

# The Reality of Decision Making in NGOs in Gaza Strip

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**Abstract:** The study aimed to identify the reality of decision-making 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 a main tool for data collection. The study society was one of the decision makers in the local NGOs in Gaza Strip. The study population reached 78 local NGOs in Gaza Strip. A Census Method of the possible study community was adopted, and the use of the Statistical Package for Social Sciences (SPSS) was mainly based on the analysis and analysis of the data obtained through the survey tool. The study reached a set of results, the most important of which are: NGOs follow a decision-making mechanism. NGOs examine the problems and causes of the organization. Organizations are less concerned with stakeholder participation. Make decision. The main recommendations of the study are: To promote systematic methods of decision-making in NGOs in Gaza Strip: Local NGOs in Gaza Strip should continue to develop their competencies in order to make sound and correct decisions and encourage them to follow the scientific methodologies in the mechanism of taking Decisions.

**Keywords:** Process Design Management, Decision Making, Design Thinking, NGOs, Gaza Strip, Palestine

## 1. INTRODUCTION

Decisions are one of the key functions of managers. These decisions help the organization grow and sustain itself. It is the key tool used to create opportunities, strengthen organizational strengths, meet internal and external challenges, overcome weaknesses in the organization, and define the organization's place in the community. Organizations succeed in making the right management decisions (Al Shobaki et al., 2017), (Al Shobaki et al., 2016). Managers always find it difficult to make critical decisions that affect the organization in the long run. Managers are trying to reach the ideal decision, either by looking for information that supports their decisions, or by using people with experience in the field to get their advice, or Follow the democratic approach and present the resolution to the vote.

## 2. PROBLEM STATEMENT

The NGOs in Gaza Strip have a special status in the service of the local community due to the political and economic situation in Gaza Strip through the work of the research team in several NGOs in different sectors. The team is in the field of decision making in NGOs in Gaza Strip.

The research team studied the NGO sector and the international reports issued in particular. It emerged that NGOs provide about 90% of the social services of the local community in Palestine, due to the ability of organizations to maintain the most experienced and knowledgeable Palestinian human resources (Al Shobaki & Abu-Naser, 2017). The results of the survey of civil society organizations in Palestine for the year 2015, conducted by the European

Union, and that civil society organizations in Gaza Strip need to (Kostantini, Salama, Issa, 2015):

1. Stimulate the research, creativity and innovation environment of NGOs.
2. Networking with local NGOs, governmental and international organizations and the private sector.
3. Develop environmental organizations, develop sustainability plans and enhance their strategic planning.

**Based on the previous indicators, the main question: What is the reality of decision-making in NGOs in Gaza Strip?**

## 3. RESEARCH IMPORTANCE

The importance and justification of the study can be summed up in that it provides a scientific reference that can guide the employees of NGOs, especially those with higher administrative levels, to solve the challenges they are directing and to make strategic decisions.

## 4. RESEARCH OBJECTIVES

The main objective of this study is to identify the reality of decision making in the local NGOs in Gaza Strip.

## 5. RESEARCH HYPOTHESIS

**Ho:** There are statistically significant differences at the level of significance of 0.05 in the average responses of the community members on decision making, which are based on demographic variables (gender, age, academic qualification, job title, years of experience) in the local NGOs operating in Gaza Strip.

## 6. THEORETICAL FRAMEWORK

### Decision Making

In a simplified way, decision-making is a choice between two or more courses of action; on a larger scale, decision-making is a choice between possible solutions to the problem. Decisions can be made through an intuitive process or a rational one (Skills You Need, 2017), (Al Shobaki et al., 2016).

We see that the difference of scientists and researchers in the concept of decision-making stems from their differences in their cultural, practical and philosophical references, but when examining the concepts, they all come in one frame and content, and researchers explore a number of concepts for a number of different backgrounds as follows:

Robert Harris defined decision-making as a study of determinants and selection of alternatives based on value and preference of decision-makers. He also knew that it was the process of reducing uncertainty and of creating alternatives that would allow reasonable choice among them (FarajAllah et al., 2018), (Harris, 2012). The administrative decision is the decision that maximizes the achievement of the objectives of the organization within the environmental data in which it operates. Therefore, the objectives and the means of achieving them must be known. The decision maker is the economic individual who can determine the possible outcomes of each alternative or behavior. (Al-Muhaydat, 2004).

