ensure immersion in the data and enhanced familiarity with emerging meanings. Manual transcription is widely recognized as a critical stage in qualitative analysis, as it facilitates early-stage interpretation and pattern recognition (Nowell et al., 2017).

Participants were selected based on their direct involvement in humanitarian operations and their active employment status within the organization. All participants were full-time staff members with prior or current humanitarian engagement experience. Verbal consent was reconfirmed before recording each session. Participants were informed that their identities would not be disclosed and that

pseudonyms (P1–P6) would be used in reporting.

The collected data were securely stored on a password-protected personal device accessible only to the researcher. No identifying information was included in the transcripts. Data were used strictly for academic research purposes within this case study.

3.4 Data Analysis and Trustworthiness

The interview data were analysed using a systematic thematic analysis procedure consistent with qualitative case study methodology. Following data collection, all interviews were transcribed verbatim by the researcher. Verbatim transcription ensures preservation of participants' original wording, tone, pauses, and contextual nuances, thereby reducing interpretive distortion during analysis (Braun & Clarke, 2006). Each transcript was reviewed repeatedly while cross-checking against the original audio recordings to ensure textual accuracy and fidelity to participants' intended meanings.

The analysis followed an inductive, data-driven approach. In the first stage, open coding was conducted by identifying meaningful textual segments related to emotional experiences, relational perceptions, motivational drivers, and meaning-making processes. Codes were generated directly from participants' narratives rather than imposed from pre-existing theoretical categories. This inductive orientation aligns with reflexive thematic analysis principles, which emphasize pattern recognition grounded in empirical data (Braun & Clarke, 2019).

All transcripts were manually coded using Microsoft Excel to organize and cluster emerging patterns. During the second cycle of coding, overlapping codes were

merged, redundant labels were eliminated, and related concepts were grouped into higher-order categories. Through iterative comparison and abstraction, 27 initial codes were consolidated into three overarching themes that represent the psychological and emotional dimensions of employees' experiences within Pure Hands Indonesia. This process reflects the recursive and reflective nature of thematic development in qualitative research (Nowell et al., 2017).

Table 2
Development of Themes from Initial Codes

Main Theme	Sub-Theme	Initial Code
Experiencing Purpose and Meaning in Humanitarian Work	Meaning construction	Search for purpose beyond salary
	Value congruence	Alignment with humanitarian mission
	Professional identity integration	Identity-based motivation
	Mission-driven commitment	Commitment despite financial limitations
Emotional Fulfilment, Well-Being, and Sense of Belonging	Emotional affirmation	Pride in contribution
	Spiritual meaning-making	Spiritual fulfilment
	Impact-based satisfaction	Emotional reward from beneficiaries
	Self-development and inner growth	Personal growth through service
Emotional Safety, Support, and Relational Experience	Leader emotional support	Supportive leadership
	Collective belonging	Team cohesion
	Psychological safety	Open communication climate
	Interpersonal support system	Peer encouragement
	Relational trust	Trust within team

To enhance trustworthiness, the study adopted multiple validation strategies consistent with established qualitative research standards (Lincoln & Guba, 1985)

Credibility was strengthened through sustained engagement with the data, repeated transcript review, and iterative refinement of themes to ensure that interpretations accurately reflected participants' psychological and emotional experiences.

A key strategy was peer debriefing, conducted through systematic analytical discussions with the academic supervisor throughout the coding and theme development process. Emerging interpretations were critically examined against raw data extracts, and alternative explanations were considered where necessary. This process functioned as an external analytical check, challenging assumptions, minimizing researcher bias, and reinforcing interpretive coherence.

In addition, data source triangulation was employed by incorporating perspectives from participants across different hierarchical levels within the humanitarian organization, including operational employees and the Chief Executive Officer. Comparing psychological and emotional themes across these roles allowed the identification of converging and diverging patterns, thereby reducing single-source bias and strengthening the credibility of findings.

Dependability was ensured through a structured coding framework and the maintenance of a transparent audit trail, including transcripts, coding matrices, and analytic memos. Confirmability was reinforced by grounding each theme explicitly in participant quotations and deriving findings inductively from the data. Transferability was addressed through detailed contextual description of the organizational setting and participant roles, enabling informed judgment regarding applicability to similar humanitarian contexts. Collectively, these procedures establish methodological rigor appropriate for exploratory qualitative case study research.

CHAPTER IV

FINDINGS AND DISCUSSIONS

4.1 Findings

This section presents the findings of the study based on qualitative interview data collected from employees of Pure Hands Indonesia. The findings are derived from a thematic analysis of participants' accounts, aiming to capture recurring patterns in employees' psychological and emotional experiences within the humanitarian work context.

The findings are organized thematically to reflect key dimensions of employees' work experiences as expressed during the interviews. Each theme is illustrated through verbatim quotations drawn from multiple participants in order to enhance analytical rigor and credibility, while remaining grounded in participants' lived realities.

The first theme explores how employees experience purpose and meaning in humanitarian work, highlighting how emotional attachment to organizational mission, personal identity, and social contribution shapes their engagement with work at Pure Hands Indonesia.

4.1.1 Experiencing Purpose and Meaning in Humanitarian Work

A prominent finding emerging from this study was that employees at Pure Hands Indonesia experienced their work as deeply meaningful and purpose-driven, extending well beyond contractual or financial motivations. Participants consistently framed their roles not merely as employment, but as a form of moral and humanitarian engagement, where daily tasks were interpreted as contributions to alleviating human suffering and supporting vulnerable communities affected by conflict and crisis.

Several participants described an internal psychological transformation in how they perceived their work. The first respondent member explained that over time he began to reflect on *“what’s the bigger purpose of my role and my job,”* describing this realization as *“a deep thing inside me that pushes me forward”* (P1). This statement illustrated how purpose operated as an intrinsic psychological driver, reinforcing motivation and persistence even in demanding work conditions. Rather than being externally imposed, meaning was internally constructed through reflection on the humanitarian impact of one’s role.

The emotional dimension of purpose was also evident in how employees linked their sense of meaning to feeling valued and respected within the organization. The second respondent member emphasized that *“people stay because they feel important,”* explaining that being *“respected and valued”* at Pure Hands Indonesia generated genuine emotional satisfaction and happiness (P2). This suggested that purpose was not only derived from the organization’s mission but was reinforced through interpersonal recognition and emotional affirmation in the workplace.

Marketing staff further highlighted how routine or creative tasks gained emotional and psychological significance when connected to tangible humanitarian outcomes. One participant explained that they were “*not just doing tasks*” but “*helping lives*,” particularly when designing campaigns or writing donor messages while being aware that “*a real family might receive food*” as a result of their work (P4). This illustrated how symbolic distance between office-based tasks and humanitarian impact was emotionally bridged, allowing employees to experience meaning even in indirect roles.

For some participants, purpose was deeply intertwined with personal identity and moral responsibility. The operations secretary, who was personally affected by the conflict in Yemen, expressed a strong sense of duty toward supporting their community, stating that “*as a Yemeni, and as someone directly affected by the war, I feel it’s my duty to help my people*,” and questioning who would take responsibility “*if we don’t help our own country*” (P5). In this case, work meaning was not only professional but existential, rooted in shared suffering, national identity, and moral obligation.

Across these accounts, employees articulated a shared perception that their work carried moral significance, social value, and emotional depth. Purpose was repeatedly described through emotionally grounded experiences such as helping families, supporting children, and responding to humanitarian crises. These experiences shaped how employees psychologically interpreted their roles and

reinforced emotional attachment to both the organization and its humanitarian mission.

Table 3
Employees' Experiences of Purpose and Meaning at Work

Key Finding	Description
Work perceived as humanitarian mission	Employees viewed their roles as morally meaningful contributions to humanitarian causes rather than ordinary employment
Emotional fulfilment through impact	Daily tasks gained emotional significance when linked to tangible outcomes such as helping families and communities
Sense of being valued and respected	Feeling important and respected within the organization reinforced emotional satisfaction and commitment
Identity-based moral responsibility	Personal background and lived experiences (e.g., conflict exposure) shaped a strong sense of duty toward humanitarian work

4.1.2 Emotional Fulfilment, Well-Being, and Sense of Belonging

Beyond experiencing purpose and meaning, employees at Pure Hands Indonesia consistently described their emotional well-being and sense of belonging as being strongly shaped by the organization's culture, leadership approach, and quality of workplace relationships. Participants emphasized that emotional fulfilment did not arise solely from completing tasks or achieving outcomes, but from working within a supportive, respectful, and value-driven organizational environment where they felt emotionally recognized and socially included.

Several respondents highlighted that the organizational culture at Pure Hands Indonesia fostered a sense of emotional comfort and psychological reassurance. A finance officer described how feeling that his contribution mattered enhanced his emotional well-being, stating that *“that sense of contribution actually keeps me going forward”* and that reflecting on his role *“really boosts your happiness level”* (P1). This suggests that emotional well-being was reinforced not only by humanitarian impact, but also by a culture that encouraged reflection, meaning-making, and emotional validation.

Administrative staff further emphasized how day-to-day interpersonal interactions contributed to emotional stability and a sense of belonging. One respondent explained that she felt *“comfortable”* within the organization and *“proud of myself”*, adding that these emotions *“totally make me happy”* (P2). Her account illustrated how emotional well-being was closely tied to feeling accepted and valued within the workplace, rather than feeling like a replaceable employee.

Leadership behaviour emerged as a particularly influential factor in shaping employees' emotional experiences. From a human resources perspective, emotional fulfilment was linked to leaders' attentiveness to employees' personal and emotional needs. One HR staff member described feeling "*personally and spiritually satisfied*", explaining that helping others through the organization provided "*a strong feeling of accomplishment*" (P3). This indicated that leadership practices at Pure Hands Indonesia extended beyond formal supervision to include emotional and moral support, reinforcing employees' sense of belonging to a caring organizational community.

Marketing staff highlighted how relational trust and appreciation strengthened their emotional engagement. One marketing employee described how creative autonomy and emotional recognition made their work fulfilling, stating that "*when someone donates because of a story I wrote, I feel emotionally fulfilled*" (P4). This experience was not only tied to outcomes, but also to the organization's culture of acknowledging individual contributions and linking them to collective humanitarian success.

The secretary further emphasized how emotional well-being was reinforced through visible compassion and relational warmth within the organization. She explained that seeing humanitarian reports and "*the smiles on the children's faces*" created emotional satisfaction, while also reinforcing her personal connection to the organization's mission (P5). Importantly, her narrative suggested that this emotional

fulfilment was amplified by working in an environment where colleagues and supervisors shared similar values and emotional sensitivity toward humanitarian suffering.

Across participants' accounts, emotional well-being and sense of belonging were consistently constructed through a combination of supportive leadership, respectful interpersonal relationships, and a values-based organizational culture. Employees described Pure Hands Indonesia as a workplace where emotional expression was accepted, appreciation was communicated, and social bonds were nurtured. These relational and cultural factors created an emotional climate in which employees felt psychologically safe, valued as individuals, and emotionally connected to the organization.

Table 4
Organizational Factors Influencing Emotional Well-Being and Sense of Belonging

Key Aspect	Employees' Lived Experience
Supportive organizational culture	Employees felt emotionally comfortable, valued, and respected within daily work interactions
Leadership care and recognition	Leaders demonstrated concern for emotional, spiritual, and personal well-being, strengthening trust
Positive workplace relationships	Collegial support and mutual respect fostered emotional safety and belonging
Emotional validation of contributions	Individual efforts were acknowledged and linked to collective humanitarian impact

4.1.3 Emotional Safety, Support, and Relational Experience at Work

In addition to purpose, emotional fulfilment, and relational support, employees at Pure Hands Indonesia described their emotional engagement and long-term

sustainability at work as being significantly shaped by the interplay between professional development opportunities and operational challenges. Participants emphasized that while humanitarian work is inherently demanding, their ability to remain emotionally engaged over time depended largely on whether the organization provided learning opportunities, role clarity, and supportive mechanisms to cope with workload pressures.

Several respondents highlighted that opportunities for professional growth enhanced their emotional engagement by fostering a sense of progression, competence, and personal development. A finance officer explained that having clearly defined responsibilities and opportunities to learn within his role reduced emotional strain and increased motivation, noting that *“when roles and tasks are clear, it really makes a difference in decreasing stress”* (P1). This statement illustrated how structural clarity and skill development contributed to emotional sustainability by preventing role overload and uncertainty.

Administrative staff similarly emphasized that emotional engagement was strengthened when leadership acknowledged operational fatigue and responded with flexibility and care. One respondent described how her supervisor’s attentiveness during periods of exhaustion or illness made her feel supported, explaining that *“when I’m tired or not feeling well, my supervisor offers help, and that makes me feel genuinely cared for”* (P2). Such experiences suggested that sustainability at work was not solely dependent on workload reduction, but on how operational pressures were emotionally managed by leadership.

From a human resources perspective, professional development was closely linked to psychological safety and long-term commitment. One HR staff member described the organizational environment as characterized by openness and minimal hierarchical distance, stating that “*there is no difference between manager, employee, or intern*” and that when staff raised emotional or psychological concerns, “*the organization tries to support them*” (P3). This inclusive structure allowed employees to seek guidance, express challenges, and develop professionally without fear, reinforcing emotional endurance in demanding work conditions.

Marketing staff emphasized that emotional engagement was sustained through supportive supervisory relationships, particularly during periods of operational strain. One respondent highlighted the importance of relational leadership, explaining that “*my supervisors is open to idea, give constructive feedback and stand by us when things go wrong*” (P4). This account reflects a work environment in which openness and constructive dialogue foster psychological safety, enabling creative expression while maintaining performance standards. Even during high-pressure campaign periods, resilience appeared to be supported through adaptive communication, as the same respondent noted, “*I spoke to my manager. We adjust the work lot and it got better actually*” (P4). Together, these narratives indicate that emotional endurance within the marketing function was sustained less by formal structural systems and more by responsive leadership, interpersonal trust, and flexible workload negotiation embedded in everyday organizational practice.

The further reflected on how emotional sustainability was shaped by the organization's response to operational stress. While acknowledging the emotional weight of humanitarian work, she emphasized that a cooperative team and an understanding supervisor played a critical role in maintaining commitment, explaining that a “*positive and supportive environment*” helped her remain engaged despite pressures (P5). Her account illustrated how collective support and shared responsibility mitigated emotional exhaustion and reinforced long-term attachment to the organization.

Across participants' narratives, operational challenges such as workload intensity, emotional exposure to humanitarian crises, and resource constraints were acknowledged as inherent aspects of humanitarian work. However, employees consistently emphasized that their emotional sustainability depended on whether these challenges were balanced with opportunities for growth, learning, and emotional support. Professional development, role clarity, supportive supervision, and an open organizational climate emerged as key mechanisms that transformed operational strain into manageable and meaningful engagement rather than burnout.

Table 5
Professional Development and Operational Factors Shaping Emotional Sustainability

Key Dimension	Employees' Experiences
Role clarity and skill development	Clear responsibilities and learning opportunities reduced stress and enhanced motivation
Leadership support during challenges	Supervisors' responsiveness to fatigue and pressure strengthened emotional endurance
Inclusive and open organizational structure	Low hierarchy encouraged learning, communication, and emotional expression

Key Dimension	Employees' Experiences
Growth-oriented feedback and autonomy	Constructive feedback and creative freedom sustained engagement over time
Collective coping with operational demands	Team cooperation mitigated emotional exhaustion and supported long-term commitment

4.2 Discussion

This section discusses the findings, interpreting them through relevant theoretical frameworks and established academic literature concerning employee motivation, meaningful work, emotional well-being, and organizational commitment. Whereas the findings chapter concentrated on presenting participants' lived experiences and the thematic patterns derived from qualitative interview data, the present discussion moves beyond description toward interpretation. It aims to explain the underlying psychological and organizational mechanisms that shape those experiences and to position the results within broader scholarly conversations in organizational behaviour and humanitarian work. In doing so, the discussion clarifies how individual meaning-making processes intersect with organizational structures, leadership practices, and cultural context to produce sustained engagement in mission-driven settings.

Drawing explicitly on Herzberg's Two-Factor Theory developed by Frederick Herzberg (Herzberg, Mausner, & Snyderman, 1959), alongside organizational commitment theory, this section examines how non-financial factors such as purpose, emotional fulfilment, recognition, psychological safety, and relational support

function as central drivers of employee motivation and attachment to Pure Hands Indonesia. Herzberg's distinction between hygiene factors and motivators provides a particularly useful analytical lens for interpreting the findings. While hygiene factors prevent dissatisfaction, motivators, such as achievement, recognition, responsibility, and the intrinsic meaning of the work itself, generate genuine job satisfaction and long-term engagement (Herzberg, Mausner, & Snyderman, 1959). The empirical patterns identified in this study strongly correspond to Herzberg's motivator dimension, suggesting that employees' sustained commitment is rooted less in material conditions and more in intrinsic psychological rewards derived from humanitarian contribution.

These theoretical perspectives are especially relevant in humanitarian organizational settings, where value-driven engagement often outweighs purely transactional employment relationships. In such contexts, work is frequently interpreted as a moral calling rather than as a contractual obligation, and commitment emerges from identification with mission rather than from structural incentives alone. Organizational commitment theory further strengthens this interpretation by explaining how affective attachment develops when employees perceive alignment between personal values and organizational purpose. The findings from Pure Hands Indonesia illustrate this dynamic clearly: motivation is sustained through perceived humanitarian impact, emotional resonance with beneficiaries, and relational trust within the organization.

