

The Reality of Digital Transformation in Non-Governmental Organizations in Palestine

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Abstract: *The study aimed to identify the digital transformation in Non-Governmental Organizations in Palestine, and the study used the descriptive analytical approach, and a structured questionnaire was used to collect data that contribute to achieving the objectives of the study, and the study population consists of employees in Non-Governmental Organizations in the southern Palestinian governorates, and a random sample was used to collect Data where (183) applicable questionnaires were retrieved. The results of the study showed that the general assessment of digital transformation reached (83.92%), and that the arrangement of areas of digital transformation is as follows: (infrastructure, organizational culture, human resources, leadership and administrative support, plans and strategies, material resources). The study presented a set of recommendations, the most important of which are: the necessity of providing a budget for training and development, attracting expertise and specialists in digital transformation to work in organizations, and providing the necessary software tools to build and manage the digital transformation process.*

Keywords: Digital Transformation, Non-Governmental Organizations, Southern Palestinian Governorates, Palestine.

Introduction

In light of the rapid developments witnessed by the current era, the importance of benefiting from modern technology as a means of helping to overcome many of the challenges that imposed itself on many institutions, such as Non-Governmental Organizations, emerged. This transformation is a real opportunity for Non-Governmental Organizations to create new solutions to help customers and provide the best services and thus the desired development events.

Hence, it was necessary for Non-Governmental Organizations to prepare well to receive this transformation imposed to achieve the maximum benefit from it, and hence the current study came to identify the reality of this digital transformation in Non-Governmental Organizations in our current time and the degree of readiness to implement it and the aspects of benefiting from it and the challenges that hinder its implementation in Non-Governmental Organizations leading to proposals to activate it Transformation and setting a future vision for NGOs in light of digital transformation.

Business organizations have been keen to invest in such technologies due to their pioneering role in achieving excellence and raising the efficiency of organizations (Al-Hila et al., 2017), (Hamdan et al., 2020).

Organizations hastened to adopt such technologies in order to transform their traditional services into advanced electronic services that contribute to harnessing these developments to streamline the lives of individuals, improve and develop administrative work, shorten administrative procedures quickly, and reduce costs, in addition to optimally utilizing organizational resources (Al Shobaki et al., 2022), and (Owda et al., 2019).

Problem Statement

Some recent studies revealed that companies around the world have invested \$2 trillion by 2020 in developing their digital transformation technologies, and this qualitative shift in the

volume of investments is imposed by the necessities of increasing the complexities of the information technology sector with regard to devices and applications and increasing the bet on the productivity of employees who are supposed to be in IT departments It is exposed to any imbalance, and in order for IT managers to maintain their competitive capabilities in the markets, they must refocus on information technology strategies so that the effective work force with the highest returns is the focus of the production process, which contributes to raising the efficiency of organizations (Al Najjar et al., 2022).

Several research and studies such as a study (AMR, 2018) and the study (khalil, 2019) indicated that organizations seek through their various development plans to clear interest in the digital transformation of Non-Governmental Organizations, and despite the partial digital transformation in organizations, there are some challenges that are still Organizations are facing their adoption of such technologies.

Research Questions

From the foregoing, the main question that will answer the study questions has been concluded, which is:

Q1-: What is the reality of digital transformation in Non-Governmental Organizations in the southern Palestinian governorates?

Q2-: Are there significant differences in the responses of the respondents about the digital transformation in the Non-Governmental Organizations in the southern Palestinian governorates, according to the personal and organizational data?

Research Objectives

Based on the established research questions, this study aims to achieve the following objectives:

1. Identifying the reality of digital transformation in Non-Governmental Organizations in the southern Palestinian governorates.

2. Showing differences in respondents' responses about the reality of digital transformation in Non-Governmental Organizations in the southern Palestinian governorates, according to personal and organizational data.
3. Coming up with recommendations that contribute to strengthening the decision on adopting and promoting digital transformation.

Research Importance

The aspects of the importance of the study can be identified from the contribution and the expected addition from it, as follows:

Scientific (Theoretical) Importance:

1. The theoretical importance of this study stands out from other studies in several fields, especially in light of the scarcity of studies related to ways to enhance the digital transformation of Non-Governmental Organizations in the Gaza Strip.
2. Identify ways to promote digital transformation through a set of practices and the importance of applying these practices outside the traditional patterns of these roles, especially since some of them are considered modern in Arab environments.
3. This study derives its importance from the importance of practices in ways to promote digital transformation.

Practical (Applied) Importance:

1. A realistic study of a modern scientific phenomenon affected by Non-Governmental Organizations in the southern Palestinian governorates.
2. The researchers hope that the results of this study will be circulated to officials in Non-Governmental Organizations in the southern Palestinian governorates.
3. The study is useful in defining ways to promote digital transformation and its use in Non-Governmental Organizations.
4. Providing Non-Governmental Organizations with documented recommendations and proposals derived from the field study that help improve ways to promote digital transformation in Non-Governmental Organizations in the Gaza Strip.
5. The study practically provides recommendations and proposals for decision makers in Non-Governmental Organizations to develop the performance of Non-Governmental Organizations by using ways to enhance digital transformation, which helps to develop administrative work.

Limitations and Directions for Research

The scope of the study shall be as follows:

1. **Objective limits:** It was limited to studying the reality of digital transformation in NGOs in Palestine.
2. **Human Limit:** The study was conducted on employees in the NGOs under study, who responded electronically by filling out the questionnaire.
3. **Institutional limitation:** The study was conducted on NGOs operating in Palestine.

4. **Spatial Boundaries:** The study was conducted in Palestine, specifically in the southern Palestinian governorates.
5. **Time Limits:** This study was implemented in 2023 and therefore represents the reality at this time.

