

# The Level of Creativity among NGOs Organizations in Palestine

Mahmoud T. Al Najjar<sup>1</sup>, Mazen J. Al Shobaki<sup>2</sup>, Suliman A. El Talla<sup>3</sup>

<sup>1</sup>Faculty of Administrative and Financial Sciences, Israa University – Gaza, Palestine.

<sup>3</sup>College of Intermediate Studies – Al-Azhar University – Gaza, Palestin

<sup>1</sup>malekzain750@gmail.com, <sup>2</sup>mazen.alshobaki@gmail.com, <sup>3</sup>Eltallasuliman@gmail.com

**Abstract:** The study aimed to identify the level of creativity among NGOs Organizations in Palestine. The study used the descriptive analytical approach. A structured questionnaire was used to collect data that contribute to achieving the objectives of the study. The study population consists of workers in civil organizations, and a random sample was used to collect data, as 222 applicable questionnaires were retrieved. The results of the study showed that the level of creativity was high with a relative weight of (78.07%). The relative weight of the flexibility domain was (79.03%) in second rank, the relative weight of the fluency domain was (78.49%) in third rank, and the relative weight of the problem solving domain was (78.38%) in fourth rank. The relative weight of the field of organizational climate was (77.89%) in the fifth rank, the relative weight of the field of risk was (78.07%) in the sixth rank. The study presented a set of recommendations, the most important of which are: the need to build clear foundations to motivate and encourage workers in organizations, and to give the management of institutions full freedom for workers to make decisions.

**Keywords:** Creativity, Changeability, Problem Solving, Organizational Climate, Fluency, Flexibility, Risk Taking, NGOs Organizations, Palestine.

## Introduction

Organizations in all their forms are facing variables that have contributed to changing the business environment, which has led to the imposition of a number of many challenges to face these conditions, and organizations have begun to pay attention and search for scientific thought and develop the capabilities of their employees, and have begun to strive to achieve excellence in performance and interest in all assets in tangible and intangible business organizations Which is represented in building knowledge capabilities and innovations, and (Abdel Razek, 2020) believes that the current era has become dependent on the economy of knowledge and technology, and intense competition, which prompted organizations to seek development and modernization by having individuals with sufficient experience and knowledge, who are like capital Intellectual, and competition in the social environment has become based on achieving creativity by all possible means, and everyone has become aware of the importance of caring for creativity in performing the tasks assigned to them, with the aim of resisting all external variables and challenges facing the workflow. From this standpoint, the idea came to study the level of achievement of creativity among NGOs in Palestine.

## Definition of Key Terms

There are many terms that were used in the study, the most important of which are:

- **Creativity:** The process through which new ideas are transferred to practice, leading to the provision of new services and the production of goods in a unique and practical way (Abdel Razek, 2020).
- **Procedural Definition of Creativity:** Adopting innovative methods in the organization's provision of its services in a way that guarantees the fulfillment of the desires and needs of the target group.
- **Non-Governmental Organizations:** They are private sector organizations that are not affiliated with any

official government agency, and are managed exclusively by external persons or institutions.

## Problem Statement

In light of the fierce competition and the continuous environmental and technological changes that affected the desires and needs of customers, it became necessary for organizations to provide what customers need with creativity that touches their tastes, and to achieve this, organizations must pay attention to human resources as the basic building block of any organization in all its forms, and the services that In this context, organizations have sought to develop their creativity, provide their services better, and preserve their intellectual capital, which they possess, in order to face these crises. Therefore, many attempts have appeared in order to know the sources of employee behavior, understand them in order to modify them, and direct them towards what is needed. It is required, as employees are considered as the capital of organizations.

Hence, the problem of the study emerged, which is represented in studying the level of achieving creativity, so that organizations can keep pace with the external environment.

## Research Questions

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

**Q1-:** What is the level of creativity in NGOs in the southern Palestinian governorates?

A number of sub-questions will be derived that the study will answer, as follows:

**Q1-1-:** What is the level of vulnerability to change among NGOs in the southern Palestinian governorates?

**Q1-2-:** What is the level of problem solving among civil organizations in the southern Palestinian governorates?

**Q1-3-:** What is the level of the organizational climate of NGOs in the southern Palestinian governorates?

**Q1-4-:** What is the level of fluency among NGOs in the southern Palestinian governorates?

**Q1-5-:** What is the level of flexibility of NGOs in the southern Palestinian governorates?

**Q1-6-:** What is the level of risk tolerance among NGOs in the southern Palestinian governorates?

### Research Objectives

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

1. Introducing the importance of creativity as it is one of the most important pillars that contribute to the development and excellence of organizations.
2. Finding out the availability of creativity components in NGOs Organizations in the Gaza Strip.
3. Coming up with recommendations that contribute to highlighting the level of creativity of civil organizations in order to achieve organizational excellence.

### Research Importance

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

1. Contribute to shedding light on contemporary trends in achieving creativity in organizations with the aim of achieving continuity in providing services and competitive advantage.
2. The study sheds light on the importance of creativity in NGOs.
3. Enriching the Arab academic arena with new studies and research contributions in the field of developing NGOs.

### Research Variables

Creativity represented in the following dimensions:

- Changeability
- Problem Solving
- Organizational Climate
- The Degree Of Application Of Fluency Elements
- The Degree Of Application Of Flexibility Elements
- The Degree Of Application Of The Elements Of Risk

### Limitations of and Directions for Research

The scope of the study shall be as follows:

1. **Objective Limits:** The study focused on identifying the level of achievement of creativity.
2. **Human Limits:** The study was conducted on workers in the NGOs under study in Palestine, who responded electronically by filling out the questionnaire.
3. **Institutional Limits:** The study was conducted on a sample of civil organizations in Palestine, to which the respondents responded to the study tool.
4. **Spatial Limits:** The study was conducted in the southern Palestinian governorates - State of Palestine.
5. **Temporal Limits:** The study was conducted in the year (2022).