By systematically linking each theme to contemporary empirical studies and established theoretical perspectives, this discussion provides deeper analytical insight into the processes through which humanitarian work environments shape employees' psychological and emotional engagement. Rather than treating purpose, emotional fulfilment, and safety as isolated experiences, the analysis conceptualizes them as interconnected psychological resources that collectively sustain long-term involvement. In highlighting both points of convergence with existing research and context-specific insights emerging from the Indonesian humanitarian sector, this section contributes to a more nuanced understanding of how intrinsic motivation operates within culturally embedded, mission-oriented organizations.

4.2.1 Experiencing Purpose and Meaning in Humanitarian Work

The findings closely align with contemporary understandings of meaningful work, indicating that employees at Pure Hands Indonesia do not interpret their roles as ordinary employment but rather as active participation in a broader humanitarian mission. This distinction is analytically significant. When participants described their work as morally meaningful and socially impactful, they were articulating what (Albrecht et al., 2021; Rosso et al., 2010). conceptualize as the construction of meaningful work through perceived significance and contribution to the greater good. Meaning, in this sense, is not embedded in formal job titles or organizational hierarchy but in the subjective interpretation of one's work as serving lives and communities. The findings therefore suggest that meaning is actively constructed by employees

through moral framing and value alignment rather than passively derived from organizational structure. The emotionally rich narratives shared by participants strongly reflect what Albrecht et al. (2021) who argue that meaningful work functions as a critical psychological resource that enhances sustained engagement. In the case of Pure Hands Indonesia, employees repeatedly described their roles as extensions of humanitarian responsibility, indicating that motivation is deeply embedded in perceived task significance. From the perspective of Herzberg's Two-Factor Theory (Herzberg, Mausner, & Snyderman, 1959), this reflects the operation of intrinsic motivators, particularly achievement and the meaningfulness of the work itself. Employees were not primarily motivated by extrinsic compensation or formal rewards; instead, their satisfaction emerged from perceiving their tasks as contributing to real humanitarian outcomes. This reinforces the theoretical argument that motivator factors generate long-term psychological attachment, especially in mission-driven environments.

A second key finding concerns emotional fulfilment through impact, where daily tasks gained significance when linked to tangible humanitarian outcomes such as assisting families and communities in crisis. This pattern reflects what Albrecht et al. (2021) describe as the motivational amplification effect of prosocial impact. When employees perceive direct consequences of their efforts, emotional resonance intensifies, and work becomes personally rewarding. In humanitarian contexts, this linkage between effort and human outcome is particularly salient because beneficiaries

are not abstract performance indicators but vulnerable populations whose lives are visibly affected. Participants' narratives demonstrate that emotional fulfilment is constructed through cognitive awareness of impact combined with affective responses such as pride and gratitude.

Moreover, Rosso et al. (2010) emphasize that meaningful work is often derived from the perception of making a difference. The findings indicate that employees at Pure Hands Indonesia interpret routine administrative or operational tasks as morally elevated when connected to the broader humanitarian chain of assistance. This suggests that meaning is not confined to frontline service roles but permeates the organizational structure through shared mission awareness. Through Herzberg's framework (Herzberg, Mausner, & Snyderman, 1959), this can again be understood as the activation of intrinsic motivators: the internal satisfaction derived from contribution outweighs potential dissatisfaction arising from operational pressures. Emotional fulfilment therefore operates as a stabilizing psychological force that sustains engagement despite workload intensity.

The third element, the sense of being valued and respected, reveals the relational dimension of meaningful work. Employees reported that feeling important within the organization reinforced emotional satisfaction and strengthened commitment. This finding resonates with Albrecht et al. (2021), who argue that recognition enhances the experience of meaningfulness by affirming the significance of one's contribution. When employees perceive that their efforts are acknowledged, the subjective value of their work increases, reinforcing psychological attachment. Recognition, in this context, is not merely symbolic;

it validates employees' moral investment in humanitarian service. Herzberg, Mausner, & Snyderman, 1959), recognition constitutes a central motivator factor that directly generates satisfaction. The findings indicate that when employees experience respect and acknowledgment, intrinsic motivation is amplified. This also intersects with organizational commitment theory, as affective commitment develops when individuals feel valued members of a collective mission. In humanitarian settings, where emotional labour is significant, validation of effort becomes essential for sustaining psychological resilience. The sense of being respected therefore operates as both a motivator and a relational anchor that deepens organizational attachment.

Finally, the theme of identity-based moral responsibility reveals a deeper layer of meaning construction. Participants whose personal or cultural backgrounds were connected to conflict or humanitarian crises described a strong sense of duty toward the organization's mission. This aligns closely with Linando's (2022) who emphasizes that in Indonesian organizational contexts, values, spirituality, and identity play central roles in shaping work meaning. Employees do not merely perform tasks; they integrate their lived experiences and moral frameworks into their professional roles. Work becomes a site where personal identity and collective mission converge.

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Linando and Halim's (2023) further highlight that emotionally demanding work can be sustained when individuals draw upon affective and moral resources rooted in identity. The present findings demonstrate that identity-based responsibility strengthens resilience by transforming humanitarian engagement into a personal calling. Through Herzberg's framework (Herzberg, Mausner, & Snyderman, 1959), this reflects the powerful operation of intrinsic motivators linked to purpose and responsibility. Employees' sense of duty extends beyond contractual obligation and becomes morally internalized. Consequently, purpose and meaning at Pure Hands Indonesia function not only as motivational drivers but as psychologically embedded commitments that anchor long-term engagement in the humanitarian context.

In sum, the experience of purpose and meaning emerges as a foundational psychological dimension shaping employees' work engagement at Pure Hands Indonesia. The analysis indicates that humanitarian involvement is sustained less by formal organizational structures or extrinsic incentives and more by deeply internalized interpretations of moral contribution. Employees derive motivation from perceiving their work as aligned with personal values, identity, and spiritual

commitments, thereby transforming routine tasks into expressions of humanitarian responsibility. This internalization process reflects the operation of intrinsic motivators, consistent with Herzberg's framework Herzberg, Mausner, & Snyderman, 1959), in which meaningfulness and responsibility generate enduring satisfaction.

Purpose, therefore, functions not merely as an abstract ideal but as a central psychological resource that anchors long-term engagement. By integrating individual moral frameworks with collective humanitarian objectives, employees develop affective attachment that transcends transactional employment relationships. In this context, purpose operates as a stabilizing motivational force, reinforcing resilience and sustained commitment within the emotionally demanding environment of humanitarian work.

4.2.2 Emotional Fulfilment, Well-Being, and Sense of Belonging

The findings indicated that emotional fulfilment constitutes a central psychological mechanism sustaining employees' engagement within Pure Hands Indonesia. Participants did not describe satisfaction in purely instrumental or career-oriented terms; rather, fulfilment emerged from perceiving their work as emotionally rewarding and socially impactful. This pattern closely corresponds with Albrecht et al. (2021) who argued that meaningful work enhances well-being by fostering positive affective states linked to purpose and contribution. In humanitarian contexts, where outcomes are directly associated with human lives and vulnerable communities, emotional fulfilment is intensified because employees can cognitively and emotionally connect their

efforts to tangible humanitarian change. Fulfilment, therefore, operates not as a peripheral outcome but as a core experiential dimension of mission-driven work.

This emotional enrichment also aligns with Rosso et al. (2010), who conceptualized meaningful work as constructed through experiences of significance and prosocial impact. Employees' narratives of pride, gratitude, and inner satisfaction suggest that their psychological well-being is reinforced through repeated confirmation that their contributions matter. Such emotional states are not accidental by products of work but are actively sustained by the perception of moral value embedded in daily tasks. From the perspective of Herzberg's Two-Factor Theory (Herzberg, Mausner, & Snyderman, 1959), these experiences reflected intrinsic motivators, particularly achievement and recognition, which generate genuine job satisfaction rather than merely preventing dissatisfaction. Emotional fulfilment thus becomes a motivational driver that strengthens long-term attachment.

Beyond individual affective states, emotional fulfilment was closely intertwined with a broader sense of belonging within the organization. Employees frequently associated their emotional satisfaction with feeling valued, recognized, and integrated into a collective humanitarian mission. Belonging in this context extends beyond formal membership; it reflects emotional alignment with shared values and collective goals. Organizational commitment theory suggests that affective commitment develops when individuals identify strongly with organizational purpose and experience relational affirmation. The findings indicated that emotional fulfilment reinforces this identification process, as employees perceive themselves not only as workers but as meaningful

contributors within a morally significant community.

Linando and Halim (2023) provided further interpretive support by demonstrating that positive emotional experiences can buffer against emotional exhaustion in demanding work environments. In humanitarian settings characterized by operational pressure and exposure to distressing realities, emotional fulfilment functions as a psychological counterweight to strain. Employees' expressions of pride and satisfaction suggest that positive affect replenishes emotional resources depleted by workload and situational stress. Emotional well-being, therefore, is not the absence of pressure but the presence of affective resources that sustain resilience.

Furthermore, Linando (2022) emphasized that within Indonesian organizational contexts, particularly those influenced by religious and collectivist values, emotional satisfaction is deeply embedded in moral purpose and communal identity. This cultural dimension is clearly reflected in participants' accounts, where fulfilment was inseparable from spiritual meaning and service to others. Emotional well-being was framed not merely as personal happiness but as moral alignment with humanitarian objectives. Such alignment intensifies belonging because employees perceive themselves as part of a shared ethical project rather than an impersonal organizational structure.

Taken together, emotional fulfilment at Pure Hands Indonesia operates as both a personal psychological resource and a relational integrative force. It strengthens individual well-being while simultaneously reinforcing collective identification. Through intrinsic motivators such as recognition, achievement, and meaningful contribution (Herzberg,

Mausner, & Snyderman, 1959), emotional satisfaction becomes structurally embedded in the humanitarian work experience. As a result, well-being and belonging are mutually reinforcing dimensions that underpin sustained engagement and organizational commitment in this mission-driven context.

4.2.3 Emotional Safety, Support, and Relational Experience at Work

The findings demonstrate that emotional safety constitutes a critical psychological condition underpinning sustained engagement within Pure Hands Indonesia. Employees consistently emphasized the importance of feeling comfortable expressing concerns, discussing fatigue, and seeking assistance without fear of judgment or negative consequences. This pattern closely reflects the concept of psychological safety articulated by Edmondson and Lei (2014) who defined it as a shared belief that the work environment is safe for interpersonal risk-taking. In humanitarian contexts, where operational uncertainty and emotional exposure are common, the presence of psychological safety becomes particularly significant. It allows employees to remain emotionally invested in their roles without suppressing vulnerability, thereby reducing the risk of disengagement or silent withdrawal.

From a motivational perspective, emotional safety also enables intrinsic motivators to function effectively. According to Herzberg's Two-Factor Theory (Herzberg, Mausner, & Snyderman, 1959), while motivators such as achievement and recognition generate satisfaction, adverse environmental conditions can undermine overall engagement. A psychologically unsafe environment would operate as a hygiene deficiency, producing dissatisfaction regardless of intrinsic meaning. The

findings suggest that Pure Hands Indonesia provides a relational climate that prevents such dissatisfaction, thereby allowing purpose and fulfilment to translate into sustained commitment rather than emotional exhaustion.

Supportive leadership emerged as a particularly salient factor in shaping emotional endurance. Employees described supervisors as attentive to emotional strain, responsive to workload pressures, and considerate of personal well-being. This aligns closely with Linando and Halim (2023) who argued that emotional exhaustion is significantly moderated by relational dynamics and leadership support rather than by workload intensity alone. In this study, leadership responsiveness functioned as a buffering mechanism, mitigating the emotional costs associated with humanitarian operations. Employees were more willing to sustain effort when they perceived that leaders acknowledged their emotional realities and provided practical and moral support.

Such leadership practices also reinforce trust, which is central to organizational commitment. When leaders demonstrate care that extends beyond performance metrics to include emotional and spiritual well-being, employees interpret this as relational investment. This interpretation strengthens affective attachment to the organization. Emotional safety, therefore, is not limited to peer interaction but is deeply influenced by managerial behaviour. It becomes embedded in daily practices of recognition, empathy, and open communication, transforming leadership from a structural authority role into a relational support system.

Relational experience among colleagues further strengthened this emotional infrastructure. Participants described collegial support, equality, and mutual respect as

defining features of their work environment. These relational qualities resonate with Linando (2022) who highlighted the importance of collectivist and spiritually influenced values within Indonesian organizational settings. In such contexts, harmony, mutual care, and relational balance are not peripheral cultural elements but central mechanisms sustaining psychological well-being. The findings indicated that emotional safety at Pure Hands Indonesia is culturally reinforced through shared moral norms that prioritize empathy and communal responsibility.

From a broader organizational behaviour perspective, Albrecht et al. (2021) emphasized that relational job resources, including trust, support, and positive interpersonal climate, enhance engagement and protect against disengagement. The present findings support this assertion by demonstrating that emotional safety allows employees to process operational stress collectively rather than individually. Instead of internalizing pressure, employees rely on team-based coping and open dialogue. This relational resilience reduces the likelihood of emotional depletion and supports long-term commitment.

Overall, emotional safety and relational support function as foundational psychological infrastructures within the organization. They create the conditions under which purpose and emotional fulfilment can be sustained over time. In the absence of such safety, humanitarian work, despite its moral significance, could lead to burnout. However, when employees feel supported, respected, and psychologically secure, they are better equipped to navigate high workloads, emotional exposure, and operational uncertainty. Emotional safety thus operates not merely as a desirable organizational attribute but as a

structural prerequisite for sustainable engagement in humanitarian settings.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study aimed to explore the psychological and emotional experiences of employees within a humanitarian organization through a qualitative case study approach. By drawing on in-depth interviews with five employees plus the Chief Executive Officer, the research examined how purpose, emotional fulfilment, emotional safety, and relational dynamics shaped employee engagement in a mission-driven organizational context. The findings provided a nuanced understanding of how humanitarian work was interpreted, emotionally experienced, and sustained over time within an environment characterized by moral responsibility and operational demands. In response to the first research question, the findings under the Theme of Experiencing Purpose and Meaning in Humanitarian Work indicated that employees interpret their roles as morally significant, purpose-driven, and deeply aligned with personal identity. Participants consistently described their work not as ordinary employment but as active engagement in humanitarian service. This interpretation reflected an internalization of the organization's mission, where work becomes an expression of social responsibility and ethical commitment.

Employees actively constructed meaning through reflection on the humanitarian impact of their daily responsibilities. Even when tasks were

administrative or operational rather than directly field-based, participants linked their efforts to tangible humanitarian outcomes. This demonstrates that psychological meaning was not derived from task visibility or hierarchical status, but from perceived contribution to a broader humanitarian objective. Meaning, therefore, it emerged through cognitive recognition of impact and emotional identification with the cause.

Furthermore, alignment between personal values and organizational mission strengthened employees' affective attachment. Participants whose backgrounds included exposure to conflict or humanitarian concerns expressed a heightened sense of moral duty, reinforcing their psychological engagement. Purpose functioned as a stabilizing motivational resource, enabling employees to sustain commitment despite workload intensity and emotional exposure. The findings confirmed that within humanitarian contexts, meaning is actively constructed, deeply internalized, and integrated into professional identity, forming the foundation of long-term engagement. Addressing the second research question, the findings under the theme of Emotional Fulfilment, Well-Being, and Sense of Belonging revealed that organizational culture and leadership practices play a central role in shaping emotional well-being. Employees consistently emphasized the importance of supportive supervision, mutual respect, relational trust, and recognition of contributions. Emotional fulfilment was not solely derived from humanitarian impact, but also from everyday interpersonal interactions within a respectful and inclusive organizational environment.

Leadership responsiveness emerged as a critical factor in reinforcing emotional stability. Participants described leaders who demonstrated concern for their emotional and personal well-being, which strengthened trust and psychological security. Feeling valued and acknowledged enhanced employees' sense of belonging and reduced emotional vulnerability. These relational dynamics reinforced emotional fulfilment by validating individual contributions within the collective mission.

Moreover, positive workplace relationships fostered a sense of shared responsibility and mutual care. Collegial cooperation mitigated feelings of isolation and strengthened collective resilience. Emotional validation of individual efforts reinforced the perception that contributions mattered not only at the programmatic level but also within the organizational community. The findings, therefore, illustrated that emotional well-being is embedded in organizational culture and sustained through relational practices that prioritize empathy, respect, and recognition.

Concerning the third research question, the findings under the theme of Emotional Safety, Support, and Relational Experience at Work demonstrated that emotional sustainability is shaped by the dynamic interaction between operational demands and structured organizational support. Humanitarian work was widely acknowledged as emotionally and operationally demanding. However, employees remained engaged when professional development mechanisms and relational support systems were present.

Role clarity significantly reduced stress and ambiguity, enabling employees to focus on responsibilities with confidence. Clear expectations and defined

responsibilities minimized uncertainty, thereby strengthening emotional stability. Additionally, opportunities for skill development and learning enhanced motivation by reinforcing a sense of professional growth and competence.

Leadership support during periods of fatigue or pressure further strengthened emotional endurance. Participants described supervisors who were responsive to emotional strain and willing to provide guidance and flexibility when necessary. Inclusive and open organizational structures encouraged communication and emotional expression, reducing fear of judgment. Constructive feedback and autonomy enhanced confidence and creativity, transforming operational challenges into opportunities for development rather than sources of disengagement.