Literature Reviews

- Study of (Al-Halabi et al., 2022) aimed at identifying the impact of transformational leadership and its role in managing the digital transformation process in the Ministry of Interior and National Security the civil part To achieve the objectives of the study, the researchers used the analytical descriptive approach, and the questionnaire was used as a tool for collecting data from a sample The study consisted of (207) employees working in supervisory positions in the Ministry, and (165) questionnaires were retrieved from the distributed questionnaires. The study reached a number of results, most notably: There is a direct relationship between the application of digital transformation and transformational leadership in all its dimensions.
- Study of (Misbah, 2022) titled "Digital Transformation as a Tool for Improving the Quality of Social Services in Community Development Units" aimed at determining the level of digital transformation, determining the level of quality of social services, and identifying the dimensions of digital transformation most closely related to improving the quality of social services in community development units, in addition to Determine the difficulties facing the contributions of digital transformation in improving the quality of social services, and come up with proposals to activate the contributions of digital transformation in improving the quality of social services, and reach a proposed future vision to activate the contributions of digital transformation in improving the quality of social services in the community development units, and the researcher adopted during his study the method The study relied on the use of a sample social survey approach for service beneficiaries, whose number reached (380) individuals, and the comprehensive social survey approach for officials, whose number is (47) individuals. There is a statistically significant positive relationship between digital transformation and improving the quality of social services. The dimensions of digital transformation most closely related to improving the quality of social services are as follows: rights and responsibilities and provision of digital security, followed by interdependence and interdependence between all executive agencies, then knowledgeable human resources, followed by training and building digital capabilities, then infrastructure for implementing digital transformation, and finally implementation strategies and plans digital transformation.
- The study of (Al -Maslamani, 2022) entitled "Digital Transformation in Egyptian Universities (Reality - Requirements- Constituents) that aimed to reveal the

- reality of digital transformation in Egyptian universities, and the most important requirements for that, and the obstacles to implementation. A special questionnaire and its distribution to the study sample of (173) employees from Egyptian universities, and the study showed that the Egyptian University has taken satisfactory steps towards digital transformation, and that there are a number of obstacles that it faces in the process of digital transformation, and that males are more directed than females towards digital transformation.
- Study of (Saqat and Aziz Rahman, 2022) entitled "Digital Transformation in Government Institutions According to Vision 2030 A case study of Al-Noor Hospital in Makkah Al-Mukarramah in the period from 2021-2022, which aimed to know the availability of digital transformation requirements in government institutions according to Vision 2030. The study was applied to Al-Noor Hospital in Makkah Al-Mukarramah as a case study, and the study relied on the analytical descriptive approach to reach scientific results that reveal the reality of the digital transformation in the hospital, and the questionnaire was used as an appropriate tool for this research, as the questionnaire was distributed to (52) items using the comprehensive inventory method for all items. The two researchers received (52) questionnaires, which they analyzed scientifically and interpreted its results. The research reached several results, the most important of which are: The senior management of Al-Noor Hospital provides adequate support towards digital transformation and the appropriate time towards digital transformation efforts in all hospital transactions, as is available at Al-Noor Hospital Appropriate strategic directions for digital transformation to transform threats into opportunities that will be utilized in the future in the digital transformation process.
 - The study of (Al -Marji and Al -Rashidi, 2022) entitled "The effect of digital transformation in the quality of the internal audit" aimed at identifying the effects of digital transformation and its relationship to improving the quality of internal audit, and to achieve the goal of the study, the researchers used the deductive approach through the analysis of studies That has to do with the topic, in addition to the inductive approach, and to collect data, an organized questionnaire has been built for this purpose, as the data was collected through a class sample consisting of (112) accountants and university professors and a number of internal auditors, and the study showed that the digital transformation has positive results on Internal review by providing a number of controls regulating the transformation process, which improves the quality of the internal audit.
 - Study of (MUhammad, 2022) entitled "The effect of digital transformation on women's administrative empowerment - an applying study on employees in centers and units of the character of Mansoura University" that aimed at the study to identify the effect of digital transformation on administrative empowerment in Mansoura University units, and to achieve the goals of the study, the researcher used the descriptive approach Analytical, and to collect data, a questionnaire was built, as it was distributed to 23 centers at the university, and the study concluded that there is a correlation between the dimensions of digital transformation and administrative empowerment, as well as there is a correlation to the dimensions of digital empowerment.
 - Study of (Teixeira, et al., 2021) study entitled "How do higher education institutions lead towards digital transformation", which aimed to determine the impact of higher education institutions on adopting digital transformation in Porto, and the researchers used the case study of the Polytechnic Institute in Porto, to achieve the purpose of the study, and the study showed There is a positive impact of higher education institutions on the digital transformation process.
 - A study of (Bennett, 2021), which aimed to identify the effects of digital transformation in the face of the Corona pandemic, and the researcher used the analytical descriptive approach, and to achieve the purpose of the study, a special questionnaire was built to collect data from official and informal organizations, and the study showed that the Corona pandemic has a great impact on adopting transformation digital, through the use of technological technologies.
 - A study (Sabah, 2021) entitled "The Reality of Digital Transformation and its Reflection on the Level of Institutional Efficiency in the Municipality of Khan Younis", which aimed to identify the reality of digital transformation in the Municipality of Khan Younis and its impact on institutional efficiency. The researcher used the descriptive analytical approach to achieve the purposes of the study. Data from the study sample of municipal employees under study, and the study showed that there is a correlation between digital transformation and institutional efficiency, and that there is a large degree of agreement from the sample on the field of human resources for digital transformation, and the field of security and legislation for digital transformation.
 - Study of (Kuzu, 2020), which aimed to identify the impact of strategic planning on the adoption of digital transformation by universities, in addition to identifying methods of digital construction of education systems in universities. The researcher used the descriptive approach, and the researcher built a special questionnaire to collect data from the study sample, which is a number of universities. Turkish, and the results showed that strategic planning has an important and major role in adopting digital transformation, and the adoption of computerized systems has a fundamental role in digital transformation.
 - A study of (Al-Baluchi et al., 2020) entitled "The Reality of Digital Transformation in Omani Institutions", which aimed to identify the reality of digital transformation in Omani institutions by studying the roles played by those institutions to adopt digital transformation in their work.