In view of the foregoing concepts, it can be said that there are common elements in the preceding definitions, as follows:

1. The first element is the existence of a number of alternatives available: here is supposed to be uncertain as a result of the existence of at least two options in a particular situation to address a particular problem.
2. The second element is the conscious choice of one of the alternatives: here means that the trade-off and the selection process are the result of study, awareness, awareness of the selection of one of the alternatives proposed, and the adoption of the administrative decision. (Kanaan, 2007)

The procedural definition of decision-making is a dynamic process that studies alternatives and options to determine the best option through data and information gathered, and the decision-maker has the wisdom and ability to analyze issues.

### Decision making mechanism

The classic steps to solve problems begin with defining the problem to execute and evaluate, but as the steps evolve to become more effective, Arnaud Chevallier explained it in his book "Strategic Thinking in Solving Complex Problems" and devised a mechanism to acquire techniques in solving complex problems better, Personal and professional life away from considerations of educational level, age, and desire, but it is also clear that this approach can not be relied upon in time-dependent situations and critical grant problems that require decisions with tight deadlines; Allen

Hg aims to modular thinking system, which can adapt to the needs of individuals. The book explained the structure of the process of decision-making mechanism using four methods are as follows:

Framing the problem (what), then diagnosing (why), then finding solutions (how), then implementing the solution (done).

1. Framing the problem (what): identifying the problem that needs to be solved, and confronting new and unusual situations. Therefore, the decision maker must understand the real essence of the problem. This is the most important and difficult step in the decision-making process. We often think we have the good idea of what we need to do, but when we start looking for solutions, we find ourselves in the wrong direction. So we follow these steps to avoid the crisis by following a rigorous structure in identifying, comparing, And the codification of such decisions.
2. Diagnosing the problem (why): Knowing what the problem is, moving to identify its causes, and how to diagnose it. This is the link between all the relevant problem data that acts as a diagnostic card in the problem that will depend on subsequent efforts.
3. Finding solutions (how): After relying on a database of information, and identify the problem, and diagnose, we begin to search for solutions and alternatives through which can contribute to solve the problem with minimal losses.
4. Implementation of the solution: This step we make the best decision among the alternatives, followed by convince the main stakeholders of the project the feasibility of the decision taken based on data and information given. (Drucker, 1967)

What, why, how, do ... These words summarize four ways to make a decision.

### Local 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 the communities and the government through the awareness and support of individuals in political, social, educational, health, economic and other issues. It adopts its system in accordance with its basic law. The organizational structure consists of a board of directors, and executives. Based on the above, we highlight several concepts of NGOs: Hilary Land defines NGOs as organizations independent of both government and business, whose functions are to promote the public interest and serve the public good rather than profit, or service, the interests of a narrow group (2000). The Palestinian Law defines the Authority or the Assembly in Law No. (1) of 2000 as "an independent legal entity established by agreement between at least seven persons to achieve legitimate objectives of public interest without targeting the profit Sharing among members, or for personal gain" (Palestinian National Authority, 2000).

The United Nations has also defined it legally as follows: "Organizations with a specific vision that are concerned with providing services to groups and individuals, improving the situation of groups that are beyond or detrimental to development trends, and whose work is determined in the fields of development projects, emergency and rehabilitation, Economic and social "

From the above, we draw on basic elements related to the concept of NGOs:

1. Service, non-profit.
2. Built on the voluntary side of individuals.
3. An entity independent of the governmental and private sector.
4. Serves all target groups (children, women, youth, marginalized areas ... etc).
5. Each organization has a vision, values and objectives derived from its basic law.

