

Managing the Design of Operations in Local NGOs in Gaza Strip

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Abstract: The study aimed to identify the reality of the process design management in the local ngos in Gaza Strip. In order to achieve the objectives of the study and to test its hypotheses, the analytical descriptive method was used, relying on the questionnaire as the main tool for data collection. The study society is one of the decision makers in the local ngos in Gaza Strip. The study population consisted of 78 local ngos in Gaza Strip. The overall inventory of the possible study community was based mainly on the use of the SPSS in processing and analyzing the data obtained through the survey tool. Smart-PLS was also used to construct the structural equation model (SEM) to analyze the relationship between the variables of the study, the calculation of the direct and indirect effects of the independent variable on the dependent variable through the intermediary variable. The study reached a set of results, the most important: the lack of direct relationship between the management of process design and decision-making, the study found that the design thinking mediates the relationship between the management of process design and decision-making with a holistic effect. The study showed the interest of local ngos in creating a good mental image in the local community. The ownership of local ngos to the expertise and technical skills required to implement the projects, and showed the adoption of local ngos in their activities to meet the needs of the beneficiaries and their wishes, and local ngos analyze the problem, and causes, through data relevant to the decision, based on reference data for decision-making. The main recommendations of the study are: the need for senior management to be concerned with local ngos in Gaza Strip; encouraging managers and employees to take care of developing the field of managing the design of operations in their projects, enhancing the creative environment and adding competitive advantage to the organization. The study also recommended that the senior management of local ngos in Gaza Strip adopt the methodology of design thinking because it has an impact on the sustainability of projects, design of the technical feasibility study, meeting the wishes of the beneficiaries, and the continued development of local ngos in Gaza Strip to make sound and sound decisions. Encourage them to follow the scientific methodologies in the decision-making mechanism.

Keywords: Process Design Department, NGOs, Gaza Strip, Palestine.

1. INTRODUCTION

The business world and organizations live in a technology age filled with opportunities and challenges. Opportunities, challenges, and quality management are key to executives. Accordingly, the management of the Process design emerged as a methodology based on the human axis, which works to build the vision and strategic plans of the organizations. Also, the Process Design Management is a new approach for large organizations that care about quality and their brand. They have become a leader in design management throughout their operations to generate creativity and become an asset to the organization. As (Brown& Martin, 2015) said: "Leaders view creativity as a major source of differentiation and creation. Competitive advantage, and they are working hard to integrate design thinking into all stages of the process. "

It has become clear that many international organizations are seeking to strengthen their design capabilities in order to gain a competitive edge. Senior management has recognized the design management's contribution to strategic leadership

towards excellence and investment in design resources. After several research in the field, it was found that those who adopted the design methodology were more capable of strategic leadership, decision-making, increased capacity for team building and management of initiatives, and also contributed to supporting staff development, technology upgrading and inclusion within FAO budgets. Therefore, the researcher studied the impact of the management of the design of women in the local NGOs in Gaza Strip by reviewing the problem, the objectives and the importance of the study through the field and field research.

2. PROBLEM STATEMENT

The researchers noted the extent of the challenges and obstacles faced by managers who need to be intuitive and inclusive of so-called wisdom in decision making through their project management work in several different NGOs. Researchers here found the need for tools to help managers and decision makers, solve complex problems, generate

creative ideas, and build a competitive advantage for the organization in a competitive era.

By researching the subject of the study, the researchers found that OSM is a key source that contributes significantly to building strategies, inventive solutions, and adds a competitive edge to the organization. But the problem is that administrators do not care about this science and prepare it as part of the work of the engineers and design unit in the organization as a product design or packaging method.

The researchers studied the NGO sector and the international reports issued in particular, showing that NGOs provide about 90% of the social services of the local community in Palestine, due to the ability of the organizations to maintain the most experienced Palestinian human resources (Kostanini, Athamneh, Ayyash, and Husseini, 2011). The results of the survey of civil society organizations in Palestine for the year 2015, conducted by the European Union, and civil society organizations in Gaza Strip need:

1. Creating a suitable environment for launching innovation processes.
2. Need to support existing organizations functionally to ensure working structures and activities, and develop sustainability plans.

Based on previous indicators, the main question for the study was constructed as follows:

What is the impact of PROCESS DESIGN MANAGEMENT on its dimensions (creativity, competitive advantage) in local NGOs?