### Literature Reviews

- Study of (Abusharekh et al., 2020) aimed to identify the level of creativity in the University of Palestine from the

point of view of the employees, as the researchers used the descriptive and analytical method, through a questionnaire distributed to a sample of employees at the University of Palestine, where the size of the study population is (234) employees, and the size of the sample (117) employees, of which (90) employees responded. The study reached a set of results, the most important of which are: A high degree of creativity from the employees 'point of view, and the study confirmed that there were no differences in the level of creativity at the University of Palestine from the Employees point of view, according to demographic variables.

- Study of (Abdel Razek, 2020), which aimed to identify the role of capital in achieving administrative creativity at the Asia Cell Mobile Communications Company. The higher supervisory authorities in the aforementioned company, and personal interviews were also used for all data, and the study showed that intellectual capital contributes to achieving technical innovation.
- Study of (Keshta et al., 2020) aimed to identify the strategic creativity in Islamic banks in Palestine between reality and implementation. The study adopted the descriptive analytical approach. A questionnaire was designed as a tool for the study. The study community consisted of all employees in Islamic banks from the top and middle management and the study has been applied to the Palestinian Islamic bank and the Arab Islamic Bank. The comprehensive inventory method was used, given the small size of the study sample, as questionnaires were distributed to (175) employees, and a number of (5) categories were chosen from each branch of the bank(general manager, deputy general manager, director Branch, department head, department manager). (164) questionnaires have been used Recovered with a recovery rate of (93.71%). The study showed a number of results, the most important of which is the availability of dimensions of strategic innovation at a high level in Islamic banks in Palestine with a relative weight of (82.22%). In addition, that there are no differences between the averages estimates about the reality of the study variables in Islamic banks due to (gender, age group, educational qualification, number of years of service, job title). The study also presented a set of recommendations, including that the bank should provide the environment and the appropriate climate for employees to invest their intellectual energy, urge them to strategic creativity, and deal fairly with all creative ideas regardless of their source
- Study of (Keshta et al., 2020) aimed at identifying strategic creativity and its impact in enhancing the perceived organizational reputation in Islamic banks in Palestine. The study adopted the descriptive analytical approach, and a questionnaire was designed as a tool for the study, and the study community has been represented by all employees in Islamic banks from the top and middle management, and the study has been applied On the Palestinian Islamic Bank and the Arab Islamic Bank;

- A comprehensive inventory method was used, given the small size of the study sample, as questionnaires were distributed to (175) employees, and a number of (5) categories were chosen from each branch of the bank, namely (general manager, deputy general manager, branch manager, head of department, director Department), and (164) questionnaires were retrieved, with a recovery rate of (93.71%). The study showed a number of results, the most important of which are: The dimensions of strategic innovation are available at a high level in Islamic banks in Palestine, with a relative weight of (82.22%). The perceived organizational reputation is available at a high level in Islamic banks in Palestine at a rate of (79.931%). There is a direct relationship of statistical significance between the application of strategic innovation in its dimensions and the level of enhancing the perceived organizational reputation in Islamic banks in Palestine. There is a statistically significant effect of the reality of applying strategic innovation on the level of enhancing the perceived organizational reputation in Islamic banks in Palestine by (45.90%), and that the remaining (54.1%) in the impact on enhancing the perceived organizational reputation is due to other variables, with the exception of the dimension of the strategic innovation environment Function, and does not affect the strengthening of organizational reputation.
- Study of (Salim et al., 2018) aimed to identify the lean management and its impact on the achievement of creativity among the employees of Jawwal, and to indicate the availability of flexible management tools (organization of the work site, continuous improvement, standard work, multi-function workers, Six Sigma), and to determine their ability to achieve creativity in its different dimensions (problem solving and decision making, changeability, accept risk, encourage creativity). The researchers used the analytical descriptive method. The study was applied to the Jawwal Company in Gaza Governorate - the North Branch (85 employees). The questionnaire was used as a tool for study, and the comprehensive inventory method was used. (75) Questionnaires were recovered with a recovery rate of (96%). The study concluded with a number of results, the most important of which is the impact of the flexible management tools and the achievement of the elements of creativity through: (standard work, multi-function workers, and six sigma). There are also no statistical differences between the opinions of the sample of the study due to the graceful management and creativity in Jawwal Company in terms of (Gender, qualification and years of service). The researchers recommend a number of recommendations, the most important of which are: Increase interest and expansion in the use of lean management tools because they have a clear impact on the achievement of elements of creativity, focusing on tools that have the greatest impact in achieving the elements of creativity (continuous improvement, standard work, Six Sigma).
  - Study of (Msallam et al., 2018) aimed to identify the level of creativity of the workers in Jawwal in its different dimensions (problem solving and decision making, changeability, acceptance of risks and encouragement of creativity). The researchers used the descriptive analytical method. The study applied to Jawwal, The questionnaire was used as a tool for study, and the comprehensive inventory method was used and 75 responses were retrieved (96%). The study concluded with a number of results: Jawwal's interest in creativity, where he obtained a high approval rate according to the opinions of the company's employees. The order of the dimensions of creativity was as follows: It ranked first the field "problem solving", followed by "encouraging creativity, the field accepting the risk" and finally solving "changeability." There were also no statistical differences between the sample of the study Jawwal Company (Gender, qualification, and years of service).
  - Study of (Al Shobaki et al., 2018) aimed at finding out the level of Entrepreneurial creativity among Palestinian university students through a study conducted on students from different disciplines at Al-Azhar and Al-Quds Open Universities in Palestine-Gaza Strip. The sample size was 120 students, which was divided equally between the two universities. A Entrepreneurial innovation scale of (15) paragraphs and (87.50%) was recovered. The study found that there is a good level of Entrepreneurial creativity among Palestinian university students which reached 68.51%. There were no statistically significant differences due to the university variable in the Entrepreneurial creativity and there were no statistically significant differences in the Entrepreneurial creativity among Palestinian university students due to the gender variable between males and females.
  - Study of (Ali, 2017), which aimed to identify the role of creativity in improving the job performance of workers in the phosphate mining complex in Tunisia and compared it to the National Phosphate Office in Morocco. Data from the study sample of 1036 employees from the three companies, and the study showed that the level of creativity and performance of the Sherifian Office of Phosphates is good, and average for the mining complex and the Gafsa Phosphate Company, and it also showed that the demographic variables did not affect the study variables.
  - Study of (Hussein, 2017), which aimed to identify the reality of creativity and its relationship to managing organizational conflict among school leaders of the General Administration of Education in Hail, and to achieve these goals, the researcher used the analytical descriptive approach, in addition to that data was collected through a special questionnaire designed and distributed The study sample consisted of (252) leaders, and the study showed that the dimension of creativity came with a high degree, and the results showed that