Collective coping strategies also played an important role. Team cooperation mitigated emotional exhaustion by distributing pressure and reinforcing shared accountability. The findings indicated that long-term sustainability in humanitarian work depends not on eliminating pressure, but on providing structured support mechanisms that enable employees to manage it effectively.

Taken together, the findings demonstrated that purpose, emotional fulfilment, and emotional safety operate as interconnected and mutually reinforcing dimensions within humanitarian organizations. Purpose provided the motivational foundation that anchors employees to the mission. Organizational culture and leadership strengthened emotional well-being and belonging through relational trust and recognition. Professional development structured and inclusive communication mechanisms sustained long-term engagement under operational pressure.

These elements functioned as an integrated framework rather than isolated factors. Purpose enhanced intrinsic motivation, relational support stabilized emotional experience, and professional clarity and growth opportunities sustained resilience. When aligned, these dimensions create an environment in which employees can remain psychologically engaged despite the inherent demands of humanitarian work. The study therefore confirmed that sustainable engagement in humanitarian organizations emerges from the integration of moral meaning, relational care, and structured professional support.

5.2 Recommendation

Based on the findings, several recommendations are proposed to strengthen employee engagement and emotional sustainability within humanitarian organizations. These recommendations are directly derived from the three major thematic dimensions identified in this study.

In relation to my findings under the theme of experiencing purpose and meaning in humanitarian work, organizations should intentionally reinforce purpose-driven engagement as a strategic priority. Leadership should consistently communicate how daily operational tasks contribute to broader humanitarian outcomes. Structured impact-sharing sessions, storytelling practices, and transparent updates regarding program achievements can strengthen employees' awareness of contribution. Recognition systems should acknowledge moral and humanitarian impact in addition to performance efficiency. By continuously reinforcing value

alignment and perceived impact, organizations can preserve the psychological meaning that sustains intrinsic motivation and long-term commitment.

With respect to my second finding under the theme of emotional fulfilment, well-being, and sense of belonging, humanitarian organizations should institutionalize practices that promote relational trust and emotional well-being. Leadership development programs should emphasize empathetic supervision, emotional intelligence, and transparent communication. Regular supervisory check-ins and safe dialogue spaces should be formalized to strengthen psychological security. Maintaining a respectful and inclusive organizational climate should be treated as a strategic and operational priority, given its direct influence on emotional stability and sense of belonging.

Regarding the third finding under the theme of emotional safety, support, and relational experience at work, organizations should implement structured professional support systems to enhance emotional sustainability amid operational demands and organizations should implement structured professional support systems. Clear role definitions, equitable workload distribution, and accessible professional development opportunities are essential for preventing emotional strain from escalating into burnout. Growth-oriented feedback mechanisms and autonomy-enhancing practices should be strengthened to transform pressure into developmental engagement. Additionally, establishing spaces for collective reflection and emotional processing can further reinforce resilience in emotionally intensive humanitarian environments.

Overall, these recommendations underscore the necessity of adopting an integrated organizational approach that simultaneously reinforces mission alignment, relational well-being, and structured support systems. Rather than treating purpose, emotional care and workplace safety as isolated initiatives, humanitarian organizations should recognize their interdependence as mutually reinforcing pillars of sustainable employee engagement. Strengthening mission communication nurtures intrinsic motivation; investing in relational and emotional support enhances psychological resilience; and establishing clear structural mechanisms institutionalizes safety and fairness within daily operations.

By intentionally cultivating these interconnected dimensions, humanitarian organizations can move beyond short-term motivational strategies toward a more sustainable human resource framework grounded in value congruence and psychological well-being. Such an approach not only enhances individual satisfaction and emotional stability but also contributes to organizational continuity, reduced turnover, and long-term workforce sustainability. In high-demand humanitarian contexts, where emotional strain and moral responsibility are deeply embedded in everyday work, a strategically integrated model of support becomes not optional but essential for maintaining both employee well-being and mission effectiveness.

5.3 Limitations of the Study

This study is subject to several limitations that should be considered when interpreting the findings.

First, the study is based on a small and focused sample of six full-time participants. While this enabled in-depth qualitative insights into employees' psychological and emotional experiences, it limits the generalizability of the findings to broader populations or different organizational contexts.

Second, the research adopts a single-case study design within one humanitarian organization. Although this approach provides rich, contextually embedded insights, the findings remain specific to this organizational setting and may not fully represent other humanitarian environments.

Third, the study is based exclusively on male participants, which limits the diversity of perspectives captured. Psychological and emotional experiences in humanitarian work may vary across gender and therefore the absence of female voices represents an important limitation.

Fourth, the study follows a cross-sectional design, capturing participants' experiences at a single point in time. As a result, it does not account for how psychological and emotional experiences may evolve over time in response to changing organizational or environmental conditions.

Finally, the data relies on participants' self-reported experiences, which may be subject to recall bias or social desirability bias. While self-reporting provides rich and contextually grounded insights, it may also influence how experiences are expressed or interpreted.

5.4 Future Research Directions

Future research can build upon the findings of this study by expanding both the scope and methodological approaches used to examine employees' psychological and emotional experiences within humanitarian organizations.

First, future studies may adopt a longitudinal research design to explore how employees' psychological and emotional experiences evolve over time, particularly in response to prolonged exposure to humanitarian work demands and organizational changes. Such an approach would provide deeper insight into the sustainability of emotional engagement in dynamic and high-pressure environments.

Second, comparative studies across multiple organizations or across different national contexts—particularly within Southeast Asia—are recommended. This would enable researchers to identify similarities and differences in how organizational culture, mission orientation, and contextual factors shape employees' lived experiences in humanitarian settings.

Third, future research may incorporate mixed-methods designs by integrating qualitative insights with validated psychological measurement scales. This would allow for both depth and analytical rigor, enabling researchers to examine relationships between emotional experiences, psychological well-being, and broader organizational dynamics.

Fourth, future studies should include more diverse participant groups, particularly female employees and volunteers, to capture gendered dimensions of psychological and emotional experiences in humanitarian work. Expanding

demographic diversity would provide a more comprehensive and inclusive understanding of the phenomenon.

Finally, future research may extend beyond organizational boundaries by examining different roles within humanitarian ecosystems, such as field workers, volunteers, and managerial staff, in order to capture variations in emotional and psychological experiences across hierarchical and functional levels.

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APPENDIX

Appendix 1. Interview Transcript: Employee Psychological and Emotional Experiences in A Humanitarian Organization: Insights from Pure Hands Indonesia

In Fainance

Speaker 1

Welcome, Thank you for, uh, accepting the invitation.

Speaker 2

You're welcome, uh, brother ...

Speaker 1

Yeah, welcome. Um, I know you, you, these days, um, y- you must be busy. I have v- I have tried to, um, like I have tried three sche- three times to reschedule this interview, but, uh, once again, thank you for accepting the invitation.

Speaker 2

No, no, it's my pleasure. Even if I'm like busy, uh, it's fine. I mean-

Speaker 1

All right.

Speaker 2

... it's only a 15 minutes so it's okay.

Speaker 1

Thank you so much. Insha'Allah it wouldn't take time, so, uh-

Speaker 2

Okay. Insha'Allah.

Speaker 1

... Insha'Allah we will, yeah, we will just finish as soon as possible. So, um, we understand that finances, um, a, uh, what do you say, like a deep, um, rule in the organization, and which is the, the core rule in the organization. Based on this, um, I would ask you some, um, clarifica- clarification, clarifying questions, um, to, um, conduct the, the, um, research, the internship research that I did in the organizations, uh, in the

Pure ha- at Pure Hands before. As, uh, as we didn't see you much time at Pure Hands because like the finance doesn't come to the field so often, yet your rule was approached even if you were far. Um, however, um, let me start, um, the questions if, if you don't mind.

Speaker 2

Yeah, yeah. You can go ahead.

Speaker 1

Sure.

Speaker 2

Yes, question.

Speaker 1

Um, uh, first question is, what motivated you to join this humanitarian organization?

What I mean, Pure Hands Indonesia.

Speaker 2

Well, uh, actually, I have worked, uh, before in the private sector, uh, in a regular finance role. And over time, I started asking myself, questioning myself like, "What's the bigger purpose of, you know, my role and my job?"

Speaker 1

Mm. Mm. Yeah, yeah.

Speaker 2

And, uh, i- is what I'm doing right now-

Speaker 1

Mm.

Speaker 2

... the real thing that I want or not? And I star- started realizing that my skills could contribute, you know, to something more meaningful.

Speaker 1

Mm-hmm. Mm-hmm.

Speaker 2

And realizing that, uh, made a deep, deep s- thing inside me that pushes me forward. So

whenever I heard about this, uh, you know, internship company, Pure Hands-

Speaker 1

Mm-hmm.

Speaker 2

... I started, you know, feeling that this is what I really need, which is helping people in crises, especially in Yemen. And then I felt this was the thing that worth joining and worth contributing to the society. So it feels like I could finally apply my expertise, my knowledge in finance to something that is really and actually meaningful and would change lives-

Speaker 1

Mm.

Speaker 2

... in a, a good way and a good position, you know?

Speaker 1

Yeah, so it's not also for the materialistic side, but also the humanitarian side.

Speaker 2

Yeah, it is.

Speaker 1

Yeah, right, right. Well, thank you. Uh, moving forward to the next question. How well did you initiate expectations, um, match your actual experience? Like before you joined Pure Hands, as you mentioned, how did your previous expectations match your current experience here at Pure Hands Indonesia?

Speaker 2

Well, uh, I'd say it's been mostly what I expected, especially in a good way actually.

Speaker 1

Mm.

Speaker 2

So I knew it would, it wouldn't be easy and I was ready for, you know, tight deadlines and working with limited resources because it's, you know-

Speaker 1

Mm.

Speaker 2

... uh, an philanthropist organization.

Speaker 1

Mm-hmm.

Speaker 2

But I didn't expect how closely the finance team works together and with each other inside the team. I have actually been involved in discussions with my teammates about how the project affects the field directly and that's something that really surprised me and actually motivated, motivated me forward. It's not just a- about numbers. It's really about the impact that we are going, you know, to have in real life.

Speaker 1

Mm-hmm.

Speaker 2

And that really exceeded even my expectations, to be honest.

Speaker 1

Ooh, I see. That's good news actually. Good news.

Speaker 2

Yeah.

Speaker 1

Yeah. I, I could see that. Mostly our CEO in the organization when I did the internship training in, at Pure Hands Indonesia, um, like he was mostly depending on your opinion, like 80%. Um, and I, I, I, I, at that time, I figured out how important your role is at Pure Hands.

Speaker 2

Thanks a lot.

Speaker 1

Yeah. Um, next question moving, what keeps you committed to working, uh, in a humanitarian contest?

Speaker 2

Mm. Honestly, as I said before, it's the impact that I can have in people's life. Even though I don't go to the field myself, as you mentioned earlier, I still can see how the budgets we prepare as finance team and the rewards we send directly would support real ed- efforts, like sending food to remote villages or even funding healthcare..... for mothers and children-

Speaker 1

Mm-hmm.

Speaker 2

... and for families.

Speaker 1

Mm-hmm.

Speaker 2

And when I see the photos and the stories that comes directly from the field, from my teams in the field, I think to myself, "Yes, that's what I really wanted." That, you know, I helped make that happen in real life.

Speaker 1

Yeah. It's like-

Speaker 2

And that sense of contribution actually keeps me going forward. Also, the environment here is, you know, is so supportive, and it doesn't feel like just a job. It feels like a family.

Speaker 1

Mm-hmm. Mm-hmm. So, I mean, the reflection of seeing other people happy and being helped throughout you made you feel satisfied about staying in a humanitarian context?

Speaker 2

Yeah, that's it. Now, this reflection, this meaningful insights to get from the field really boosts, poses your, you know, your-

Speaker 1

Right.

Speaker 2

... hah, happiness level.

Speaker 1

Right. Right. I totally agree with that. I sensed that feelings once I was doing the internship, to be honest.

Speaker 2

Yeah.

Speaker 1

Right. Um, how would you describe your level of satisfaction with your current role as, um, you know, the finance role? So...

Speaker 1

... his way of, uh, if we have a very big task, uh, he just simplifies it and writes it on the whiteboard in the meeting room and, uh-

Speaker 2

Mm-hmm.

Speaker 1

... divides the tasks and, and like we finish it like in... like in a, in a short time and then we see that boom, we finished the big task, you know, the huge task. It's done. The way that he puts the to-do list for us in the whiteboard that's, that what makes the, like the stress goes away as you mentioned.

Speaker 2

Yes. I mean, dividing the roles and the tasks is always a good thing to do, especially, you know, to, you know, decrease the amount of stress between the team and having like shorter amounts of work instead of having 1- long workload for each one. So yeah, as you said, it would make much difference.

Speaker 1

Yeah, that's right. I totally agree, totally agree. All right.

Speaker 2

Yeah.

Speaker 1

(clears throat) Uh, moving to the next question, uh, probably we're, we're reaching the, the end of our interview. So what are the most important factors that influence your decision

to stay here at Pure Hands Indonesia?

Speaker 2

Mm. I think I have mentioned this before, but, uh, to clarify it more-

Speaker 1

Uh, yeah, that's right.

Speaker 2

... yeah, yeah. Okay. Uh, there are three things actually and if I need to specify them, uh, I would say the purpose first, the environment, and then the growth. All these three are the very, you know, are the very important things for me. So, first, the mission here feels real and important, and second-

Speaker 1

Mm-hmm.

Speaker 2

... the work culture is positive. My team and the supervisor are really supportive, as we mentioned. Third, I really feel like I am learning and improving. Even if the growth is not always that fast, it's still a huge progress for me. And all of these factors together make it hard to think about leaving this, you know, organization.

Speaker 1

Right, right. See that. Interesting.

Speaker 2

Mm-hmm.

Speaker 1

So what factors could cause you le- to leave the organization? We talked about this before, but, like, what, what could make you leave?

Speaker 2

Well, as we talked before, the most, uh, important factor for me is the work cr- uh, workload and, you know, uh, the pure accuracy of the organization. If it changed so, uh, that it felt like the workload became unhealthy or maybe something was done about it, I might reconsider my decisions. Also, if I felt there was no room for growth or if my work stopped being recognized or appreciated, uh, in the future, that maybe would be a signal

for me to move on for the next step in my life.

Speaker 1

All right. I see that, I see that. Okay, that's logic actually. Okay, uh, last but not least, last question, what advice would you give to help improve employee retention? Like employees s- staying in, like, humanitarian organizations?

Speaker 2

Mm-hmm. Well, uh, I would say invest more in people.

Speaker 1

Hmm.

Speaker 2

Since, uh, providing clear career paths or offering regular training and show appreciation, uh, not just with your words but even with your actions, you know? Although words matter, words matters, matter-

Speaker 1

Mm-hmm.

Speaker 2

... uh, but actions matter more.

Speaker 1

Good.

Speaker 2

So, like, promotions or initiatives could be really good for us as employees. Uh, also paying attention to well-being, as we mentioned earlier, and stress levels would be really great since the workload here is a bit intense, so we need that really much. And sometimes maybe just acknowledging the pressure and the work that we did and taking time off can make a big difference for us.

Speaker 1

That's right, yeah-

Speaker 2

Uh-

Speaker 1

... I agree.

Speaker 2

... finally...

Speaker 1

Mm-hmm.

Speaker 2

Yeah, finally, people, people stay where they feel valued for sure, and where they feel like they are seen, and they feel, like, supported. So those all are very important factors, uh, to improve the employee retention.

Speaker 1

That's right, that's right. I totally agree with you. But just one, one, uh, sentence you mentioned stopped me for a while to tho- to think. When you said words and actions, I remembered an idiom says, "Actions speak louder than words."

Speaker 2

Oh, yeah, I remember as well.

Speaker 1

Yeah.

Speaker 2

I was trying to remember what about... Oh, yeah.

Speaker 1

Oh, right. Yeah, but that's, that's what-

Speaker 2

It's, it's real, you know?

Speaker 1

Yeah. That's what you mean and that's what really matters, as you mentioned. There's a strong lift over that you point- you pointed out. I didn't pay attention to that, to be honest. But...

Speaker 2

Uh, yeah, I think that's all, uh, from-

Speaker 1

Yeah, yeah.

Speaker 2

Okay?

Speaker 1

Thank you so much for your valuable time. Uh, I think we said this is going to be, like, uh, 10 to 15 minutes and it appears that we over... like, we talked over 25 minutes, nearly like an hour.

Speaker 2

No, no, it's okay. I-

Speaker 1

Like 30 minutes-

Speaker 2

Yeah, I really, I really-

Speaker 1

... half an hour. (laughs)

Speaker 2

... I really, no, no, I really enjoyed the conversation with you, uh, and I really-

Speaker 1

Good.

Speaker 2

... you know, feel, uh, good when I really share my insights and-

Speaker 1

Right, right.

Speaker 2

... how is this, you know, purposeful work, uh, in this organization helped me a lot-

Speaker 1

Right.

Speaker 2

... and yeah.

Speaker 1

Right, right. You've always been cooperative-

Speaker 2

So-

Speaker 1

You're, oh, you've always been *f*(02:55).

Speaker 2

I really... Thanks a lot. Thanks a lot. I really appreciate it, brother.

Speaker 1

Thank you so much. Um, wish me luck.