#### Classification and enumeration of NGOs in Gaza Strip

Based on the data of the registration department of NGOs in the Ministry of the Interior in 2019, the number of NGOs in Gaza Strip reached 935 organizations, in the case of excluding organizations operating outside the geographical area in Gaza Strip, the number of organizations 716 organizations, International organizations and branch offices of organizations operating in the West Bank were excluded, bringing the number of organizations to 667.

The following table shows the geographic distribution of NGOs through the Ministry of Interior data in Gaza:

**Table 1:** Geographical distribution of NGOs in Gaza Strip

No.	Area	Number
1.	Gaza Governorate	300
2.	North Governorate	120
3.	Khan Younis Governorate	105
4.	Central Governorate	76
5.	Rafah Governorate	66
Total		<b>667</b>

Source: Ministry of Interior, Gaza, 2019

The scope of the work of NGOs is concentrated in the governorate of Gaza by 45% of the work of the organizations. These organizations operate in different fields. They are divided according to the Ministry of the Interior to 22 different fields: social, cultural, women, Trade unionism, childcare ... and others).

#### 7. LITERATURE REVIEW

- The objective of the study of (Abdel Moneim, 2018) is to identify the role of intellectual capital (human capital, creative capital, structural capital), in universities in Gaza Strip from the perspective of senior management, and to identify the impact of intellectual capital in improving the quality of decision-making, the use of descriptive analytical method Using a questionnaire as a study tool, a stratified random sample was selected. The most important results of the study: that intellectual capital contributes to improve the quality of decision-making, and that there is a statistically significant

relationship between intellectual capital (human capital, creative capital, structural capital) and improve decision-making, in addition to a statistically significant impact Between intellectual capital (human capital, creative capital, structural capital) and the improvement of decision-making according to the results of relative importance, and the existence of differences between universities (Al-Azhar, Islamic, Al-Aqsa) in the quality of decision-making.

- The study of (Wieder& Ossimitz, 2015) aimed at investigating the direct and indirect impact of management intelligence management on the quality of management decision-making, the use of PLS analysis, and data collected by questionnaire targeted the heads of information technology departments in Australia, and relied on descriptive analytical approach. Some of the most important results of the study: It confirmed that there is a comprehensive relationship or a total impact between the variables of the study, and the study also revealed the intermediate effects of data, the quality of information, and the scope of management intelligence solution, the study contributes in both academic and industrial circles by providing the first evidence of Direct and indirect determinants in improving, supporting administrative decisions related to the scope of IT solutions, and active management of management intelligence.
- The study of (Kassem, 2011) aimed at identifying the impact of strategic intelligence on the decision-making process. . The most important results: A statistically significant relationship between the elements of strategic intelligence (foresight, systems thinking, future vision, motivation, partnership) and decision-making process. A descriptive analytical approach was used, and the questionnaire was used on managers working in the UNRWA Gaza Regional Office. The study recommended that a strategic intelligence unit be formed to provide UNRWA with the required information, contribute to shaping its future with its beneficiaries and channels, conduct risk assessments, monitor changes affecting its activities, and then assist its managers in taking the appropriate position.
- The Study of (García-Peñalvo & Conde, 2017) aimed at identifying and recognizing informal learning situations for an employee, which is supported by a technological framework. In order to verify the methodology of the study, the researcher followed the descriptive analytical methodology and the case study in Europe, where a committee of experts evaluates its method of work. One of the most important findings of the study was that, although decision-making on the basis of informal learning situations was possible, the methodology and tools underlying the collection of such information should be flexible enough to meet the needs of the Organization.