there were no statistically significant differences in the level of creativity attributed to gender and educational area, and the differences were attributed to the educational qualification variable in favor of holders of postgraduate qualifications, as it showed The study is that conflict management is moderate.

#### **Comment on Previous Studies**

By reviewing previous studies, we note the lack of previous studies. It was noted that the subject of intellectual capital has received widespread attention from researchers. The following is a review of the similarities and differences between the current study and previous studies to clarify the research gap that the research seeks to cover.

**In Terms of Topic:** By presenting previous studies, the researchers found that some of them dealt with the topic of creativity, such as the study (Abusharekh et al., 2020), the study (Keshta et al., 2020), the study (Salim et al., 2018), and the study (Ali, 2017), a study (Hussein, 2017) and others.

**In Terms of Time:** All previous studies are recent, as they were conducted (2017-2020).

**In Terms of Place:** The places of application of previous studies varied, including the Palestinian study (Abusharekh et al., 2020) and the study (Keshta et al., 2020), including the Arabic study (Abdel Razek, 2020), and the study (Ali, 2017).

**In Terms Of Methodology:** The current study agreed with most of the previous studies in using the descriptive analytical approach, due to its suitability for the subject of the study in terms of collecting research data.

**In Terms Of The Study Tool:** The current study agreed with all previous studies in using the questionnaire as a tool for collecting data from the study sample, except for the study (Abdel Razek, 2020) that used personal interviews.

**In Terms of the Study Population and Study Sample:** The places of application of previous studies differed, including private organizations, public organizations, and governmental ones. The study sample also varied, including managers, officials, academics, and others.

#### **The benefits of the current study from previous studies:**

The current study benefited from previous studies in the following:

1. Learn about the latest studies on creativity.
2. Enriching the study with the theoretical aspect due to the large amount of information contained in each study.
3. Determine the variables of the study and formulate its hypotheses.
4. Choosing the appropriate method for the study, which is the descriptive analytical method.
5. Determine the study tool, which is the questionnaire, as an appropriate tool for the subject of the study.
6. Building conclusions and final recommendations, and comparing results.

#### **Distinguishes the Current Study from Previous Studies**

What distinguishes this study from previous studies is that it:

1. According to the researchers, this study is considered one of the relatively rare studies that examined the reality of creativity in NGOs in Palestine.

2. The study was applied to civil organizations in the southern Palestinian governorates because of their great role in supporting creativity through their various programs and services.

#### **Conceptual Frameworks**

Creativity is one of the most complex mental and cognitive processes, and it is very difficult for the research to reach a specific and inclusive definition, and there have been multiple opinions of researchers about the concept of creativity. Improving and developing itself. According to (Akroush, 2004), creativity is a comprehensive and integrated process that includes a linked set of systems and sub-processes within the organization. It is not an independent or individual event or a new idea.

The researchers define it procedurally as "bringing something new by adopting innovative methods in the organization's provision of its services in a way that guarantees the fulfillment of the desires and needs of customers.

Jean (1993) identified five forms of creativity:

- Production of a new product.
- Incorporating a new method into production or marketing.
- Using a new source of raw materials.
- Open and conquer a new market
- Achieving a new organization of the industry.

#### **The Importance of Creativity**

The importance of creativity is evident in that it plays a major role in all aspects and areas of life, and the institutions' need for it has increased in light of globalization, new technology, the information and communication revolution, and the increase in competition, change, and economic and political structures, which prompted institutions to develop creativity to enable them to coexist and adapt with environmental variables and future requirements (Gharaibeh, 2003) If administrative creativity leads to distinguishing one society from another, its role and influence is not limited to that only, but also leads to distinguishing one individual from another, in terms of adding something new and important to human knowledge.

#### **Characteristics of Creativity**

Understanding the characteristics of creativity paves the way for introducing creative people, and identifying methods for developing creative capabilities and processes, in order to determine their suitability and effectiveness. And all this is in order to support, adopt and employ creativity in various fields and activities, whether this employment is at the level of individuals, groups or institutions:

**First - Creativity Is an Individual and Collective Phenomenon:** the creative phenomenon may be practiced through groups and institutions. Therefore, creativity is not exclusive to individuals, as collective and institutional creativity is more available and possible, especially in contemporary historical stages, and variables and phenomena have become extremely complex, and this requires the existence of great capabilities and efforts, so that it can be

dealt with and creative results can be reached around it. Creative ideas are initially an individual genius or thought, emanating from the mind of the individual. They are utilized in a specific civilizational achievement, by following up on these ideas, enriching them and rooting them in individuals, through collective and institutional work.