Speaker 2

You're welcome.

Speaker 1

And Insha'Allah I'm going to, uh, we're, we're, we're gonna, um, probably meet in person, um, um, like, sooner or later Insha'Allah. And it was pleasure to-

Speaker 2

Insha'Allah I, I really look forward for it. Yeah.

Speaker 1

Thank you so much.

Speaker 2

Yeah. I hope we see you, uh, next time in Jakarta whenever you are possible, okay?

Speaker 1

Insha'Allah. Thank you so much,.

Speaker 2

Thank you so much.

Assistant

SPEAKER 1

Oh. Um, welcome, um, our assistant. How are you?

SPEAKER 2

Um, good, very good. How about you?

SPEAKER 1

I'm good, thank you. Uh, thank you for accepting the invitation, uh, to, uh, do the interview, um, for the university. Thank you for your valuable time.

SPEAKER 2

Okay. My pleasure, brother. (laughs)

SPEAKER 1

Yeah. So, um, uh, if, if, if I might start, uh, we were gonna proceed with the questions so I wouldn't take much from your time.

SPEAKER 2

Okay. I'm ready.

SPEAKER 1

Sure. Thank you.

SPEAKER 2

Okay.

SPEAKER 1

Okay. Um,uh, going with the first question, um, you know, people have different reasons for staying in a job. So what do you think makes people stay here at Pure Hands Indonesia, and what makes you specially stay here?

SPEAKER 2

Okay. In my, in my point of view, I think people stay because they feel important. Here everyone is appreciated, even support staff like me, you know?

SPEAKER 1

Oh.

SPEAKER 2

And I used to work in a place where secretaries were ignored—

SPEAKER 1

Oh.

SPEAKER 2

... at the time. Here, I feel respected and valued. I also like the kind and Islamic environment. That's one of the important point for me. And it's not only about money for

me, bro.

SPEAKER 1

Oh, I see.

SPEAKER 2

Yeah.

SPEAKER 1

I see that. I see that. Thank you. Um, next question. Uh, what, what are you looking for by working here at Tangan Murni?

SPEAKER 2

Hmm. Okay. Um, actually I want a stable job, a kind workplace, and a useful role. I help with office work, meetings, and communication. I feel I help the team do their work better. Yeah, something that one.

SPEAKER 1

Right. Right. I could see that at the time when we were in, in, in the, um, institution work in, the time you visited us, I could see that. (laughs) Thank you.

SPEAKER 2

Yeah. (laughs)

SPEAKER 1

Um, okay. So do you have knowledge or experience, um—

SPEAKER 2

Hmm.

SPEAKER 1

... uh, about like in w- working in another sector before? I mean, how is it different from working in this sector FES?

SPEAKER 2

Yes. Actually, I worked in a private school before. It was very strict, you know. Only top leaders made a decision. It didn't feel friendly for me actually, to be honest. But here, I can ask questions and work with other teams. It feels more like teamwork for me, bro.

SPEAKER 1

Oh, right, right. More, more, more cooperative and... Yeah. Yeah.

SPEAKER 2

Yeah.

SPEAKER 1

I could see that. I could see that. You always have been. Right. Um, what motivated you to join, uh, this humanitarian organization? I mean, Pure Hands, Tangan Murni.

SPEAKER 2

Yeah. You know, I have always wanted to help in humanitarian work because, uh, there is my family in the Middle East and you know, I saw sad stories online like on, uh, TikTok, Instagram, and I felt like I should help my family even if it's from the office.

SPEAKER 1

Right. Right. Right. Um, so how well, um, um, I mean, what, what, um... How well did you initiate expectations, um, match your actual experience? Like, um, before you join this institution or organization—

SPEAKER 2

Mm-hmm.

SPEAKER 1

... uh, um, how was your expectation and now did it match your actual experience or not?

SPEAKER 2

Yes, brother. You know, it was better than I thought.

SPEAKER 1

Hmm.

SPEAKER 2

I thought I had just do simple task like typing, but now I do big jobs like journal reports and office work. I have learned a lot, bro, really.

SPEAKER 1

Right. Right. Right.

SPEAKER 2

Like this.

SPEAKER 1

I could see that. Yeah. Y- you also taught me, uh, other, other, uh, other things and I'm

really, I really appreciate it. You have been so helpful with me there, uh—

SPEAKER 2

Yes, brother.

SPEAKER 1

... during the internship time.

SPEAKER 2

Yeah.

SPEAKER 1

So—

SPEAKER 2

That's why I feel comfortable, you know.

SPEAKER 1

Yeah. Yeah. I mean, you, you made me feel w- welcomed, you know?

SPEAKER 2

Yes.

SPEAKER 1

Yeah. Thank you. So—

SPEAKER 2

Thank you. Thank you very much, brother.

SPEAKER 1

Yeah. So what keeps you committed to working in a humanitarian context?

SPEAKER 2

Okay. I see the impact of our work when we send reports or help with donations. I know I helped a little and that totally makes me happy, brother.

SPEAKER 1

Hmm. I feel, I see that. And then, uh, how would you describe your level of satisfaction in, uh—

SPEAKER 2

I feel—

SPEAKER 1

... in, in, in, in the way, in your current role in, uh, in, at Tangan Murni?

SPEAKER 2

Okay. Interesting question. You know, um, I'm very happy, so maybe, um, 9 out of 10.

SPEAKER 1

Hmm.

SPEAKER 2

I just wish... Yeah. But I just wish I had more training as admin staff, but, uh, I enjoy. To be, to be honest, I enjoy my job here.

SPEAKER 1

Oh, right, right. Yeah. Probably, uh, the coming campaigns and programs would help for training and development.

SPEAKER 2

Mm-hmm. Yeah. (laughs)

SPEAKER 1

Inshallah, brother. Okay. So what aspects of your work, uh, give you the most meaningful and fulfillment here at Tangan Murni?

SPEAKER 2

Mm-hmm. Okay. Um, I like making sure everything works well. If my work helps a team or donor, I feel proud of myself, brother.

SPEAKER 1

Mm-hmm. Mm-hmm. I totally agree with that. Yeah, yeah—

SPEAKER 2

Yeah, yeah.

SPEAKER 1

... I totally agree with that.

SPEAKER 2

Because, because I feel like I, I can help in a bigger way.

SPEAKER 1

Yeah, That's right. And it was... something bigger is happening. Yeah, you have changed something, you mean.

SPEAKER 2

Mm-hmm.

SPEAKER 1

Mm-hmm. Right. So, and now moving to, uh, some of the negative side if, if there is, but I want you to be honest with these questions. So what are the main challenges you face in your work here at Pure Hands Indonesia?

SPEAKER 2

Okay. Um, my main chal- the main challenges for me is, because the work, you know, the work changes suddenly (laughs) and we don't have enough time and also enough staff. So I often do many things at once, like calls, meetings, office work and the others. Yeah, but it really challenging for me.

SPEAKER 1

I see that. Yeah, that's right. But, you know, because it's a NGO, humanitarian organizations, like we have our peak times on, um—

SPEAKER 2

Mm-hmm. Yeah.

SPEAKER 1

... you know, the campaigns, Ramadan and..... That's when we had to, we have to work stressfully.

SPEAKER 2

Yes, brother. (laughs)

SPEAKER 1

I, I feel what you mean. Yeah, I feel what you, uh, what you say. I feel that. We just experienced it last, last Eid. Okay, thank you. Um, um, moving to the next question. So do you feel that the organization provides sufficient opportunities for growth and development?

SPEAKER 2

Okay. For me, in my opinion, um, not much for admin staff. Most training is work program or understanding teams. I think admins also need changes to grow. Yeah. Like me, you know?

SPEAKER 1

Right. Right. Yeah. A- as you mentioned before, for training programs.

SPEAKER 2

Yeah.

SPEAKER 1

Right. Right. All right. So have you ever considered leaving and, uh, I know this is gonna be a tough question, but if yes—

SPEAKER 2

(laughs)

SPEAKER 1

... um, what, what, what were the main reasons that would make you leave?

SPEAKER 2

Mm. For me, I don't think so. For me, not really, because sometimes I also get tired, but I still feel respected and needed. That's why I never think that I will leave this job. (laughs)

SPEAKER 1

Mm-hmm. Mm-hmm. Mm-hmm. I see that. I see that—

SPEAKER 2

Yeah, because I... Like I told you before, I feel comfortable.

SPEAKER 1

Right. Helping others and receiving help, this stuff.

SPEAKER 2

Yeah.

SPEAKER 1

Yeah. I, I see that. I see that. All right.

SPEAKER 2

That's how I feel—

SPEAKER 1

Mm-hmm.

SPEAKER 2

... because, you know?

SPEAKER 1

Mm-hmm. Hmm. All right.

SPEAKER 2

Yeah.

SPEAKER 1

All right. Um, what kind, um, um, what kind of support or programs that would help you stay longer?

SPEAKER 2

Hmm. Okay. Actually, I want training in things like Microsoft Office, yeah, speaking and maybe English. I want to improve my English. I also want to follow a project here for a day.

SPEAKER 1

All right.

SPEAKER 2

They want to do something, that one.

SPEAKER 1

All right. Right. I see that. I see that. Thank you. So how would you describe, how would you describe, um, the organization's work culture?

SPEAKER 2

Okay. It's very polite and calm. The Islamic feeling here gives me a peace, you know. That's why. It's... I mean, like, it's one of the, the big reason I stay here, because of the Islamic value.

SPEAKER 1

Yeah, yeah.

SPEAKER 2

It gives me a feeling.

SPEAKER 1

Yeah, the Islamic atmosphere. Yeah. I, I, I also sensed that. I also sensed that the time I was doing my internship. Okay. Um, h- how supported do you feel by, um, your, your supervisor or team leader, you know, uh, our CEO, The. Ceo as... He's leaving and

coming back, but how supported do you feel by him?

SPEAKER 2

He is so kind, brother. If I feel tired or sick, he will help me. I feel cared for it.

SPEAKER 1

Right. Right.

SPEAKER 2

So he is very kind.

SPEAKER 1

Yeah. He's caring. It feels like not, you're not only in the work environment, you're also, um, like caring CEO. That's right. I totally do that. Like, okay.

SPEAKER 2

Yeah, I feel like family.

SPEAKER 1

Yeah, that's right. You're, you're... You feel milk- welcome. All right, so—

SPEAKER 2

Yeah, exactly.

SPEAKER 1

What is your perception of how the organization handles stress, burnout or, or even wellbeing?

SPEAKER 2

Okay. Um, people care, but there are no real programs. Even small things like check-ins or team activities would help, I think.

SPEAKER 1

Right. Right. That's right. You, you mentioned that before, and I totally understand. So, um, what are the most important factors that would influence your decision, um, to stay? Maybe this is similar to a previous question, but this is more detailed.

SPEAKER 2

Yeah, yeah, yeah.

SPEAKER 1

Yeah.

SPEAKER 2

Yeah. Like I told you before, I stay because I feel respected and useful. Even if I don't work in the field, I still help others, you know. That's why. That's the, the... What is that? The important factors.

SPEAKER 1

All right. That's the—

SPEAKER 2

Yeah.

SPEAKER 1

That's the thing that... That's, that's what matters. Yes. That's a big difference, actually.

SPEAKER 2

Yeah.

SPEAKER 1

Right. So, uh, as we mentioned before about leaving the organization, and you said you won't leave. So if we talk things seriously, what factors could cause you to leave the organization?

SPEAKER 2

Okay. Um, if I don't learn anything new or feel stuck, I might think about leaving. Yeah.

SPEAKER 1

Mm. I see that. Yeah. It's like, if you feel you're, you're extra there or something—

SPEAKER 2

Yeah.

SPEAKER 1

... you would... Yeah.

SPEAKER 2

Yeah, yeah.

SPEAKER 1

I, I, I don't know.

SPEAKER 2

I feel stuck or unusable, maybe. (laughs)

SPEAKER 1

Right. Right. Okay. Um, last question. Last but not least. So, um, what advice would you give to help improve, um, the employee retention, to help improve the, the institution, make its employees or even volunteers to, uh, to stick to the organization, to stay in the organization more and more?

SPEAKER 2

Okay. Uh, the advice for me maybe, um, is, uh... What is that? Appreciate all teams, not just program or finance. Let admin join training, planning and fun events too. Like me, you know?

SPEAKER 1

Yeah. I see that. I already see that. (laughs)

SPEAKER 2

(laughs)

SPEAKER 1

All right. All right. Okay. Thank you so much, brother. We're, um, we're done. Um, that wa- that was all.

SPEAKER 2

Okay.

SPEAKER 1

Thank you so much for being cooperative as, as you have been before.

SPEAKER 2

With pleasure. Mm-hmm.

SPEAKER 1

Um, yeah, that would be all, unless if you wanted to, um, ask or more clarifications.

SPEAKER 2

Mm-hmm. Okay. Thank you so much also for your patience. (laughs) Thank you so much.

SPEAKER 1

Yeah. You're welcome. Thank you for being transparent.

SPEAKER 2

Thank you.

CEO

SPEAKER 1 بسم الله والصلاة والسلام على رسول الله. السلام عليكم دكتور. كيف الحال؟

SPEAKER 2 وعليكم السلام ورحمة الله. حياكم الله كما لي يا مرحبا

SPEAKER 1 شكرا لاستجابتكم الطلب. يكون معنا اسئلة حوالي 12 سؤال حول المؤسسات
الغير ربحية، فان كان ممكن نبدأ الان وان شاء الله لاحقا سيتم ترجمة الاجابة

SPEAKER 2 نعم نعم تفضل

SPEAKER 1 الله يسلمكم. دكتور. القسم الاول حول التصور حول معدل دوران الوظيفي. كيف تصف معدل
Purehands دوران الموظفين في المنظمة؟ منظمتكم

SPEAKER 2 في منظمة بيور هاندز. معدل دوران الموظفين اقل من المتوسط السائد في ميدان العمل الانساني
لعدة اعتبارات. اولا منظمة بيور هاندز منظمة لها سياساتها وانظمتها. وايضا نحرص على رضا الموظفين وهذا
ينعكس على دوران الموظفين. قليل من الموظفين من يغادرون المنظمة اقل من المتوسط بشكل عام

SPEAKER 1 نعم نعم جزاكم الله خيرا دكتور. ننتقل الى السؤال الاخر. ما هي الاسباب الشائعة التي يذكرها
الموظفون عند مغادرتهم المؤسسة ام البرامج في المؤسسة؟

SPEAKER 2 وتختلف الاسباب طبعاً كأي منظمة في العمل الانساني هناك اسباب لها علاقة بالقطاع يعني
فبعضهم يتجه الى القطاع الخاص او الى القطاع العام ويغادر العمل في مؤسسات الغير الربحية او القطاع الغير
الربحي او القطاع الثالث كما يسمى. ايضا بعض الاحيان قد يكون هناك رواتب وميزات تنافسية في هذه الجهات
الخاصة الغير ربحية. وبالتالي الموظفون ذات المهارات العالية في بعض التخصصات الفنية قد يغادرون. الامر الذي
يليه. ربما العلاقات في بيئة العمل يعني وهذه قليلة لكنها تظل موجودة. العلاقات في بيئة العمل لها علاقة بدوران
الموظفين فالبعض بسبب ضعف العلاقة مع مديره المباشر او ضعف العلاقة مع فريقه يغادر المنظمة

SPEAKER 1 نعم نعم جزاكم الله خيرا دكتور. دكتور برأيكم ما هي السياسات والاستراتيجيات التي تعتمد عليها
منظمتكم للاحتفاظ بالموظفين؟

SPEAKER 2 اه في المنظمات الغير الربحية عادة ما يغيب اللي هو ما يسمى بالمسارات الوظيفية الواضحة.
وبالتالي كثير من العاملين يتخوفون من هذا الجانب. وبالتالي لابد ان يكون هناك مسار وظيفي واضح. يعني كغيره من
المسارات في العمل الخاص او العمل العام يتربى فيها الموظف، تطور في مهاراته، يجد فيه أيضا يعني ما ما يحتاجه
أو يعني ما يتطلع إليه أيضا من ضمن السياسات الحوافز المادية والمعنوية المالية أيضا والمعنوية أو ما نسميه الحوافز
الحوافز المادية والمعنوية. الحوافز المادية المرتبات والأجور والمكافآت وما إلى ذلك والمعنوية الترقية والشكر
وغيره. أيضا من ضمن السياسات يمكن ما نسميه بالتطريق التطوير والتدريب في التدريب والتطوير مهم جدا خاصة
في مجال العمل الغير ربحي، لأنه البعض يعني بعض الموظفين يدور في حلقة مفرغة، يعني نفس العمل يعمل عليه
لسنوات طويلة لا يجيد غيره وبالتالي يحتاج إلى تطوير وتدريب مستمر. نعم هناك أمر أخير وهو في العمل الإنساني

وبالإضافة إلى يعني التحديات التنظيمية الفنية التي لها علاقة بترتيب العمل الداخلي، وبالتالي هذا يزيد من الإرهاق لأنه أنت بحاجة إلى أن توازن بين متطلبات الجهة وأيضاً كيف تتعامل مع هؤلاء المحتاجين وخاصة في البيئات وأيام الكوارث وفي البيئات المتضررة التي تشهد حروب وأيام الكوارث. يعني فالعمل أشبه ما يكون بالعمل في ظل طوارئ. هذا يزيد من الإرهاق الجسدي والعاطفي على الموظفين.

