

Creative Behavior in Palestinian NGOs between Reality and Expectations

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Abstract: The study aimed to identify the creative behavior in the Palestinian civil organizations between reality and expectations, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in the governorates of Gaza Strip, and the cluster sample method was used and the sample size was (343) individuals and has been recovered (298) Resolution. The following results were reached: The relative weight of the measure of creative behavior was 78.99 (%), and there were no statistically significant differences in creative behavior according to the gender variable, age group, educational qualification, specialization, while the results indicated that there were differences according to the number of years of service. The study presented a set of recommendations, the most important of which are: the necessity of working to follow up the strategic plan for NGOs using electronic messages as it paves the way for achieving excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them determine the needs of the community.

Keywords: Creative Behavior, Palestinian Ngos, Gaza Strip, Palestine.

Introduction

Palestinian NGOs have emerged in a distinct historical context with the justifications for the need to organize the masses and to provide certain services that no one provided in the absence of a national authority, and these organizations have sufficient experience to work in turbulent and unstable situations, and are able to speak the language that global public opinion understands through its complex relations. With many actors and influential in their societies, and the challenge before these organizations remains in their ability to reproduce themselves socially, and there is no doubt that they will still be unable to carry out these tasks unless an evaluation of their administrative and organizational structures, their performance, methods of work and Its leaders, on top of that, are adherence to the principles of transparency and accountability, and the enhancement of coordination, integration, cooperation and Czech relations with relevant authorities.

The competitive business environment has undoubtedly increased the speed and rate at which organizations need creativity to maintain their survival and enhance their competitive position. One of the ways in which the organization is creative lies in its ability to enhance, develop, and exploit the talents of employees in particular and their creative potential. The main issue for organizations is how to create the conditions in which organizational members can implement their creative ideas. In this study, the investigation and study will be conducted on the potential inherent in the civil institutions that drive the creative behavior of employees.

Problem Statement

Civil organizations in Gaza Strip face lack of support and funding sources due to their dependence on external projects, which requires work to improve the creative behavior of civil society employees, whose environment has a reputation and comprehensiveness, especially in preparing and preparing senior management cadres and developing their leadership skills, which requires employees to think in an unfamiliar way to provide Creative solutions and recommendations to provide the service in the best possible quality, which requires thinking in a creative way that works to overcome the problems through unusual creative ways.

Therefore, the problem of the study revolves around answering the main question:

What is the level of application of creative behavior in Palestinian NGOs?

Research Objectives

This study aims to achieve the following objectives:

1. Learn about the level of creative behavior of NGOs.
2. Identify the most important obstacles and problems facing creative behavior in Palestinian NGOs.
3. Disclosure of statistical differences from the respondents' answers about creative behavior according to demographic variables.
4. Provide recommendations and suggestions that can contribute to identifying best practices of creative behavior that contribute to improving the performance of civil society employees.

Research Importance

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

Applied Importance:

1. The importance of this study stems from the importance of the topic that you are discussing, which is represented in creative behavior, just as the importance of this study is in its originality in that it is one of the first studies that examine the topic of creative behavior in NGOs.
2. The availability of this study as a reference in the Palestinian libraries helps researchers in reviewing the study results and recommendations and the possibility of applying similar studies to other samples, or in related fields in creative behavior.

Scientific Importance:

1. The study can help provide these recommendations to decision makers and officials in civil organizations, so that they can benefit from them in improving their creative behavior.
2. Meeting the needs of NGOs to take advantage of their capabilities to enhance employee performance and focus on the importance of creative behavior in NGOs in developing employee performance.

Research hypothesis

In order to provide an appropriate answer to the academic questions raised, the study seeks to test the validity of the following hypotheses:

Ho 1: There are statistically significant differences at ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to a gender variable.

Ho 2: There are statistically significant differences at the level ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the age group variable.

Ho 3: There are statistically significant differences at the level ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the variable of the educational qualification.

Ho 4: There are statistically significant differences at ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the specialty variable.

Ho 5: There are statistically significant differences at the level of ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the variable of the number of years of service.

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective limit:** The topic of creative behavior in NGOs has been addressed.
2. **Spatial limit:** The study was applied to NGOs in Gaza Strip
3. **Time limit:** The study was completed in 2020.
4. **Human limit:** applied to employees in civil organizations.

Research Terminology

- **Creative Behavior:** is represented by what the individual shows in his ability to get rid of the natural context of thinking and follow a new style of thinking, or is it a set of mental characteristics represented by fluency, flexibility and originality or is the emergence of everything that would lead to the production of something new that represents the essence of the interaction between Individual and experience (Hammadat, 2007)
- **The Researchers Define It Procedurally:** as a set of activities, skills, and feelings that a person has that enables him to walk towards creating a new work of his own unknown to others.

Literature Review

Through examining the researchers a lot of previous studies that relate to the subject of this study to find out the most important topics that were addressed, and to identify the methods and procedures of each study, and the most important results and recommendations reached, and clarify the extent of benefit from them. The researchers presented the previous studies by classifying them according to the chronology from newest to oldest:

- Study of (Alayoubi et al., 2020) aimed to identify the impact of the requirements of implementing strategic entrepreneurship in achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees. The researcher used the analytical descriptive method. The study community consists of all academic and administrative staff in the college. The researchers used the comprehensive inventory method. 149 questionnaires were distributed to all members of the study community. The number of questionnaires returned was (115), ie, the response rate was (77.1%). The results of the study showed a strong positive correlation between the requirements of applying strategic entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees of Palestine Technical College- Deir al-Balah. It also showed a statistically significant effect between the requirements of implementing strategic entrepreneurship (pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah, and that the remaining variables show that their effect is weak.

The study recommended that the Technical College of Palestine take care of the various requirements of implementing strategic entrepreneurship and develop its organizational capabilities for its direct role in achieving technical innovation of the college.

