

# Taking Action, Rapid Response and Its Role in Improving the Creative Behavior of Organizations

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**Abstract:** The study aimed to identify the procedures and speed of response and their role in improving the creative behavior of Palestinian NGOs. The study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in Gaza Strip governorates, and the cluster sample method was used and the sample size reached (343) individuals. (298) questionnaires were retrieved, and the following results were reached: The relative weight of the field of taking measures reached (77.33%), and the relative weight of the field of response speed reached (78.66%) and the relative weight of the creative behavior was 78.99 (%), and the results also showed a relationship Statistically significant of me For adopting the procedures and speed of response and creative behavior, and the presence of the effect for adopting procedures and speed of response to the creative behavior, and there are differences statistically significant in scale dimensions due to the variable gender in (response speed, take action) and the differences in favor of females. There were no statistically significant differences attributable to the variable of the age group and the educational qualification, and there were no statistically significant differences in the creative behavior according to the variable of gender, age group, educational qualification, specialization, and the study presented a set of recommendations the most important of them: the necessity of civil organizations in Gaza Strip to obtain Funding from foreign countries in order to provide associations with self-income to face crises and give them independence in order to preserve them in order to play their role in society. The necessity of holding meetings and workshops with the local community, and this helps them determine the needs of society.

**Keywords:** Taking Measures, Rapid Response, Creative Behavior, Palestinian Ngos, Gaza Strip.

## 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, 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 relationships with many influential parties in their societies, and is increasing The importance of having procedures and rapid response to the rapid environmental changes experienced by the organizations, intense competition and entry to globalization and rapid technological development, which imposes on the organization continuous innovation and development, since creativity is the process that N behind any progress. As the organizational climate represents a description of the characteristics of the organizations working environment, it is imperative that the behavior of the creative individuals is affected by the prevailing organizational climate, either it is encouraging or hindering creativity, so a healthy organizational climate gives the opportunity for the growth of creative energies and encourages innovation, and gives individuals a wider field of work, communication and taking Decisions, and provides material and moral incentives. Creative organizations are the ones that provide a suitable organizational climate, in which creativity is rooted as a renewed institutional goal, and makes creativity a fundamental and vital task that all employees share, as it is the basis for its growth, existence and prosperity.

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 through the adoption of procedures and the speed of responding to the rapid changes in the external environment.

## Problem Statement

The 959 NGOs in Gaza Strip face according to the statistics of the Ministry of Interior (2020) lack of support and funding sources that help the needy and people with special needs that depend on external projects, which requires work to improve the creative behavior of employees of NGOs, and this requires the use of some concepts And modern strategies to develop their performance and help in adopting procedures and rapid response in developing the analytical capabilities and visual cognitive skills of

organizations and their environment that have a reputation and comprehensiveness, especially in preparing and preparing senior management cadres and developing their skills Leadership, which requires employees to think in an unfamiliar way to provide creative solutions and recommendations to provide the service in the best possible quality, and a study (Jad Allah, 2016) showed the role of school administration in developing creative behavior among secondary school teachers in Gaza governorates came with a high degree of appreciation (68.20%) as well A study conducted by researchers in development affairs and civil organizations in Gaza recently facilitated Muhaisen survey study that showed that 60% of NGOs in Gaza are unable to cover their expenses and expenses, and at least (80%) of these organizations deficit funding affects the quality of their services Which requires creative thinking Working to overcome the problems of creative ways are abnormal.

**Accordingly, the problem of the study revolves around:**

What is the role of taking measures, speed of response and their impact on creative behavior among employees of Palestinian NGOs - in Gaza Strip?

**The following sub-questions are branched from it:**

1. What is the level of procedures for employees of NGOs?
2. What is the level of response speed among employees of NGOs?
3. What is the degree of applying creative behavior according to the opinions of the sample?
4. Is there a fundamental relationship between the level of procedures and the speed of response among civil society employees with creative behavior?
5. What is the effect of taking procedures and speed of response on creative behavior among civil society employees?
6. Are there statistically significant differences between the responses of the sample members regarding the procedures selection, response speed, creative behavior) according to the variables (age group, gender, number of years of service and educational qualification)?

**Research Objectives**

This study aims mainly to clarify the actions taken, the speed of response and their role in improving the creative behavior of organizations, through:

1. Knowing the degree of achieving procedures and the speed of response in the NGOs
2. Learn about the creative behavior of NGOs
3. Knowing the nature of the correlation between taking procedures, rapid response and creative behavior in NGOs
4. Study the effect of taking procedures and speed of response on creative behavior of employees in NGOs.
5. Reveal the statistical differences from the respondents' answers about (taking procedures, response speed, creative behavior).
6. Provide recommendations and suggestions that may contribute to identifying best practices for taking procedures and speed of response, which in turn may 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:

**Scientific Importance:**

1. The importance of this study stems from the importance of the topic that it discusses, which deals with the selection of procedures, the speed of response and their relationship to creative behavior, and the importance of this study represents its originality in that it is one of the first studies that examine the topic of choosing procedures and the speed of response and its relationship to creative behavior.
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.

**Practical Importance:**

1. The study can assist in providing these recommendations to decision makers and officials in NGOs to work to benefit from them in improving the increase in competitive advantage.
2. Meeting the needs of NGOs to take advantage of the procedures and speed of response in a way that enhances employee performance and focuses 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 is a correlation relationship at the level of ( $\alpha \leq 0.05$ ) between (taking actions, response speed) and creative behavior factors in NGOs.