SPEAKER 1 نعم صحيح.

طبعاً بفضل الله سبحانه وتعالى أن الكثير من الموظفين يعني يحتسب هذا العمل ولكن البعض يؤثر SPEAKER 2 على صحته وبالتالي قد يؤدي إلى التسرب. يعني ما لم يكون هناك دوافع وحوافز. يعني دافع داخلي وعلاقة به. يعني احتساب الأجر ومساعدة المتضررين وأيضاً المسؤولية الاجتماعية وما يقدمه الفرد لأتمته واجتمعهم وأهله وأقاربه. وأيضاً الموضوع الذي له علاقة بالحوافز التي تقدمها المنظمة من مرتبات وأجور وإجازات وتقدير وغيره.

نعم نعم. كما ذكرتم دكتور جزاكم الله خير. هذا يقودنا إلى السؤال الذي يليه والذي هو ما هي الجهود SPEAKER 1 work life balance? المبذولة لضمان رفاهية الموظفين وتحقيق توازن بين العمل والحياة الذي هي

نعم ولو أخذنا بعين الاعتبار تسهيل العمل عن بعد مثلاً عند الحاجة ولا يسكن الأعمال يجب أن SPEAKER 2 تنجز من المكاتب، وهذا يوفر نوعاً ما جزء من التوازن بين العمل والحياة. نعم يعني له علاقة بالسوشال سايد يعني علاقة بالجانب الاجتماعي أيضاً يمكن أن تكون هناك بعض الإجازات ما عدا المواسم يعني إجازة مرنة. يمكن أن يعوضوا بعض الموظفين بإجازات أكثر من المعتاد بسبب أنه فضوا هذه الإجازات التي تعتبر شبه مقدسة خاصة في رمضان والأعياد. نعم في تنفيذ المشاريع وبالتالي يجب أن يمنحوا أوقات أخرى وتكون فيها مرنة. وأيضاً يمكن أن يمنح الموظفون ساعات عمل مرنة يعني لا تكون محددة بدوام محدد خاص ببعض الأنشطة أو بعض المهام والوظائف التي لا تتطلب حضور في وقت محدد إلى المكاتب، بالإضافة إلى الأنشطة الترفيهية التي يمكن أن تقوم بها المنظمات في القطاع غير الربحي من رحلات ترفيهية واجتماعات وأنشطة اجتماعية سواء داخل أو خارج المنظمة، بالإضافة إلى ما يسمى بالدعم النفسي يعني التشجيع. وأيضاً بين الفترة والفترة لا بد أن تكون هناك. يعني مثلاً نتحدث عنه من باب الدعم النفسي والمعنوي لرفع معنويات الموظفين وتحسين أدائهم.

نعم نعم ما شاء الله. جزاك الله خير دكتور. ذكرتم سابقاً أو بمعنى عام المنظمات الغير ربحية تكون SPEAKER 1 في مجال المجال العاطفي أو استهداف العواطف. هنا يأتي سؤال كيف؟ كيف تستثمر المنظمة في نمو الموظف وتعلم وتعلمه وترقيته؟

هنا يجب التركيز على البرامج التدريبية سواء الداخلية أو الخارجية، وهذه مهمة جداً لتطوير SPEAKER 2 الموظفين، لأنه تعرف أنه من مهام المدراء ومجالس الإدارات ليس فقط المحافظة على نمو المنظمة، وإنما أيضاً نمو الموظفين، لأن هذا يعتبر الموظفون اليوم ليس فقط مورد من الموارد، وإنما أصلاً من الأصول المهمة خاصة في العمل الغير الإنساني، العمل الإنساني أو غير الربحي. أأ أيضاً يمكن ما يسمى بالتدريب الداخلي وإتاحة الفرصة للقيادة والابتكار ومراجعات الأداء والترقيات الوظيفية وغيرها.

نعم نعم. جزاكم الله خير دكتور. نحن هنا ومن هذا القسم. تقريباً وصلنا إلى قريب النهاية. هنا السؤال SPEAKER 1

دكتور كيف تضمن المنظمة أن ثقافتها وممارسة ممارسة القيادة تدعم الاحتفاظ بالموظفين؟

SPEAKER 2 نلاحظ أن العمل الإنساني يعتبر عندنا في الإسلام روح ليس فقط عمل وظيفي يؤدي وينتهي، يعني 2 SPEAKER فهذا يحتاج إلى أن يربط بالثقافة التنظيمية للمؤسسات. وهذه الثقافة التنظيمية يعني يمكن أن تبنى على الشفافية والاحترام والقيادة بالقوة. يعني لا بد أن يكون هناك نموذج أو قدوة. أيضا إشراك الموظفين في العمل واحترامهم وتعزيز هذه القيم والثقافات، خاصة أن جزء كبير جدا من العمل الإنساني في الإسلام يعتبر كجانب تعدي وبالتالي يحتاج إلى شفافية أكثر، إلى قدوة إلى إشراك الموظفين إلى يشعرون أنهم جزء من هذا الهم، وهم أيضا من يساهم في التخطيط وفي التنفيذ وهكذا.

SPEAKER 1 نعم نعم هنا ما هو الدور الذي تلعبه رسالة المنظمة أم موني أو قيمها في إبقاء الموظفين متحمسين وموهرين في بيئة العمل؟

SPEAKER 2 نعم وتعزيز الانتماء للعمل الإنساني وللمنظمة مهم حتى يشعر الموظف أنه يسعى لإنجاز هدف. 2 SPEAKER وهذا الهدف ليس فقط متعلق بإنجاز وظيفة، وإنما بإنجاز وعمل أثر، لأن المنظمات الغير ربحية والقطاع الغير ربحي عادة يعمل على زيادة الأثر، وبالتالي ما هو أثرك؟ ما هو الإنجاز الذي قمت به؟ أيضا تنمية عوامل الثقة بين الإدارة والموظفين مهمة جدا بحيث يشعر الموظف أنه جزء من هذا الفريق وأنه مسموع، وأيضا اقتراحاته ومشاركاته لها صدى. بيئة العمل الإيجابية عامل مهم جدا حتى يبقى الموظف متحفز ومنتمي للمنظمة. تقدير الأعمال وتشجيع على المبدعين والمثابرين. وأيضا هذه كلها تساعد في إبقاء الموظفين محفزين وأيضا منتمين للمنظمة.

SPEAKER 1 نعم ما شاء الله في منظمة خاصة. كررنا السؤال عن الموظفين والموظف أو المنظمة بشكل كثير، 1 SPEAKER ولكن لكل سؤال اختلافه الخاص. هذا آخر سؤال قبل قبل الأخير. في رأيكم دكتور ما الذي تعتقد أنه يجب تغييره لتحسين الاحتفاظ بالموظفين على المدى الطويل خاصة في المؤسسة نفسها؟

SPEAKER 2 نعم في القطاع غير الربحي وفي المنظمات. أنا دائما أتكلم عن ما نسميه بالمؤسسية. يعني تعزيز 2 SPEAKER العمل المؤسسي والبناء المؤسسي في المنظمات. هذا مهم جدا خاصة في القطاع غير الربحي وبما يضمن مشاركة الموظفين في القرارات والعاملين بالمجمل في القرارات وأيضا في التخطيط وغيره. أيضا لا بد من مسارات مهنية محفزة لا بد من عمل مسارات مهنية محفزة بحيث لا يشعر الموظف أنه يشتغل في حلقة مفرغة يدور في نفس المكان طوال سنوات طويلة ويقضي عمره وهو لا يجد إلا مهارة واحدة وعمل واحد، وبالتالي لا يترقى ولا ينتقل إلى أعمال أكثر ولا يزيد أيضا في دخله، وهذا بالتالي يعني ما يساهم في الاحتفاظ به. نعم أيضا الاكتمار في الموظفين في تدريبهم وتطويرهم وفي صحتهم أيضا هذا مهم جدا لأنهم هم تقريبا رأس المال الأصل في هذه في هذا القطاع فبدونهم لا يمكن النجاح.

SPEAKER 1 صحيح صحيح. جزاكم الله خيرا دكتور. ما شاء الله. ننتقل إلى آخر سؤال دكتورنا الكريم برأيكم 1 SPEAKER ومن خلال خبرتكم في العمل في القطاع الغير الربحي لهذه المنظمات الإنسانية، هل هناك إمكانية في مشاركة قصة أو قصص نجاح أو ممارسات متميزة تتعلق بالاحتفاظ بالموظفين في مثل هذه القطاعات؟

SPEAKER 2 القصص هنا تتعلق ب يعني ما نسميه بالتطوير الفردي. فعادة لأنه تستطيع أن تقول أنه لا توجد 2 SPEAKER

مبادرة تستطيع أن تشاركها كمبادرة متكاملة شملت جميع الموظفين، وإنما هناك مبادرات تتعلق مثلا ببعض الأقسام المالية أو تنمية الموارد أو كذا، وهذا يعني مثلا قطاع تنمية الموارد تم استقطاب كفاءات كبيرة مشهود لها، وبالتالي أصبح الموظفين حريصين أكثر لعمل مع هذه الكفاءات للاكتساب من مهاراتها وخبراتها، وأيضا إضافة شيء في سيرهم الذاتية أنهم عملوا مع قامات كبيرة في هذا القطاع. أيضا في الجانب المالي حاول تحاول المنظمة أن تطوير قدرات الموظفين المالية عبر التدريب والتطوير المستمر وخاصة على البرامج والتطبيقات الحديثة من أجل رفع كفاءة هؤلاء الموظفين وإبقائهم في العمل. أيضا تأهيل القادة للمستقبل من ضمن العاملين باختيار بعض مدراء الإدارات وروؤساء الأقسام، وهذه تحفز الموظفين على الأداء والإنجاز أكثر.

نعم نعم جزاكم الله خيرا دكتورنا الكريم. هذه نهاية الأسئلة وما شاء الله جزاكم الله خيرا. كفيتم وفيتوا 1 SPEAKER
ستنتهي المقابلة إن لم يكن هناك أي سؤال من طرفكم دكتور. دكتور تسمعي

الآن انقطع قليلا بسبب انه حاولت الضغط على هذا طلع لي. تسمعي الآن 2 SPEAKER

اي اي اسمعكم اسمعك دكتور 1 SPEAKER

تكنيكال تكنيكال. تكنيكال 2 SPEAKER

ما مشكلة. ما مشكلة. ذكرت دكتور هنا تنتهي مقابلتنا. هنا ينتهي الأسئلة. فإن كان هناك أي سؤال أو 1 SPEAKER
مداخلة من طرفكم دكتور فتفضلوا قبل أن ننهي المقابلة

بكل سرور بكل سرور إن شاء الله في أي وقت 2 SPEAKER

إن شاء الله يسلمكم الدكتور 1 SPEAKER

TRANSLATION

SPEAKER 1:

In the name of Allah, and peace and blessings be upon the Messenger of Allah. Peace be upon you, Doctor. How are you?

SPEAKER 2:

Peace be upon you too, and the mercy and blessings of Allah. Welcome, ... It's a pleasure to have you.

SPEAKER 1:

Thank you very much, Doctor. We appreciate your willingness to participate. We have around 12 questions regarding non-profit organizations. If possible, we would like to begin now. The responses will be translated afterward, God willing.

SPEAKER 2:

Yes, yes. Please go ahead.

1. How would you describe the employee turnover rate at your organization, Pure

Hands?

SPEAKER 2:

At Pure Hands, the employee turnover rate is below the average in the humanitarian sector for several reasons. First, Pure Hands is an organization with established policies and systems. We also prioritize employee satisfaction, which positively impacts turnover. Generally, very few employees leave the organization—well below the sector average.

2. What are the common reasons employees give for leaving the organization or its programs?

SPEAKER 2:

The reasons vary, as with any organization in the humanitarian field. Some employees transition to the private or public sectors, leaving non-profits or what is known as the “third sector.” Sometimes it’s due to more competitive salaries and benefits in those other sectors, especially for employees with high technical skills. Other reasons include workplace relationships—though rare, strained relations with direct supervisors or team members can lead to departures.

3. What strategies or policies does your organization use to retain staff?

SPEAKER 2:

Non-profits often lack clearly defined career paths, which concerns many employees. It is essential to establish clear career development paths, similar to those in the private or public sectors. Strategies include:

- Providing both financial and non-financial incentives (e.g., salaries, bonuses, promotions, recognition),
- Ensuring opportunities for continuous training and development,
- Recognizing the challenging nature of humanitarian work, especially during peak seasons like Ramadan and Eid, when taking time off is particularly difficult.

4. How do you identify early signs of employee dissatisfaction, and how do you address them?

SPEAKER 2:

We operate in an open environment with no barriers. Early signs may appear as individual

complaints, personal withdrawal, frequent absences, or declining performance. These are indicators of underlying issues that need reviewing. The causes could be personal (employee-related) or organizational. In either case, it's essential to support the employee and help them overcome the challenges.

5. What are the biggest challenges your organization faces in retaining staff?

SPEAKER 2:

One of the primary challenges is the high level of competition—not just within the humanitarian field, but with other sectors. Skilled professionals in areas like digital marketing or technical fields are in high demand, and for-profit organizations often offer better resources and salaries. Humanitarian organizations often operate under tighter budgets, making it harder to compete.

6. How does the nature of humanitarian work, such as field conditions and psychological stress, affect employee retention?

SPEAKER 2:

It has a significant impact. Employees often experience physical and emotional exhaustion, or what we call "emotional fatigue," due to working with the poorest, most vulnerable, and disaster-stricken populations. Balancing organizational demands with compassion toward beneficiaries, especially in war zones or during emergencies, increases pressure. While many employees find purpose in this work, some are negatively affected and may leave if internal motivations or incentives are lacking.

7. What efforts are made to ensure employee well-being and maintain a healthy work-life balance?

SPEAKER 2:

Efforts include:

- Allowing remote work where possible,
- Offering flexible leave options, especially as compensation for missed holidays during peak seasons,

- Implementing flexible work hours for roles that don't require strict office presence,
- Organizing recreational activities and social gatherings,
- Providing psychological and moral support through regular motivation and recognition programs.

8. How does the organization invest in employee growth, learning, and promotion?

SPEAKER 2:

We focus on both internal and external training programs. It's the responsibility of management and board leadership not only to grow the organization but also to nurture the development of its people. Employees are not just resources—they are core assets. We promote leadership opportunities, innovation, performance evaluations, and career advancement.

9. How does the organization's culture and leadership style support employee retention?

SPEAKER 2:

In Islamic values, humanitarian work carries spiritual significance beyond just job duties. Organizational culture must reflect transparency, respect, and leadership by example. It's important to engage employees, show appreciation, and foster a culture of shared responsibility and participation in decision-making and implementation.

10. What role do the organization's mission and values play in keeping employees motivated and committed?

SPEAKER 2:

Mission and values play a crucial role. Employees must feel they are part of something meaningful—not just completing tasks, but making a difference. Trust between leadership and staff is essential, and employees should feel heard and valued. A positive work environment, recognition of achievements, and encouragement of creativity all help maintain employee motivation and loyalty.

11. In your opinion, what changes are necessary to improve long-term employee retention, especially within your organization?

SPEAKER 2:

We need to strengthen institutional frameworks—what I call "institutionalization"—to ensure strategic planning and decision-making includes staff input. It's also important to develop meaningful career pathways so that employees don't feel stuck in repetitive roles without growth. Investing in training, development, and employee well-being is vital, as staff are the true capital of any non-profit organization.

12. Could you share a success story or best practice related to employee retention in the humanitarian sector?

SPEAKER 2:

Success stories are often tied to individual development. While we haven't had an all-encompassing initiative, some departments like Resource Development have recruited high-caliber professionals. This attracts and motivates other staff to work with experienced mentors and build strong resumes. In the Finance department, we offer continuous training in modern tools and applications. We also prepare future leaders by identifying promising managers, which encourages high performance and retention.

SPEAKER 1:

Thank you, Doctor. That brings us to the end of our questions. You've covered everything thoroughly—may Allah reward you. We'll now wrap up the interview unless you have any final remarks.

SPEAKER 2:

Apologies—the line cut off briefly when I clicked something. Can you hear me now?

SPEAKER 1:

Yes, I can hear you.

SPEAKER 2:

Just a technical issue, no problem.

SPEAKER 1:

No worries. Doctor, this concludes our interview. Please feel free to share any closing

thoughts if you'd like.

SPEAKER 2:

With pleasure. Anytime, God willing.

SPEAKER 1:

God bless you, Doctor.

SPEAKER 1

السلام عليكم ورحمة الله. تسمعني.

Peace be upon you and the mercy of Allah. Can you hear me?

SPEAKER 2

وعليكم السلام. نعم.

And peace be upon you. Yes.

SPEAKER 1

حياكم الله. شكرا لتربييتكم. الدعوة. ان شاء الله لن نطيل. سيكون هناك اسئلة تتعلق بالمؤسسة. في. في فترة التدريب عندكم. وان شاء الله لن نطول باذن الله اذا كان ممكن. اذا ممكن سنبدأ الان ان شاء الله

May Allah welcome you. Thank you for responding to the invitation. God willing, we will not take long. There will be questions related to the organization during your internship period. And God willing, we will not take long, if possible. If possible, we will begin now, God willing.

SPEAKER 2

اه نعم تفضل.

Ah yes, go ahead.