**Second - Creativity And Inherited Factors:** An individual's cognitive growth is linked to the environment to which he belongs, in addition to some factors that he inherits from the surrounding environment, whether from the community or the family. Environmental. Here, the role of educational factors emerges, to work on developing the creative aptitudes of individuals, and the degree of creativity growth increases, the greater the degree of compatibility between genetic components and educational factors. Although the genetic factor has an impact and link to creativity, the development that took place in what is called genetic engineering made it possible to partially control or influence the genetic traits of a person, thus improving his mental and creative abilities.

**Third - Creativity Is a General Human Phenomenon:** Creativity is not limited to experts, specialists or scientists. A rational person is creative and his personality includes creative elements, regardless of whether he is aware of these elements or not. Every human being is creative, if he is provided with capabilities, given opportunities, and provided a healthy environment.

The most important characteristics of creativity can be summed up in the following points:

- Creativity is a tangible product, process or procedure within the organization.
- Creativity must represent something new to society, even if it is not new to the individuals who make it happen, and it is something intended and not accidental.
- That creativity aims to achieve benefit for the organization.
- Creativity must be characterized by the generality of its impact and benefits.

#### **Creativity Levels**

Creativity at the individual level: so that workers have creative creativity to develop work, through innate characteristics that they enjoy, such as intelligence and talent, or through acquired characteristics, such as problem-solving, for example, and these characteristics can be trained and developed (Aref, 2001).

Creativity at the group level: so that there are specific groups at work that cooperate with each other to implement the ideas they carry and change things for the better (Al-Omyan, 2004).

Creativity at the level of institutions: There are institutions that are distinguished in their level of performance and work, and the work of these institutions is often exemplary and ideal for other institutions, and in order for institutions to reach creativity, there must be individual and collective creativity (Al-Qahtani, 2002).

#### **Creativity Impediments**

- **Organizational Obstacles:** These obstacles represent all the barriers facing organizational work, which exist

within the work framework in which the individual works, such as regulations, laws, and instructions (Al Harthy, 2012).

- **Personal Obstacles:** These are sometimes called subjective to creativity and consist of factors related to the individual himself, which in turn affect the formation of his personality since childhood (Al-Anazi, 2009).
- **Social And Cultural Obstacles:** These include all the beliefs, customs, norms, traditions and trends prevailing in society, which often stand in the way of individual or collective creativity (Hamdouna, 2004).
- **Psychological Or Emotional Obstacles:** such as fear, lack of self-confidence, and lack of responsibility, which limits creativity (Awwad, 2005).

#### **Elements of Effective Creativity**

Creativity differs from one person to another, as it is not one simple ability, and the use of one term does not mean that it refers to one thing, in addition to the existence of qualitative differences in the type of activity in which creative abilities are manifested, which express the components of creativity. A distinction must be made between latent creativity and actual creativity. While latent creativity includes all the creative abilities of a person, whether they grow or not, actual creativity includes latent creativity the field it grows and performs its function (El-Sherbiny and Sadek, 2002). (Jarwan, 2002) The creative ability has basic components and elements, without which it is not possible to talk about the effectiveness of creativity, as it is the main engine of creativity, and these elements are:

**First - Originality:** It is the ability to produce unusual (creative) ideas to solve unusual problems. The creative person has original thinking, he does not repeat the ideas of the people around him, he does not care about their traditional ideas and he does not resort to them in solving problems, which is the highest level of creativity, and the lower the degree of prevalence of the innovated idea, the greater its originality within the group to which the individual belongs, and this is not intended to be The idea is disconnected from what came before it, but its owner added something to it or presented it in a new way, or reached a theory that organizes separate ideas that others said. Khalil bin Ahmed is creative when he devised the rules of poetry that were headed by poets. The thinkers who adorn themselves with originality are the most open-minded and emotional. Authenticity has three main aspects:

- The ability to generate rare ideas.
- The ability to mention indirect, distant repercussions.
- The ability to produce responses judged by skill, and this aspect is a new criterion for originality.

**Secondly, Risk:** it is the person's initiative to use new ideas in solving problems that may be encountered. The element of risk is to invest the creative energies of workers, improve the institutional climate, and are aware of the workers' need for support and support, to overcome the reluctance to bear the effects of risk, which prompts them to develop systems and

rewards that encourage them to accept risk and bear its consequences (Al-Nimr, 1992).

**Third - Sensitivity to Problems:** It means identifying the problem in all its aspects by analyzing its causes and motives. Creative the creative person has the sensitive sensitivity to identify problems in one situation, as he watches the gaps and deficiencies in known ideas, and sees what others do not see.

**Fourth - The Ability to Analyze and Link:** One of the characteristics of a creative person is the ability to analyze the elements of things and to understand the relationship between them. He is also able to obtain information, then organize and analyze it to keep it until the time it is needed. He can also reorganize ideas according to studied foundations, so that he can bring about any change or renewal in practice. Perhaps he takes up a simple idea or a simple outline of a subject, then expands it and draws steps that lead to it being practical. As for linking, it is the ability to form the elements of experience, and form them into a new structure and interdependence (Rashwan 2002).

**Fifth - Fluency:** It is the ability to produce a large number of ideas in a period. Fluency is the storehouse of creative ability, and fluency is determined within quantitative limits measured by the number of responses and the speed of their issuance. The creator is superior in terms of the amount of ideas he presents on a specific topic. This means that the element of fluency is available in the individual when he is able to attract the largest possible number of ideas, in a certain period of time, and with the increase of that ability, creativity increases and his degree of growth increases.