**Ho 2:** The dimensions of response speed and taking combined actions directly affect statistically the creative behavior of NGOs.

**Ho 3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, taking actions and creative behavior according to the following variables (gender, age group, educational qualification, specialization and number of years of service).

**The following sub-assumptions are subdivided:**

**Ho 3-1:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, taking actions and creative behavior according to the gender variable.

**Ho 3-2:** There are statistically significant differences at the level ( $\alpha 0.05$  العينة) between the responses of the sample opinions about the response speed, taking actions and creative behavior according to the age group variable.

**Ho 3-3:** There are statistically significant differences at the level ( $\alpha 0.05$  العينة) between the responses of the sample opinions about the response speed, action, and creative behavior according to the educational qualification.

**Ho 3-4:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, action, and creative behavior according to the specialty variable.

**Ho 3-5:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, taking actions and creative behavior according to the variable number of years of service.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective limit:** The issue of Taking Action, Rapid Response and Its Role in Improving the Creative Behavior of Organizations.
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 all employees in NGOs

### 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 (Hamdan et al., 2020) 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.
- 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 (Saad, 2018) aimed to identify the role of strategic agility in the development of human resources in Palestinian civil institutions in Gaza Strip, and the study used the descriptive analytical approach, and the study sample consisted of supervisory positions in these institutions and their number (219) respondents and researchers used the questionnaire A major tool for the study, the results have shown: strategic agility is used in Palestinian civil institutions at a rate of (71.327%) with a large degree and its planning dimensions (74.44%) which is with a great approval degree, organization with (70.8%) which is with a high degree of approval, technology with a rate of (67.9) % It is a degree m Approval medium, there is a statistically significant relationship between the degree of fitness strategy and the development of human resources in the Palestinian civil institutions, and the most important recommendations: the need to strengthen the use of the concept of agility strategy in the Palestinian institutions in Gaza Strip, drawing up plans and policy actors for the development of human resources, and evaluate and develop them periodically.
- A study (Ping et., 2017) aimed to examine the relationship between the implementation of risk management in an organization on performance stability, the role of strategic agility as an intermediate variable, and the role of quality of the internal audit function as a modified variable in this relationship between listed Malaysian public companies, and the study used the descriptive analytical approach Through the questionnaire, the random sample method was used, and the study revealed that the implementation of enterprise risk management has a great relationship to fixed performance, and that strategic agility mediates the relationship significantly, and also the quality of the internal audit function does not significantly affect the relationship between implementation of management E risks in the organization and the performance of the company. The study recommended the necessity of adopting integrated risk management as a major contributor to the stable performance of companies.
- A study of (Haniyeh, 2016) that aimed to identify the extent of strategic agility and its relationship to excellence and quality of institutional performance in the food industries sector in Gaza Strip, and the dimensions of strategic agility were in (strategic sensitivity, clarity of vision, core capabilities, choice of strategic goals, shared responsibility, Speed of response), and the dimensions of excellence in institutional performance were (leadership, human resources, customer satisfaction "from the company's point of view", employee satisfaction, product quality, process quality), and the study used the descriptive analytical approach and appropriate statistical tests to test health Assumptions and to answer the study's questions, and the comprehensive survey method in collecting data, as the study community was restricted to the food industries companies registered as a member of the Federation of Food Industries, which numbered (67) companies, but (104) questionnaires were distributed to (55) companies, in order to reject (4) Questionnaire filling companies, and the presence of (8) closed companies that do not work, and the recovery rate was (100%). The most important results of the study were as follows: The level of strategic agility and excellence in institutional performance in food industries companies was a strong degree for both variables, it reached The relative mean of strategic agility and the relative average of excellence Institutional performance (78.65%), there is a high statistically significant correlation between the practice of strategic agility and excellence in institutional performance in the food industries sector in Gaza Strip, there is a statistically significant effect of strategic agility on excellence in institutional performance in the food industries sector in Gaza Strip, And that the dimensions of strategic agility affecting "excellence in institutional performance" are (shared responsibility, core capabilities, speed of response, choice of strategic goals) and that the rest of the dimensions have little impact.
- A study (Ubaidah, 2016) that aimed to know the relationship between the organizational climate and the creative behavior of faculty members in intermediate community colleges in Gaza Strip, and researchers led the accreditation of his study descriptive analytical approach, and the study community consisted of all faculty members in intermediate colleges of society in Gaza Strip The study sample, which numbered (422) members, was chosen. The study sample represented (50%) of the faculty members in the six intermediate colleges of society chosen for this study. (221) questionnaires were distributed, and a total of (171) were retrieved from them. A questionnaire with a percentage of (77.1%) and a count of The valid questionnaires for the analysis (160) questionnaires, at a rate of (96.5%) from the retriever, all were subjected to statistical analysis, and the study concluded that: there is a statistically significant relationship between the elements of the organizational climate and the creative behavior of its faculty members, the arrangement of the organizational climate elements in terms of their effect on behavior The creativity of faculty members in intermediate colleges of society in Gaza Strip as follows: (systems and instructions, participation in decision-making, organizational structure, available technology, working conditions, training, and

finally, incentives and rewards), the absence of differences in the focus of study linked Each of the following personal variables (age, educational qualification, the number of years of service, type of appointment, salary), there are differences in the study 'associated with each of the following personal variables (gender, job title, and the workplace.