- Study of (Alayoubi et al., 2020) aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in Gaza Strip. The researcher used the analytical descriptive method. The study population consists of all the supervisors working in three universities in Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service , Responsiveness, safety, empathy) in Palestinian universities. The study recommended that Palestinian universities should take into account the various dimensions of strategic leadership practices and develop their university capacities, including strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices and implementation of balanced regulatory control. Educational service for universities.
- Study of (Jad Allah, 2016) aimed to know the role of school administration in promoting creative behavior among teachers from their point of view, and to develop a proposed concept to enhance the role of school management in developing creative behavior among teachers, and the researcher used the descriptive analytical approach to develop the proposed scenario to enhance the role of management School in developing creative behavior among teachers, and the study population consisted of (4503) male and female teachers, where the study sample was randomly chosen from the study community, but it numbered (350) male and female teachers, and to achieve the goals of the study, the researcher built a questionnaire consisting of (45 paragraphs) Divided into three domain C which are: educational curricula and teaching methods, the school environment, and school activities), and the results of the study indicated: building a proposed concept to enhance the role of school administration in developing creative behavior among secondary school teachers in Gaza governorates, the role of school administration in developing creative behavior among secondary school teachers in governorates Gaza came with a large degree of appreciation and a relative weight (68.20%). There are statistically significant differences between the averages of the degrees of the individuals of the study sample for the degree of school administration practicing its role in developing creative behavior among secondary school teachers in Gaza governorates, from their point of view attributed to a variable Social type in favor of females, there are no statistically significant differences between the study sample to the degree of school administration for its role in the development of creative behavior among secondary school teachers in Gaza Governorates due to the qualification of scientific variable, and the variable years of service.
- Study of (Roman; 2012) aimed to identify the determinants of creative behavior in small companies, where the study used the questionnaire as a tool for the study and the researchers used the descriptive analytical approach, the study sample consisted of (700) individuals working for their own account in Spain, and for data processing the analysis program was used The statistic (spss) The study reached a number of results, the most important of which are: that education is a major factor in influencing innovation and creativity, and that the size of the company plays a crucial role in creativity.
- Study of (AL-Shawawrah, 2011) aimed at identifying the effect of the organizational climate on creative behavior among employees of Jordanian private universities, "applying to Amman Arab University". The descriptive analytical approach and the questionnaire were used as a tool to collect data. The study revealed several results, the most important of which are: a significant relationship between organizational affiliation and creative behavior, a significant relationship between training and creative behavior, and a significant relationship between administrative style and creative behavior, as well as a significant relationship between Take risks and creative behavior. And there is a significant relationship between incentives and creative behavior.
- Study of (Al-Mishout, 2011) aimed at identifying the knowledge of the impact of the work environment on administrative creativity at Saad Al-Abdullah Academy for Security Sciences in the State of Kuwait, by using the descriptive analytical approach and the questionnaire as a tool to collect data, and the study reached results that were among the most important The presence of an effect of the organizational structure on administrative creativity, the absence of an effect of regulations and instructions on administrative creativity, an impact of training on administrative creativity, an effect of participation in decision-making on administrative creativity, an effect of incentives and rewards on administrative creativity and a moral impact of technology on administrative creativity, There is a significant effect of working conditions on administrative creativity.
- Study of (Hamdouna, 2010) that aimed to identify the effect of the organizational climate through its following elements :) organizational structure, leadership style, communication style, decision-making, technology, and incentives) on the creativity of employees at the Shifa Medical Complex. She used the descriptive and analytical method, and relied on the questionnaire as a tool for collecting data, and the study presented several results, the most important of which are: that the attitudes of the sample members in general are negative towards the prevailing organizational climate in the Shifa Medical Complex and that the effect of organizational climate elements on employee creativity was weak. It also showed that there were no statistically significant differences in the responses of the sample individuals on the effect of the organizational

climate on the creativity of employees attributed to a variable (age group, gender, number of years of service), while there was a statistically significant difference in the responses of the sample individuals about the effect of the organizational climate on the creativity of employees reinforced by a variable (Academic qualification, category, career level).

- Study of (Khalaf, 2010) aimed to identify the creation of the relationship between the reality of academic leaders in the Islamic University possessing the attributes and characteristics of the transformative leader and the availability of administrative creativity through identifying the availability of the characteristics of transformational leadership and the study has used the descriptive analytical approach, and the questionnaire as a main tool for data collection. The study reached the following results: There is a practice of transformational leadership by academic leaders at the Islamic University of Gaza at a rate equal to (80.6%) and the element (gravity) of the elements of transformational leadership ranked first with a relative weight (82.89%) B The element (intellectual arousal) occupied the fourth rank with a relative weight (79.63%) in the estimates of the sample individuals, and administrative creativity is available among the heads of academic departments at the Islamic University of Gaza with a percentage of (83.94%), and the component (the ability to analyze and link) ranked first with a relative weight (88.33%), while the (acceptance of risk) component ranked seventh with relative weight (80.58). The study also found that there are no statistically significant differences between the respondents' answers about the relationship of transformational leadership to managerial creativity due to demographic and personal variables (age group, number of years of service, and educational qualification).
- Study of (Simon, 2006) aimed to identify the role played by the director of creativity management in the institution and the activities that he uses to achieve that, and the study reached a set of results: that institutions that seek to distinguish need to spread the culture of creativity within them, that the director of the institution So that good management of creativity within the organization can improve communication with employees, lead discussions with them about work and ways to develop it, respect everyone's opinions and not underestimate ideas, even if they are simple, that everyone participate in making decisions, set a system to motivate employees and encourage new ideas, and Spread the spirit of referred Of the risk, and that the manager must possess many of the social skills, and be prepared for continuous learning.

General Comment on Previous Studies:

By reviewing the previous studies available on study variables, we can conclude that most studies have addressed the variables in a way that helps the current study to develop a theoretical and conceptual framework for creative behavior, as well as deduction of dimensions and criteria that suit the current study environment and through the above studies it is clear to us that:

1. Most previous studies used the descriptive analytical approach as a method for analyzing data.
2. Most of the previous studies relied on the questionnaire to collect data, and some studies relied on the personal interview.
3. In the previous studies, the study sample varied according to the environment in which the study was conducted, and the sample sizes differed according to the target group of the study.

Theoretical Framework

Creative Behavior:

With the advent of the scientific and technological revolution in our time, and the emergence of many administrative difficulties at work, we did not need new and innovative methods to solve our problems, as creative behavior consisting of originality, fluency, flexibility, communication and problem solving is the only way that leads to advancement in civil organizations, so it is not possible Talking about any organization or ministry that works in a society and provides services that does not care about the creative behavior of its employees.

Through this research, we will get to know the meaning of creative behavior and its importance, types and factors that affect the development of creative behavior, its characteristics, stages, requirements, pictures, elements, levels, and obstacles of creativity behavior, the organizations need for creativity from the regulatory environment that supports creative behavior, and the relationship between strategic agility and creative behavior.

Creative Concept:

Creative behavior is represented by the individual's ability to get rid of the ordinary context of thinking and follow a new style of thinking, or is it a set of mental characteristics, the most important of which is fluency, flexibility and originality, or is the emergence of everything that would lead to the production of something new that represents the summary of the interaction Between the individual and experience (Hammadat, 2007).

Creativity can be considered the intertwined unit of the set of subjective and objective factors that achieve new, original and valued production by the individual or group (Roshka, 1989).

Thus creative behavior becomes: it is the act that precedes creativity, and therefore it does not necessarily result in new or innovative results or services. Rather, it must represent the prevailing and desirable trend in every organization seeking creativity, innovation, and excellence. Of course, this action starts from the moment the individual realizes The position or circumstance that is the subject of creativity and modernization, and then directly taking care of it, collecting information and data about it, and evaluating the solutions or alternatives available to determine the appropriate alternative, and thus putting it into actual implementation in the field.