The most important projects that it undertakes, and to achieve the purposes of the study, the researchers used the qualitative descriptive approach, and the study showed that the Omani institutions did not play the role required of them for the success of the digital transformation.

- Study of (Benavides, et al., 2020) entitled "Digital Transformation in Higher Education Institutions", which aimed to identify the impact of digital transformation on higher education institutions, and used the analytical approach through studying and analyzing previous literature, where 19 previous studies were studied and analyzed, and the study showed The digital transformation in higher education institutions is still nascent and in need of development, as no protocol has been developed in educational institutions from a comprehensive perspective.
- Study (Madi and Abu Hjaier, 2020) entitled: "The readiness of the Palestinian universities towards the digital transformation" that aimed to identify the readiness of the private Palestinian universities for the Rafmi transformation, and the researchers used the descriptive analytical approach to achieve the purpose of the study, and the researchers built a special questionnaire to collect data From the study community, which is (University of Palestine, Al -Isra University, Gaza), (170) questionnaires were distributed, and 65% of the questionnaires were recovered by (110) questionnaires, and the study reached a number of results, the most important Very good, as strategic trends and tikkarji structure also contribute to the adoption of digital transformation, and the scarcity of human and financial resources has the most important obstacles facing the application of the transformation.
- Study of (Abdullah, 2019) entitled: "The digital transformation in the Sultanate of Oman and the factors affecting it from the point of view of decision makers" that aimed to identify the most important factors that contribute to the application of digital transformation in the Sultanate of Oman, and to achieve the goals of the study, the researcher used the descriptive analytical approach, and used The researcher, the questionnaire, as a tool to collect data from the study sample, consisting of 4 government institutions. One of the most prominent results that the study reached is that the Ministry's Information Authority adopted a strategic plan for all government departments to implement digital transformation.
- Study of (Vial, 2019) entitled "Understanding Digital Transformation: Reviewing and Scheduling Business", which aimed to identify the concept of digital transformation, the most important challenges, and the researcher used focus groups to achieve the purposes of the study. Information technology. The study also showed that there are a number of challenges facing the digital transformation process.

Comment on previous studies

By looking at previous studies directly related to the subject of the research, the researchers found that these studies were numerous and differed according to the goals they sought to achieve, as well as the different environments in which they were applied, the variables they studied, the approaches used, and the tools that were used. Below, the researchers presented the most important Aspects of agreement and difference, as well as what distinguishes their study from previous studies:

The benefits of the current study from previous studies

The current study benefited from previous studies in the following:

1. Enriching the theoretical framework in the study.
2. Building the questionnaire study tool.
3. Ensure that the current study is not repeated.
4. Providing the necessary references for the study, especially foreign references.

Conceptual Frameworks

Digital transformation plays a major role in reaching qualitative leaps in all sectors, as well as encouraging our institutions and entrepreneurs to adapt these technologies and employ them in similar contexts outside the borders of the country, so that Non-Governmental Organizations can export their solutions to serve global requirements to become more interconnected and harmonious thanks to these technologies (Al Shobaki et al., 2020), and (Al Shobaki et al., 2022).

This comes through the organization planning for the future, from here the digital transformation strategy is born, which helps managers, officials and business owners to answer questions related to their business such as the current level of digitization, future vision, how to work on that, and most of all is protection from disruption and gaps Digital, the process of digital transformation in NGOs is more than just implementing new technology, investing in tools, or upgrading existing systems. Of course, these steps are important, but they are not the complete picture (Al Shobaki et al., 2021).

Advantages and Benefits of Digital Transformation for Organizations

There are a set of benefits that digital transformation adds to any organization that begins projecting the digital transformation pattern on the work environment, employees, and various internal and external processes. These advantages are evident according to (Al Shobaki et al., 2020), and (Al Shobaki et al., 2022) as follows:

1. **Decreased Operational Costs:** One of the main advantages of using digital technology tools is the reduction of operational costs. The use of tools such as cloud storage Google Drive, Dropbox, OneDrive will reduce traditional storage tools, reduce data maintenance costs, and facilitate access to all its employees. Although the investment the initial use of these techniques and tools and the mechanism of training on them may be relatively expensive, but in the long run these tools can significantly reduce the costs of the operations of the NGO if they are used well.

2. **Enhanced Productivity:** Another key advantage of using modern digital technology tools is that it enhances the productivity of your organization's human resources, so if all NGO departments including HR, Accounting, Procurement and IT can make use of advanced digital tools, more work will be done. in less time.
3. **Ease Of Collaboration Using Digital Tools:** One of the key aspects of any work environment is collaboration between employees. Working on projects will require input from different team members who may be from different departments or geographical locations. Therefore, even when team members are in different geographical locations, they can still collaborate thanks to the powerful communication tools built within these platforms.
4. **Effective Internal And External Communications:** An NGO, like any other organization, needs effective communication between all stakeholders (internal and external), as communication tools such as Zoom and Microsoft Teams make communication between team members and other internal stakeholders in an NGO smoother. Many tools and techniques can be employed in the management of non-profit organizations.