- A study of (Hussein, 2016) that aimed to determine the intermediate impact of strategic agility between environmental sensing strategies and strategic innovation, and in order to achieve this, the types of environmental sensing strategies (closure strategy, gradient strategy, prediction strategy) were adopted based on (Piercy, 2009) and it was adopted Dimensions of strategic agility (strategic sensitivity, strategic response, collective capabilities). While the dimensions of strategic innovation (process innovation, knowledge management) were adopted. Zain Iraq Telecom Company was chosen as a field of research through a questionnaire form that included (154) members from the heads of departments, units and people. Empirical factor analysis (modeling the structural equation) and some descriptive statistics, correlation analysis, simple regression analysis, and multiple gradient regression analysis were used according to what came in selecting the intermediate variable stipulated in a study (Baron & Kenny, 1986). The study results showed that the strategic agility variable partly mediates the relationship between environmental sensing strategies and strategic innovation at the company level. The research sample has a high arithmetic average of (3.236). Such as strategic agility to respond effectively guiding organizations to deal with the total movements in the surrounding environment and include factors flexibility, adaptation and transformation and the transition from one state to another and dealing with environmental developments high smoothly depending on the agility of processes, activities and systems adopted.
- 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.
- A study (Akanb, 2013) that aimed to explain the impact of strategic agility on the performance of industrial companies in Nigeria, and to achieve this goal, a comprehensive survey method was adopted for the categories of employees using a questionnaire from which (2010) a questionnaire was retrieved, and the study used multiple regression, correlation and contrast analysis tests, and it was Among the most prominent findings of the study: that strategic agility has a major impact on the performance of industrial companies, and based on these results, the researchers recommended that companies should be proactive to react in order to address future conditions that occur in the complex business environment and to improve their performance.
- A study (Al-Zabin, 2013) aimed to identify the effect of strategic information characteristics on achieving strategic agility and the role of competitiveness as a modified variable in Alba House in Jordan, and the study community included all employees of Alba House Jordan in all its affiliated locations As for the study sample, it included the managers, heads of departments and all production supervisors, who numbered (72) individuals. The researchers used the descriptive analytical method, the applied method to collect data, analyze it and test hypotheses. One of the most prominent findings of the study was that there is a relationship and impact of the characteristics of the information A strategy in achieving the agility of the strategic movement of the Jordanian company Alba House, as the company exerts strategic agility in a strong degree, while the study recommended the necessity of adopting the strategic information in the company Alba House, because of the strategic role of its outputs, and the characteristics that this information has that contribute greatly to decision-making.
- A study (Roman, 2012) that 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.

- A study (Al-Shawawrah, 2011) that aimed to identify the effect of the organizational climate on creative behavior among employees of Jordanian private universities, "applying to Amman Arab University". The descriptive analytical method was used, and the questionnaire was 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 the existence of a significant relationship between incentives and creative behavior, and the study recommended: providing protection and job stability for employees and encouraging them to generate new ideas. And providing material and moral incentives to employees with the need to subject bonuses and promotions to objective foundations based on efficiency and merit.
- A study (Kettunen, 2010) aimed to develop an integrated framework for business strategy and product methodologies development under specific conditions, because companies need strategic agility to maintain competitive advantage in the current era, and the study was applied to technology companies operating in Finland, and the study followed a study method The case and the interview as a tool to collect data The study found that the company's experience during the past years contributed to that part of the study model has been achieved, or that there are expected positive effects by the model found in the operating operations of companies, and the study made a set of recommendations, the most important of which is: Approval of Asal He is committed to developing products through long-term strategic agility and initiating rather than avoiding change in all departments of the company.

## **Theoretical Framework**

### **Taking Measures:**

The concept of taking actions reflects the degree of orientation towards work that shows the organization's ability to take actions specific to the opportunities available to it, such as the opportunity to provide a new service, but it differs in response speed and the overall view, that is, the function of this dimension is to put the organization in a state of continuous movement because that leads (Idris & Al-Rubaie, 2013) This dimension is related to the availability of coordination elements between all the different work units in a manner that ensures rapid response and comprehensive coverage of all areas of work that ensure the implementation of activities and tasks that achieve the desired results (Radwan, 2014), and here it must Of reference to the importance of T. Encouraging dialogue and discussion between all parties responsible for implementing strategies in addition to encouraging initiatives and exchanging ideas related to implementing the organization's strategy presented through the various units and sections of work within the organization, and it is necessary that the organization has the ability to adapt its strategy to suit changing circumstances without losing sight of the purpose The year of its existence (Sambamurthy et al, 2006).

### **Responsiveness:**

It reflects the degree to which the organization can take immediate action and at a certain point such as an opportunity to introduce a new product (Abu Radi, 2013), and the function of this dimension is to make the organization in a permanent state of movement and this falls on the manager by directing individuals to better perform the duties and tasks assigned With them, however, this leads the organization to achieve efficiency, effectiveness, and speed of response to the surrounding variable (Al-Shamaa, 1991), and that response speed is a new source of competitive advantage, as many companies like (MCDonald).