SPEAKER 1

الله يسلمكم. السؤال الاول نبدأ فيه. نعلم ان لكل واحد وظيفة خاصة. فالناس يبقون في الوظائف هم لاسباب مختلفة. برأيك انت اخي الكريم ما الذي يجعل الناس يبقون هنا في اندونيسيا وبالاخص ما الذي يجعلك انت تبقى هنا؟

May God keep you safe. We begin with the first question. We know that everyone has their own role. People stay in jobs for different reasons. In your opinion, dear brother, what makes people stay here in Indonesia, and especially, what makes you stay here?

SPEAKER 2

والله يا اخي الكريم. كل شخص يبقى في العمل بسبب حبه للعمل. يعني معظم الناس يبقون هنا بسبب القيم المشتركة ورسالة العمل والإحساس بأننا يعني نعمل من أجل تحقيق شيء أكبر من أنفسنا ومساعدة الناس المحتاجين. وهذا يجعل الإحساس بأن يعني يجعل الشخص ينجذب إلى العمل ويشعر بالاستمتاع.

By God, dear brother, everyone stays in work because they love the work. I mean, most people stay here because of the shared values and the mission of the work and the feeling that we are working to achieve something greater than ourselves and to help people in need. This creates the feeling that makes a person attracted to the work and feel enjoyment.

نعم نعم. بالنسبة لك أنت. أنت ما الذي يجعلك تبقى هنا في بير هاند.

Yes, yes. And for you, what makes you stay here in Pure Hands?

بالنسبة لي فالأمر يعني أمر ذات طابع مهني وروحي في نفس الوقت ما دمني أعمل في مجال الموارد البشرية لم أشعر بالرضا كما أشعر به في هذا العمل الذي أسويه الآن.

For me, it is both professional and spiritual. As long as I work in the field of human resources, I have not felt the satisfaction that I feel in the work I am doing now.

نعم المؤسسات الإنسانية نعم وهذا ما يجعلني أحس برضا برضى شخصي وروحي.

Yes, humanitarian organizations—yes, and that’s what makes me feel personally and spiritually satisfied.

نعم نعم فعلا فعلا. ما شاء الله. جزاكم الله خيرا.

Yes, yes, truly. MashaAllah. May Allah reward you.

ننتقل إلى السؤال الذي يليه. ماذا تأمل أن تحقق من خلال عملك هنا في إندونيسيا؟

We move to the next question. What do you hope to achieve through your work here in Indonesia?

والله أول شيء أأرجو في تطوير المسيرة المهنية في الموارد البشرية والإنسانية.

By God, the first thing I desire is to develop a career in human resources and humanitarian work.

SPEAKER 2

بالإضافة إلى. يعني أطمح إلى تطوير دور. الدور الاستراتيجي وبناء أنظمة قوية في المنظمة. وأيضا البحث عن بيئة عمل مشتركة. تربي الحالة الأخلاقية بين الموظفين. نعم، نعم، نعم، وتحسين الأداء. تحسين أداء المنظمة ما شاء الله.

In addition, I aspire to develop the strategic role and build strong systems in the organization. Also, to search for a shared work environment that nurtures moral

values among employees. Yes, yes, yes. And to improve performance. To improve the organization's performance, MashaAllah.

SPEAKER 1

تحسين الأداء. امممممممم ايه فهمت تعصيب ليس فقط من الخبرة فقط ولكن أداء الموظف كخبرة شخصية بنفسه صحيح.

Improving performance. Mmmmmm, yes I understand. Not just from experience, but also the employee's personal performance as an individual experience, right?

إذا تنتقل إلى السؤال الذي يليه. هل لديك خبرة أو معرفة بالعمل في قطاع آخر مثلاً غير القطاع الإنساني وما الفرق بينه وبين العمل في هذا القطاع؟ مثلاً أنا كنت أعمل عمل خاص.

So we move on to the next question. Do you have experience or knowledge of working in another sector, for example, outside the humanitarian sector, and what is the difference between it and working in this sector? For example, I used to work in a private job.

SPEAKER 2

نعم في. وكان هذا العمل في في. عن طريق. يعني أنا اشتري بالتجزئة وأبيع. يعني أنا اشتري بالجملة وأبيع بالتجزئة.

Yes, I did. And that work was in... I used to buy retail and sell. I mean, I used to buy wholesale and sell retail.

SPEAKER 1

يعني كما تجارة.

Like a business.

SPEAKER 2

كـتجارة تجارة للأسرة. نعم. تحس أنه ما كانش في. ما كانش هناك. بانك بتبذل شي لأشخاص معينين أو لناس محتاجة. ما كانش هناك إحساس بالرضا الداخلي.

A family business, yes. You feel there wasn't... there wasn't that sense that you're giving something to certain people or to people in need. There wasn't a sense of inner satisfaction.

SPEAKER 1

الرضا الروحي مثلما ذكرت ذكرت سابقاً.

Spiritual satisfaction, as you mentioned earlier.

SPEAKER 2

.اي نعم

Yes, indeed.

SPEAKER 1

.نعم نعم نعم

Yes, yes, yes.

SPEAKER 2

.وهذا هو الاساس. الشيء اللي جعلني اغير طريق المهنة او اتجاه ال. اي نعم

And that's the core. It's what made me change my career path or direction. Yes.

SPEAKER 1

نعم نعم. ما شاء الله. جزاك الله خيرا. ما الذي دفعك للانضمام الى هذه المنظمة الانسانية؟ لعل الجواب سيكون نفس الجواب السابق ولكن انت بشكل خاص يعني

Yes, yes. MashaAllah. May Allah reward you. What made you join this humanitarian organization? Perhaps the answer is the same as before, but what about you personally?

والله كما ذكرت من قبل انه الاحساس بالرضا بانك بتقدم خدمة للمجتمع وللناس المحتاجة. لهذا انا غيرت الوظيفة ولانه تستطيع انت يعني تلامس الناس تتكلم مع الناس تعرف حاجات الناس

By God, as I mentioned before, the feeling of satisfaction that you're providing a service to society and to people in need. That's why I changed jobs—because you can reach people, talk to people, and understand people's needs.

SPEAKER 2

هذا يعطيك شغف انك تعمل. وأيضا تستطيع من خلال الذهاب الى الميدان تحسين المهارات واستخدام المهارات وابتكار مهارات جديدة

This gives you the passion to work. And also, through fieldwork, you can improve your skills, use your skills, and develop new ones.

SPEAKER 1

صحيح صحيح

Correct, correct.

SPEAKER 2

.من غير من غير ان يعني هناك كما يقول المثوبة في الدنيا يعني الاجر في الدنيا والمثاب والثوبه في الاخره

And also, as they say, there is a reward in this life and a greater reward in the hereafter.

SPEAKER 1

نعم نعم ما شاء الله. جزاكم الله خيرا. قبل انضمامك الى هذه المنظمة الانسانية. اه اكيد كان هناك توقعات وتصورات عن المنظمة او عن. وظيفتك في هذه المؤسسة. الى اي مدى تطابقت توقعاتك الاولى مع تجربتك الفعلية الان؟

Yes, yes, masha'Allah. May Allah reward you. Before you joined this humanitarian organization, surely you had some expectations and ideas about the organization or your role in this institution. To what extent did your initial expectations match your current actual experience?

SPEAKER 2

والله يا اخي كان على اساس انه ان ابدأ الوظيفة يعني بصفة معينة او بشغل معين، لكن خلال مشاركتي وتفاعلاتي وتفاعلي في الوظيفة اتسعت مسؤوليتي و من حيث النزول الميداني من حيث توجيه الموظفين و اذا في مشاكل داخل المنظمة او القسم اللي اشتغل فيه. اصلاح ذات البين بين الموظفين اذا في مشكلة بسيطة او شيء. ابتكار وسائل جديدة. افكار جديدة لتحسين المنظمة وتطويرها. وانجاز العمل بشكل اسرع.

Well, brother, it was based on starting the job with a certain role or specific task, but through my participation and interactions, my responsibilities expanded—field visits, guiding staff, and resolving any internal issues in the organization or department.

Mediating among staff if there are minor conflicts. Creating new methods and ideas to improve and develop the organization and to accomplish tasks more efficiently.

SPEAKER 1

نعم يعني بالمجمل توقعاتك. هل طاب؟ هل طابقت توقعاتك الاولى تجربتك الفعلية الان ام تجاوزت توقعاتك الاولى؟ So overall, your expectations—did your actual experience match your initial expectations, or did it exceed them?

SPEAKER 2

لا لا تجاوزت.

No, no—it exceeded them.

SPEAKER 1

ما شاء الله ما شاء الله. جزاك الله خيرا. ما الذي يجعلك ملتزما بالعمل في المجال الانساني؟ لانه. لعله هذا السؤال مشابه للسؤال الماضي. ولكن كما تعلم ان هذه المؤسسة ببرنامج تعمل بجمع التبرعات ليس عمل انساني فقط دوليا او من هذا القبيل ولكن بالاختصاص يختصون اليمن. فما الذي يجعلك انت ملتزما في هذا المجال الانساني بينما المؤسسة تخص اليمن؟

Masha'Allah. May Allah reward you. What makes you committed to working in the

humanitarian field? This may be similar to the previous question, but as you know, this organization, Pure Hands, is not just involved in international humanitarian work—it is specifically focused on Yemen. So what makes you committed to this field while the organization is focused on Yemen?

SPEAKER 2

والله في المساعدة اول شيء اليمن لانه يعني اليمن قريبة من وجداننا لانه انا من اليمن

Honestly, in helping, first of all—Yemen—because Yemen is close to our hearts, and I am from Yemen.

SPEAKER 1

نعم

Yes.

SPEAKER 2

فلهذا. الاحساس بالرضا واني انجزت شي لليمن وذلك عن طريق. جمع تبرعات. كيفية استخدام التبرعات عن طريق شراء اغذية. ارسال الاغذية. مصاحب. مساعدة. الاسر المحتاجة في اليمن. معرفة الاسر المحتاجة

That's why I feel satisfied that I've accomplished something for Yemen—through collecting donations, using those donations to buy food, sending that food, accompanying, and helping needy families in Yemen, and identifying the families in need.

SPEAKER 1

نعم وخاصة احد البرامج التي صبتكم تركيزكم عليها عندما كنت في فترة التدريب. البرامج الموسمية مثل برامج رمضان. برامج العيد خاصة للاسرى النازحة

Yes, especially one of the programs you focused on during my training period—seasonal programs like Ramadan and Eid programs, especially for displaced families.

SPEAKER 2

نعم اكيد وهذا يساهم بشكل مباشر وغير مباشر في تحسين الحالة الاجتماعية للأسرة أو الحالة المادية للأسرة وأيضا الحالة الاجتماعية

Yes, of course, and this directly and indirectly contributes to improving the family's social and financial condition, as well as their overall well-being.

SPEAKER 1

نعم نعم ما شاء الله. جزاكم الله خيرا. كيف تصف مدى رضاك عن دورك الحالي في في المنظمة؟

Yes, yes, masha'Allah. May Allah reward you. How do you describe your level of

satisfaction with your current role in the organization?

SPEAKER 2

ما زال يعني دائما الانسان يبحث الى الحالة المثالية ونحاول ان احنا نوصل للحالة المثالية. لكن يعني كتصنيف انا اصنف نفسي سبعة سبعة ونصف من عشرة. لانه ما زلنا بحاجة الى الى بذل جهد اكثر تحسين. وجود حلول او طرق لتحسين العمل. الاشراف في العمل. تطوير الموظفين بالمهارات واللغة. نعم وهكذا.

We're still always striving for the ideal situation, and we try to reach that ideal. But as a rating, I would rate myself seven or seven and a half out of ten. Because we still need to make more efforts, improve, find better solutions or methods to improve work, supervision, and staff development in terms of skills and language, and so on.

SPEAKER 1

صحيح، خاصة أن أغلب الممارسات التي تقوم بها المؤسسة في دول أجنبية وغير أجنبية يعني بلغات مختلفة مثل إندونيسيا وماليزيا وأستراليا وأمريكا وغيرها.

Correct, especially since most of the organization's practices are carried out in both foreign and non-foreign countries—in different languages such as Indonesia, Malaysia, Australia, America, and others.

SPEAKER 2

صحيح صحيح وهذا مهم. اللغات مهمة للتواصل مع الشعوب الأخرى.

Correct, correct, and that's important. Language is essential for communicating with other peoples.

SPEAKER 1

نعم العادات والتقاليد تفرق. اذا ما الجوانب في عملك التي تمنحك اكبر قدر من المعنى والرضا. وذلك

Yes, customs and traditions differ. So what aspects of your work give you the greatest sense of meaning and satisfaction?

SPEAKER 2

اللي تمنحني اكبر قدر من الرضا ومساعدة الموظفين او. ادارة الموظفين بالمعنى او توجيه الموظفين. لأداء العمل بطريقة سريعة وفعالة. وبسيطة. وأيضا الشعور بالرضا عندما يلجأ إلي الموظفين بقضايا شخصية في العمل. هناك يعني دائما هناك. تحديات في العمل. تحديات في العمل. لكن هناك مشاكل شخصية لكل إنسان. ونحن نعتبر في المنظمة كأسرة واحدة. يعني إذا اشتكى أحد منا كما يقول الحديد إذا اشتكى. إذا اشتكى. أي نعم. فلا ضروري يكون الموظفين في. في حالة. في حالة ذهنية جيدة. أو في حالة

What gives me the greatest satisfaction is helping the employees—or managing them in a

way that guides them to perform their tasks quickly, effectively, and simply. Also, the satisfaction when staff turn to me with personal issues at work. There are always challenges at work—always. But every person has personal problems, and we in the organization consider ourselves one family. As the hadith says, if one part complains... Yes, so employees must be in good mental condition or in a...

SPEAKER 1

واحدة. وحالة التأهب. نعم. نعم. موافق.

United state of readiness. Yes. Yes. Agreed.

SPEAKER 2

في مشكلة فنحاول حل المشاكل للموظف. وهذا يمنح قدر من الرضا في العمل وإنجاز.

If there is a problem, we try to solve the employee's issues. This gives a sense of satisfaction at work and achievement.

SPEAKER 1

صحيح صحيح خاصة جزء القضايا الشخصية هذه. إذا ما هي التحديات الرئيسية التي تواجهها في عملك.

Right, right—especially the part about personal issues. So what are the main challenges you face in your work?

SPEAKER 2

وأحيانا الوقت أو إدارة الوقت. وأحيانا الرغبة في دعم الموظفين بشكل أفضل. مثل. زي ما ذكرت في. في السؤال في الإجابة اللي قبل. مثل البرامج الصحية والنفسية للموظفين. نعم. نعم. يعني. البحث على أو. البحث وتوفير وقت للراحة. أو. مثل. مثل. مثل.

Sometimes it's time or time management. And sometimes the desire to better support employees. Like I mentioned in the previous question or answer—such as health and psychological programs for employees. Yes. Yes. I mean—looking for or providing time for rest or... like... like...

SPEAKER 1

التوازن. يعني التوازن بين العمل والحياة. يعني المصطلح هذا. نعم نعم. مصطلح وورك لايف بالانس. نعم. ولكن كما تعلم المؤسسة. أنا لاحظت في خلال تدريبي في المؤسسة أن هناك أحيانا مثلا الإجازات الرسمية مثل العطلات الموسمية في الأعياد ورمضان والمناسبات السنوية في هذه. في هذه العطلات. هنا تكون الذروة. هنا يكون رأس سنام المؤسسات الإنسانية. ففي هذه الحالة نواجه صعوبة وضغط في العمل خاصة في أيام العطلة الموسمية مثل الأعياد مثلا عيد الأضحى. في هذيك الأيام يعني المفروض أن نكون فيها في عطلة رسمية، ولكن في هذيك الأيام تكون يصل

يصل عملنا في الجهة الإنسانية وفي القسم الإنساني إلى ذروته في. نعم مثلما ذكرتم الوقت

Balance. I mean, the work-life balance. That term. Yes, yes. The term "work-life balance." Yes. But as you know, during my training at the organization, I noticed that sometimes during official holidays, like Eid, Ramadan, and annual holidays—those are peak times. That's when humanitarian organizations are at their busiest. So in that case, we face difficulty and pressure at work, especially during seasonal holidays like Eid al-Adha. During those days, we're supposed to be off, but in those days, our work in the humanitarian sector reaches its peak. Yes, just as you mentioned—time.

SPEAKER 2

الوقت كما ذكرت هناك. يعني هناك أوقات محددة. يعني يجب أن. يعني نلتزم بهذا الوقت رغم وجود ضغط في العمل لأنه مثلا في. كما ذكرت في أوقات العطلة أو في في عيد الأضحى. الناس يكونوا أكثر الناس أو أغلب الناس في عطلة. لكن نحن نكون في وقت الدوام فهذا يعني. يضغط على أن يكون هناك ضغط عمل للموظفين، فمن خلال هذا تكون هناك بعض التحديات. فنحن نعمل يعني كمسؤول على موظفين. نحتاج أن نوازن ما بين هذا الضغط والراحة النفسية للموظف. هذه من الضغوط التي نواجهها في العمل

Time, as you said, there are certain times we must commit to even with work pressure. For example, during the holidays or Eid al-Adha—most people are on leave, but we're on duty. This creates pressure on employees, and from this come some challenges. So we, as those responsible for staff, need to balance between this pressure and the psychological comfort of the employee. This is one of the pressures we face at work.