Digital Transformation Is a Necessity in Improving the Efficiency of Organizations

Digital transformation is an important framework for business success, as it reshapes the way people live, work, think, interact, and communicate based on the available technologies and their associated facilities with continuous planning and constant striving to reformulate practical experiences, and because access to the cumulative experiences of humanity has become easier, reshaping based on them takes place today. In a simpler, better, and more effective way, until things we have been accustomed to for a long time have transformed, and our view of global expertise passes through a clear glass, digital transformation has become a necessity for all institutions and agencies that seek to develop and improve their services and facilitate their access to beneficiaries, and digital transformation does not only mean the application of technology within the institution, but It is a comprehensive and complete program that touches the institution and touches on the method and method of its work internally, as well as how to provide services to the target audience to make services easier and faster. There is no doubt that digital transformation means how to use technology within institutions and agencies, whether governmental or the private sector alike, as it helps to improve Operational efficiency and improving the services it provides to customers and the target audience of those services, as it is based on employing technology optimally, which serves the workflow within the organization in all its departments and also in its dealings with customers and the public to improve services and facilitate access to them, which includes saving time and effort at the same time.

Dimensions of Digital Transformation

After reviewing a number of previous literature on digital transformation, we note that a number of researchers have

touched on some models that contribute to some of the requirements necessary for the digital transformation process, and some of these factors are as follows:

1. **Strategy:** What is meant by strategy here is the digital transformation strategy.
2. **Organizational culture:** Every organization must possess an organizational philosophy in managing its operations and effectiveness, raising its functional efficiency and increasing the possibility of detailing organizational mechanisms and policies so that it can achieve its goals, objectives and mission in society. Achieving cohesion and harmony among the employees through the adoption of a common system of values, principles and beliefs.
3. **Leadership and Administrative Support:** Senior management is considered the basic building block for building organizations, because of its leading role in developing organizations by adopting advanced technologies and working to support them.
4. **Human resources (digital human competencies):** It includes individuals who have the ability and desire to work, and usually human resources are represented in various administrative and technical competencies such as managers, supervisors, salesmen, observers, skilled employees, semi-skilled and others (Safi et al., 2021).
5. **Organizational resources:** They are all the resources, sources, and capabilities that institutions and companies use to complete their production processes.
6. **Technical resources (technologies and software).**
7. **Material resources:** It includes the funds necessary to provide production needs and requirements, pay wages and salaries, and spend on auxiliary activities and work, in exchange for the required liquidity, and so on.

Obstacles That Hinder the Digital Transformation Process

The Digital Security Guide for NGOs (2020) confirmed that there are many obstacles that impede the process of digital transformation within institutions and companies, the most important of which are:

- Lack of competencies and capabilities within the organization capable of leading digital transformation and change programs within the organization.
- Lack of budgets allocated for these programmes.
- Fear of information security risks as a result of using technology.

The Most Important Challenges Facing Digital Transformation

The process of digital transformation within organizations in all its forms faces many challenges that may affect the specific goals, according to (Al-Baluchi et al., 2020), among these challenges:

- Lack of competencies capable of change and leading digital transformation programs within the organization.
- Lack of financial budgets allocated for digital transformation.
- Information security risks in light of the use of modern technological techniques.

- Resistance to change that results from the lack of a citizen's technological culture.
- Lack of a comprehensive digital strategy.
- Electronic crimes and data privacy.
- Limited localization of the technology needed for digital transformation.
- The high economic cost of purchasing technological devices and smart digital applications

Methodology and Procedures

The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished. Accordingly, the researchers touched on the procedures that were followed in preparing the study by clarifying the study method and its community, and then identifying the sample on which the study was applied, as well as preparing the main study tool (questionnaire) and the mechanism of its construction and development and the extent of its validity and stability, and ends with the statistical

treatments that were used in analyzing the data and drawing conclusions.

First- Study Methodology: The researchers used the analytical descriptive approach in order to achieve the objectives of the study, through which it attempts to describe the phenomenon under study, analyze its data, and the relationship between its components, the opinions raised about it, and the processes involved.

Second - Study Population: The target study population consists of all accredited Non-Governmental Organizations in the southern Palestinian governorates.

Third - The Study Sample: The simple random sample method was used to collect the study data, as an electronic questionnaire was distributed to the study population, and (183) applicable questionnaires were retrieved.

Fourth - Study Tool: the questionnaire is the most widely used and widespread tool among researchers, and in order to conduct the applied study, the study tool (questionnaire) was prepared to measure "the reality of digital transformation and its reflection on the level of institutional competence.

Table 1: Scores of the scale used in the questionnaire

Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Degree	1	2	3	4	5

The Standard Used In the Study

To determine the criterion adopted in the study, the length of the cells was determined in the five-point Likert scale by

calculating the range between the degrees of the scale (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell as shown in the following table:

Table 2: The criterion adopted in the study

Arithmetic mean	Relative Weight	Degree Of Approval
From 1.8 - 1	From 35.9% - 20%	Very Weak
From 2.59- 1.8	From 51.9% - 36%	Weak
From 3.39-2.6	From 67.9 -% 52 %	Medium
From 4.19-3.4	From 83.9% - 68%	Big
Greater Than 4.2	Greater Than 84%	Very Large

In order to interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the domains of the questionnaire, and the level of the paragraphs in each domain, and the researchers determined the degree of approval according to the test approved for the study.

Validity of the Study Tool

The validity of the questionnaire reflects the measurement of the paragraphs of the questionnaire, what it was prepared to measure. The validity of the questionnaire has been verified through the following:

The Validity of The Internal Consistency: It means "the extent to which each paragraph of the questionnaire is

consistent with the axis to which this paragraph belongs. It was calculated on the sample of the exploratory study of (30) questionnaires, by calculating the correlation coefficients between each paragraph and the total score of the axis to which it belongs.