Also, fluency is classified into:

- **Intellectual Fluency:** This type of fluency is related to a person's mental ability, such as the ability to imagine, simile, devise, and the capacity of perception and intuition.
- **Verbal Fluency:** the speed of a person's thinking in giving words and generating them in a specific pattern.
- **Consequential Fluency:** producing the largest possible number of utterances with the same meaning.
- **Fluency:** Thinking quickly of connected words that fit a specific situation.
- **Shape Fluency:** Providing some additions to certain shapes to form real drawings.

**Sixth - Flexibility:** It is the ability of the individual to produce the largest number of ideas, and change his point of view towards the problem he is dealing with by looking at it from different angles:

- **Adaptive Flexibility:** It refers to the person's ability to change the mental angle through which he looks at the specific problem precisely.

- **Flexibility:** Spontaneity: It is represented in giving a number of diverse ideas that are related to a specific situation.

**Seventh - Deviating From The Ordinary:** It means the tendency to deviate from what is familiar in dealing with problems, systems, and laws by adopting creative and innovative methods in a new way, unwillingness to adhere to the rules and behavioral patterns that have been implemented before, and the desire for continuous innovation.

**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. Accordingly, the researchers in this part will address the procedures that were followed in preparing the study by clarifying the study methodology and its community, and then identifying the sample on which the study was applied, as well as preparing a tool The main study (questionnaire) and the mechanism of its construction and development and the extent of its validity and stability. This part ends with the statistical treatments that were used in analyzing the data and drawing conclusions.

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

**Second - The Study Population:** Through the problem of the study and its objectives, the target population of the study consists of workers in the Palestinian civil organizations that practice their work in the southern Palestinian governorates.

**Third - The Study Sample:** The simple random sample method was used to collect the data of the study, as an electronic questionnaire was distributed to the study population, and (222) applicable questionnaires were retrieved.

**Fourth - Study Tool:** the questionnaire is the most widely used and widespread tool among researchers, and the questionnaire is defined as "a tool that includes a number of dimensions, axes, and paragraphs used to obtain opinions or data by a group of respondents according to certain controls, and the respondents respond themselves to it, and it is written and written, In order to conduct the applied study, the researchers prepared a questionnaire in order to measure the role of intellectual capital among Palestinian NGOs.

**Table 1:** Scores of the scale used in the questionnaire

<b>response</b>	<b>Strongly Disagree</b>				<b>Strongly Agree</b>
<b>Degree</b>	1	2	3	4	5

**The Standard Used In the Study**

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

calculating the range between the degrees of the scale (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell i.e. (4/5 = 0.80) and then This

value has been added to the lowest value in the scale (the beginning of the scale which is an integer) in order to

determine the upper limit of this cell, and thus the length of the cells has become as shown in the following table:

**Table 2:** The criterion adopted in the study

SMA	Relative Weight	Degree Of Approval
From 1- 1.80	From 20%- 36%	Very Weak
greater than 1.80- 2.60	Greater than 36% - 52%	Weak
Greater than 2.60- 3.40	Greater than 52% - 68%	Medium
Greater than 3.40- 4.20	Greater than 68% - 84%	Big
Greater than 4.20 - 5	Greater than %84- %100	Very Large

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

**Validity of The Study Tool:** The validity of the questionnaire reflects the measurement of the paragraphs of the questionnaire, what it was intended to measure. The validity of the questionnaire was verified through the following:

**The Validity of the Opinions of the Arbitrators "Virtual Honesty":** The researchers presented the study tool in its initial form to a group of arbitrators from university professors and specialists. To which he belongs, and the adequacy of the phrases to cover each of the study axes, in addition to suggesting what they deem necessary to amend or delete the wording of the phrases, and based on the observations and directions made by the arbitrators, the

researchers made the amendments agreed upon by the arbitrators.

**The Validity of The Internal Consistency:** it means "the extent to which each paragraph of the questionnaire is consistent with the axis to which this paragraph belongs. It was calculated on the sample of the exploratory study of (20) questionnaires, by calculating the correlation coefficients between each paragraph and the total score of the axis to which it belongs."

**The Results of the Internal Consistency of the Axis of Creativity**

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

**Table 3:** The results of the validity of the internal consistency of the dimensions of creativity

No.	R	SIG.	No.	R	SIG.	No.	R	SIG.
<b>Changeability</b>			<b>Problem Solving</b>			<b>Organizational Climate</b>		
1	.806	*0.000	1	.961	*0.006	1	.748	*0.000
2	.882	*0.000	2	.893	*0.011	2	.907	*0.000
3	.883	*0.000	3	.870	*0.000	3	.858	*0.001
4	.875	*0.000	4	.897	*0.000	4	.750	*0.000
5	.842	*0.000	5	.785	*0.000	5	.809	*0.000
<b>Fluency</b>			<b>Flexibility</b>			<b>Risk</b>		
6	.588	*0.000	6	.877	*0.000	6	.814	*0.001
7	.842	*0.000	7	.955	*0.000	7	.542	*0.014
8	.847	*0.000	8	.849	*0.000	8	.645	*0.002
9	.883	*0.000	9	.878	*0.000	9	.647	*0.002
10	.858	*0.000	10	.869	*0.000	10	.775	*0.000

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

**Second- Structure Validity:** Structure validity is considered one of the measures of the validity of the tool, which measures the extent to which the objectives that the tool wants to reach, and shows the extent to which each field of study is related to the total score of the questionnaire items.