- The study of (Yang & Gabrielsson, 2017) aimed at uncovering the marketing decision-making process for entrepreneurs seeking to market their projects in international trade, which works in the field of high technology. A qualitative study was conducted with entrepreneurs and the creative involvement of the process in marketing technology decisions for business. One of the most important results of the study: showed that companies dealing with radical innovation marketing data is substituted and highly relevant.
- The study of (Maioa, Fenzab, Loiab, Orciuolib, & Viedmac, 2016) aimed at defining the frame of reference to support collective decision-making during the implementation of the work, and to focus more attention on the human axis in the decision-making process for heterogeneous groups according to the context in which they occur. New to learning the value of decision-making by analyzing previous operational processes, looking at the context and performance of historical and reference business processes, revealing the analysis of simulation results and an algorithm to learn the proposed value, and allowing decision-makers to bridge the gap with regard to more complex decision-making. The most important results of the study: It should be directed to exploit the efficiency of decision-makers to set the first value in the process of collective decision-making, and make strategies representative of the institution in official ways; To implement content implementation with the goal to achieve optimal compatibility, and to reach the best action.
- The study of (Myšková & Doupalová, 2015) aimed at identifying risks that can significantly affect the performance of small enterprises, analyzing them in a particular company, and methods that should be used to assess risks. An analytical descriptive approach, a questionnaire study tool, and a case study were used. The most important results of the study: showed the actual identification of risks on the analysis of the internal and external environment of the company, in order to identify all factors that could affect in any way on the objectives set by the company, and the results showed the risks faced by small companies; due to misuse of information by managers The owners, supported the experience of collaborating with organizational structure staff to early detect potential threats and opportunities, and demonstrated the usefulness of group discussions (brainstorming, Delphi method, etc.) that could determine the likelihood of risks and assess their impact.

## 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 (Al Askari, 2006). The researchers used this approach to study "the impact of ODM 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.

### 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 (2) shows the statistical description of the study population according to the personal data of the participants in the study. The study by gender 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.

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 society 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.

In the years of experience, the participants were classified as 8.3% with less than 5 years of experience and 27.5% of their experience started with 15 years and increased while 33% of participants had years of experience of less than 5 years. 10%), while the remaining 31.2% have years of experience ranging from 10 to 15 years. The results indicate that more than 91.7% of decision makers in NGOs have more than five years of experience, With experience and skill in making the right decisions and wise in solving problems.

**Table 2:** 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	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 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 respondents participated in the study. For Rafah 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, while 30.3% of the respondents in the organizations employed by the organizations have fewer than ten employees, while 17.4% work for organizations with a staff number of 11-19 employees. The study is the most effective local NGO in the community based on Ministry of the Interior data, so these organizations are more active and more employed.

**Table 3:** 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	<b>Number of employees</b>	<b>The Number</b>	<b>The Ratio %</b>
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			

**9. ANALYZE DATA, INTERPRET AND DISCUSS RESULTS**

The questionnaires were analyzed using the cognitive tests (one sample T test) to determine whether the response averages were. The mean is the deviation of the values from the arithmetic mean, where the relative weight is measured

by the mean (arithmetic mean / 5 \*100%). The relative weights of the decision-making axis were determined from the point of view of the decision-makers in the local NGOs in Gaza Strip. This is illustrated by the following table:

**Table 4:** Arithmetic mean, standard deviation, relative weight and T value for decision making

No.	Paragraphs	SMA	standard deviation	Relative weight	T Value Test	Ranking
1.	The organization identifies real problems before the decision-making process begins.	4.26	0.57	85.1%	*23.11	1
2.	The organization analyzes and diagnoses the problem and its causes through the relevant data of the decision.	4.17	0.66	83.3%	*18.43	3
3.	The organization uses a differentiation between different alternatives when making a decision.	4.10	0.72	82.0%	*15.98	6
4.	The organization is based on a process of baseline data for project decision-making.	4.17	0.62	83.3%	*19.74	3
5.	The organization assesses the risks associated with alternatives before making a decision.	4.09	0.60	81.8%	*18.95	7
6.	The Organization makes the final decision with high confidence in the decision-making process followed.	4.13	0.56	82.6%	*20.94	5
7.	The organization relies on the personal experience of decision-makers in solving problems.	3.74	0.85	74.9%	*9.08	13
8.	FAO uses a systematic decision-making process.	4.00	0.64	80.0%	*16.36	9
9.	FAO shares decision-making with stakeholders.	3.84	0.86	76.9%	*10.22	12
10.	The organization re-examines alternatives in case of mistrust of the decision taken.	3.94	0.69	78.9%	*14.26	11
11.	FAO takes care of the time required to select the best alternatives in the decisions taken.	3.97	0.73	79.4%	*13.99	10
12.	FAO develops a range of alternatives for decision-making.	4.00	0.58	80.0%	*18.08	9
13.	The Organization shall develop a plan for the implementation of the decisions taken.	4.16	0.53	83.1%	*22.77	4
14.	The organization relies on one personality in decision-making and disseminates it.	4.20	0.73	84.0%	*17.19	2
15.	The organization sets certain criteria for the decision-making process followed.	4.04	0.69	80.7%	*15.62	8
	<b>The total score of the axis</b>	<b>4.05</b>	<b>0.48</b>	<b>81.1%</b>	<b>*23.05</b>	