The Results of the Internal Consistency of the Digital Transformation Axis

The following tables show the correlation coefficient between each paragraph of the "digital transformation" domains and the total score for each domain, which shows that the correlation coefficients shown are a function at a significant level ($\alpha \leq 0.05$), and thus the domain is considered valid for what was set to measure it.

Table 3: The results of the validity of the internal consistency of the field of plans and strategies

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The organization's strategic directions include clear goals towards the application of digital transformation.	.600	*0.000
2.	The organization is working to follow strategies compatible with digital transformation when formulating plans	.826	*0.000

3.	The organization is keen to make organizational changes to apply electronic management in line with digital transformation.	.455	*0.012
4.	The organization is working to understand its internal environment related to its ability to transform digital.	.755	*0.000
5.	The organization seeks to develop its strategic plan to convert threats into opportunities that are used in the future in the process of digital transformation.	.812	*0.000
6.	The organization seeks to understand the effect of its external environment if it applies the digital transformation.	.784	*0.000
7.	The organization spends sufficient amounts to improve institutional efficiency in providing its services.	.688	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Table 4: The results of the validity of internal consistency in the field of human resources

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	A human resource development plan is available to implement digital transformation programs.	.771	*0.000
2.	The organization implements training courses to qualify employees towards digital transformation	.608	*0.000
3.	The organization has specialists capable of achieving digital transformation.	.573	*0.000
4.	Organization employees understand the needs for digital transformation	.769	*0.000
5.	The organization encourages initiative, knowledge and acquisition of knowledge among employees to keep pace with digital transformation	.697	*0.000
6.	The employees of the organization have sufficient experience to help them accomplish the tasks.	.576	*0.000
7.	The employees of the organization contribute to the preparation of operational plans.	.686	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Table 5: Results of internal consistency validity for the field of technical infrastructure

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The organization has high-speed internet that is available and uninterrupted.	.700	*0.000
2.	The organization has modern computers and software.	.639	*0.000
3.	Technical support services are available to all departments on a routine basis.	.755	*0.000
4.	The software tools needed to build and manage the digital transformation process are available	.749	*0.000
5.	The organization updates all activities and information on its website	.858	*0.000
6.	There are clear mechanisms in the organization to ensure the continuity of providing electronic services in crises and emergencies	.735	*0.000
7.	Security protection standards are available for the technical systems used.	.823	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Table 6: The results of the validity of internal consistency for the field of material resources

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The organization has an adequate financial budget for digital transformation operations.	.835	*0.001
2.	The organization spends sufficient amounts of money for digital transformation.	.755	*0.000
3.	The organization spends a sufficient financial budget to train employees and develop their skills about digital transformation.	.804	*0.000
4.	Computers are characterized by speed and modernity to meet the needs of work.	.575	*0.001

5.	Adequate connection speed is available, and network features are efficient.	.537	*0.002
6.	Rapid maintenance of devices is carried out on request.	.460	*0.010
7.	The technology used in the organization is constantly updated.	.686	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Table 7: The results of the validity of internal consistency in the field of organizational culture

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The organization has regulations and laws that support digital transformation.	.835	*0.000
2.	The prevailing standards in the organization contribute to creating an environment conducive to digital transformation.	.780	*0.000
3.	The organization has enough knowledge to move towards digital transformation.	.776	*0.000
4.	The employees of the organization are prepared to accept a new organizational culture that is suitable for digital transformation.	.843	*0.000
5.	The employees of the organization accept the changes in the organizational structure resulting from the digital transformation.	.755	*0.000
6.	There is appropriate coordination and cooperation between the works of the various administrative units within the organization.	.654	*0.000
7.	Leadership and staff share full responsibility for the success or failure of project implementation.	.682	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Table 8: The results of the validity of internal consistency for the field of leadership and administrative support

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The organization allocates appropriate time towards the efforts required for digital transformation.	.815	*0.000
2.	The organization considers digital transformation in its business and transactions a priority in its future goals.	.711	*0.000
3.	The organization provides a special budget to develop the quality of its electronic services as a lever for digital transformation.	.523	*0.003
4.	The organization adopts all creative initiatives seeking to implement digital transformation.	.744	*0.000
5.	The organization is keen to participate in digital transformation trainings implemented by governmental or non-governmental agencies.	.566	*0.001
6.	The top management of the organization is willing to take the economic and organizational risks of adopting digital transformation.	.521	*0.003
7.	The organization's senior management has remedial plans to remove obstacles that hinder the digital transformation process.	.826	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Building Validity: It means "the extent of consistency of each domain of the total score of the axis to which the field belongs, and it was calculated on the sample of the survey study, which amounted to (30) questionnaires, by calculating the correlation coefficients between each domain and the total score of the axis to which it belongs.

Table 9: The results of the construction validity of the digital transformation axis

#	Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	Plans And Strategies	.842	*0.000
2.	HR	.831	*0.000
3.	Technical Infrastructure	.791	*0.000
4.	Material Resources	.847	*0.000
5.	Organizational Culture	.905	*0.000
6.	Leadership And Administrative Support	.805	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Reliability: The stability of the questionnaire means that the questionnaire gives the same results if it is reapplied several times in succession, and it also means to what degree the scale gives close readings each time it is used, or what is the degree

of its consistency, consistency and continuity when it is used repeatedly at different times.

The researchers verified the stability of the study questionnaire through Cronbach's Alpha Coefficient, and the results were as shown in Table (10).