3. RESEARCH IMPORTANCE

The importance of the study and its justifications can be summarized as follows:

1. The study is important because it highlights the management of process design in local NGOs. This is a new approach for many organizations to achieve its objectives efficiently and effectively. The study also provides a scientific reference that can guide the employees of NGOs, to solve their challenges and to take strategic decisions.

4. RESEARCH OBJECTIVES

The main objective of this study is to identify the reality of the process design management in the local NGOs in Gaza Strip.

5. RESEARCH HYPOTHESIS

Ho 1: There were statistically significant differences at the level of significance of 0.05 in the responses of the respondents on the axis of the management of the process design (creativity, competitive advantage) due to the demographic variables in the NGOs.

6. THEORETICAL FRAMEWORK

Process Design Management

Process Design Management is a creative approach to the implementation and implementation of strategies. The term is applied in several areas: project management, supply chains, organization structure, culture building and change management (Ignatius, 2015). Its primary objective is to achieve creativity and differentiation in specific objectives. We find that it is built on the basis of integration and overlap between all administrative processes, which led to a more accurate understanding and depth of operations, and objectives, and work to achieve them efficiently and quality.

Concept of Process Design Management

The design of processes was considered to be the management of projects that were concerned only with designs (such as the garment industry) or the external appearance of products in terms of packaging methods. However, research and science gradually evolved to become comprehensive and interrelated with other aspects of the organization at the functional and strategic level (Ignatius, 2015) (Khasawneh, 2015) defines the design process as a series of steps taken by the designer to solve the design problem to be studied. These steps may be overlapping among them to produce the end of the new ideas, and comes the need for this process in order to achieve creative means more effective, and easier to implement, which requires the essence of the design process in life. Kathryn Best defines it as the successful management of individuals, projects, processes, and processes through the process of managing processes design for daily products, services, environment and expertise (Best, 2010). Designed by the Design Management Institute (DMI, 2009), and defined by John Thackara as an activity, which is an activity that enables creativity, innovation of products, services and communication channels, the integration of the surrounding environment, an effective branding of the brand, promotion of quality of life and well-being, Complex and multi-faceted lead to action (Thackara, 2005), which is an integral part of the organization's internal structure and culture,

(Kootstra, 2006) The ICSID definition is an innovative activity aimed at creating multiple facets of quality in goals, processes, services, and systems in a lifecycle (Kootstra, 2006). The design is the key factor in the humanization and creativity of technologies, and the crucial factor in cultural and economic exchange. (Mozota, 2003). Peter Gorb considered that process design management is an effective way for executives to look at the To achieve goals And was therefore interested in identifying design areas relevant to the Organization's position in order to resolve key management issues, and therefore stressed the importance of training for managers by using design effectively (Gorb, 2001) .

Based on the above definitions, the procedural definition of the study was built: a process that overlaps all activities of the organization in terms of strategic objectives to operational processes, to the end product, linking all the tools and mechanisms used in the work in an innovative and structured way to gain a competitive advantage.

The importance and characteristics of process design management and types

The importance of managing the design processes in the era of intense competition,

Most organizations do not rely on simple services. Most of them tend to generate new opportunities through innovation and differentiation (Shapland, 2017), thus allowing process design management to improve and control the process of control and control of services as demonstrated in the importance of managing operations design Through the following items:

1. The internal administrative processes of their own: the attention to the administrative processes of the sequence, reports, and upgrading the efficiency of human resources may not be visible to beneficiaries in the organization, but it will clearly benefit them in terms of competitive advantage, raising the name of the organization between the competing environments. (Zentralschweiz, 2016)
2. Growth of organizational learning curve: Empowering human resources through training, workshops, and brainstorming made the design of knowledge important to the organization to learn and develop, to focus on strategic integration and quality of staff on the ground. , 2010)
3. Stakeholder and Brand Relations: Application of the design contributes to the promotion of the brand and ensures its strategic location and community differentiation in the eyes of financiers, partners, and beneficiaries (Interaction Design Foundation, 2017)
4. Financial aspect: Design efforts should attract funding and reduce costs in the project; to demonstrate strategic value and ability to measure for business (DMI, 2015)

The four basic characteristics of process design management (4Cs) are: (Walsh, Roy, Bruce, & Potter, 1992)

1. Innovation Creativity: The design requires the creation of something that did not exist before.
2. Complexity Complexity: Design includes decisions on large numbers of standards and variables.
3. Compromise: The design requires multiple budgets and these budgets are overlapping and conflicting with several activities of the organization such as cost and performance, aesthetics, ease of use, materials and durability.
4. Choice Choice: Design requires taking choices among many possible solutions to the problem at all levels, from basic concept to smallest detail in color or model.