The following table shows that all correlation coefficients in all domains of the questionnaire are statistically significant at a significant level ( $\alpha \leq 0.05$ ), and thus all domains of the questionnaire are considered true to what they were set to measure.

**Table 4:** Correlation coefficient between the score of each domain of the questionnaire and the total score of the questionnaire

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Changeability	.892	*0.000
Problem Solving	.930	*0.000
Organizational Climate	.889	*0.000
Fluency	.941	*0.000
Flexibility	.891	*0.000

<b>Risk</b>	.801	*0.000
<b>The overall degree of creativity</b>	.977	*0.990

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

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

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

The researchers verified the stability of the study questionnaire through Cronbach's Alpha Coefficient, and the results were as shown in the following table:

**Table 5:** Cronbach's alpha coefficient to measure the stability of the resolution

Domain	The Number Of Paragraphs	Cronbach's Alpha Coefficient
Changeability	5	0.912
Problem Solving	5	0.928
Organizational Climate	5	0.870
Fluency	5	0.853
Flexibility	5	0.926
Risk	5	0.707
<b>The overall degree of creativity</b>	30	0.971
<b>All fields together</b>	60	0.983

It is clear from the results shown in the previous table that the value of Cronbach's alpha coefficient is high for each domain, ranging between (0.707, 0.983), while it reached (0.983) for all paragraphs of the resolution, and this means that the stability is high and statistically significant. Thus, the resolution in its final form is applicable. The researchers have confirmed the validity and stability of the study questionnaire, which makes him fully confident in the validity and validity of the questionnaire to analyze the results, answer the study questions and test its hypotheses.

#### Answering the study questions and testing hypotheses:

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

**Q1-:** What is the level of creativity in NGOs in the southern Palestinian governorates?

A number of sub-questions will be derived that the study will answer, as follows:

**Q1-1-:** What is the level of vulnerability to change among NGOs in the southern Palestinian governorates?

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

**Table 6:** The arithmetic and relative mean and standard deviation for each paragraph of the field of "changeability"

#	Item	SMA	Standard Deviation	The Relative Arithmetic Mean	Rank
1.	The organization works to provide new services that it has not provided before with the aim of gaining new clients	4.09	1.167	81.80%	1
2.	The organization encourages employees to make future plans	3.93	1.085	78.60%	4
3.	The organization is keen to find new ways to carry out work	3.86	1.157	77.20%	5
4.	The organization believes that change is a natural phenomenon that the organization is supposed to deal with flexibly	4.00	1.016	80.00%	3
5.	The organization wants to have new ideas about work by consulting the employees about it	4.01	1.061	80.20%	2
<b>All paragraphs of the field together</b>		3.9811	0.97210	79.62%	

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

From the previous table, the following can be concluded:

- The arithmetic mean for the first paragraph, "The organization works to provide new services that it has not provided before with the aim of acquiring new clients," is 4.09 (total score out of 5), meaning that the relative arithmetic mean is 81.80%, which indicates a high approval by the respondents on this paragraph.

- The arithmetic mean for the third paragraph, "The organization is keen to find new ways to implement the work," is 3.86, meaning that the relative arithmetic mean is 77.20%, and this means that there is a large degree of agreement by the respondents on this paragraph.

In general, it can be said that the arithmetic mean for the field of changeability is 3.98, and the relative arithmetic mean is

79.62%, and this means that there is a high degree of agreement by the respondents on the paragraphs of this field. The researchers explain this to the presence of flexible administrative leaders within the organizations that have the capabilities and desire to change in line with the environment, whether internal or external, that surrounds the work of these organizations, as well as the keenness of those organizations to have new ideas about work by resorting to those organizations to consultants before implementing their projects.

These results agreed with the study of (Ali, 2017), which showed that the level of creativity and performance of the Sheriff's Office of Phosphates is good, and the study of (Hussein, 2017), which showed that creativity was at a high degree, and the study of (Abusharekh et al., 2020), which

reached A group of results, the most important of which is the presence of a high degree of creativity from the employees' point of view, and the study of (Msallam et al., 2018) which concluded that Jawwal is interested in creativity, as it obtained a high approval rate according to the opinions of the company's employees, and the arrangement of creativity dimensions came as follows: Occupied The first place the field "solving problems", followed by "encouraging creativity, the field accepting risk", then solving "changeability", and the study of (Al Shobaki et al., 2018) found that there is a good level of entrepreneurial creativity among Palestinian university students, which reached (68.51%).

**Q1-2-:** What is the level of problem solving among civil organizations in the southern Palestinian governorates?

**Table 7:** The arithmetic and relative mean and standard deviation for each paragraph of the "Problem Solving" field

#	Item	SMA	Standard Deviation	The Relative Arithmetic Mean	Rank
1.	The organization benefits from the ideas of others in solving the problems it is exposed to.	4.00	1.118	80.00%	1
2.	The organization tries to discover problems with a view to fixing them.	3.99	1.074	79.80%	2
3.	The organization has the ability to anticipate some business problems before they happen	3.91	1.070	78.20%	4
4.	There is sufficient freedom for workers to discuss the problems of the organization.	3.74	1.154	74.80%	5
5.	I try to apply new methods of work to solve any problem I encounter.	3.96	1.135	79.20%	3
<b>All paragraphs of the field together</b>		3.9189	1.00762	78.38%	

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

From the previous table, the following can be concluded:

- The arithmetic mean for the first paragraph, "The organization benefits from the ideas of others in solving the problems it is exposed to," is 4.00 (total score out of 5), meaning that the relative arithmetic mean is 80.00%, which indicates a high approval by the respondents on this paragraph.
- The arithmetic mean for the fourth paragraph, "There is enough freedom for employees to discuss the organization's problems," is 3.74, meaning that the relative arithmetic mean is 74.80%, and this means that there is a large degree of agreement by the respondents on this paragraph.