In all cases, the intention of innovation and creativity should be the starting point and the main engine for its existence, because creativity is extremely important in the work of organizations and institutions, it is a prerequisite with the emergence of rapid and continuous fluctuations and the dynamic environment constantly, which requires organizations to provide everything new in the field of practice And application, where creativity helps to strengthen the interaction between the organization and its

environment, and helps it to find solutions to its problems and enables it to face challenges. Creativity also enables the organization to invest in its human, material and moral resources and continuously maximize its market share; especially there are many factors that emerge from the organizational climate and have a significant impact on creative behavior and then creativity, most of which are the following factors (Al-Qatawneh, 2000):

1. **Factors Related To Human Resources:** they are represented in training opportunities for employees and providing them with new skills that help to change positively, and provide an element of security and job stability, which would enhance confidence and develop the self and provide opportunities for growth and ensure that they are not preoccupied with resignation or fear of dismissal.
2. **Structural Factors:** It includes the elements of the administrative structure or the organic model that adopts flexibility, decentralization, rapid response and decision-making for the variables of the internal and external environments.

The Relationship between Creativity and Creative Behavior:

El Talla et al., (2017) states that creativity is to present something new that may be represented in a good or service provided or adopted by the institution for the first time. As for creative behavior, it is the distinctive behavior or behavior practiced by the individual or group in the workplace and not necessarily results from it. New results, services or goods, as it is a behavior that precedes creativity in its final form, and this behavior may be creative in itself when the individual practices it for the first time in the institution.

El Talla et al., (2017) states that creative behavior is a term that contains two important things and it is behavior that is a precursor to any creative work as it is characterized as a behavior practiced by the individual when accessing creativity through different ingredients and capabilities among people and this behavior becomes practiced by individuals with experience, practice, and professionalism, therefore, the creative behavior of any organization is important, as it is not possible to talk about an organization or institution operating in a society for which it provides services or goods and does not care about the subject of creative behavior of its employees, otherwise these organizations and institutions become merely a name in reality and perhaps after a while From time they fade and disappear from society due to lack of practice She will be creative behavior, development, progress and modernity according to the variables and factors that affect the reality or society in which you work.

The researchers define it procedurally: that it is a mixture of features, characteristics, and capabilities possessed by employees in civil organizations in Gaza Strip, which enables them to solve problems and the capacity for communication and risk and the decision to grant creativity returns in addition to encouraging and moral support for creativity with all employees to reach the desired goals in light of the availability of an appropriate correct environment - And researchers also find that the creative behavior of employees, which is an urgent necessity and an essential and effective requirement to overcome the exceptional circumstances surrounding all working conditions.

Creative behavior can be confined to several basic aspects as mentioned (El Talla et al., 2017):

1. Creative behavior is a mental ability that can be observed at the level of the individual, group or organization, where these parties are the main axes of creativity.
2. Creative behavior is a production process. The creative process is the ability to create creative production and it appears through physical behaviors or things.
3. The creative process goes through several stages of preparation and maturity until its realization.
4. Creativity can be managed and managed, either by training individuals or groups or providing an environment conducive to creativity for organizations.

The elements by which creative behavior is measured:

Creative behavior is measured by several elements he mentioned (El Talla et al., 2017):

1. **The Ability to Express:** It expresses the individual's follow-up to new ideas and their development, the desire to enter in non-specialized fields, the ability to change and move from one level to another, and to adapt to the change that may occur in the framework of work.
2. **Brainstorming:** Brainstorming is by searching for all that is new and submitting new proposals and ideas that can be applied on the ground. These new proposals and ideas are encouraged and supported by others, if they are right and of benefit and agreed upon by the majority opinion.
3. **Problem Solving:** It shows the extent of the individual's ability to provide creative solutions to the problems he is going through, and take appropriate measures to solve problems at the appropriate time, in addition to anticipating problems that may occur and try to avoid them, and applying appropriate solutions to them even in the event of scarcity of available information.

The researchers note: that measuring the creative behavior of the responsible person is done through the right guidance and distributed to work requirements among employees to find solutions to all that is supposed to be accomplished to the fullest, and harness the climate of capabilities to find appropriate solutions to achieve and achieve the desired goals.

Factors Affecting the Development of Creative Behavior:

There are many, many factors that have a direct impact on the development of creative behavior in contemporary and modern institutions. These factors can be summarized according to (El Talla et al., 2017) (Al-Emian, 2005) as follows:

1. **Organizational Resilience:** It is the ability of the organization to respond and adapt to the internal and external variables of the business climate.

2. **The Nature of The Work:** Routine actions lead to boredom and lack of creativity, while vital work raises the challenge for the individual and leads him to creative thinking. Several studies have revealed that the degree of challenge provided by the individual's job plays a clear role in influencing the levels of his creativity, provided that the degree of challenge does not exceed the capabilities and capabilities of the individual, which negatively affects his creative behavior.
3. **The Importance of Achievement:** Organizations emphasize achievement and productivity as a basis for material and moral reward.
4. **Characteristics of The Working Groups:** The working groups are defined as including two or more individuals interacting with one another or with whom they have a fixed pattern of relationships and seeking to achieve common goals and consider themselves members of the same group.
5. **The Importance of Development and Training:** where the aspirations of the organization reflect the development of the individual element, which affects the achievement of the goals of the organization through the development of creative capabilities of individuals.
6. **Patterns of Reward and Punishment:** the goal of reward or punishment is to repeat or modify a specific behavior, and reward is given to the creator.
7. **The Degree Of Independence Of The Individual:** Adherence to the prevailing behavioral patterns of others and their imitation in their behavior reduces opportunities for creativity and creativity in the individual, while the tendency to distinguish, independence and lack of commitment to the opinions of others would contribute to developing their creative behavior (Al-Kubaisi, 2017, P: 88).
8. **The Challenge:** where the right man is placed in the right place, in order to practice experience and creative thinking skills, where the manager must be well aware of all the information about employees, and this in turn stimulates the person's underlying motives for creating creative capacity and innovative energy (Al-Laithy, 2008, P: 36)
9. **Sources And Resources:** As time and money support creativity, organizations unfortunately routinely kill creativity by adopting a time-limiting policy that makes it impossible to accomplish tasks (Al-Laithy, 2008, P: 36)
10. **Climate Environment:** The general atmosphere in the research group is of particular importance, by influencing scientific work, as the appropriate climate allows information to be communicated and exchanged between members of the group. For all the ideas and activities presented (Roshka, 1989, p: 78).
11. **Political Factors:** Provides management and political support to transfer creativity processes from the level of the individual to the level of the organization or society and stimulate the creative energies inherent in the cells of society.
12. **Substantive Factors:** The creativity area covers all aspects of environmental, scientific, administrative, industrial and agricultural life, all of which fall within the possible circle if the degree of ease varies according to the objective nature and the mental, organizational and material capabilities.