The function of designers can therefore be seen as a descriptive function, as they suggest and imagine how the project can be, as the design is essentially a pilot (Best, 2010). However, it is not purely ideal where they produce drawings, schemas, specifications and models.

Hault (1990) identified three types of process design as follows: (Mozota B. B., 2003)

1. Design Analytical Processes: When there is little uncertainty about alternatives, the result is only modifying something that already exists.
2. The design of associative processes: which are suitable for medium-risk projects such as root improvements, and approved innovations.
3. Design processes insight: in which the problem cannot be identified accurately, and may be ambiguous at best.

These three types of process design vary depending on the degree of freedom given to the designer in the design summary, and examine the degree of risk encountered during the implementation process.

Local NGOs

NGOs play an important role in societies. The more they have an active role in society, the better and faster the society develops. Therefore, civilized societies tend to integrate NGOs into political dialogue, governance, and other matters of importance in the country. Organizations often turn to the spirit of starting, innovating, experimenting, innovating in implementation, and also making voluntary efforts in Individuals who have a national spirit in building the nation, are organized into the efforts of law and legislation governing voluntary social action.

Definition of NGOs

Organizations that aim to provide services either directly or indirectly; to meet the needs of people, especially marginalized groups in societies, based on voluntary and non-profit voluntary efforts. On the other hand, it is the link between societies and the government through awareness and support of individuals in political, social, educational, health, economic and other issues. The United Nations has also defined them legally as follows: "Organizations with a specific vision that provide services to groups and individuals, Improving the situation of groups that are beyond or adversely affected by development trends, and whose work is determined in the fields of development projects, emergency and rehabilitation, as well as the culture of society and the defense of economic and social rights"

7. LITERATURE REVIEW

- Study of (Noureddine and Saber, 2017) which aims at shedding light on the topic of "creativity and innovation" as it is an advanced field for improving skills, productive capacities and marketing in the field of project development. Research, and work on their study and analysis. The most important results of the study are that innovative projects are of great importance and have a role in the national economy and that these creative and innovative activities must follow certain steps and steps to enable them to continue, stay and succeed. These projects must benefit from technological development and use in procedures. Production, or in the provision of production services, whether using the Internet or otherwise.
- Study of (Jansson, Viklund, & Lidelöw, 2016) aimed to identify the role of design management in explaining the

break-even point in the development of soft production, and looking forward to the advance planning in industrial engineering through the use of electronic platforms. A case study was conducted for the industrial companies in Sweden to study the relationship of creative knowledge and the default planning process management. The most important results of the study: the need to develop the concept of design and sales processes to manage the production process.

- Study of (Haddadia, Johansenb, & Andersenc, 2016) aimed to identify a way to understand the strategic goals of both the entrepreneur and the consumer and to use this knowledge to improve the design of the processes to enhance the competitive advantage of the projects. The study developed the conceptual framework based on qualitative research using literary studies and discussions with a group of experts and consultants. The study found a number of results, the most important of which is that the proposed framework is the first step towards developing a competitive advantage for the project, meeting the needs and achieving the strategic objectives.
- Study of (Göran Roos, 2016) The objective of the study was to study the increasing creativity in the industrial sector to ensure continuous growth in productivity, particularly in the high-cost operational environments, to achieve non-price competition. A case study was conducted to study the impact of industrial design management on industrial companies. The main findings of the study: The study showed that the design is a link between the strength of fragmentation and the strength of global supply chains, and explained the mechanisms followed by manufacturing companies as a first step of change.
- Study of (Teixeira, Xambre, Figueiredo, & Alvelos, 2016) aimed at presenting the design process in the project management information system, which is a key role in the investment projects through studying the project life cycle. It also aimed to identify the system that supports all internal processes of incentive programs, documentation and required procedures in companies. The case study was conducted to observe changes in the use of design models between SMEs. The most important results of the study: The design models contribute to the development of project performance, and the incentive service for consulting firms.
- Study of (Nyle'n & Holmstro'm, 2015) aimed at presenting an administrative model that supports companies in the development of digital innovation management. The study covers five aspects: user desire, value addition, development and life skills. As the survey study tool was introduced, the initial case study that shares the understanding of the implementation of the model in the companies. The results of the study: The administrative results of the model showed that the rapid change in digital creativity came through

development, in addition to the presence of several factors that contributed to the impact on digital creativity, including the political situation, laws and procedures.