SPEAKER 1

نعم، فعلا، فعلا لاحظت ذلك في خلال فترة تدريبي معكم. إذا لكي لا أخذ من وقت من وقتك كثيرا، ننتقل إلى السؤال الذي يليه. هل ترى أن المنظمة توفر فرصا كافية للنمو والتطور للموظفين بشكل عام وللتطور الشخصي أيضا بشكل خاص.

Yes, indeed, I noticed that during my training with you. So, not to take too much of your time, let's move on to the next question. Do you think the organization provides sufficient opportunities for growth and development for employees in general and also for personal development in particular?

SPEAKER 2

اه بالشكل العام لا. لكن هناك بعض التدريبات وفرص توجيهية بين الحين والآخر التي تساعد على التطوير والنمو. لكننا بحاجة لبناء منظمة. لتحسين القدرات. والمهارات للموظفين

Generally, no. But there are some training and guidance opportunities from time to time that help with development and growth. However, we need to build a system to improve the capacities and skills of the employees.

SPEAKER 1

يعني على المستوى الشخصي.

You mean on the personal level?

SPEAKER 2

نعم ويعني ونحن يعني ونحن في الإدارة ما زلنا في. بنحاول أن نوجد أحسن طريقة فعالة في هذا في هذا الاتجاه

Yes, and we, in management, are still trying to find the best effective way in this direction.

SPEAKER 1

نعم نعم. خاصة أن المؤسسة لا زالت جديدة في الفرع ال في جاكرتا يعني 2023. فلا زلنا لا زال هناك بعض التحديات. نعم. هل فكرت يوما في ترك العمل وإن كان نعم. فما الأسباب الرئيسية؟ نعم

Yes, yes. Especially since the organization is still new in the Jakarta branch, I mean since 2023. So we still have some challenges. Yes. Have you ever thought about leaving the job? If yes, what are the main reasons?

SPEAKER 2

يعني كانت في فترة انتقالي صعبة عندما كنا نعاني في نفس ما موظفي. اه

There was a difficult transitional period when we were facing the same issues as the employees. Uh...

SPEAKER 1

يعني كان هناك ضغط عمل عليّ، يعني كنت أسوي أكثر من عمل تقريبا، وسوي عمل ثلاثة أو أربع أشخاص. لكن بعد، يعني تكلمت مع الإدارة ومع التمثيلي للمنظمة. تم تعيين مساعد بدوام جزئي وذلك أثر كثيرا في العمل. أنجزنا كثيرا، العمل أصبح مرتب واضح، أهداف واضحة، نقاط واضحة أو نقاط نمشي عليها على إنجاز الأعمال والخدمات

There was a lot of work pressure on me. I was doing more than one job—practically the work of three or four people. But after that, I spoke with the administration and with the organization's representative. A part-time assistant was appointed, and that had a big impact on the work. We accomplished a lot, the work became organized and clear, with clear goals, clear points—things we could follow to complete tasks and services.

SPEAKER 1

نعم، نعم أحسست بهذا، أحسيت بهذا عندما كنت في المؤسسة في فترة التدريب والمساعد الذي تم تعيينه بدوام جزئي كان... كان يأتي بالعمل إلي أنا يعني فكنت حتى أنا أقوم معه بالعمل في فترة التدريب. أيضا ملاحظة الدكتور ماجد، هو طريقته في تكسييم العمل والمهام إن كانت مهمة كبيرة لا نستطيع أن ننجزها. كان يقوم بكتابتها في CEO السبورة ويحطها هنا اللي هي قائمة المهام تدولست، ومنها تنقسم المهمة الكبيرة وتنجز بحمد الله. لاحظت هذه. لاحظت هذه. هذه النقطة التي ذكرتها. جزاك الله خير إذا

Yes, yes, I felt that—I noticed it during my internship at the organization. The part-time assistant who was appointed used to bring work to me as well, and I worked with him during my internship. Also, a note about, the CEO—his method of dividing work and tasks: when there's a large task that we can't complete all at once, he writes it on the whiteboard and places it on the "to-do list," and from there the big task is divided and accomplished, praise be to God. I noticed this. I noticed this point that you mentioned. May Allah reward you.

SPEAKER 1

ما نوع الدعم؟ بشكل مختصر. ما نوع الدعم أو البرامج التي قد تساعدك على الاستمرار لفترة أطول في المؤسسة؟
What kind of support—briefly—what kind of support or programs might help you stay longer in the organization?

SPEAKER 2

التطوير والاستثمار في تقنيات الموارد البشرية، وذلك عن طريق رسم خطة واضحة للصحة النفسية والرفاهية ومعرفة. يعني مسارات السلم سلم الترقيّة في العمل. وأيضا معرفة كل شخص الوظيفة المحددة. التعاون فيما بين الموظفين أو فيما بين إدارة المنظمة أو الإدارات التي تضمها المنظمة تحتها من أجل. فهم الخطة. المنظمة هو الهدف الرئيسي منهم من الهدف الرئيسي لنجزه المنظمة أو لتعريف الوضعية المنظمة

Development and investment in HR technologies—by creating a clear plan for mental health and well-being. Knowing the promotion pathways within the job. Also, knowing each person's specific role. Collaboration between employees, between departments, and within the organizational structure—to understand the organization's plan. The main goal is to fulfill the organization's mission and to clarify its current standing.

SPEAKER 1

إذن. إذن على سياق كلامك ذكرت كيف تصف ثقافة العمل في منظمة في بيور هاندر إنونيسيا؟ عفواً أي سؤال بناءً. بناءً على ما ذكرت سابقاً. العمل هنا في بيور هاندر إنونيسيا. كيف تصف ثقافة العمل والامتوسفير؟ يعني جو العمل أو البيئة؟

So, based on what you just said—how would you describe the work culture at Pure Hands Indonesia? Sorry, I mean, based on what you mentioned earlier—how would you describe the work atmosphere here at Pure Hands Indonesia?

SPEAKER 2

بيئة العمل في بيور هاندز. الجو تعاوني لكن أحيان هناك برود برود الفعل من التخطيط أو رسم خطة. لكن يعني نحتاج أكثر إلى احتمالات أو توقعات اشتباكية للخطط والأفكار أو بمعنى إثراء جميع الموظفين بالأفكار، وهذا يساعد على تحسين. تحسين أداء المنظمة.

The work environment at Pure Hands is collaborative, but sometimes there is a lack of responsiveness in planning or drawing up strategies. We need more proactive engagement and forecasting in plans and ideas—in other words, involving all employees in brainstorming. This helps improve the organization's performance.

SPEAKER 1

نعم. نعم ما شاء الله. صحيح. صحيح كما ذكرت سابقا. وشيء وشيء وشيء مهم أن تكون الثقافة يعني مبنية على المبادئ الإسلامية وهذا ما يجعلها فعالة أكثر. وأنا أشوف أن هذا من النقاط المهمة أو النقاط القوية التي تساعد المنظمة في الاستمرار والنمو والتوصل.

Yes. Yes, mashaAllah. Right, exactly as you mentioned earlier. And something very important is that the culture is based on Islamic principles, and this makes it more effective. I see that as one of the key strengths that help the organization grow and thrive.

SPEAKER 1

صحيح صحيح شعرت بهذا الطابع عندما كنت في فترة التدريب معكم في المؤسسة. إذا ننتقل إلى السؤال قبل قبل الأخير إلى أي مدى تشعر أنك مدعوم من قبل مشرفك أو قائدك في الفريق الذي هو الدكتور ماجد؟ إلى أي مدى تحس بفرق وجوده أو غيابه في أعمال المؤسسة أو توجيهات المهام؟

Yes, yes—I felt that atmosphere when I was doing my internship with you at the organization. Let's move to the second-to-last question: to what extent do you feel supported by your supervisor or team leader? To what extent do you feel the difference in the organization's performance when he is present or absent?

SPEAKER 2

أشعر بالرضا بشكل كبير لأن دائما الدكتور ماجد يسأل ويشجعنا على الأفكار أو على طرح الأفكار. لأي شخص لديه فكرة. ما هي المشاكل التي نواجهها في العمل؟ وأيضا كما ذكرت لك سابقا أنه إذا في مشاكل شخصية أو. أو مشاكل نفسية أو مادية لأي شخص فهذا يساعدنا في في في تحسين العمل. لأنه إذا كان المشرف مهتم بي فأكد أنه هذا

يجعلني أبذل جهد في العمل.

I feel very satisfied because always asks and encourages us to share ideas. If anyone has an idea, or to talk about the problems we are facing at work. And also, as I mentioned to you earlier, if someone is facing personal, psychological, or financial issues, he helps us deal with it. Because if a supervisor cares about me, it definitely motivates me to put in more effort at work.

SPEAKER 1

صحيح صحيح صحيح وافق. حتى أنا حسيت هذا الأمر من الدكتور ماجد كان دائما مهتم وأيضا يحاول أن ينظف الجو بين الموظفين أو حتى بينه والموظفين حتى. حتى أنه كان يسعى أن لا يكون هناك أي حواجز بيننا وبيننا وبين بعض. أو حتى بيننا وبينه مباشرة.

Right, right, exactly—I agree. I also felt this from him. He was always caring and also tried to clear the air between the staff or even between himself and the employees. He even made sure there were no barriers between us—either among ourselves or between us and him directly.

SPEAKER 2

نعم أكيد لأنه كما ظهرت لك من قبل أنه في المنظمة، يعني نحن نحاول أن نحس أننا نحن كأسرة واحدة، يعني ما فيش فرق سواء كنت مدير أم موظف عادي أم موظف بدوام جزئي أو شخص ببيع تدریب، ما دام أنك في المنظمة فأنت جزء من المنظمة من الأسرة التي تعمل في المنظمة.

Yes, definitely. As I've shown you before, in the organization we try to feel that we are like one family. There is no difference whether you are a manager, a regular employee, a part-time worker, or someone doing an internship—as long as you're in the organization, you're part of the organization, part of the family working within it.

SPEAKER 1

نعم مثلا ما ذكرت يعني. الدكتور جعلنا نشعر أننا لسنا في منظمة ولكن كأننا في. في دفء عائلي وتعاون أخوة وليس فقط منا. آخر سؤال نصيحة ما النصيحة التي تقدمها لتحسين مثلا بالاحتفاظ بالموظفين أو تقليل عدم مغادرة الموظفين من المؤسسة يعني أو بشكل عام مؤسسات الإنسانية التي تهدف للعمل الإنساني.

Yes, exactly as you said made us feel that we were not just in an organization but in a warm family-like environment and brotherly cooperation, not just formality. Final question—what advice would you give to improve employee retention or reduce staff turnover in the organization, or generally in humanitarian institutions that aim to do

humanitarian work?

SPEAKER 2

والله يا أخي كنصيحة أو يعني رأي في كل وظيفة هناك مشاكل وهناك أسباب تؤدي إلى عدم مواصلة الوظيفة أو تقديم الاستقالة في الوظيفة، لكن. نحن يعني نحاول أن نرسم فكرة بأن الموظف لديه أوقات معينة يستطيع أن يعمل فيها وبشكل مرن قد يستطيع أن يعمل من البيت إذا أتيح له الفرصة. أو. أن يعمل ميدانيا وذلك لتغيير الجو في يبذل جهد في العمل. ونعمل على زيادة الراتب لأنه هذا من الأشياء المهمة للموظف. وفي أشياء أخرى نحاول أن نطبقها في أقرب وقت. وهذا يساعد على. على ازدهار المنظمة وتحسينها

Well, brother, as advice or a point of view—in every job there are problems and reasons that might lead someone to quit or resign. But we try to create an idea that employees can have flexible working hours, maybe work from home if given the chance. Or to work in the field as a way to change the routine and be more motivated. We also work on increasing salaries, as this is one of the important things for employees. And there are other initiatives we're trying to implement as soon as possible. This helps the organization to grow and improve.

SPEAKER 1

صحيح صحيح وكما ذكرت وكما ذكرت سابقا أنها لا زالت فرع جديد في جاكرتا. ولكن جزء الحوافز المكافآت العادلة والشفافة. هذا فعلا يساهم في. أجني. يجعل الموظف يشعر بأن جهوده مقدرة وأن هناك فرصة حقيقية للتطور

True, true. And as you mentioned earlier, this is still a new branch in Jakarta. But having fair and transparent incentives and rewards really contributes. It makes the employee feel that their efforts are appreciated and that there is a real opportunity for growth.

SPEAKER 2

أؤكد صحيح.

Absolutely right.

SPEAKER 1

نعم نعم. جزاكم الله خيرا وشكرا مرة أخرى لتبنيكم ودعوة المقابلة. على الآن سأخلي لكم. وهذه ستكون نهاية المقابلة. إلا إن كان هناك أي سؤال أو مداخلة من من طرفكم. يحميكم الله يا أخواني

Yes, yes. May Allah reward you. Thank you once again for accepting and agreeing to this interview. I'll now leave you. This will be the end of the interview—unless there's any question or comment from your side. May Allah protect you, my brothers.

SPEAKER 2

وإياكم الله حفظهم إن شاء الله تكون مقابلة خير. وإذا في شيء ولا شيء تواصلوا معنا إحننا متاحين في أي وقت

And you as well. May Allah protect you. InshaAllah, may this be a beneficial interview. If there's anything at all, feel free to reach out. We're available anytime.

SPEAKER 1

جزاكم الله دائما ما كنتم متساعدين وتفاهمين دائما. جزاكم الله خيرا

May Allah reward you. You've always been cooperative and understanding. Thank you so much.

SPEAKER 2

الله يحفظك

May Allah protect you.

SPEAKER 1

الله يسلمكم في أمان الله سبحانه

May Allah keep you safe. Go in the protection of Allah.

Marketing

Speaker 1

Okay. Um, welcome, Welcome, Can you hear me?

Speaker 2

Uh, yes, welcome to... uh, I can hear you.

Speaker 1

Very nice.

Speaker 2

Thank you.

Speaker 1

Um, okay. If you may, uh, we would, um, uh, start, uh, this, uh, interview..... Um-

Speaker 2

Bismillah.

Speaker 1

Yeah. Um-

Speaker 2

Okay.

Speaker 1

I will ask you multiple questions, and I hope, uh, can, can answer for you, right?

Speaker 2

Oh, okay, okay.

Speaker 1

Yeah. Uh, don't worry, we- we won't take long,..... Okay. Uh-

Speaker 2

Okay.

Speaker 1

... first question says, um, "We know that people have different reasons for staying in a job. So, uh, what do you think makes people stay here at Pure Hands Indonesia or Tangan Murni? And what makes you particularly stay here?"

Speaker 2

Mm, okay. Mm, I think most people stay because they believe in the mission. Pure Hands isn't just another NGO, it's a humanitarian organization with deep Islamic values and a clear impact, especially for Yemen. There is a sense of purpose that united us. We're not just doing tasks, we're helping lives. As for me, I stay because I feel, uh, I feel that my

creative skills are contributing to something meaningful.

Speaker 1

Mm-hmm.

Speaker 2

Uh, in my previous marketing job at a lifestyle brand, I feel like I was just push, pushing product to people. Here, when I design a campaign or write a donor message, I know that a real family might receive food or a child might get clean waters. That's powerful.

Speaker 1

Mm, yeah, totally agree with you. Okay, uh, thank you so much for your answer. That was nice. Um-

Speaker 2

Okay.

Speaker 1

... uh, proceeding with number two. Um, what are you looking for by working here at Tangan Murni? Um, either salary, feeling of helping others, or career growth?

Speaker 2

Mm, okay. Uh, while financial stability is important, I choose this job mostly because, uh, I want my work to help others. I'm also looking for professional, professional growth in digital humanitarian communication. Mm, I'd like to become an expert in managing campaigns that not only raise funds, but also raise awareness of real global crisis. Uh, that's something I wouldn't learn in the private sector, actually.

Speaker 1

Oh, that's right. That's totally right.

Speaker 2

Right.

Speaker 1

Right. Um, okay, uh, we're gonna proceed for question three. Do you have knowledge or, uh, experience working in another sector before? As you mentioned before, in, um, I believe, lifestyle branding. So, um, how is it different from working in this sector?

Speaker 2

Uh, yes, yes. Um, I worked at a private digital marketing agency before. The environment was fast-paced, uh, very result-driven, and competitive. The main goals were profit, and we used emotional content to sell, not to help.

Speaker 1

Oh.

Speaker 2

Here, the sector is difference. Yeah.

Speaker 1

Mm-hmm.

Speaker 2

Uh, here, the sector is difference. It's slower in some ways, decision-making can take times, but it's deeply meaningful. I've also had to adapt to compliance and donor-focussed language. It's not just about viral content anymore. Uh, it's about responsible- responsible- responsible storytelling.

Speaker 1

Right, right. Yeah, that's, that's, uh-

Speaker 2

Yeah.

Speaker 1

... um, like deeper. That's right.

Speaker 2

Mm-hmm.

Speaker 1

All right, right. So, um-

Speaker 2

Mm-hmm.

Speaker 1

... question four is, what motivated you to join this humanitarian organization here at Tangan Murni?

Speaker 2

Hmm. Uh, I've always wanted to do work that align with my values. After the pandemic, I started volunteering and realized I want a long-term career in humanitarian work. I saw Pure Hands' campaigns online and was impressed by their transparency and focus on Yemen. When I saw the job posting, I didn't think twice. I just tried to join this.

Speaker 1

Right, right. Okay, I see that. So you want to make impact?

Speaker 2

Mm-hmm.