From that, the researchers conclude that the external and internal influences of the organization are among the most important elements that affect all aspects of the organization, whether it is at the level of the person or the organization, so no organization can, when developing its own plans, overlook the issue of multiple and important factors during planning, even if we look at the reality in which you live There are organizations in Palestine if they are governmental or non-governmental as a result of the many and many factors that cannot be counted, we see that these organizations are trying to work with everything they can in order to develop and improve performance and provide new creative ideas and perhaps there are some models of success in this matter despite all the factors To exist in the contemporary reality.

Areas of creative behavior:

Creative behavior means the life of individuals and gives them the power to produce better for them and for others. It is a lifestyle, a personality trait, and a way to perceive the world. Creative life consists in developing the talents of the individual, and employing them in the production of the different and beneficial new. In general, the creative behavior shows the following areas as mentioned (Al Surur, 2002):

1. It develops an individual's ability to derive new ideas and develop sensitivity to others' problems.
2. It helps the individual to reach a successful solution to the problem in an original way.
3. It is a life skill that an individual exercises daily, and it can be developed through the process of learning and training.
4. It contributes to the development of self and creative productions, contributes to developing talents and realizing the world in a better way.
5. Makes the person enjoy exploring things themselves.
6. It contributes to developing positive attitudes towards solutions to problems and challenges facing individuals in their ordinary lives.
7. It leads to being open to new ideas, and responding effectively to opportunities, difficulties and responsibilities to manage risks and adapt to changes.
8. It stimulates the tendency to collaborate with others to discover ideas.
9. Contributes to developing learning styles and patterns to become more effective.
10. It contributes to helping individuals meet their interests and talents.
11. It contributes to developing an individual's ability to deal with challenges and life situations in a more creative way

12. It contributes to encouraging health institutions and centers to be a suitable environment for discovering talents and working to develop them through the provision of specialized programs.

Pros of Creative Behavior:

The positives of creative behavior can be summarized as mentioned by (El Talla et al., 2017) provided by leaders as follows:

- Maintaining enterprise stability.
- Improving administrative organization services to reflect the benefits for the institution and employees.
- Contributing to the development of intellectual and mental capabilities of employees.
- Investing human resources and making use of their capabilities by giving them the opportunity to develop and innovate.
- Raising the efficiency of institutions and their various services.
- Keeping pace with the changing and complex conditions of the work environment for leaders.
- Facing organizational and administrative problems within the organization through change and development.
- Increasing the competitiveness of organizations in light of the fierce competition today.
- Empowering organizations to deal with the needs of globalization
- A way to develop, renew and innovate new methods and solutions to existing problems.

The researchers believe from the above that the employees 'leaders' acquisition of creative behavior makes them able to improve administrative organization services, maintain the organization's stability, develop it, raise its efficiency, and confront administrative and organizational problems within it through continuous development and propose new and innovative solutions to existing and future problems.

Dimensions of creative behavior:

Studies and research that dealt with creative behavior varied in terms of its dimensions. Some of them mentioned that the dimensions of creative behavior are represented in five dimensions such as the study (Al-Ahmad, 2008) represented in:

- Explore Opportunities.
- Create Ideas.
- Verification.
- The Challenge.
- Follow-Up Card.

As for the study (Mahdi, 2012) that dealt with creative behavior, its dimensions were represented in four dimensions:

The First Dimension: Creative Problem Solving:

The ability to sense problems is an essential component of creative work, and we mean by it (Muhammad, 2010, P: 8) to diagnose many problems within a single situation, by identifying their dimensions, aspects and deficiencies in order to reach creative solutions regarding them, as well as fluency, which means the ability to Produce a vast amount of ideas that lead directly to the proposed solutions to problems.

The Second Dimension: Communication Capacity:

Communication capacity in administrative work is an administrative function related to its nature, and means communication, communication and exchange of ideas and meanings and with the aim of creating certain behaviors. (Abu Naser et al., 2017) states that one of the most important means of communication used in the management of organizations and information centers is in:

- Written means: such as books of all kinds and specialties, newspapers and magazines (periodicals).
- Direct oral means: That is, direct speech and conversation between the sender and the recipient, such as a lecture or direct talk.
- Audio and visual means: It is represented by radio (radio) and visual (television).
- Modern technological means: These include terminals for computers, duplicators and e-mail.

It is worth noting that Palestinian NGOs are striving since their establishment to strengthen the relationship between all employees and improve the language of communication and communication between different categories of employees, and seek to enter modern means of communication such as computers and follow e-mail as an alternative to paper communications in order to advance the work of organizations and keep pace with the rapid technological and scientific development.

The Third Dimension: Risk:

The risk as mentioned (Rafik, 2010) is considered one of the elements of creative behavior, and it means that the creative director is a race to take the initiative and adopt new ideas, and at the same time is ready to assume responsibilities regarding the consequences of this, and the leader's behavior in itself is one of the main factors that increase The motivation of employees towards work and raising their morale so that they can face the problems that hinder them from working, as it is not reasonable for the leader to think creatively while still clinging to the old and does not have a spirit of risk towards change, but he must be himself renewed thinking and cultivate a spirit of positive competition Among his employees In order to push them to new ideas and discuss them with them while lending a helping hand to them, and the effective leader is bold and courageous in nature, he sometimes takes risks, while bearing all the consequences of that.

The Fourth Dimension: Encouragement and Moral Support for Creativity:

The organizational climate is an essential element for establishing creativity and its system, which has positive effects in increasing the possibility of creativity within the organization, while the creative opportunity is to provide and create the creative and cognitive climate and develop creativity for all employees at all levels, while the development and development of creative human resources to make it more capable To manage the organization by making them more creative by raising morale and maintaining, developing and developing human resources within the organization (El Talla et al., 2017).

By examining the researchers with many studies and research that touched on creative behavior, he extracted a set of practices practiced by employees in civil organizations and helps them to creativity by motivating and encouraging employees to come up with creative ideas and behaviors and providing moral and material support to them and encouraging a spirit of competition among employees in organizations to push them towards Reaching new creative ideas in order to improve their work and achieve the goals of the organization, and keeping pace with the new changes on the ground in mind is necessary and natural, and adapting to them, setting solutions to them and dealing with a new method of communication and communication With the employees to discuss and explain their ideas to reach the desired result in the discussion and give an opportunity to others in the discussion and not boycott it so that he can clarify his point of view and spread a culture that accepts the other and work in the spirit of the team. Safe from the fear of error, it must be sown in all employees that it is okay to make mistakes, the important thing is to learn from it something new every time, and work to develop self-confidence and provide educational experiences to develop a sense of responsibility and care to strengthen and develop the internal motives for achievement, excellence and freedom Ensure that subordinates participate in the work in evaluating and making decisions and encouraging varied and creative experimentation and methods.