- Study of (Khasawneh, 2015) aimed to identify creative thinking, its importance, and to reveal the skills of creative thinking, in addition to identifying the main steps in the design process, reaching the achievement of the creative summary and its elements, and the ability to analyze and apply it. The study adopted the analytical descriptive approach, which is based on the analysis of the types of thinking, especially the creative, and provides a description of the motives of creativity, and analyzes the characteristics required in the judgment of creative thinking, and provides an analysis of the creative summary and stages in the process of design. The most important results of the study: The consideration of creative thinking is one of the most important forms of thinking and the most appropriate for the process of creative design. The personal and social motives in the list of motivators to the process of creative thinking, as the sensitivity of the designer to the problem and its ability to develop solutions and flexibility of the status of ideas of the most important characteristics of creative thinking design, Study The creative summary serves as the report and pathway of creative scientificism.

8. METHODOLOGY AND PROCEDURES:

Methodology of the study

The research is based on analytical descriptive procedures. This approach is used as a method of scientific research that depends on the study of research phenomena as it exists in fact and it is concerned as and how to express them quantitatively or qualitatively or both. The qualitative expression describes the phenomenon or the studied feature and clarifies its characteristics. The quantitative expression gives us a descriptive description of this attribute or its size (military, 2006). The researchers used this approach to study "the impact of managing the design of operations on local NGOs in Gaza Strip.

Study Society

The study aims to shed light on the community of local NGOs working in Gaza Strip, which numbered (667) organizations according to the statistics of the General Administration of Public Affairs and NGOs in the Ministry of the Interior on October 30, 2017, which represents the theoretical study society. As the study is interested in highlighting the local organizations that submit administrative and financial reports annually, while it is clear that a large number of these organizations are not active in society, so the researchers tended to choose the society style possible from the theoretical society by getting a list of most Of the 100 active organizations of the Ministry of the Interior - Gaza, based on the largest annual expenditure of \$

1,221,762.

After identifying the study population as the most effective organization, 22 organizations were excluded because they were offices of international organizations or offices of organizations operating in the West Bank. Thus, the final community available for study is composed of (78) local NGOs operating in Gaza Strip. The researchers used a comprehensive inventory method. The study members are decision makers in the local organizations operating in Gaza Strip. Two questionnaires were allocated to each organization. (156), but retrieved (109) questionnaire, and did not exclude any of the questionnaires, because they meet the required conditions, and the reason for this is due to the use of modern electronic technology in the distribution and mobilization of the questionnaire, making the recovery rate 70%, and reliable In circulating results studying.

9. STATISTICAL DESCRIPTION OF THE STUDY POPULATION

a. Statistical description of the study population according to personal data.

The number of respondents in the study questionnaire was 109 participants from the decision makers and those in charge of local NGOs in Gaza Strip. Table (1) shows the statistical description of the study population according to the personal data of the participants in the study. The study by sex was (71) male, constituting (65.1%) of the total participants, and the remaining 38 (participation) formed the proportion of females, which is (34.9%). This result is attributed to the fact that the percentage of labor force in Palestine according to the Palestinian Central Bureau of Statistics for the third quarter 2017 (July-September 2017) was 73.9% for males in the labor force compared to 19.2% for females within the labor force, The gap in labor force participation between males and females is large.

Table 1: Statistical Description of the Study Population by Personal Data (N = 109)

Age	The Number	The Ratio %	Qualification	The Number	The Ratio %
30-25years	20	18.3	Diploma	4	3.7
35-30years	30	27.5	BA	76	69.7
40-35years	32	29.4	M.A.	27	24.8
40years and over	27	24.8	Ph.D.	2	1.8
Job Title	The Number	The Ratio %	Years of Experience	The Number	The Ratio %
Chairman Of Board Of Directors	5	4.6	Less than 5 years	9	8.3
Vice President	10	9.2	From 5 to less than 10	36	33.0
Executive Director	39	35.8	From 10 to less than 15	34	31.2
Project Manager	23	21.1	15 years and over	30	27.5
Project Coordinator	32	29.4			

b. Statistical description of the study population by functional data.