Speaker 1

All right, um, are you there? Can you hear me?

Speaker 2

Y- yes, I'm still here.

Speaker 1

Okay. So, so as I mentioned, you, you, you really want to make an impact, right?

Speaker 2

Yes, yes.

Speaker 1

Right, right.

Speaker 2

Thank you.

Speaker 1

So, uh, question five, how well did your initiate expectations, uh, your initiated ex- initial expectations, uh, match your actual experience like before you joined the job, uh, now after you joined the job? How... Did it meet your expectations or not?

Speaker 2

Mm, pretty close. I expect a meaningful but challenging environment, and that's true. I did, I did underestimate the resource limitation and how much I would need to adjust my

creativity expectation. But I've grown pro- professionally and personally.

Speaker 1

Mm-hmm. I see that. Professionally, like more experience, right?

Speaker 2

Yes, yes.

Speaker 1

Okay. Okay. So, um, uh, what keeps you committed to work in humanitarian context?

Just like you mentioned before, you want to join a long-term ... but, uh, the question is, what keeps you committed to this work?

Speaker 2

Mm. Maybe the impact. When we receive a report showing how funds helps build an, uh, a well or supports orphans, support the orphans, I feel proud recently. Recently, uh, I man- managed a Ramadan campaign that reached our donation target in just, like, uh, four days. I feel like I had done something important for real people, not just for clicks or something like that.

Speaker 1

See, that is like... you mean, uh, in, in this previous Ramadan, right?

Speaker 2

Yeah. Yeah. Right. Something like that.

Speaker 1

Like only in four days? (inaudible) , this is very good.

Speaker 2

Yeah, that's... that's great. Yeah.

Speaker 1

Um, that's because I was with you, you know, during the internship.

Speaker 2

Yeah.

Speaker 1

Okay. I mean, yeah, I wouldn't have that impact, but yeah, that was, that was huge. I, I, I saw the, uh, the impacts. Okay. Moving to question seven. Um, how would you describe your level of satisfaction with your current role in the company?

Speaker 2

Hmm. Uh, if you give me like, uh, ten per ten, maybe I'd s- say eight out... eight out of ten. I love the purpose and the team, but I wish we had more tools and clearer pathway for marketing role in NGOs. There's still a gap, uh, in how creative roles are understood here.

Speaker 1

Um.

Speaker 2

That's my opinion. Eight out of ten. Eight out of ten.

Speaker 1

All right. So you think there is... there, there, there should be, um, gaps that should be filled, right?

Speaker 2

Yeah. Yeah. I think so.

Speaker 1

I totally agree with you. I totally agree with you. As long as, uh, they just initiated the branch of, uh... the branch of, uh, uh, Indonesia just in 2023. So almost, like, one year and a half or something?

Speaker 2

What?

Speaker 1

Uh, no. I, I understand because they, they established the branch of Pure Hands Indonesia, like, in 2023. So, uh, that's why there are gaps because it's still new, right?

Speaker 2

Uh, yes. Okay, so...

Speaker 1

Totally agree. Okay. Um-

Speaker 2

Yeah, totally agree.

Speaker 1

So we reached actually, uh, half of the questions, but, um, I'm sorry, time is getting a little bit, uh, longer, but that's fine. Um, uh, what aspects of your work-

Speaker 2

Mm-hmm.

Speaker 1

... would be the most meaningful and, uh, fulmu- fulfillment, um, here?

Speaker 2

Okay. The aspect. Mm. I think, uh, this... th- the signing donor campaigns. Uh, also writing heartfelt stories and seeing the response from the pub- public. One time, a woman messag- messaged us saying she donate because of the way the story was written. That's, that's kind of connection means a lot for me.

Speaker 1

Yeah. Yeah. That's right. I mean, it's deep because, uh, the way we tell stories, as you mentioned before, it's not just like going viral, but it's also trying to deliver the voices of those people and to other people, uh, in the world, different places in the world, like storytelling. Yes, that's right. Thank you. Uh, nine. Uh, what are the main challenges you face in your work? Yeah. This is... this is... this is one question that I really... I really want an, uh, like an answer. So what are the main challenges you face in your work?

Speaker 2

Um, the challenge. Mm. I think, uh, delays in getting field contents, tight deadlines, and balancing creativity with, uh, strict compliance. Uh, for example, I had... I, I once had to rework a campaign three times because the wording didn't align with donor polic- policy. That's, I think the-

Speaker 1

Oh.

Speaker 2

... the challenge in my work. Yeah.

Speaker 1

I see. Yeah. It's like you have to repeat the work once, twice, right? Yeah. I hate to...

Speaker 2

Yeah.

Speaker 1

... because, because we're targeting emotions. Okay. Um-

Speaker 2

Yep.

Speaker 1

Um, can you hear me?

Speaker 2

Uh, yeah, I can hear you.

Speaker 1

Okay. Um, so do you feel that the organization provides sufficient opportunities for growth and development?

Speaker 2

Uh, there are some opportunities, like attending webinars or learning from senior staff, but there's no structured growth plan for marketing. I've had to find my own research to develop further.

Speaker 1

Yeah. Yeah. I see that.

Speaker 2

Yeah. That has happened. Yeah.

Speaker 1

Okay. (laughs) I joined you from marketing sector, and, uh, I tried to change, but, um, that wasn't a lot, you know, because there is a change, but I hope in the future it's going to be, uh, more important... more... better.

Speaker 2

Yes.

Speaker 1

Okay. Um, we'll move to the next question. Have you ever considered leaving from this company? Have you ever-

Speaker 2

Leaving.

Speaker 1

Le- leaving, yes, leaving from, uh, Pure Hands and want more?

Speaker 2

Actually... Yeah, yeah. Uh, actually, yes. Um, during a particular intense campaign season.

Speaker 1

Uh-

Speaker 2

I feel burned out.

Speaker 1

What, what... Okay.

Speaker 2

Yeah.

Speaker 1

What, what, what were-

Speaker 2

Yeah.

Speaker 1

... the ma- the main reasons?... if, if, if yes.

Speaker 2

Yeah, uh, I feel burnout. I, I was managing the sign, email and social media all at once. It was-

Speaker 1

Oh.

Speaker 2

... too much, but I spoke to my manager. We adjust the work lot and it got better actually.

Speaker 1

Mm-hmm. Right, right.

Speaker 2

Yeah. Just kind of burnout at that point.

Speaker 1

Yeah, because like-

Speaker 2

Yeah.

Speaker 1

... the work here is seasonal, so probably you're going to, um-

Speaker 2

Yeah.

Speaker 1

... to be pushed in some days of the months and some days not very stressed. I totally understand, but, uh, all right. That's good. Right. So question 12, um, what kind of support or programs would you, uh, I mean would help you stay longer, for example, in the company?

Speaker 2

Mm. Program that make me stay longer? Mm.

Speaker 1

Mm-hmm.

Speaker 2

Maybe like, uh, professional development plans, mental health support during peak times and a small marketing budget to try creat- creative idea would help a lot maybe. That's, yeah.

Speaker 1

Yeah. Yeah, yeah, that's right, because you, you mentioned before-

Speaker 2

In my opinion, yeah.

Speaker 1

... you have to look for your own resources of marketing, and, uh, also the stress on the peak times, seasonal times. Yes. That's right. That's smart. Okay, um, um, next question is how would you describe the organization's work structure? Like, uh, sorry, culture.

Speaker 2

Mm, I think it's like a friendly, also, uh, faith-based and collaborative.

Speaker 1

Mm-hmm.

Speaker 2

Like, uh, we pray together during Zuhur and there is mutual respect. Uh, also, sometimes things move slowly, uh, because decision require multiple levels of profile. Yeah. I think like-

Speaker 1

Yeah.

Speaker 2

... friendly, fi- faith-based and collaborative.

Speaker 1

Yeah, yeah, that's right like-

Speaker 2

That's kind of the difficult, yeah.

Speaker 1

... decisions should be approved from the, um, like the high position, the CEO of the company. That's right. Like-

Speaker 2

Mm-hmm.

Speaker 1

... we cannot do anything before the-

Speaker 2

Mm-hmm.

Speaker 1

Before we receive an app- approval, of course. Okay, thank you. Um, next question.

Speaker 2

Yes.

Speaker 1

How, how supported, how supported do you feel by your supervisor or team leader, which is, uh, you know, our CEO, uh, and also, um, The. Jihad. So how, how supported do you feel that they're supporting you here-

Speaker 2

Mm-hmm.

Speaker 1

... in the company?

Speaker 2

I think it's ve- very, very support, supportive. Uh, my supervisors is open to idea, give constructive feedback and stand by us when things go wrong. They are very supportive.

Speaker 1

Yeah, I totally, I totally noticed that when I was, uh, here at the company, that the margin there is very nice. Okay, um, we're, we're reaching the end of the questions. So, uh, question 15. Uh, what is your perception of how the organization handles stress, uh, burnout and well-being? How, how the company like, as you mentioned before, you feel sometimes burnout, so how did the company handle the stress?

Speaker 2

The stress. Uh, we, we talk about it and there's awareness, but actually there's no formal system. I think a structured wellness initiative could help, especially during Ramadan or emergency respond periods.

Speaker 1

Yeah. Right.

Speaker 2

Yeah, we talk about it and there's awareness about how to-

Speaker 1

So just talk and, yeah.

Speaker 2

... uh, yeah, handle it, talking.

Speaker 1

There is... But, but you think during, uh, seasonal or emergency responses should, should be like something as a plan structure, right?

Speaker 2

Yeah, yeah. Yeah, yeah.

Speaker 1

Totally agree with you, totally agree, because we don't have time to discuss. All right, um, you know, uh, in your opinion, what are the most important factors that would influence your decision to stay at Pure Hands?

Speaker 2

Mm. Maybe like mission alignment, uh, creative freedom. Maybe impact also, mm, yeah, my team.

Speaker 1

Yeah.

Speaker 2

I think that-

Speaker 1

Yeah, I think yes, the, the team-

Speaker 2

... the most important.

Speaker 1

Yeah, the team is, uh, really important.

Speaker 2

Team.

Speaker 1

Right, right. Right. Uh, question before the last, um, what factors could you-

Speaker 2

Mm-hmm.

Speaker 1

Yeah, what factors could cause you to leave the organization? (laughs) I know this is similar to the previous question, but what would make you leave maybe in the future?

Speaker 2

Yeah. Um, mm, uh, I think maybe if la- lack of career progression or if I feel like my, my role wasn't making an impact anymore, maybe I will leave like, yeah.

Speaker 1

Oh, similar perspective.

Speaker 2

That I think the, the most factor, like, yeah, like no career progression and, and I don't have impact to any- anyone that's... Anym- anymore I will leave may- maybe that's the factor.

Speaker 1

Right, right, right. Thank you. Okay, um, what advice would you give to help improve employee retention, as this is the last question? Uh, like what is your advice that would

you give, uh, maybe the company or the organization would follow to help, uh, to improve employee retention?

Speaker 2

Oh, okay. Um, I think maybe like we should celebrate success more often. Uh, also offer skill build, building programs, uh, and give depart- departments more decision-making autonomy. Yeah. You know, uh, people stay when they grow.

Speaker 1

Mm-hmm. That's right. That's right.

Speaker 2

I think that's, yeah.

Speaker 1

That's right.

Speaker 2

That's what, uh, in my mind. Yeah.

Speaker 1

All right. Thank you so much, uh, . Thank you so much. Um, um-

Speaker 2

Welcome.

Speaker 1

That's the end of the questions. Thank you so much for your valuable time, um, and I hope you watch this as-

Speaker 2

Thank you so much for that.

Speaker 1

Yeah, yeah. Thank you so much. That would be all. Um-

Speaker 2

No, no,

Speaker 1

Do you want to ask her something?

Speaker 2

Mm, I, I think for so far, no, I don't have any question.

Speaker 1

Thank you so much. Thank you so much.

Secretary

This is the professionally translated and revised English transcript of an interview conducted with a staff member at Pure Hands Indonesia regarding employee retention in humanitarian organizations.

SPEAKER 1:

Thank you for your time and for accepting the invitation for this interview. Thank you, If you're ready, we will begin the interview now. You'll be asked around 12 questions regarding your organization, Pure Hands Indonesia. Let's begin with the first question.

As we know, people have different reasons for staying in a job. What do you think makes people stay at Pure Hands Indonesia, and what makes you personally continue working

here?

SPEAKER 2:

Thank you, for the opportunity. To answer your first question, I would say that what keeps me here at Pure Hands is the humanitarian mission. My work is not just about earning a salary, it's about contributing to a meaningful cause, especially for Yemen. As a Yemeni, and as someone directly affected by the war, I feel it's my duty to help my people. If we Yemenis don't help our own country, who will?

SPEAKER 1:

That was a clear and thoughtful answer. Moving to the next question, what are you looking for in working at this organization?

SPEAKER 2:

Aside from the financial support, which helps me live here in Jakarta, I find great meaning in knowing that my job helps others. It's not just a paycheck, it's a purpose.

SPEAKER 1:

Have you worked in other sectors before? If so, how does it compare to working in the humanitarian sector?

SPEAKER 2:

Yes, I used to teach Indonesian and the Qur'an to Indonesian children. While that was meaningful in its own way, it was more about making money. Working at Pure Hands, about 80% of the motivation comes from the impact I'm making, not just the income. I could earn the same or even more elsewhere, but I find comfort and purpose here.

SPEAKER 1:

What motivated you to join a humanitarian organization like Pure Hands Indonesia?

SPEAKER 2:

Even back in school, I was passionate about social work and volunteering. I joined various organizations to build connections and help others. That experience naturally led me to Pure Hands. It's a field I'm passionate about, helping others while building a career.

SPEAKER 1:

How did your expectations compare with the reality of working here?

SPEAKER 2:

I expected it to be like my volunteer work, simple and light. But once I started, I realized humanitarian work is demanding. It needs passion and a strong mission, or you'll lose motivation. It's tough, and results take time, so without a deep sense of purpose, it would be easy to leave.

SPEAKER 1:

What keeps you committed to your work at Pure Hands?

SPEAKER 2:

Beyond the mission, it's the positive environment. I have a kind and understanding supervisor, and the team is very supportive. That makes a huge difference.

SPEAKER 1:

How satisfied are you with your current role?

SPEAKER 2:

I'm happy, but it would be much better if I had someone to help share the workload. Being the only secretary is tough. It was really helpful to have you with us during your internship, you brought energy and support, and I miss that.

SPEAKER 1:

What part of your work do you find most meaningful?

SPEAKER 2:

I help connect Pure Hands with other organizations and prepare materials. When I see the reports from Yemen and the smiles on the children's faces, I know I played a part in that. It's very fulfilling.

SPEAKER 1:

What are the main challenges in your role?

SPEAKER 2:

First, being the only full-time staff at the office. Second, the lack of awareness in Indonesia about Yemen's situation. Starting from zero is hard. Educating people and raising awareness is a big task.

SPEAKER 1:

Does the organization provide enough opportunities for growth and development?

SPEAKER 2:

That depends on the size and maturity of the organization. For now, Pure Hands Indonesia is still developing. We lack resources and manpower, but in the future—God willing—things will grow, and it will be even more worth staying long-term.

SPEAKER 1:

Have you ever considered leaving? If yes, why?

SPEAKER 2:

Yes, especially during Ramadan when the workload was overwhelming. I was alone handling everything until you joined us. Your support helped me reconsider staying. But

when the pressure is too much, I do sometimes think about leaving.

SPEAKER 1:

What would help you stay longer?

SPEAKER 2:

Having a larger team to share responsibilities and, of course, better financial support.

SPEAKER 1:

How would you describe the work culture at Pure Hands Indonesia?

SPEAKER 2:

It's positive. Most of the team members are Yemenis, so we share a common language and culture. There are also some Indonesian contributors. Communication with external teams could be improved, but overall it's good.

SPEAKER 1:

Do you feel supported by your supervisor?

SPEAKER 2:

Yes, I'm grateful for my supervisor. He's supportive and understanding. Even if he's busy, when he focuses on us, the results are great.

SPEAKER 1:

How does the organization handle stress, burnout, and employee wellbeing?

SPEAKER 2:

When things get intense, we delegate to volunteers to ease the pressure. After major projects, we try to take time off, maybe travel or visit family. The organization does show empathy toward staff.

SPEAKER 1:

What are the most important factors that influence your decision to stay?

SPEAKER 2:

The ability to help Yemen and the valuable experience I'm gaining. In one year here, I've learned more than I did in four years of college, across finance, design, marketing, HR, and reporting.

SPEAKER 1:

What could make you leave?

SPEAKER 2:

If the stress becomes too much and we don't have enough staff. We need specialized people for different tasks—someone for marketing, someone for networking, etc. Without that, it's hard to manage.

SPEAKER 1:

What advice would you give to improve employee retention in humanitarian organizations?

SPEAKER 2:

Focus on employee comfort—both financially and in the work environment. Assign clear roles so each person can focus on one area. And finally, reward achievements. Recognition keeps people motivated.

SPEAKER 1:

Thank you so much for your time and valuable insights. That brings us to the end of the interview. Do you have any final remarks?

SPEAKER 2:

Yes—one of the key reasons I’ve stayed is because of The Secretary’s presence during his internship. His energy brought new life to the office. He contributed to every part of the organization. It was stressful, but he handled it all, and I’m sure he learned a lot.

SPEAKER 1:

I certainly did. Thank you again.