(Federal express) competes mostly on the basis of speed, and this requires the organization to be described as rapid movement, as well as delegating decision-making to the lowest levels in the organization, and that the work be done by teams of various skills (Russell & Taylor, 2008).

Through the foregoing clarification of both the speed of response and shared responsibility, we can conclude that the organization's ability to quickly adapt to changes in its external environment enables the organization's ability to provide access to information to employees or to retain them and involve them significantly in planning and implementing actions and participating in choosing Decision in the organization.

### **Creative Behavior:**

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

There is no doubt that the creators play an important and prominent role in the lives of people than they offer in the future work climate. If we look at the human environment with its visible or invisible aspects, we would find that it is a product of the imagination of the creators in all fields. Creativity is your way to self-realization. One faces it in his life, and there is no doubt that he is one of the greatest rewards he receives in return.

### **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 it is 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 a summary The interaction between the individual and the 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).

The researchers define it procedurally: it is 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.

#### **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, 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 methodology and procedures of the study are considered a major 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, and thus achieve the goals that it seeks to achieve, as well as the study tool used are obtained. And the method of preparation and how to build and develop it, and the extent of its sincerity and consistency, and ends with the statistical treatments that were used in data analysis and to draw conclusions, 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 addressing the theoretical framework of the study to secondary data sources, which are represented in relevant Arab and foreign books and references, periodicals, articles and 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 - Study Population:** 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 all kinds (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 governorates of Gaza Strip.

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
<b>Total</b>		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 based on the formula (Moore, 2003). Thus, the appropriate sample size in this case is equal to (343) employees, at least (298) employees have 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	
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 - Study Tool:**

A questionnaire was prepared on "Taking Action, Rapid Response and Its Role in Improving the Creative Behavior of Organizations", which consists of two main sections:

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

**The Second Section:** measure measures and response speed

**Section Three:** The Creative Behavior Scale

**Building metrics went through two basic stages:**

**The First Stage:** the preparation stage: it included defining the goals of the standards, their components and their basic dimensions, and formulating their paragraphs, where the researchers reviewed a number of studies and measures related to the subject of the study. After reviewing a large number of measuring tools for this phenomenon, expressions of each scale have been formulated.

**Scale Description****Table 3:** Distribution of scale paragraphs in different fields

No.	The Dimension	Number Of Paragraphs
1.	Responsiveness	6
2.	Taking Measures	6
3.	Creative Behavior	15

**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 involved, and the percentage of arbitrators agreeing to the paragraphs of the scale was not less than (85%), which means 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 members of the original community of the study, and correlation coefficients were calculated for each paragraph in the field to which they belong, as well as coefficients of correlation between the fields with each other. High honesty of internal consistency.

**Table 4:** Correlation coefficient between each of the paragraphs after the "response speed" and the overall degree of the dimension

No.	Paragraphs	R	Sig.
1.	The organization adapts its strategy to suit the changing circumstances and environment.	.844	0.01
2.	The organization hires professional strategists for strategic analysis.	.888	0.01
3.	The organization has the ability to take advantage of the opportunities and capabilities available.	.797	0.01
4.	Have the ability to present more than one idea in a short period of time.	.914	0.01
5.	Refer to the executive departments to obtain the necessary data and information.	.809	0.01
6.	The organization constantly discusses with employees about its strategic and future directions.	.821	0.01

**Table 5:** Correlation coefficient between each paragraph after "taking measures" and the overall degree of the dimension

No.	Paragraphs	R	Sig.
1.	The organization works to analyze the data of the internal and external environment in which it operates.	.805	0.01

2.	The official has a high degree of intelligence, quick wit and organizing ideas.	.924	0.01
3.	New practices, initiatives and procedures in the organization are easily implemented.	.815	0.01
4.	The organization is successfully reconfiguring its resources to access new services	.943	0.01
5.	The organization's staff gets support and encouragement when presenting new and creative ideas	.901	0.01
6.	Decisions in the organization are based on open discussion and employees feel involved in making key decisions for the organization.	.908	0.01

**Table 6:** 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 organization.	.589	0.01
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:**

The correlation coefficient was calculated between the sum of the even terms and the sum of the individual expressions for the test and its domains. Using the Spearman equation, the total stability factor was (0.958). The following table shows that:

**Table 7:** shows the coefficient of stability of the scale using the half-way method

No.	The Scale	Number Of Paragraphs	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment	Significance Level
1.	Responsiveness	6	0.819	0.893	0.01
2.	Taking Measures	6	0.928	0.955	0.01
3.	Creative Behavior	15	0.778	0.874	0.01
<b>Total Marks</b>		27	0.927	0.958	0.01

**2. Cronbach’s coefficient alpha method:**

Cronbach’s coefficient alpha factor was calculated, and the total scale stability factor was 0.985, 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 8:** Cronbach’s coefficient alpha for each Scale Field

No.	The Scale	Coefficient of stability
1.	Responsiveness	0.916
2.	Taking Measures	0.942
3.	Creative Behavior	0.894
<b>Total Marks</b>		0.985

It is clear from the previous table that all stability parameters are statistically significant, confirming the validity of the scale for application.