It is noted that the size of the study population available to researchers is 109 participants from local NGOs in Gaza Strip. Table (2) shows the statistical description of the study

As for the age variable, the percentage of participants aged (25-30) years (18.3%), while the proportion of participants aged (35-30) years (27.5%), and the proportion of participants aged (35-35) years (29.4%), (24.8%). This indicates that the percentage of participants is less than 40 years, with a total of 75.2%. This indicates that the employees of NGOs are young, this confirms that the Palestinian society is a young society. The highest results for the age group (40-35 years) were 29.4%, due to the fact that the participants in the community are managers and decision-makers.

As for the variable of academic qualification, most of the participants held bachelor's degree (69.7%) and master's degree (24.8%), and the remaining percentage of diploma holders and doctoral degree, indicating that most of the employees of NGOs are scientifically qualified.

With regard to the job title variable, CEOs accounted for the largest percentage (35.8%) of the study population, followed by project coordinators (29.4%) and project managers (21.1%). The rest of the participants were the chairpersons of the board of directors (4.6%) and vice presidents (9.2%) executives as the institution's representative, and where direct communication is provided through them.

Years of experience were classified by the participants (8.3%) their years of experience are less than five years, and 27.5% their years of experience start with fifteen years and increase, While 33% of the participants have years of experience of (5 - less than 10) years, while the remaining (31.2%) years of experience ranging from (10 - less than 15) years, and the results indicate that more than 91.7% of the decision-makers in their NGOs Years of experience more than five years, and this proves that they are experienced and wise in making the right decisions and wise in solving problems.

population according to the functional data. (30.3%), followed by agricultural organizations, and organizations that deal with the issues of social, cultural, trade union, medical, youth, educational, (11%), followed by women The percentage of participation of medical associations and human rights

organizations was 8.3%, followed by cultural organizations and education by 7.3% each. The other organizations participated in lower percentages as shown in the table due to the economic weakness Gaza Strip is suffering from a comprehensive siege, repeated closures and increased unemployment. This has helped to lift the needy and the poor. The role of the government in providing services to citizens has been reduced. This has led to an increase in the number of organizations providing social services in Gaza Strip.

As for the variable of the organization's scope of work, the participants in the study were distributed according to the scope of work of the organizations in which they work and according to the geographical area covered by the organizations. In Khan Younis, 13.8% of respondents participated in the study. In northern Gaza 12.8% of the participants were studying. For Rehav, 11.9% of the

participants were studying, while the remaining 10.1% in the central region. This is due to the concentration of the organizations operating in Gaza governorate, which is the central city that has formed the focus of the political and public work of the sector, as well as the presence of huge population density in the city.

According to the variable number of employees, 52.3% of the participants in the study were employed by the organizations of the number of employees, 20% and more. 30.3% of the respondents worked in organizations with less than 10 employees, (17.4%) are employed by organizations of the number of employees (11-19). This is due to the fact that the study community is the most effective local community organizations based on the data of the Ministry of the Interior. These organizations are therefore more active and more employable.

Table 2: Statistical Description of the Study Society by Functional Data (N = 109)

FAO's field of work	The Number	The Ratio %	Scope of the work of the Organization	The Number	The Ratio %
Social	33	30.3	North of Gaza	14	12.8
Cultural	8	7.3	Gaza	56	51.4
Woman	12	11.0	Central	11	10.1
Medical Association	9	8.3	Khan Younes	15	13.8
People With Disabilities	7	6.4	Rafah	13	11.9
Agricultural	12	11.0	Number of employees	The Number	The Ratio %
Youth And Athlete	2	1.8	Less than 10 employees	33	30.3
Union	1	0.9	11-19 employees	19	17.4
Educational	8	7.3	20employees and more	57	52.3
Childhood	2	1.8			
Human Rights	9	8.3			
Other	6	5.5			

10. ANALYZE DATA, INTERPRET AND DISCUSS RESULTS

Results of analysis of axes and dimensions of the study

1. Analysis of results related to the dimensions of the first axis "Process Design Management":

The questionnaires were analyzed using the cognitive tests (one sample T test) to determine whether the response

Table 3: Arithmetic mean, standard deviation, relative weight, and T value for process design management