In general, it can be said that the arithmetic mean for the problem-solving domain is 3.92, and the relative arithmetic

mean is 78.38%, and this means that there is a high degree of agreement by the respondents on the paragraphs of this domain.

The researchers explain this that civil organizations are organizations that have a desire to succeed, as they discover problems early and benefit from the ideas of others in solving those problems that they are exposed to.

These results agreed with the study of (Msallam et al., 2018), which concluded that Jawwal is interested in creativity, as it obtained a high approval rate according to the opinions of the company's employees. Encouraging creativity, the field accepting the risk, and then solving the "changeability" solution.

**Q1-3-:** What is the level of the organizational climate of NGOs in the southern Palestinian governorates?

**Table 8:** The arithmetic and relative average and standard deviation for each paragraph of the "Organizational Climate" field

#	Item	SMA	Standard Deviation	The Relative Arithmetic Mean	Rank
1.	The organization creates an organizational climate for creativity	4.00	1.016	80.00%	1
2.	The organizational structure is designed to accommodate modern technologies	3.95	1.092	79.00%	3
3.	Training employees on creative thinking methods.	3.99	1.035	79.80%	2

4.	Appropriate material incentives are given to creative employees	3.92	1.012	78.40%	4
5.	Encourage comprehensive planning that clarifies the goals of the organization	3.62	1.346	72.40%	5
<b>All paragraphs of the field together</b>		3.8946	0.94321	77.89%	

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

From the previous table, the following can be concluded:

- The arithmetic mean for the first paragraph, "The organization works to create an organizational climate for creativity," is 4.00 (total score out of 5), meaning that the relative arithmetic mean is 80.00%, which indicates a high agreement by the respondents on this paragraph.
- The arithmetic mean for the fifth paragraph, "Encouraging comprehensive planning that clarifies the objectives of the organization," is 3.62, meaning that the relative arithmetic mean is 72.40%, and this means that there is a large degree of agreement by the respondents on this paragraph.

In general, it can be said that the arithmetic mean for the field of organizational climate is 3.89, and that the relative arithmetic mean is 77.89%, and this means that there is a high

degree of agreement by the respondents on the paragraphs of this field.

The researchers explain this that the civil organizations are working and working very hard to create an organizational climate for creativity, and they also train and qualify their employees on creative thinking methods, as well as those organizations design the organizational structure in a way that ensures the absorption of modern technologies, as appropriate material incentives are given to innovators from employees. These results agreed with the study of (Msallam et al., 2018), which concluded that Jawwal is interested in creativity, as it received a high approval rate according to the opinions of the company's employees. "Encouraging Creativity, The field Accepting Risk", then solving "Changeability".

**Q1-4:** What is the level of fluency among NGOs in the southern Palestinian governorates?

**Table 9:** The arithmetic and relative mean and standard deviation for each paragraph of the "Fluency" field

#	Item	SMA	Standard Deviation	The Relative Arithmetic Mean	Rank
1.	We have sufficient skills through which we convince our dealers	3.95	1.079	79.00%	3
2.	We are keen to express our opinions, even if they contradict my bosses at work	3.91	0.935	78.20%	4
3.	Presentation of new ideas that achieve creativity is encouraged	3.85	1.076	77.00%	5
4.	New services offered by the organization are constantly being thought of	3.96	1.135	79.20%	1
5.	Organization managers have work-related discussion skills	3.96	1.098	79.20%	1
<b>All paragraphs of the field together</b>		3.9243	0.93714	78.49%	

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

From the previous table, the following can be concluded:

- The arithmetic mean for the fourth paragraph, "new services provided by the organization are constantly being thought of" and the fifth paragraph, "the organization's managers have work-related discussion skills," equals 3.96 (total score out of 5), meaning that the relative arithmetic mean is 79.20%, which indicates a high approval by the sample members. on these paragraphs.
- The arithmetic mean for the third paragraph, "The presentation of new ideas that achieve creativity is encouraged," is 3.85, meaning that the relative arithmetic mean is 77.00%, and this means that there is a large degree of agreement by the respondents on this paragraph.

In general, it can be said that the arithmetic mean for the field of fluency is 3.92, and that the relative arithmetic mean is

78.49%, and this means that there is a high degree of agreement by the respondents on the paragraphs of this field. The researchers explain that in order for these organizations to continue their tasks, the organization's managers must have work-related discussion skills, as these organizations find, through workshops and focus groups that they carry out, that new services are constantly being thought of by those organizations.

These results agreed with the study of (Salim et al., 2018), which concluded that there is an impact of flexible management tools and the achievement of elements of creativity, and the study of (Al Shobaki et al., 2018), which found that there is a good level of entrepreneurial creativity, amounting to (68.51%).

**Q1-5:** What is the level of flexibility of NGOs in the southern Palestinian governorates?

**Table 10:** The arithmetic and relative mean and standard deviation for each paragraph of the "Resilience" field

#	Item	SMA	Standard Deviation	The Relative Arithmetic Mean	Rank
1.	We seek ideas that contribute to solving business problems	3.86	1.121	77.20%	5
2.	We care about opinions that contradict ours to benefit from the opinions of others	3.93	1.007	78.60%	3
3.	The organization's plans are modified to meet emergency circumstances	3.92	0.943	78.40%	4
4.	The issues facing the organization are dealt flexibly	4.05	0.945	81.00%	1
5.	We are keen to benefit from others' criticism of us	3.99	1.009	79.80%	2
<b>All paragraphs of the field together</b>		3.9514	0.90538	79.03%	

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

From the previous table, the following can be concluded:

- The arithmetic mean for the fourth paragraph, "Issues facing the organization are dealt flexibly with flexibility" is 4.05 (total score out of 5), meaning that the relative arithmetic mean is 81.00%, which indicates a high level of agreement by the respondents on this paragraph.
- The arithmetic mean for the first paragraph "We seek ideas that contribute to solving work problems" is 3.86, meaning that the relative arithmetic mean is 77.20%, and this means that there is a high degree of agreement by the respondents on this paragraph.