### 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 9:** Distribution of the study sample according to personal data

Personal Data		Count	Percentage%
Gender	Male	147	49.3
	Female	151	50.7
	<b>Total</b>	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
	<b>Total</b>	298	100.0
Qualification	Diploma below	62	20.8
	Bachelor's Degree	188	63.1
	Postgraduate	48	16.1
	<b>Total</b>	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
	<b>Total</b>	298	100.0
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
	<b>Total</b>	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 10:** 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.

**Answer To Study Questions:**

The result of the first question: Which states: "What is the level of taking measures among civil servants?"

To answer the question, the researchers used averages, standard deviations and percentages.

**Table 11:** Arithmetic mean, standard deviation, relative weight, and ranking for each of the items after "taking measures"

NO.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization works to analyze the data of the internal and external environment in which it operates.	4.02	781.	80.40%	1	Agree
2.	The administrator has a high degree of intelligence, quick wit and organizing ideas.	3.89	882.	77.80%	3	Agree
3.	New practices, initiatives and procedures in the organization are easily implemented.	3.90	816.	78.00%	2	Agree
4.	The organization is successfully reconfiguring its resources to access new services	3.85	879.	77.00%	4	Agree

5.	The organization's staff gets support and encouragement when presenting new and creative ideas	3.82	1.049	76.40%	5	Agree
6.	Decisions in the organization are based on open discussion and employees feel involved in making key decisions for the organization.	3.73	1.078	74.60%	6	Agree
<b>Total Marks</b>		3.8664	71268.	77.33%		Agree

From the previous table, the following can be concluded:

The arithmetic mean for the first paragraph "The organization works to analyze the data of the internal and external environment in which it operates." It equals 4.02 (total score of 5), meaning that the relative weight is 80.40%, and this means that there is high approval by the individuals of the sample on this paragraph.

The researchers attribute this to: the presence of the human cadre with those organizations that would control it, and deal with it directly, such as human resources in terms of number and type, as well as approaches to managing financial resources and available capabilities, adaptation of technology, and facilitating the transfer of information to employees in the institution.

The mean of the sixth paragraph "Decisions in the organization are based on open discussion and employees feel that they are involved in making the main decisions of the organization" is 3.73, meaning that the relative weight is 74.60%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to: The desire of NGOs to open horizons for employees in the institution and participate in obtaining projects announced by donors, and benefit from them, and this is encouraging for the benefit of NGOs, but some institutions do not like the participation of employees in making decisions, but rather they are satisfied with their work inside the institution.

In general, it can be said that the mean of the dimension of taking measures "equals 3.87, that is, the relative weight of 77.33%, and this means that there is a high agreement by the individuals of the sample on the paragraphs of this dimension.

The researchers attribute this to the efforts of the universities in Gaza Strip to do a comprehensive review of the association's file and issue the appropriate decision, and then issue recommendations to the public administration.

These results agreed with some studies such as (Ubaidah, 2016) that there is a statistically significant relationship between the elements of organizational climate and the taking of actions.

Outcome of the second question: Which states: "What is the level of response speed among civil society employees?"

To answer the question, the researchers used averages, standard deviations and percentages.

**Table 12:** Arithmetic mean, standard deviation, relative weight and rank for each of the items after "response speed"

NO.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization adapts its strategy to suit the changing circumstances and environment.	3.97	846.	79.40%	2	Agree
2.	The organization hires professional strategists for strategic analysis	3.72	1.027	74.40%	6	Agree
3.	The organization has the ability to take advantage of the opportunities and capabilities available	3.96	868.	79.20%	3	Agree
4.	Have the ability to present more than one idea in a short period of time	3.93	840.	78.60%	4	Agree
5.	Refer to the executive departments to obtain the necessary data and information.	4.13	778.	82.60%	1	Agree
6.	The organization constantly discusses with employees about its strategic and future directions.	3.89	890.	77.80%	5	Agree
<b>Total Marks</b>		3.9332	65031.	78.66%		Agree

From the previous table, the following can be concluded:

The arithmetic mean for the fifth paragraph "Refer to the executive departments for obtaining the necessary data and information." Equals 4.13 (total score of 5), meaning that the relative weight is 82.60%, and this means that there is high approval by the individuals of the sample on this paragraph.

The researchers attribute this to the fact that most NGOs are eager to work in accordance with the legal provisions approved by the Ministry concerned with the work of NGOs, including all financial transactions and administrative decisions in order to work with all transparency and credibility.

The mean for the second paragraph "The organization uses professional strategists for strategic analysis" is 3.72, meaning that the relative weight is 74.40%, and this means that there is high agreement by the sample members on this paragraph.

The researchers attribute this to the endeavors of civil organizations to attract specialized staff in the fields, such as writing all projects and obtaining them from the financing countries to implement the project, and investing and training employees in the institution in order to enhance strategic planning, which is considered a title of excellence and excellence among NGOs in Gaza Strip.

In general, it can be said that the mean of the response speed dimension is equal to 3.93, that is, the relative weight of 78.66%, and this means that there is a high agreement by the individuals of the sample on the paragraphs of this dimension.

The researchers attribute this to the ability of those organizations and their employees to obtain external support for the institution through the use of experts in the field of writing and benefiting projects for European countries and achieving the primary goal, which is to provide more efficient and more services to the needs of citizens who benefit from these projects by enhancing awareness to obtain these projects Through holding seminars and training courses and obtaining them.