Table 10: Cronbach's alpha coefficient to measure the stability of the resolution

Domain	Number Of Paragraphs	Cronbach's Alpha Coefficient
Plans And Strategies	7	0.782
HR	7	0.753
Technical Infrastructure	7	0.872
Material Resources	7	0.791
Organizational Culture	7	0.879
Leadership And Administrative Support	7	0.778
The Overall Degree Of Digital Transformation	42	0.949

It is clear from the results shown in Table No. (11) That the value of Cronbach's alpha coefficient is high for each domain, ranging between (0.753, 0.879), while it reached (0.949) for all paragraphs of the digital transformation axis, and (0.937) for the institutional efficiency axis. This means that the stability is high and statistically significant. . Thus, the resolution in its final form is applicable. The researchers have confirmed the validity and stability of the questionnaire, which makes them fully confident in the validity and validity

of the questionnaire for analyzing the results, answering the study's questions and testing its hypotheses.

Statistical Description of the Study Sample

The following table shows the statistical description of the members of the study community according to personal data. The number of respondents who filled out the study questionnaire was (183) employees in Non-Governmental Organizations in the southern governorates (gender, age group, educational qualification, number of years of service). The results are shown in the following table:

Table 11: Statistical description of the study sample according to personal and organizational data (n = 183)

Variable	Category	The Number	%
Gender	Male	138	75.4
	Female	45	24.6
Qualification	Diploma Or Less	21	11.5
	Bachelor's	120	65.6
	Postgraduate	42	23.0
Age group	Less Than 30	30	16.4
	From 30 To Less Than 35	114	62.3
	From 35 To Less Than 40	24	13.1
	40 Years And Over	15	8.2
Years Of Service	Less than 5 years	27	14.8
	5 - less than 10 years	93	50.8
	10- Less than 15 years old	36	19.7
	15 years and over	27	14.8

Answering Study Questions and Testing Hypotheses

To answer the questions of the study, the arithmetic and relative mean, standard deviation, and the arithmetic mean were used.

Q1:- What is the reality of digital transformation in Non-Governmental Organizations in the southern Palestinian governorates?

To answer this question, the arithmetic mean, relative weight, standard deviation, and arrangement were used. The results are shown in the following table:

Table 12: The arithmetic and relative mean and standard deviation for each paragraph of the “Digital Transformation” axis

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	Plans And Strategies	4.1475	0.59938	82.95%	5
2.	HR	4.2037	0.66761	84.07%	3
3.	Technical Infrastructure	4.3279	0.62162	86.56%	1

4.	Material Resources	4.0562	0.76431	81.12%	6
5.	Organizational Culture	4.2740	0.61507	85.48%	2
6.	Leadership And Administrative Support	4.1663	0.70521	83.33%	4
The Overall Degree Of Digital Transformation		4.1959	0.57207	83.92%	

From the previous table, it can be concluded that the field "Technical Infrastructure" came in the first place with an arithmetic average of (86.56%), to a very large degree. Followed by the field of "organizational culture" in the second place with an arithmetic average of (85.48%) and a very high degree of agreement as well.

While the field "material resources" came last with an arithmetic average of (81.12%), a high degree of agreement.

The total score for the digital transformation axis came with an arithmetic mean of (4.196), with a relative weight of (83.92%). This means that there is a high degree of agreement by the respondents on the paragraphs of this axis.

The following tables show the order of paragraphs for each domain in the digital transformation axis:

Table 13: The arithmetic and relative mean and standard deviation for each paragraph of the field of "plans and strategies"

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization's strategic directions include clear goals towards the application of digital transformation.	4.15	0.788	83.00%	5
2.	The organization is working to follow strategies compatible with digital transformation when formulating plans	4.16	0.816	83.20%	4
3.	The organization is keen to make organizational changes to apply electronic management in line with digital transformation.	4.11	0.772	82.20%	6
4.	The organization is working to understand its internal environment related to its ability to transform digital.	4.26	0.677	85.20%	3
5.	The organization seeks to develop its strategic plan to convert threats into opportunities that are used in the future in the process of digital transformation.	4.41	0.639	88.20%	1
6.	The organization seeks to understand the effect of its external environment if it applies the digital transformation.	4.31	0.668	86.20%	2
7.	The organization spends sufficient amounts to improve institutional efficiency in providing its services.	3.62	1.234	72.40%	7
All Paragraphs Of The Field Together		4.1475	0.59938	82.95%	

From the previous table, it can be concluded that Paragraph No. (5) "The organization seeks to develop its strategic plan to transform threats into opportunities that will be used in the future in the digital transformation process" came first with a relative weight of (88.20%), with a very high degree of approval.

Paragraph No. (7) "The organization spends sufficient amounts of money on institutional

efficiency in providing its services" came last, with an arithmetic average of (72.40%), a high degree of approval.

The total score for the field of "plans and strategies" came with a relative weight equal to (82.95%), and this means that there is a high degree of agreement by the respondents on the paragraphs of this field.

Table 14: The arithmetic and relative mean and standard deviation for each paragraph of the field of "Human Resources"

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
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1.	A human resource development plan is available to implement digital transformation programs.	4.18	0.986	83.60%	6
2.	The organization implements training courses to qualify employees towards digital transformation	4.28	0.835	85.60%	4
3.	The organization has specialists capable of achieving digital transformation.	3.54	1.390	70.80%	7
4.	Organization employees understand the needs for digital transformation	4.21	0.605	84.20%	5
5.	The organization encourages initiative, knowledge and acquisition of knowledge among employees to keep pace with digital transformation	4.33	0.764	86.60%	3
6.	The employees of the organization have sufficient experience to help them accomplish the tasks.	4.48	0.762	89.60%	1
7.	The employees of the organization contribute to the preparation of operational plans.	4.41	0.778	88.20%	2
All Paragraphs Of The Field Together		4.2037	0.66761	84.07%	

From the previous table, it can be concluded that Paragraph No. (6) “The employees of the organization have sufficient experience to help them accomplish the tasks” came in the first place with a relative weight of (89.60%), a very large degree.