The researchers note that when it comes to employees of organizations, the administrative dimension of strategic leadership becomes increasingly important and becomes a critical requirement for the fundamental success in achieving the desired goals in the organized work in its various aspects. Administrative work based on the administrative aspects that must be adequately met by enough employees in this field, which requires a leader an administrator enhances these management practices to achieve advancement in the organization.

Given the difficult and complex circumstances in which Palestinian NGOs operate and which pose great and varied challenges and urgent matters that were not taken into account, therefore it is imperative for decision makers in NGOs to confront such conditions by creating strategic managers who are characterized by skills, competencies, and creative capabilities and have the ability to adopt the most appropriate solutions and ideas. That enables organizations to progress towards the best and continue to provide services with great effectiveness, Employees in strategic agility must distinguish with creative capabilities and adopt creative behavior among employees in Palestinian NGOs.

NGOs:

During the 1980s, NGOs were formed working in the fields of learning, health, development, agriculture, etc. This rapid growth of new civil institutions, led by young and professional groups, has also contributed to important transformations in some typical charitable societies, in terms of their orientations and areas of work, some of which have initiated the creation of universities, hospitals, training and employment centers, industrial and agricultural lending, and some generating projects Income based on lunch and handicraft production (Halila, 1999, p: 23).

The challenge before the Palestinian civil organizations remains in their ability to reproduce themselves socially, and in their active and serious involvement in the political process to defend the interests of the groups they represent and to contribute to the democratization of the Palestinian society and political system, in continuing to perform their national role and activate it in resisting and defeating the occupation through various forms and activities And in areas that the National Authority and its institutions may be unable to work in because of the agreements concluded and the obligations that they have placed on their obstacles.

And based on the foregoing, these organizations will continue to be unable to carry out these tasks and play their roles efficiently and effectively, unless a process takes place evaluating their administrative and organizational structures, their performance, their methods of work and their relationship, and on top of all this is strengthening their intra-democratic structure, adherence to the principles of transparency and accountability, and activating the voluntary and public side in their work And its programs, and to enhance coordination, integration, cooperation and networking relations with relevant authorities.

The New Development Vision in the Work of Palestinian Ngos:

Within the political changes, the civil work organizations have developed a clear and realistic vision of the nature of their goals and programs during the current stage, and they have reached a precise and deep understanding of their roles at this stage, especially their relationship with the Palestinian Authority, on the one hand, and Palestinian society on the other hand, and this vision was based on the following national components:

1. Serious, real and effective contribution to resisting the Israeli occupation on the one hand, and building an independent and democratic Palestinian state on the other.
2. Contributing to building a democratic Palestinian society where the emergence of the Palestinian National Authority has generated new requirements, requirements and roles for civil work, the most important of which is defining the content of the relationship between the state on the one hand and the Palestinian individual on the other hand and civil society on the third side, as well as the relationship of civil society with the private sector on the fourth hand.

It is the duty of civil work organizations to contribute effectively to building a strong and capable civil society based on governance and the rule of law, and civil society cannot be effective without regulating its relations with the National

Authority, especially at the level of the development framework that is based on working national development policies that respond to the interests of The priorities of the local community, in addition to this, the development process cannot take place or achieve clear achievements without real development on the institutional organizational level of Palestinian political institutions or their ministries and technical institutions and the reform process, just as civil society cannot be built democratically J, without defending the rights of vulnerable and marginalized groups, and ensuring their interests and their political, economic, social and legal rights within the framework of a comprehensive strategic plan to combat poverty, this plan is extremely important, especially in the current stage where poverty rates increase at an accelerated rate, and Palestinian citizens are exposed to economic measures in The difficulty.

Reasons for Caring For Ngos:

The countries of the world are interested in NGOs for several reasons. These reasons reinforce the importance of NGOs in the development process, and among these reasons (AL-Nabahen, 2008, P: 54-55):

- It reflects a social development need, usually created within local communities, and thus is the natural or spontaneous response to the social development needs of a specific group, group, segment of the population, geographic region, political trend, or social issue.
- The ability to move relatively freely, as it is relatively free from governmental and official determinants in many aspects, including political and administrative aspects.
- Communication and communication with the targeted groups, and depending on their structure, popular nature and volunteer component, NGOs are usually better able to reach and communicate with the target groups.
- Being more receptive and having greater confidence by the target groups, depending on the high degree of contact and communication with the target groups, the organizations usually have more confidence by these groups and thus dealing with greater positivity.
- Movement flexibility. NGOs usually have a high relative flexibility of movement. Especially because it is more liberal than the determinants of bureaucracy that governments suffer from.

Methodology and Procedures:

The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished, and through it the data required to conduct the statistical analysis to reach the results that are interpreted in the light of the literature related to the subject of the study are obtained, and accordingly the goals that it seeks to achieve are achieved, and accordingly This chapter describes the approach taken and the study community.

As well as the study tool used and the method of preparation and how to build and develop it, and the extent of its sincerity and consistency, and the chapter ends with the statistical treatments that were used in analyzing the data and extracting the results, and the following describes these procedures.

First - The Study Methodology: The study used the descriptive analytical method that relies on description, analysis and correlative comparison with the aim of describing what is an object, and its interpretation by highlighting the problem of the study to be researched and a close understanding of its conditions, and collecting information that increases the clarification of the conditions surrounding the problem.

The Researchers Used Two Primary Sources Of Information:

1. Secondary Sources: Where the researchers moved in treating the theoretical framework of the study to secondary data sources, which are represented in relevant Arab and foreign books and references, periodicals, articles, reports, and previous research and studies that dealt with the subject of study, research and reading in various internet sites.
2. Primary Sources: To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data through the questionnaire as a main tool for the study, specially designed for this purpose.

Second - The Study Community: The study community is defined as all the vocabulary of the phenomenon that researchers study, and based on the study problem and its goals, the study community is represented by employees in charitable societies operating in Gaza Strip of various types (local and international), provided that:

- That at least 5 years have passed since its establishment, until the organization is established and its areas of work are clear.
- That the number of its employees be 8 or more, so that there is an administrative process applied to the employees and can be studied.
- That the association’s expenses during the year be more than 2,000,000 shekels, in order to have an impact on society.
- That the organization has existing projects to be implemented in recent months.
- The percentage of the governorate from the total number of organizations in all the governorates of the sector.

According to the following schedule:

Table 1: Study Population and Sample

No.	Governorate	Number of associations	Number of Employees	Sample Number
1.	North of Gaza Strip	7	350	38
2.	Gaza	30	1831	198

3.	Central of Gaza Strip	4	458	50
4.	Khan Younes	6	425	46
5.	Rafah	1	103	11
Total		48	3167	343

Source: General Department of Public Affairs and NGOs in the Ministry of Interior: 2020

Consequently, the study population consists of 48 associations with 3,167 employees, distributed over the five governorates of Gaza Strip.