No.	Dimension	SMA	Standard Deviation	Relative Weight	T Value Test	Ranking
1	First dimension: sustainability of projects	4.06	0.48	81.2%	*4.06	3
2	Second dimension: Technical feasibility study	4.17	0.52	83.3%	*4.17	1
3	Third dimension: the desire of the beneficiary	4.09	0.47	81.7%	*4.09	2
	Total degree of axis	4.15	0.42	83.1%	*4.15	

The value of the tabular T at the level of significance (0.05) and the degree of freedom of 108 is equal to 1.660
The researchers draw from Table (3) the following:

averages were. The mean is the deviation of the values from the arithmetic mean, where the relative weight is measured by (arithmetic mean / 5 * 100) (%). The management of operations was determined from the point of view of the decision makers in the local NGOs in Gaza Strip through the following table:

1. The descriptive statistical indicators of the responses of the members of the study community showed the dimensions of the independent variable "process design management" in the local NGOs in Gaza Strip. The

results show that the arithmetic average of the answers on the first dimension of "creativity" (4.26 of 5) (85.1%). This is due to the efforts of NGOs to innovate in their means and methods in order to adopt creativity within their environment. This is due to the importance of technical and technological change and the tendency towards creativity to ensure their efficiency and excellence in providing their services.

2. The arithmetic average of the second dimension of "competitive advantage" (4.05 out of 5) and relative weight (81%). The researchers attributed the relatively high weight to the managers' keenness on continuous analysis and discovery of the environment around the organization from partners, financiers, competitors and modern organizations. And a local community to invest in competitive advantage. This is due to the increase in the number of NGOs working in the Palestinian society in general and Gaza Strip in particular due to its economic, social and political conditions. The number of these organizations is 667 according to statistics of the General Administration of Public Affairs and NGOs October 30th 2017.
3. The average responses for all the components of the independent variable (4.15 out of 5) and relative weight (83.1%) are high and reflect a high level of approval from the point of view of decision makers in the local NGOs operating in Gaza Strip. Weights are relative to the dimensions of the first axis. The results of T test to verify that the mean of the responses is greater than (3), which expresses the neutrality of the members of the community, is not significant. There are statistically significant differences at the level of 0.05 between the

mean responses for each dimension and the neutral mean expressed in value (3). The positive values of the T test indicate that the response averages are greater than (3) significant and statistically significant at 0.05. This indicates that the attitude of members of the study community towards the dimensions of the first axis. This result indicates the interest of managers and employees of NGOs in Gaza Strip in learning about the methodology of Process Design Management and its application in the work environment.

4. This finding is in line with the findings of Wang, Yu and Xu, 2017, on the usefulness of application of Process Design Management methodology, the use of prediction and modeling for creativity, and agreed with the results of the study (Teixeira, Xambre, Figueiredo, & Alvelos, 2016) in the role of Process Design Management in adding a feature to organizations during project management. The study (Khasawneh, 2015) concurs with the importance of focusing on creativity before any design work, and considers it the appropriate way to raise and evaluate ideas.

Answer the study questions and test their hypotheses

According to the fifth hypothesis, there are statistically significant differences at the level of 0.05 in the responses of the members of the community on the axis of the Process Design Management, in support of the demographic variables (gender, age, academic qualification, job title, years of experience) in the local NGOs operating in Gaza Strip. The following is a test of the fifth hypothesis according to the demographic variables and table (4).

Table 4: Examining the differences in the mean responses on the axes of the management axis of the process design according to the demographic variables.

Demographic Variables	SMA	Relative Weight	Standard Deviation	Test Value	Calculated Significance	The Result
Gender						
Male	4.12	82.4%	0.44	T= 0.708	0.481	No differences
Female	4.06	81.2%	0.45			
Age						
30-25years	4.16	83.2%	0.45	F= 2.743	0.047	There are differences
35-30years	3.97	79.4%	0.51			
40-35years	4.05	81.0%	0.37			
40years and over	4.28	85.6%	0.39			
Qualification						
¹ Diploma& (BSc)	4.11	82.2%	0.44	T= 0.622	0.535	No differences
² (MSc & PhD)	4.06	81.2%	0.45			
Job Title						
Chairman Of Board Of Directors	4.18	83.7%	0.39	F= 4.575	0.005	There are differences
Vice President	4.14	82.8%	0.36			
Executive Director	4.29	85.9%	0.44			
Project Manager	3.89	77.8%	0.49			
Years of Experience						

Less than 5 years	3.93	78.7%	0.44	F= 3.117	0.029	There are differences
From 5 to less than 10	4.30	86.1%	0.47			
From 10 to less than 15	4.19	83.9%	0.33			
15 years and over	4.15	82.9%	0.50			

1 Diploma (BSc), 2 (MSc, PhD), 3 was merged into the job title (Chairman of the Board, Vice President), because of the small number.