Paragraph No. (3) “The organization has specialists capable of achieving digital transformation” ranked

last with a relative weight of (70.80%), a high degree of approval.

The total score for the field of "Human Resources" came with an arithmetic mean of (84.07%), and this means that there is a very high degree of agreement by the respondents on the paragraphs of this field.

Table 15: The arithmetic and relative mean and standard deviation for each paragraph of the “Technical Infrastructure” field

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization has high-speed internet that is available and uninterrupted.	4.61	0.610	92.20%	1
2.	The organization has modern computers and software.	4.57	0.690	91.40%	2
3.	Technical support services are available to all departments on a routine basis.	4.44	0.668	88.80%	3
4.	The software tools needed to build and manage the digital transformation process are available	3.85	1.117	77.00%	7
5.	The organization updates all activities and information on its website	4.26	0.942	85.20%	5
6.	There are clear mechanisms in the organization to ensure the continuity of providing electronic services in crises and emergencies	4.26	1.009	85.20%	5
7.	Security protection standards are available for the technical systems used.	4.30	0.778	86.00%	4
All Paragraphs Of The Field Together		4.3279	0.62162	86.56%	

From the previous table, it can be concluded that Paragraph No. (1) “The organization has available and uninterrupted high-speed Internet” came first with a relative weight of (92.20%), i.e. a very large degree.

Paragraph No. (4) “The necessary software tools are available for building and managing the digital transformation process” ranked last with a relative weight of (77.00%), i.e. a high degree of approval.

The total score for the field of "Technical Infrastructure" came with an arithmetic average of (86.56%), and this means that

there is a very high degree of agreement by the respondents on the paragraphs of this field.

Table 16: The arithmetic and relative mean and standard deviation for each paragraph of the "Physical Resources" field

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization has an adequate financial budget for digital transformation operations.	3.67	1.318	73.40%	5
2.	The organization spends sufficient amounts of money for digital transformation.	3.43	1.435	68.60%	7
3.	The organization spends a sufficient financial budget to train employees and develop their skills about digital transformation.	3.67	1.254	73.40%	5
4.	Computers are characterized by speed and modernity to meet the needs of work.	4.36	0.833	87.20%	3
5.	Adequate connection speed is available, and network features are efficient.	4.43	0.714	88.60%	2
6.	Rapid maintenance of devices is carried out on request.	4.51	0.533	90.20%	1
7.	The technology used in the organization is constantly updated.	4.33	0.764	86.60%	4
All Paragraphs Of The Field Together		4.0562	0.76431	81.12%	

From the previous table, it can be concluded that Paragraph No. (6) "Quick maintenance of devices is carried out according to demand" came in the first place with a relative weight of (90.20%), a very large degree.

last place, with a relative weight of (68.60%), a high degree of agreement.

While Paragraph No. (2) Stated, "The organization spends sufficient sums of money for digital transformation." In the

The total score for the field of "material resources" came with an arithmetic mean of (81.12%), and this means that there is a high degree of agreement by the respondents on the items in this field.

Table 17: The arithmetic and relative mean and standard deviation for each paragraph in the field of "Organizational Culture"

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization has regulations and laws that support digital transformation.	4.16	0.874	83.20%	6
2.	The prevailing standards in the organization contribute to creating an environment conducive to digital transformation.	4.28	0.815	85.60%	3
3.	The organization has enough knowledge to move towards digital transformation.	4.08	0.895	81.60%	7
4.	The employees of the organization are prepared to accept a new organizational culture that is suitable for digital transformation.	4.20	0.788	84.00%	5
5.	The employees of the organization accept the changes in the organizational structure resulting from the digital transformation.	4.23	0.735	84.60%	4
6.	There is appropriate coordination and cooperation between the works of the various administrative units within the organization.	4.48	0.591	89.60%	2
7.	Leadership and staff share full responsibility for the success or failure of project implementation.	4.49	0.563	89.80%	1
All Paragraphs Of The Field Together		4.2740	0.61507	85.48%	

From the previous table, it can be concluded that Paragraph No. (7) "The leadership and employees share full responsibility for the success or failure of project

implementation" came in the first place with a relative weight of (89.80%), i.e. a very high degree of approval.

Paragraph No. (3) "The organization has accumulated sufficient knowledge to move towards digital transformation"

ranked last with a relative weight of (81.60%), i.e. with a high degree of approval.

The total score for the field of "Organizational Culture" came with an arithmetic mean of (85.48%), and this means that

there is a very high degree of agreement by the sample members on the paragraphs of this field.

Table 18: The arithmetic and relative mean and standard deviation for each paragraph in the field of "Leadership and Administrative Support"

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization allocates appropriate time towards the efforts required for digital transformation.	4.18	0.917	%83.60	6
2.	The organization considers digital transformation in its business and transactions a priority in its future goals.	4.21	0.814	%84.20	4
3.	The organization provides a special budget to develop the quality of its electronic services as a lever for digital transformation.	3.77	1.182	%75.40	7
4.	The organization adopts all creative initiatives seeking to implement digital transformation.	4.25	0.718	%85.00	2
5.	The organization is keen to participate in digital transformation trainings implemented by governmental or non-governmental agencies.	4.25	0.763	%85.00	2
6.	The top management of the organization is willing to take the economic and organizational risks of adopting digital transformation.	4.30	0.858	%86.00	1
7.	The organization's senior management has remedial plans to remove obstacles that hinder the digital transformation process.	4.21	0.910	%84.20	4
All Paragraphs Of The Field Together		4.1663	0.70521	%83.33	

From the previous table, it can be concluded that Paragraph No. (6) "The senior management of the organization is ready to bear the economic and organizational risks to adopt digital transformation" came in the first place with a relative weight of (86.00%), a very high degree of approval.