Third - The Study Sample: The cluster sample method was used because there are differences between charitable societies in different governorates due to the different nature of the activity of each association and the services that it provides to the public. The study sample size was (343) people, of whom 298 employees responded. The following table shows the distribution of respondents according to the study variables:

Table 2: Distribution of respondents according to personal data

Gender	Male		Female		Total	
	147		151			298
Age Group	Less than 30 years old	30 - Less than 40 years old	40- Less than 50 years old	50 years and over	298	
	107	119	50	22		
Qualification	Diploma below		Bachelor's Degree		298	
	62		188			
Specialization	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations And Media	Other Specialties	298
	94	87	23	21	73	
Number Of Years Of Service	Less than 5 years	From 5 to 10 years	From 10 to 15 years old	Over 15 years old	298	
	95	84	59	60		

Fourth: The Study Tool:

A questionnaire has been prepared on "creative behavior in Palestinian civil organizations between reality and expectations", which consists of two parts:

The First Section: It is the personal data of the respondents (gender, age group, educational qualification, specialization, number of years of service).

Section Two: The Creative Behavior Scale

Rationing Stage: Includes validity and reliability calculation for the test.

1. The validity of the arbitrators:

The scale was presented in its current form to a number of arbitrators with specialists from business administration professors, who are (13), to identify the appropriateness of the test phrases and their representation of the aspects that are included in them. Validity of scale for application.

2. Validity of the building using the internal consistency method:

The scale was applied to a survey sample of (32) from the original community members of the study. Correlation coefficients were calculated for each paragraph in the domain to which it belongs, as well as correlation coefficients between domains with each other. All paragraphs obtained a significance level of 0.05 and this indicates that the scale is characterized by a high degree of validity of the internal consistency.

Results of the internal consistency of the "Creative Behavior Scale"

Table 3: Correlation coefficient between each paragraph of the "creative behavior" scale and the overall scale of the scale

No.	Paragraphs	R	Sig.
1.	The organization works with employees to take decisions to encourage creative behavior in it.	.824	0.01
2.	Studies are conducted on organized business development methods and divisions.	.732	0.01
3.	I believe in generating and applying new ideas to work within the organization.	.725	0.01
4.	I practice the techniques of some distinguished colleagues to develop my business skills.	.609	0.01
5.	I have the ability to anticipate business problems before they happen	.595	0.01
6.	The organization allocates the funds needed to implement innovative projects and ideas.	.624	0.01
7.	The official encourages the creative ideas presented by the employees of the organization.	.854	0.01
8.	I have the ability to refuse the wrong instructions and procedures.	.581	0.01
9.	Bring new ideas without hesitation and fear that they will fail.	.704	0.01
10.	Adapt to variables in the work environment smoothly and flexibly.	.551	0.01
11.	Perform the work assigned to in a sophisticated manner.	.762	0.01
12.	Technology is used to increase contact with employees inside and outside the	.589	0.01

	organization.		
13.	The organization rewards the owners of distinguished production.	.734	0.01
14.	The organization urges employees to acquire creative skills	.754	0.01
15.	I use my personal relationships to communicate with outside parties and obtain material and moral gains for the organization.	.395	0.05

Stability of Scale:

The researchers checked the stability of the scale on a polling sample of (32) employees. The stability of the scale was calculated using the two half-hash methods, and Cronbach’s coefficient alpha.

1. Split-Half Method:

Table 4: Stability coefficient of the creative behavior scale in the mid-way segmentation method

The Scale	The Number Of Paragraphs	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment	Significance Level
Creative Behavior	15	0.778	0.874	0.01

2. Cronbach’s coefficient alpha method:

Cronbach’s coefficient alpha was calculated, and the total scale stability factor was 0.894, which is the D and high stability factor, and Cronbach’s coefficient alpha was calculated for all areas of the scale, and the following table shows that:

Table 5: Cronbach’s coefficient alpha for each Scale of Creative Behavior Scale

The Scale	Coefficient of stability
Creative Behavior	0.894

Thus, the researchers have confirmed the validity and consistency of the study's questionnaire, which makes it fully confident in the validity of the questionnaire and its suitability to analyze the results, answer questions of the study and test their hypotheses.

Data analysis, study hypotheses, and discussion

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions and reviewing the most prominent results of the questionnaire, which was reached through the analysis of its paragraphs, and to find the personal data of the respondents, so statistical treatments were made for the data collected from the study questionnaire, as the packages program was used. Statistical for Social Studies (SPSS) to obtain the results of the study that was presented and analyzed.

Statistical description of the study sample according to personal data

The following is a presentation of the characteristics of the study sample according to personal data

Table 6: Distribution of the study sample according to personal data

Personal Data	Count	Percentage%	
Gender	Male	147	49.3
	Female	151	50.7
	Total	298	100.0
Age Group	Less than 30 years	107	35.9
	30 - Less than 40 years	119	39.9
	40- Less than 50 years	50	16.8
	50 years and over	22	7.4
	Total	298	100.0
Qualification	Diploma below	62	20.8
	Bachelor's Degree	188	63.1
	Postgraduate	48	16.1
	Total	298	100.0
Specialization	Human Sciences	94	31.5
	Administrative And Financial Sciences	87	29.2
	Engineering Sciences	23	7.7
	Public Relations And Media	21	7.0
	Other Specialties	73	24.5
	Total	298	100.0

Number Of Years Of Service	Less than 5 years	95	31.9
	From 5 to 10 years	84	28.2
	From 10 to 15 years old	59	19.8
	Over 15 years old	62	20.1
	Total	298	100.0

It is clear from the previous table that 49.3% of the study sample is male, while 50.7% of females, as this result differs relatively with the statistic of the Palestinian Statistics Center for the year 2018, which showed that the percentage of male participation in strength in institutions is four times the rate of participation Females, and the relative difference is noted here, where the female participation rate increases compared to the aforementioned Palestinian labor market, and researchers attribute this to the nature of employment laws in civil organizations as it enhances the opportunities for females to obtain jobs, and allows them more opportunities, especially in women's projects, as well as due to the nature of many Of jobs and tasks in aphids Local times to suit the female nature.

And that 75.8% of the sample of the study are young people under the age of 40 years and the rest of the proportion is from the older age group, it is clear from the table the largest percentage is for those under the age of 40, which is a very good percentage of young people who work in administrative jobs within the civil organizations The researchers attribute this to the presence of young elements in the Palestinian society capable of leading and advancing these organizations, and the presence of a strong trend within the organizations by relying on modern technology, cultural and intellectual exchanges between peoples and the spread of social media platforms, which are definitely mastered by this age group with high professionalism. Able to overcome and overcome the difficulties faced by organizations, as there is a clear decrease in the category Alamrahah category greater than 50 years experience confirms diminishing element for the benefit of technical expertise and modern scientific.