In general, it can be said that the arithmetic mean for the field of flexibility is 3.95, and the relative arithmetic mean is 79.03%, and this means that there is a high degree of agreement by the respondents on the paragraphs of this field. The researchers explain this to the civil organizations following a clear and feasible strategy, characterized by flexibility and sensitivity, and this contributed to reducing errors and greatly increasing the efficiency of workers. These results agreed with the study (Salim et al., 2018), which concluded that there is an impact of flexible management tools and the achievement of creativity elements.

**Q1-6-:** What is the level of risk tolerance among NGOs in the southern Palestinian governorates?

**Table 11:** The arithmetic and relative mean and standard deviation for each paragraph of the "Risk" field

#	Item	SMA	Standard Deviation	The Relative Arithmetic Mean	Rank
1.	We are keen to suggest new methods of performing work despite the centralization of work	3.88	1.054	77.60%	2
2.	We are interested in presenting innovative ideas at work, even if they are not implemented	3.92	0.943	78.40%	1
3.	The organization invests money in risk-calculated projects	3.74	0.976	74.80%	3
4.	The organization evaluates all potential risks coming from external suppliers and contractors	3.53	1.144	70.60%	5
5.	The organization prefers to accept risks to seize an opportunity rather than lose it	3.69	1.067	73.80%	4
<b>All paragraphs of the field together</b>		3.7514	0.87425	75.03%	

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

From the previous table, the following can be concluded:

- The arithmetic mean for the second paragraph, "We are interested in presenting new ideas at work, even if they are not applied," is 3.92 (total score out of 5), meaning that the relative arithmetic mean is 78.40%, which indicates a high agreement by the respondents on this paragraph.
- The arithmetic mean for the fourth paragraph, "The organization evaluates all potential risks coming from external suppliers and contractors," is 3.53, meaning that the relative arithmetic mean is 70.60%, and this means

that there is a large degree of agreement by the respondents on this paragraph.

In general, it can be said that the arithmetic mean for the risk domain is 3.75, and the relative arithmetic mean is 75.03%, which means that there is a high degree of agreement by the respondents on the paragraphs of this domain.

The researchers explain this by the fact that organizations evaluate all potential risks coming from external suppliers and contractors, bearing in mind that organizations prefer to accept risks in order to seize an opportunity rather than miss it.

These results agreed with the study of (Msallam et al., 2018), in which the order of the dimensions of creativity came as

follows: the field of "problem solving" came in the first place, followed by "encouraging creativity, the field accepting risk", and then solving the "changeability" solution.

### Analysis of All Fields: Creativity in NGOs:

**Table 12:** The arithmetic mean, relative weight, standard deviation, and arrangement for all domains of creativity

#	Item	SMA	Standard Deviation	The Relative Arithmetic Mean	Rank
1.	<b>Changeability</b>	3.9811	0.97210	79.62%	1
2.	<b>Problem Solving</b>	3.9189	1.00762	78.38%	4
3.	<b>Organizational Climate</b>	3.8946	0.94321	77.89%	5
4.	<b>Fluency</b>	3.9243	0.93714	78.49%	3
5.	<b>Flexibility</b>	3.9514	0.90538	79.03%	2
	<b>Risk</b>	3.7514	0.87425	75.03%	6
<b>The overall degree of creativity</b>		3.9036	0.86778	78.07%	

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

From the previous table it is clear that the field of changeability has the highest field with an arithmetic mean of 3.98 and a relative weight of 79.62, while the field of risk has the lowest field with a mean of 3.75 and a weight of 75.03 and that the arithmetic mean for all fields of creativity in civil organizations is 3.90 (total score out of 5)

That is, the relative arithmetic mean is 78.07%, and this means that there is a high degree of agreement by the respondents on the paragraphs of intellectual capital in NGOs in general.

The researchers attribute this to the unstable conditions in which these organizations carry out their activities, so these organizations must be flexible enough to continue, as well as the need to search for development and continuous improvement in the provision of services, leading to work in conditions that are not governed by rationality and scientific and professional foundations through acceptance. The potential risks that these organizations may be exposed to as a result of the unstable conditions in which they operate.

These results agreed with the study of (Salim et al., 2018), which concluded that there is an impact of flexible management tools and the achievement of elements of creativity through (standard work, multifunctional workers, six sigma), and the study of (Msallam et al., 2018), which ranked The dimensions of creativity are as follows: the field of "problem solving" came in the first place, followed by "encouraging creativity, the field accepting risk", then the "changeability" solution.

### Conclusions

The results of the study showed that the total score for creativity amounted to (78.07%) with a high degree. The order of the fields of creativity came as follows:

- The relative weight of the field of variability was (79.62%) in the first place.
- The relative weight of the field of flexibility (79.03%) ranked second.
- The relative weight of the field of fluency (78.49%) ranked third.
- The relative weight of the problem-solving domain was (78.38%), in the fourth rank.
- The relative weight of the field of organizational climate (77.89%) ranked fifth.

- The relative weight of the field of risk (78.07%) ranked sixth.

### Recommendations

In light of the results, there are a set of recommendations, as follows:

- The need to build clear foundations to motivate and encourage workers in organizations
- Give the management of institutions full freedom for workers to make decisions.

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