Table (4) shows the following:

- The descriptive statistical measures of the paragraphs of the third axis "decision-making" in the local NGOs in Gaza Strip, (15), where the first paragraph, "the organization identifies the real problems before starting the decision-making process," came first, (4.26%) and relative weight (85.1%). The researchers attribute this to

the fact that the basis of the decision-making process depends on the identification of problems, so managers and employees are aware of the importance of identifying the problem before starting solutions.

- The seventh paragraph "The Organization depends on the personal experience of decision-makers in solving problems" in the last rank, with an average of (3.74 of 5)

and a relative weight (74.9%). The researchers attribute this to the monitoring and evaluation that NGOs receive from their decisions from various sources including financiers, government agencies, community monitoring, as well as the board of directors, which reduces the bias towards individual and individual decisions.

- The average responses in general to the axial segments as a whole (4.05 out of 5) were relatively high (81.1%). This value reflects high approval by the decision-makers of the local NGOs. The results of T test indicate that the average responses (3), which expresses the neutral position of the members of the community. If there are statistically significant differences at the 0.05 level between the mean responses for each paragraph and the neutral mean expressed in value (3), the positive values of T test indicate that the average The responses are greater than (3) significant, statistically significant, at the level of 0.05, indicating that the position of the members of the study society The decision-making axis is headed towards a positive attitude in the local NGOs operating in Gaza Strip. This is explained by the interest of the new generation of managers and employees in making sound and systematic decisions. In addition to the accumulated experience of staff and the continuous development of NGO staff, workshops, training courses and conferences have contributed to raising awareness of sound and systematic decisions.

- The result of this theme is consistent with the outcome of García-Peñalvo & Conde (2017), Yang & Gabrielsson (2017) and Wieder & Ossimitz (2015) in the role of technology in raising the quality of decision-making, (Maioa, Fenzab, Loiab, Orciuolib, & Viedmac, 2016), which noted the importance of supporting collective decision-making, focusing on the human focus in decision-making, analyzing the implementation process by considering all possible alternatives, Measuring all alternatives before applying them to the field, and agreed with the result of the study (Myšková & Doupalová, 2015) that showed the impact of risk assessment on project management, environmental analysis Mechanism and external decision-making in the early detection of threats and opportunities facing the organization.

**10. ANSWER THE STUDY QUESTIONS AND TEST THEIR HYPOTHESES**

**The main premise states:**

**Ho:** There are statistically significant differences at the level of significance of 0.05 in the average responses of the community members on decision making, which are based on 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 seventh hypothesis according to the demographic variables and Table (5).

**Table (5):** Examining the differences in the average responses on the decision-making paragraphs according to the demographic variables.