These results were in agreement with some studies such as (Haniyeh, 2016) study, which confirmed the speed of response in the organization's performance excellence (Al-Zabin, 2013) study, which emphasized the importance of obtaining the necessary data and information, (Hussein, 2016) study, which confirmed the importance of response rapidly among employees of civil organizations.

The result of the third question: Which states, "What is the degree of application of creative behavior in Palestinian NGOs according to the opinions of the sample?"

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 the following table:

**Table 13:** Arithmetic mean, standard deviation, relative weight and rank for each of the paragraphs of the "creative behavior" scale

NO.	Paragraph	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
<b>Total Marks</b>		3.9496	55644.	78.99%		Agree

From the previous table, the following can be concluded:

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 individuals of the sample on this paragraph.

The researchers attribute this to the interest of the owners of associations in Gaza Strip to have a distinguished administrative staff capable of keeping 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 projects bringing 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 a high agreement by the individuals of the sample on the paragraphs of this measure."

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-Mashout, 2011) study, that there is a significant effect of participation in decision-making. On administrative creativity, a study (Al-Awamleh, 2010) that the level of administrative creativity among employees was high, a study (Mirdah, 2007) that administrative creativity is a system that interacts with several elements, a study (Roman; 2012) that education is a major factor in Impact on innovation and creativity.

**Hypotheses Test:**

**Ho 1:** There is a correlation relationship at the level of ( $\alpha \leq 0.05$ ) between (taking actions, response speed) and creative behavior factors in NGOs.

To test this hypothesis, the "Pearson correlation coefficient" test was used, and the following table illustrates this.

**Table 14:** Coefficient of correlation between independent variables and creative behavior

The Dimension	Creative Behavior	
	R	(Sig.)
Responsiveness	.701	*0.000
Taking Measures	.726	*0.000

\*\* Correlation statistically at the significance level ( $\alpha \leq 0.05$ ).

The previous table shows that the correlation coefficient between response speed and creative behavior is equal to .701, and that the probabilistic value (Sig.) Equals 0,000 and is less than the significance level 0.05 this indicates a statistically significant relationship between response speed and creative behavior among civil servants working in a sector Gaza.

We also note from the previous table that the correlation coefficient between taking actions and creative behavior is equal to .726, and that the probabilistic value (Sig.) Equals 0,000 and is less than the significance level 0.05 This indicates a statistically significant relationship between taking action and creative behavior among employees of NGOs working In Gaza Strip. This confirms the validity of the hypothesis.

The researchers attribute this to the keenness of the associations in Gaza Strip to be quick-wise in its work and its selection of distinguished work staff, especially that its work is charitable with a view to providing services to members of society from the target groups and a sense of social responsibility in achieving its goals as soon as possible and at the lowest possible costs and costs, as well as achieving the highest possible levels The satisfaction of the beneficiaries compared to the competitors, and the associations have access to information for the employees, retaining them and involving them greatly in planning, implementation, works and participation in making decisions in the association, and adopting the method of dialogue and discussion between the responsible parties All about implementing strategies that encourage initiatives and exchange ideas related to their implementation and presented through the various units and departments of work within the association.

These results were consistent with some studies as a study (Haniyeh, 2016). There is a strong direct relationship with statistical significance between the practice of strategic agility and excellence in institutional performance, a study (Al-Zabin, 2013). There is a relationship and impact of strategic information characteristics in achieving strategic agility, a study (2013, Abu Radi,) There is a relationship between the variables of strategic agility and the variables of competitiveness, a study (Al-Shawawrah, 2011) and a statistically significant relationship between training and creative behavior, study (Al-Khawaldeh and Al-Hunaity, 2008). Strategic agility and creative behavior.

**Ho 2:** The dimensions of response speed and taking combined actions directly affect statistically the creative behavior of NGOs. To measure the effect of the dimensions of response velocity and taking both measures on creative behavior, the researchers used multiple regression analysis using the stepwise regression method as in the following tables:

**A. Contrast Analysis:**

**Table 15:** Analysis of variance for creative behavior

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1.	Regression	48.487	1	48.487	330.149	.000b
	Residual	43.472	296	.147		
	<b>Total</b>	91.958	297			
2.	Regression	52.767	2	26.384	198.593	.000c
	Residual	39.191	295	.133		
	<b>Total</b>	91.958	297			

Through the previous table, it is clear that there is a significant correlation between the speed of response and taking the measures taken together, and the overall degree of the results of creative behavior, which means that the regression model is good.

**B. The Coefficient Of Determination:**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1.	.726a	.527	.526	.38323
2.	.758b	.574	.571	.36449

The previous table shows that the square of the coefficient of determination  $R^2 = 0.574$ , which means that the response speed and taking actions explain creative behavior by 57.4%, which means that the change in the dependent variable occurs as a result of the change in the independent variable (response speed and taking actions) while the rest is explained by variables Others were not included in the regression variables, in addition to random errors resulting from the method of data collection and measurement accuracy.