And that 63.1% of the study sample hold a bachelor’s degree, while 20.8% of the diploma holders while 16.1% of the graduate studies holders, and this is consistent with the fact that working in private institutions in Gaza Strip requires a bachelor’s degree mainly. The researchers attribute that the number of the diploma degree holders is small and the trend towards a bachelor’s degree, which focuses on administrative jobs and tasks in civil organizations, and such jobs certainly have requirements and tasks that are not often less than a bachelor’s degree, which explains the high percentage of bachelor’s degree holders in the sample, The percentage of holders of postgraduate degrees is also low for undergraduate degrees, which are included with the researchers’ interpretation of the nature of administrative tasks, and the ability to make decisions, develop strategic plans and lead the teams according to a calculated scientific approach.

It is also clear that 31.5% of the study sample is a graduate of the humanities (education and arts), while 29.2% are graduates of administrative and financial sciences and 7.7% of graduates of engineering disciplines while 7% of graduates of public relations and media and the rest of the proportion are from other disciplines. The researchers attribute that the fields of work in the Palestinian civil institutions need to diversify in scientific disciplines, and this comes to the disciplines of human sciences and administrative specialties that supervise activities with human specialties, engineering, public relations, and other specializations come at a lower rate due to the services provided by NGOs in Gaza Strip that It is dominated by services, humanitarian and relief in line with the projects presented by these organizations.

And that 31.9% of the study sample had less than 5 years of experience, while 28.2% of their experience duration was 5-10 years, and 20.1% of their experience duration was more than 15 years while 19.8% of their experience duration was 10 -15 years. The researchers clarify from the proportions that the largest percentage went to holders of the number of years of service less than 5 years, and the researchers attribute this to the nature of the study community, as the administrative functions and tasks assigned to employees in associations in Gaza Strip directly depend on rapid knowledge in the rapid technological development and mixing with the cultures of the world, and the acquisition of experiences in Short years, enables a person to be able to make appropriate decisions and accomplish the required tasks in the organization more effectively and efficiently, depending on previous experience.

The Criterion Approved In the Study

To determine the criterion adopted in the study, the length of the cells was determined in the Likert pentatonic scale by calculating the range between the scale grades (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell i.e. (4/5 = 0.80) and then This value was added to the lowest value in the scale (the beginning of the scale and it is the correct one) to determine the upper limit of this cell, and thus the length of the cells became as shown in the following table (Ozen et al., 2012):

Table 7: It shows the criterion approved in the study

SMA	Relative Weight	Degree Of Approval
From 1- 1.80	From 20% - 36%	Strongly Disagree
From 1.80- 2.59	From 36%- 51.99%	Not Agree
From 2.60- 3.39	From 52%- 67.99	Neutral
From 3.40- 4.19	From 68%- 83.99%	Agree
From 4.20 - 5	From 84%- 100%	Strongly Agree

To explain the results of the study and judge the level of response, the researchers relied on the arrangement of arithmetic averages at the level of areas for the questionnaire and the level of paragraphs in each field, and the researchers have determined the degree of approval according to the criterion approved for the study.

The answer to the study question, which states: What is the level of application of creative behavior in Palestinian NGOs?

To answer the question, the mean, standard deviation, relative weight and order were used to find out the degree of approval.

The results are shown in Table (8).

Table 8: Arithmetic mean, standard deviation, relative weight and rank for each of the “creative behavior” paragraphs

No.	Paragraphs	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization works with employees to take decisions to encourage creative behavior in it.	3.87	980.	77.40%	12	Agree
2.	Studies are conducted on organized business development methods and divisions.	3.89	893.	77.80%	11	Agree
3.	I believe in generating and applying new ideas to work within the organization.	4.10	852.	82.00%	4	Agree
4.	I practice the techniques of some distinguished colleagues to develop my business skills.	4.16	783.	83.20%	1	Agree
5.	I have the ability to anticipate business problems before they happen	4.02	831.	80.40%	7	Agree
6.	The organization allocates the funds needed to implement innovative projects and ideas.	3.91	900.	78.20%	10	Agree
7.	The official encourages the creative ideas presented by the employees of the organization.	3.95	901.	79.00%	9	Agree
8.	I have the ability to refuse the wrong instructions and procedures.	3.96	883.	79.20%	8	Agree
9.	Bring new ideas without hesitation and fear that they will fail.	4.08	721.	81.60%	5	Agree
10.	Adapt to variables in the work environment smoothly and flexibly.	4.14	666.	82.80%	3	Agree
11.	Perform the tasks entrusted to me in a sophisticated manner.	4.27	622.	85.40%	1	Agree
12.	Technology is used to increase contact with employees inside and outside the organization	4.06	857.	81.20%	6	Agree
13.	The organization rewards the owners of distinguished production	3.69	1.067	73.80%	14	Agree
14.	The organization urges employees to acquire creative skills	3.85	992.	77.00%	13	Agree
15.	I use my personal relationships to communicate with outside parties and obtain material and moral gains for the organization.	3.41	1.252	68.20%	15	Agree
Total Score		3.9496	55644.	78.99%		Agree

From the previous table, the following can be drawn:

The arithmetic mean for the fourth paragraph "I practice the methods of some distinguished colleagues to develop my skills at work." It equals 4.27 (total score of 5), i.e. the relative weight of 85.40%, which means that there is high approval by the sample members of this paragraph.

The researchers attribute this to the interest of the owners of associations in Gaza Strip to have a distinguished administrative staff able to keep abreast of developments in order to practice their work with professionalism and professionalism in light of keeping pace with technological developments.

The mean of the fifteenth paragraph "I use my personal relationships to communicate with external parties and obtain material and moral gains for the organization" is equal to 3.41, i.e. the relative weight of 68.20%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to: The associations' keenness to have strong relations with the authorities concerned with project financing in order to facilitate access to them, but in light of the Israeli blockade and the Palestinian division, negatively affected the projects brought to Gaza Strip.

In general, it can be said that the mean of the creative behavior scale "is 3.94, that is, the relative weight of 78.99%, and this means that there is high agreement by the individuals of the sample on the paragraphs of this scale.

The researchers attribute this to the keenness of the associations in Gaza Strip to consolidate the relationship between all its employees and improve the language of communication and communication, as well as the introduction of modern technology and the use of computers instead of using paper writing, and to follow e-mail as a substitute for paper correspondence in order

to advance the work of the associations and keep pace with the rapid scientific and technological development of In order to carry out the assigned tasks very quickly, these results agreed with some studies such as (AL-Shawawrah, 2011) which showed the importance of administrative style and creative behavior, (Al-Mishout, 2011) study, having a significant effect of participation in decision making. Z administrative creativity, study (Roman; 2012) that education is a key factor in influencing innovation and creativity, study (Simon, 2006) the institutions seeking excellence in the need to spread the culture of creativity inside.

Hypotheses Selection:

Ho 1: There are statistically significant differences at ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to a gender variable.