Demographic Variables	SMA	Relative Weight	Standard Deviation	Test Value	Calculated Significance	The Result
<b>Gender</b>						
Male	4.07	81.4%	0.46	T= 0.691	0.491	No differences
Female	4.01	80.2%	0.50			
<b>Age</b>						
30-25years	4.09	81.7%	0.56	F= 2.668	0.052	No differences
35-30years	3.90	78.0%	0.51			
40-35years	4.02	80.4%	0.39			
40years and over	4.24	84.8%	0.43			
<b>Qualification</b>						
<sup>1</sup> Diploma& (BSc)	4.06	81.2%	0.47	T= 0.622	0.535	No differences
<sup>2</sup> (MSc & PhD)	4.03	80.6%	0.48			
<b>Job Title</b>						
Chairman Of Board Of Directors	4.07	81.3%	0.50	F= 3.745	0.013	There are differences
Vice President	4.12	82.5%	0.36			
Executive Director	4.23	84.5%	0.46			
Project Manager	3.84	76.8%	0.54			
<b>Years of Experience</b>						
Less than 5 years	3.88	77.5%	0.48	F= 3.040	0.032	There are differences
From 5 to less than 10	4.29	85.8%	0.61			
From 10 to less than 15	4.15	82.9%	0.36			
15 years and over	4.09	81.9%	0.50			

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

The results of the tests of differences in the average responses of community members on the decision-making axis in the NGOs operating in Gaza Strip are shown in Table (5) according to the different demographic variables. The result of the test is judged by the value of the statistical significance level, 0.05 We conclude that there are no statistically significant differences in mean responses, whereas if the statistical significance level 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. Multiple rings such as (LSD) test to find out the source of particular differences, and build on that test the main hypothesis comes seventh depending on the results of demographic variables as follows:

- As for the gender variable, the results indicate that there were no statistically significant differences in the responses of the members of the society to decision making according to the gender variable. The level of significance of t test was 0.491, which is greater than 0.05. In making decisions there is a difference between males and females, as both have the decision to make a good decision.
- As for the age variable, the results indicate that there are no statistically significant differences in the average responses to decision making according to the age variable, where the significance level is greater than 0.05. This indicates that NGOs in Gaza Strip support all age groups and urges them to make sound and correct decisions. .
- The results indicate that there are no statistically significant differences in the average responses to decision making according to the variable of the scientific qualification, where the level of the test significance is (0.535) which is greater than the level of 0.05, indicating that the process of decision-making skill can develop In all scientific stages.
- The results indicate that there are statistically significant differences in the decision response averages due to the job title variable. Using the LSD test for multiple comparisons, we notice differences in the average responses of the Executive Director and the average responses of the project coordinator. (0.28). There are also differences between the project manager and the project coordinator. The differences in favor of (project manager) were 0.39. This indicates that the project manager is the most facing the situations that need to be decided.
- As for the variable years of experience, the results indicate that there are statistically significant differences in the average responses to decision making according to the variance of the years of desire. There are differences between the category (less than 5 years and

5-10 years) for the category (5-10 years) The differences were in favor of (10-15 years) and the average differences (0.26). This indicates that the higher years of experience contribute to the formation of a base with the director And the decision-maker to analyze the situation and make the right decision, and attributed the researchers to this set of attitudes and problems faced by the manager during his working life, mm He contributed to the idea of building and its ability to make decisions.

## 11. RESULTS

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

- The results showed that the decision-making in the local NGOs in Gaza Strip is moving towards a positive attitude with a relative weight of 81.1%. This indicates the continuous development of the abilities of the decision-makers and managers to make systematic and effective decisions.
- There were no statistically significant differences in the average responses of the members of society to decision making according to the gender variable.
- There were no statistically significant differences in the average responses to decision making according to the age variable.
- There were no statistically significant differences in the average responses to decision making according to the variable of scientific qualification.
- There were statistically significant differences in the average responses to decision making due to the variable of job title.
- There were statistically significant differences in the average responses to decision making according to the variable years of experience.

### Practical results of the study:

- NGOs follow a decision-making mechanism.
- NGOs examine the problems and causes of the organization.
- Organizations are less concerned with stakeholder participation than decisions taken.
- Organizations are less interested in studying alternatives when making decisions.
- Accreditation of local NGOs to one person in decision-making.

## 12. RECOMMENDATIONS

- To promote systematic methods of decision-making in NGOs in Gaza Strip.
- Local NGOs in Gaza Strip continue to develop their competencies to make sound and sound decisions.



- Encourage NGOs and managers to follow scientific methodologies in the decision-making mechanism.

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