**C. Regression Results Analysis:**

**Table 16:** Results of the regression analysis for creative behavior

Coefficientsa					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.409	.132		10.688	.000
Taking Measures	.357	.047	.457	7.526	.000
Responsiveness	.295	.052	.345	5.676	.000

From the results of Stepwise Multiple Regression, the following can be concluded:

- The creative behavior (dependent variable) is affected statistically significant by each of the following variables according to the order:
  - Taking Measures.
  - Responsiveness
- The T-TEST values for response speed and action dimensions were statistically significant at the level of significance 0.01, showing the strength of the effect of dimensions of response speed and action on creative behavior.
- Beta coefficient values indicate that the response speed and taking measures with the previously mentioned dimensions affect creative behavior in different proportions.
- Through the values of the Beta coefficients, a regression model equation can be developed that shows the effect of response speed and action on creative behavior, where the regression equation is as follows:

$$Y = 1.409 + 0.357X_1 + 0.295X_2$$

This means that each of the dimensions mentioned in the model explains the improvement in creative behavior in a certain percentage, that is:

- After taking action, he explains 35.7% of improvement in creative behavior.
- After the response speed, it explains 29.5% of improvement in creative behavior.

From the aforementioned, it is clear that the alternative hypothesis is correct, which states: The dimensions of response speed and taking combined actions directly affect statistically significant the creative behavior of NGOs.



**Ho 3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, taking actions and creative behavior according to the following variables (gender, age group, educational qualification, specialization and number of years of service).

**The following sub-assumptions are subdivided:**

**Ho 3-1:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, taking actions and creative behavior according to the gender variable.

To verify the validity of the hypothesis, the differences between the averages of the sample members were calculated according to the gender variable using the test (T) and the following table shows that:

**Table 17:** The mean averages, standard deviations and the "T" value of the scale are attributed to the gender variable

Field	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Significance
Responsiveness	Male	147	3.8170	.72196	-3.087*	0.002	Sig.
	Female	151	4.0464	.55127			
Taking Measures	Male	147	3.7488	.81566	-2.845*	0.005	Sig.
	Female	151	3.9809	.57563			
Total Score for Creative Behavior	Male	147	3.8928	.59852	-1.741	0.083	Not Sig
	Female	151	4.0049	.50807			

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

The previous table indicates that there are statistically significant differences in the dimensions of the scale due to the gender variable in the dimensions of (response speed, taking measures) in favor of females where the calculated value of (T) was greater than the value of (T) tabular. While there are no statistically significant differences in creative behavior.

The researchers attribute this to the study community who are from the distinguished category in the field of associations and they are fully aware of the importance of agility in the work of the institution and their ability to assume responsibility for providing services to beneficiaries to the fullest while females find it is more interested to prove themselves that they are the wall and the best in particular By obtaining projects that benefit the community to the fullest.

This study differed with the study (Ubaidah, 2016) and the study (Jad Allah, 2016). There are no statistically significant differences for the study variables.

With regard to creative behavior, researchers attribute this to the fact that members of the study sample generally face the same conditions in terms of leadership excellence, excellence of employees in it, excellence of planning and excellence of creative behavior, because these fields are seen by association managers because the fields mentioned are concerned with the performance of employees in associations and all seek to upgrade themselves at all levels of all kinds Social.

**Ho 3-2:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, taking actions and 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 18:** Results of the "mono-variance" test - for the age group variable

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less Than 30 Years	30 - Less Than 40 Years	40- Less Than 50 Years	50 Years And Over		
Responsiveness	4.0318	3.8560	3.9800	3.7652	1.973	0.118
Taking Measures	3.9445	3.8396	3.8567	3.6530	1.147	0.330
Creative Behavior	4.0176	3.9074	3.9783	3.7817	1.480	0.220

\* Correlation statistically at the significance level ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, it is possible to conclude the following:

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 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 variable.

The researchers attribute this to the fact that employees in the associations in Gaza Strip have the ability to deal with all external institutions that finance the project, through seminars held by those institutions supporting all associations operating in Gaza Strip, regardless of the age group, it gives information related to writing projects and training courses for all without exception.

These results were consistent with some studies such as (Khalaf, 2010), that there were no statistically significant differences according to the variable of the age group.

**Ho 3-3:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, action, and creative behavior according to the educational qualification.

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

**Table 19:** Results of the "mono-variance" test - for the variable of the educational qualification level

The Dimension	Averages			Test Value	Probability Value (Sig.)
	Diploma	Bachelor's Degree	Postgraduate		
Responsiveness	3.8925	3.9624	3.8715	0.525	0.592
Taking Measures	3.8091	3.8987	3.8139	0.521	0.594
Total Score for Creative Behavior	3.9518	3.9637	3.8916	0.320	0.726

\* Correlation statistically at the significance level ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, it is possible to conclude the following:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test is higher than the significance level 0.05 for all dimensions, 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 educational qualification.

The researchers attribute this to the fact that all employees of associations in Gaza Strip seek to develop their expertise by committing to attend training courses held by international institutions for all associations, regardless of their educational qualifications and provide guidance and guidance to them through training courses and focus on how to use various methods in writing participation, Which in turn leads to the success of projects, which, through those courses that are given to all associations without exception, regardless of the educational qualification, drives them all to show their accomplishments and works in order to prove that they are more worthy than others in the work of institutions.

These results agreed with some studies as a study (Jad Allah, 2016). There are no statistically significant differences between the averages of the study sample estimates about this field due to the educational qualification. And it differed with the study (Ubaidah, 2016) in the presence of statistically significant differences between the averages of the study sample estimates about this field due to the educational qualification.

**Ho 3-4:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, action, and creative behavior according to the specialty variable.