Paragraph No. (3) "The organization provides a special budget for developing the quality of its electronic services as a lever for digital transformation" came last with a relative weight of (75.40%), a high degree of approval.

The total score for the field of "Leadership and Administrative Support" came with an arithmetic average of (83.33%), and this means that there is a high degree of agreement by the respondents on the paragraphs of this field.

Q2:- Are there significant differences in the responses of the respondents about the digital transformation in the Non-Governmental Organizations in the southern Palestinian governorates, according to the personal and organizational data?

To answer this hypothesis, the T-test was used for two independent samples (Independent Sample T-Test) to test the differences due to the variable (social gender), and the one-way analysis of variance test (One Way ANOVA) to test the differences attributed to the variables (age group, educational qualification, number of years of service) which It consists of more than two groups, and the following are the results of the differences according to the variables of personal data, and the following table shows that.

Table 19: The results of testing the differences in the average response of the respondents about the digital transformation attributed to personal and organizational data

Personal And Organizational Data		Digital Transformation					
		Arithmetic Mean	Standard Deviation	Relative Weight	Statistical Test Value	Significance Level	Result
Gender	Male	4.1346	.573410	82.69%	T = -2.684	0.009	There are differences
	Female	4.3841	.530960	87.68%			
Qualification	Diploma	4.3095	.556200	86.19%	F = 0.921	0.400	
	Bachelor's	4.2065	.593620	84.13%			

Personal And Organizational Data		Digital Transformation					
		Arithmetic Mean	Standard Deviation	Relative Weight	Statistical Test Value	Significance Level	Result
	Postgraduate	4.1088	.514170	82.18%			There are no differences
Age group	Less Than 30	4.4190	.503120	88.38%	F = 2.037	0.110	There are no differences
	From 30 To Less Than 40	4.1491	.575200	82.98%			
	From 40 to less than 50	4.2143	.627200	84.29%			
	50 years and over	4.0762	.522430	81.52%			
Years Of Service	Less than 5 years	4.2751	.499620	85.50%	F = 5.655	0.001	There are differences
	5 - less than 10 years	4.3072	.554800	86.14%			
	10- Less than 15 years old	4.1250	.588940	82.50%			
	15 years and over	3.8280	0.53560	76.56%			

The previous table shows the results of testing the differences in the average response of respondents about digital transformation due to personal and organizational data, and if the level of statistical significance is greater than 0.05, we conclude that there are no statistically significant differences in the average response of respondents about digital transformation due to personal and organizational data, while if the level of significance The statistic is less than 0.05. We conclude that there are statistically significant differences in the average response of the respondents about digital transformation due to personal variables, and the results of the previous table show the following:

- Regarding the gender variable: the value of the significance level was (0.009 less than 0.05). We conclude that there are statistically significant differences in the average response of the respondents about digital transformation due to the gender variable, where the differences were in favor of females.
- Regarding the educational qualification variable: the value of the significance level was (0.400 greater than 0.05). We conclude that there are no statistically significant differences in the average response of the respondents about digital transformation due to the educational qualification variable.
- For the age group variable: the value of the significance level was (0.110 greater than 0.05). We conclude that there are no statistically significant differences in the average response of the respondents about digital transformation due to the age group variable.
- With regard to the variable of the number of years of service: the value of the significance level was (0.001 less

than 0.05). We conclude that there are statistically significant differences in the average response of the respondents about the digital transformation due to the variable of the number of years of service, where the differences were in favor of the years of service from 5 - less than 10 years compared to the years of service 15 years and over.

Conclusions

The following Results and recommendations were reached:

- The overall degree of digital transformation came with an arithmetic average of (4.196), and a relative weight of (83.92%). This means that there is a high degree of agreement by the respondents on the paragraphs of this axis.
- The total score for the field of "plans and strategies" with an arithmetic mean of (82.95%), which means that there is a high degree of agreement on the paragraphs of this field.
- The total score for the field of "Human Resources" with an arithmetic mean of (84.07%), and this means that there is a very high degree of agreement on the paragraphs of this field.
- The total score for the field of "Technical Infrastructure" with an arithmetic mean of (86.56%), which means that there is a very high degree of agreement on the paragraphs of this field.
- The total score for the field of "material resources" with an arithmetic mean of (81.12%), which means that there is a high degree of agreement on the paragraphs of this field.

- The total score for the field of "Organizational Culture" with an arithmetic mean of (85.48%), which means that there is a very high degree of agreement on the paragraphs of this field.
- The total score for the field of "Leadership and Administrative Support" with an arithmetic mean of (83.33%), which means that there is a high degree of agreement on the paragraphs of this field.
- There are no statistically significant differences in the digital transformation according to the variables (educational qualification, age group).
- There are statistically significant differences in the digital transformation according to the variables (gender, number of years of service).

Recommendations

In light of the findings, the study recommended a set of recommendations, namely:

- Work to provide specialists in the organization capable of achieving digital transformation.
- Provide the necessary software tools to build and manage the digital transformation process.
- Work to provide an accumulation of knowledge regarding the digital transformation of employees.
- The need for the organization to provide a special budget to develop the quality of its electronic services as a lever for digital transformation.
- Enhancing the work of competencies in achieving the digital transformation of the organization and achieving its goals.

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