Table (4) shows the results of the tests of differences in the average responses of the members of the community on the axis of process design management according to the different demographic variables. The result of the test is judged by the value of the statistical significance level. If it is greater than the level of 0.05, the statistical mean is less than 0.05. We conclude that there are statistically significant differences in the mean of the responses between the different categories of the demographic variable, which showed statistically significant differences. Multivariate tests such as LSD Thus, the results of the fifth main hypothesis test are based on the demographic variables as follows:

1. As for the gender variable, the results indicate that there are no statistically significant differences in the average responses of the members of the community on the management of the process design according to the gender variable, where the level of significance of the test (t) was (0.175) which is greater than the level of 0.05, That both males and females can follow the process design management approach, as it does not require dedicated attributes to deal with this approach.
2. As for the age variable, the results indicate that there are no statistically significant differences in the response averages of process design management according to the age variable. The test significance is 0.080, which is greater than 0.05, Use in different age ranges
3. The results indicate that there are no statistically significant differences in the response averages on the design of operations according to the scientific qualification variable, where the level of test significance is (0.540) which is greater than the level of 0.05, Based on a specific degree, but they need creative thinking in order to succeed.
4. The results indicate that there are statistically significant differences in the response averages of the process design management due to the job title variable. Using the LSD test for multiple comparisons, we notice differences in the average responses of the chairman and vice chairman, the differences were in favor of (the Chairman and his deputy) and the average differences were (0.30). There were also differences between the average answers of the Executive Director and the average responses of the project coordinator. The differences were in favor of the Executive Director and the average differences were 0.27. Executives in organizations Eligibility with scientific competence that seeks to develop the thought of organizations and their culture.

5. As for the variable years of experience, the results indicate that there are no statistically significant differences in the average of the responses on the design of operations according to the variable years of experience. The level of significance of the test is 0.079, which is greater than the level of 0.05. This indicates that creativity and differentiation do not It can be measured through years of experience.

11. RESULTS

After examining the analysis of the results and testing the hypothesis, the results of the study were as follows:

1. Regarding the impact of process design management as an independent variable:
 - The results of the study showed that the management of process design in its dimension (creativity and competitive advantage) in the local NGOs in Gaza Strip is moving towards a positive position with a relative weight of 83.1%.
 - The focus of creativity was 85.1%, which indicates that decision-makers and managers in NGOs are trying to create an innovative environment and guide their organization towards creativity.
 - The focus of the competitive advantage was 81% relative weight, which indicates the interest of the local NGOs in Gaza Strip, adding an advantage to their organizations and building a good image of them in the local community.
2. Regarding the differences between the average responses of the members of the community on the axis of management of the design of operations that are attributed to the demographic variables in the local NGOs operating in Gaza Strip, the results are as follows:
 - There were no statistically significant differences in the average responses of the members of the community on the management of the design of operations according to the gender variable.
 - There were no statistically significant differences in response averages on process design management according to age variable.
 - There were no statistically significant differences in response averages on process design management according to the variable of scientific qualification.
 - There were statistically significant differences in the response averages for process design management due to the job title variable.
 - There were no statistically significant differences in the average of the responses to the process design

management according to the variable years of experience.

3. Practical results of the study:

- Local NGOs have a clear strategic vision and mission.
- The interest of local NGOs in creating a good mental image in the community.
- FAO's activities are consistent with the objectives it seeks to achieve.
- Local NGOs have the expertise and technical skills required to implement the projects.

12. RECOMMENDATIONS

- The need for the senior management of local NGOs in Gaza Strip to encourage managers and employees to take care of the development of process design management in their projects, enhance the creative environment, and add competitive advantage to the organization through training and workshops.
- The development of its effectiveness should be further developed by developing the impact of Process Design Management on project management and important decision-making in the organization that directly affects the design thinking mechanism and indirectly affects decision-making, commensurate with the organization's position in the community.

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