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

**Table 20:** Results of the "mono-variance" test - for the specialty variable

The Dimension	Averages					Test Value	Probability Value (Sig.)
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations And Media	Other Specialties		
Responsiveness	4.0447	3.9119	3.8551	3.9603	3.8320	1.253	0.289
Taking Measures	3.9504	3.9778	3.7246	3.9921	3.6340	3.287*	0.012
Total Score for Creative Behavior	3.9870	4.0090	3.7800	2.9592	3.8814	1.166	0.326

\* Correlation statistically at the significance level ( $\alpha \leq 0.05$ ).

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 less than the 0.05 significance level for (taking measures), while there were no differences in the other dimensions due to the specialty variable.

The researchers attribute this to the instructions issued by the competent ministry that would lead to an increase in employees 'creations and their personal behaviors. In addition, administrative work is sometimes considered specialization and field, which is important in improving the work of the institution and ensuring the quality of work in it.

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

**Table 21:** LSD test results to compare specialization averages for taking measures

Categories	Averages			
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations And Media
Human Sciences				
Administrative And Financial Sciences	0.02742			
Engineering Sciences	-0.22572	-0.25314		
Public Relations And Media	0.04171	0.01429	0.26743	-
Other Specialties	*-0.31634	*-0.34376	-0.09062	*-0.35805

\* Correlation statistically at the significance level ( $\alpha \leq 0.05$ ).

The previous table shows the results of the LSD test for comparing the averages of the income groups after taking action, as the results show that there are statistically significant differences between the averages of other disciplines and between the disciplines of humanities and the disciplines of public relations and media in favor of these disciplines, that is, the other disciplines are less taking action.

Researchers attribute this to those specializations that play a leading role, especially those working in these societies, to quickly decide in time to write reports related to the association, such as records and files issued and for its import, and record them within the records of the Ministry of Interior.

**Ho 3-5:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the response speed, taking actions and creative behavior according to the variable number of years of service.

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

**Table 22:** Results of the "mono-variance" test - for the variable number of years of service

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years		
Responsiveness	4.0358	3.9694	3.7277	3.9222	2.900*	0.035
Taking Measures	3.9740	3.8873	3.6582	3.8714	2.462	0.063
Total Score for Creative Behavior	4.0277	3.9885	3.7724	3.9587	3.093*	0.027

\* Correlation statistically at the significance level ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, it is possible to conclude the following:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test was higher than the significance level 0.05 for dimensions (response speed, creative behavior) while there were no differences in taking measures, and thus it can generally be concluded that there are statistically significant differences between the averages of sample estimates The study on this field is due to the variable number of years of service.

The researchers attribute this to the fact that experience has a fundamental role for entrepreneurs in the associations in Gaza Strip and encourage members of the study sample on entrepreneurship to take responsibility and set goals with great accuracy and make timely decisions.

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

**Table 23:** LSD test results to compare average service years over response speed

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	-0.06635			
From 10 - 15 years	*-0.30811	*-0.24176		
Over 15 years	-0.11357	-0.04722	0.19454	-

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

The previous table shows the results of the LSD test to compare the averages of the income groups for the response speed dimension, where the results show that there are statistically significant differences between the averages of the number of service years (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 experienced is more rapid response.

The researchers attribute this to the increased trend of individuals towards achieving efficiency and effectiveness, speed of response and completion of work as quickly as possible to obtain projects funded by the donor country.

**Table 24:** 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  $0.05 \geq \alpha$ .

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 response velocity "has reached a relative weight of 78.66%, which means that there is high agreement.
- The mean after taking measures "has reached a relative weight of 77.33%, which means that there is high agreement.
- The mean of the creative behavior scale "has reached a relative weight of 78.99%, which means that there is high agreement.
- A statistically significant relationship between response speed, taking action, and creative behavior.
- The creative behavior (dependent variable) is affected statistically significant by each of the following variables according to the order: taking actions, response speed. This means that each of the dimensions mentioned in the model explains the improvement in creative behavior in a certain percentage, that is: After taking actions, 35.7% of the improvement in creative behavior is explained. And that after a rapid response, it explains 29.5% of improvement in creative behavior.
- There are statistically significant differences in the speed of response, taking measures due to the gender variable. While there are no statistically significant differences in creative behavior.
- There were no statistically significant differences between the averages of the study sample estimates about response speed, taking action and creative behavior attributed to the age group variable.
- There were no statistically significant differences between the averages of the study sample estimates about the response speed, taking actions and creative behavior due to the educational qualification.

### Recommendations

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

- The need for civil organizations in Gaza Strip to seek funding from foreign countries in order to provide a self-income for the association to confront crises and give them independence in order to preserve them to play their role in society.
- The need for NGOs in Gaza Strip to have a written strategic plan used as a guide for employees working at different administrative levels to achieve the organization's goals and vision
- Effective information systems must be adopted to facilitate the work of employees in NGOs working in Gaza Strip by employing technology professionally.
- The necessity of working to follow up on the strategic plan for NGOs using electronic correspondence as it paves the way for achieving excellence and creativity in the field of work.
- 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.
- The use of consultative bodies, including experts and academics, in the field of writing projects and benefiting from them, whether they are related to the educational, agricultural, and health aspects, in a way that serves the infrastructure of Gaza Strip.
- The need for NGOs in Gaza Strip to use their legal right to own income-generating projects to meet the needs of NGOs.

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