To verify the validity of the hypothesis, the differences between the averages of the sample individuals were calculated using the T-test for the independent samples according to the gender variable and the following table shows that:

Table 9: Standard Averages, Standard deviations, and a value for the creative behavior scale attributed to the gender variable

Field	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level
The Total Score For Creative Behavior	Male	147	3.8928	.59852	-1.741	0.083
	Female	151	4.0049	.50807		

* The value of "t" is statistically significant at the significance level of $\alpha \leq 0.05$.

The previous table indicates that there were no statistically significant differences in the dimensions of the scale due to the gender variable in the overall degree of the scale where the calculated value of (T) was greater than the value of (T) tabular.

The researchers attribute this to the fact that the members of the study sample generally face the same conditions in terms of leadership excellence, excellence of employees in it, excellence in planning and excellence in creative behavior, since these fields are seen by association managers because the aforementioned fields are concerned with the performance of employees in associations and they all strive to raise themselves at all levels of the social type.

Ho 2: There are statistically significant differences at the level ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the age group variable.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 10: Results of the "mono-variance" test - for the age group variable

Field	Averages				Test Value	Probability Value (Sig.)
	Less Than 30 Years	30 - Less Than 40 Years	40- Less Than 50 Years	50 Years And Over		
Total Score	4.0176	3.9074	3.9783	3.7817	1.480	0.220

* The difference between the meanings is statistically significant at the significance level of $\alpha \leq 0.05$.

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test was higher than the significance level 0.05 for the total degree of creative behavior, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about this field due to the age group.

The researchers attribute this to the majority of the associations in Gaza Strip, who are moving properly around the selection of people with credibility and are well aware of the work of the institutions.

These results agreed with some studies, such as the study study (Hamdouna, 2010) and the study (Khalaf, 2010), where there are no statistically significant differences between the averages of the study sample estimates about this field due to the age group.

Ho 3: There are statistically significant differences at the level ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the variable of the educational qualification.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 11: Results of the "mono-variance" test - for the variable of the qualification level

Field	Averages			Test Value	Probability Value (Sig.)
	Diploma	Bachelor's Degree	Postgraduate		
The Total Score For Creative Behavior	3.9518	3.9637	3.8916	0.320	0.726

* The difference between the meanings is statistically significant at the significance level of $\alpha \leq 0.05$.

From the results shown in the previous table, the following can be concluded:

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is higher than the significance level 0.05 for all dimensions and for the overall degree of strategic agility, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about this field due to the scientific qualification.

The researchers attribute this to the association managers' implementation of the instructions, regulations, and regulations of all employees and informing them of it. These laws apply to all employees, whether employees are bachelor's or graduate studies,

their opinion is not affected by the difference in the degree and this reflected positively on the progress of the societies 'work in Gaza Strip for each of them.

Ho 4: There are statistically significant differences at ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the specialty variable.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 12: Results of the "mono-variance" test - for the specialty variable

Field	Averages					Test Value	Probability Value (Sig.)
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations And Media	Other Specialties		
The Total Score For Creative Behavior	3.9870	4.0090	3.7800	2.9592	3.8814	1.166	0.326

* The difference between the two meanings is statistically significant at the significance level of $\alpha \leq 0.05$.

From the results shown in the previous table, the following can be concluded:

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is higher than the significance level 0.05 for the total degree of creative behavior, thus concluding that there are no statistically significant differences between the averages of the study sample estimates about this field due to the variable of specialization.

Researchers attribute this to the application of associations managers in Gaza Strip to the instructions, regulations and regulations of all employees and inform them about it, and these laws apply to all employees, whether employees are from the literary or scientific specialization, the managers 'opinion is not affected by the difference in degree and specialization, and this reflected positively on the progress of the institutional planning of the associations for each of them.

Ho 5: There are statistically significant differences at the level of ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the variable of the number of years of service.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 13: Results of the "mono-variance" test - for the variable number of years of service

Field	Averages				Test Value	Probability Value (Sig.)
	Less than 5 years	From 5 to 10 years	From 10 to 15 years	Over 15 years		
The Total Score For Creative Behavior	4.0277	3.9885	3.7724	3.9587	3.093*	0.027

* The difference between the two meanings is statistically significant at the significance level of $\alpha \leq 0.05$.

From the results shown in the previous table, the following can be concluded:

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is less than the significance level 0.05 for the total degree of creative behavior and thus it can generally be concluded that there are statistically significant differences between the averages of the study sample estimates, the measure of scale attributed to the variable number of years of service.

The researchers attribute this to the fact that most of the employees in the universities in Gaza Strip have previous experience in the field of groups and attend seminars and meetings held by donor institutions in Gaza Strip.

To find the difference trend, LSD test was used as in the following table

Table 14: LSD test results to compare average service years for the total degree of creative behavior

Categories	The Difference Between The Averages			
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years
Less than 5 years				
From 5 - 10 years	-0.07224			
From 10 - 15 years	*-0.27240	*-0.20016		
Over 15 years	-0.12738	-0.05514	0.14501	-

* The difference between the two meanings is statistically significant at the significance level of $\alpha \leq 0.05$.

The previous table shows the results of the LSD test to compare the average income category for the degree of creative behavior, where the results show that there are statistically significant differences between the average number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (Less than 5 years) This is in favor of the number of years of service (5-less than 10 years) and the number of years of service (less than 5 years), meaning that less experience is more creative behavior.

The researchers attribute this to the fact that the majority of employees in the associations in the youth category find them more enthusiastic about the work, and this, in turn, positively reflected the progress of the Foundation's work in all fields.

Results

- The mean of the creative behavior scale "has reached a relative weight of 78.99%, which means that there is high agreement.
- There were no statistically significant differences at ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the gender variable.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributed to the age group.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributable to the educational qualification.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributable to the specialty.
- There are statistically significant differences between the averages of the study sample estimates about the creative behavior of the scale due to the variable number of years of service.
- There are statistically significant differences between the averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), meaning that less experience is more creative behavior.

Recommendations

Based on its findings, the following recommendations can be made:

- Effective information systems must be adopted to facilitate the work of employees in NGOs working in Gaza Strip by employing technology professionally.
- Work to provide specialized professional training for the human cadre working in the field of writing projects and finding self-financing sources for the organization.
- Intensifying efforts to improve legislation and laws governing the work of the private sector, improve the work environment, and encourage it to achieve sustainability.
- The necessity of creating competitive and stimulating programs between universities in the field of computerizing services and developing them so that they become more superior and faster at work.
- International institutions are adopting a training program for employees in associations in Gaza Strip to develop their skills and capabilities to deal with professionally funded projects.
- Work to spread awareness among employees about the necessity of their participation in evaluating, identifying and developing services by submitting their proposals to the competent authorities.
- The necessity of setting a training program for employees in associations in Gaza Strip in the field of information in various institutions on the safety, security and archiving of information.
- The necessity of holding meetings and workshops with the local community and this helps them to define the community's needs.

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