

# The Reality of Applying Strategic Agility in Palestinian NGOs

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**Abstract:** The study aimed to identify the reality of the application of strategic agility in the Palestinian civil organizations in Gaza Strip, and the concept of strategic agility has included a number of areas which are (strategic sensitivity, clarity of vision, choice of strategic goals, rapid response, joint responsibility, taking actions, core capabilities) and the study used An analytical descriptive approach, and the questionnaire as a main tool for collecting data from the employees of the associations operating in the governorates of Gaza Strip. The relative weight of the strategic agility scale reached (79.04 %), and there were statistically significant differences in the dimensions of the measure due to the gender variable in the dimensions of strategic agility (strategic sensitivity, clarity of vision, choice of strategic goals, rapid response, and taking measures) and the differences were in favor of females . While there were no statistically significant differences in my dimension (shared responsibility, core capabilities) attributable to the gender variable, there were no statistically significant differences between the mean dimensions of strategic agility due to the age group variable, the educational qualification, and the study presented a set of recommendations, the most important of which are: the necessity of seeking civil organizations In Gaza Strip, by obtaining funding from external countries in order to provide associations with self-income to face crises and give them independence in order to preserve them in order to play their role in society, the need to follow up on the strategic plan for NGOs using electronic messages where It paves the way to reach excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them to define the needs of society.

**Keywords:** Strategic Agility, Palestinian NGOs, Gaza Strip, Palestine.

## Introduction

The success of organizations in achieving their goals requires the availability of a number of organizational variables in a proper way, the most important of which is strategic agility, as strategic agility in the organization reflects its personality, as perceived by its employees, and is also a determinant of organizational behavior, as it affects the satisfaction of employees and the level of their performance.

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

In this study, the potentials in the civil institutions that drive the creative behavior of employees will be studied through the application of a number of dimensions of strategic agility, namely: strategic sensitivity, intrinsic ability, clarity of vision, joint responsibility, taking actions, rapid response, and choosing strategic goals.

## Problem Statement

The 959 NGOs in Gaza Strip face according to the statistics of the Ministry of Interior (2019) the lack of support and funding sources due to the Israeli blockade of more than 10 years, which works to help the needy and people with special needs that depend on external projects, which requires work to improve the creative behavior of the employees of the organizations Eligibility, and this requires the use of some modern concepts and strategies to develop their performance. The agility of the strategic movement helps to develop the analytical capabilities and cognitive perceptive skills of organizations and their environment of reputation and comprehensiveness, especially in creating and preparing T senior management and develop their leadership skills, which requires employees to think the road is unfamiliar to provide recommendations of innovative solutions to provide the service in the best

possible quality, and therefore the problem of the study centered in the answer to the next question: **What is the reality of the application of fitness strategy in the civil-Palestinian organizations in Gaza Strip?**

### Research Objectives

This study aims mainly to clarify the reality of applying strategic agility in Palestinian civil organizations, through:

1. Knowing the degree of applying strategic agility in NGOs
2. Disclosure of statistical differences from the respondents' answers about strategic agility, according to demographic variables.
3. Providing recommendations and proposals that can contribute to identifying the best types of strategic agility, which in turn may contribute to improving the performance of civil society employees.

### Research Importance

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

#### Applied Importance:

1. The importance of this study stems from the importance of the topic you are discussing, which deals with strategic agility, and the importance of this study represents its originality in that it is one of the first studies to examine the topic of strategic agility.
2. The availability of this study as a reference in the Palestinian libraries helps researchers see the results of the study and its recommendations, and the possibility of applying similar studies to other samples.

#### Scientific Importance:

1. The study can assist in providing these recommendations to decision makers and officials in NGOs in order to benefit from them in improving and increasing the competitive advantage.
2. Meeting the needs of NGOs to take advantage of strategic agility to enhance employee performance.

### Research hypothesis

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

**Ho 1:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on strategic agility according to gender.

**Ho 2:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the strategic agility according to the age group.

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

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

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

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective limits:** The study focused on the reality of applying strategic agility in Palestinian NGOs.
2. **Human boundaries:** The study was conducted on the employees working in the Palestinian civil organizations under study who responded electronically by completing the questionnaire.
3. **Institutional boundaries:** The study was conducted on Palestinian NGOs that respondents responded to in response to the study tool.
4. **Spatial limits:** The study was conducted in the State of Palestine, specifically in Gaza Strip.
5. **Time limits:** The study was conducted in the year (2020).

### Literature Review

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

- Study of (Hamdan et al., 2020) aimed to identify the creative behavior in the Palestinian civil organizations between reality and expectations, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in the governorates of Gaza Strip, and the cluster sample method was used and the sample size was (343) individuals and has been recovered (298) Resolution. The following results were reached: The relative weight of the measure of creative behavior was 78.99 (%), and there were no statistically significant differences in

creative behavior according to the gender variable, age group, educational qualification, specialization, while the results indicated that there were differences according to the number of years of service. The study presented a set of recommendations, the most important of which are: the necessity of working to follow up the strategic plan for NGOs using electronic messages as it paves the way for achieving excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them determine the needs of the community.

- Study of (Alayoubi et al., 2020) aimed to identify the impact of the requirements of implementing strategic entrepreneurship in achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees. The researcher used the analytical descriptive method. The study community consists of all academic and administrative staff in the college. The researchers used the comprehensive inventory method. 149 questionnaires were distributed to all members of the study community. The number of questionnaires returned was (115), ie, the response rate was (77.1%). The results of the study showed a strong positive correlation between the requirements of applying strategic entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees of Palestine Technical College- Deir al-Balah. It also showed a statistically significant effect between the requirements of implementing strategic entrepreneurship (pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah, and that the remaining variables show that their effect is weak. The study recommended that the Technical College of Palestine take care of the various requirements of implementing strategic entrepreneurship and develop its organizational capabilities for its direct role in achieving technical innovation of the college.
- Study of (Alayoubi et al., 2020) aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in Gaza Strip. The researcher used the analytical descriptive method. The study population consists of all the supervisors working in three universities in Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service, Responsiveness, safety, empathy) in Palestinian universities. The study recommended that Palestinian universities should take into account the various dimensions of strategic leadership practices and develop their university capacities, including strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices and implementation of balanced regulatory control. Educational service for universities.
- Study of (Saad, 2018) aimed to identify the role of strategic agility in the development of human resources in Palestinian civil institutions in Gaza Strip, and the study used the descriptive analytical approach, and the study sample consisted of supervisory positions in these institutions and their number (219) respondents and researchers used the questionnaire A major tool for the study, the results have shown: strategic agility is used in Palestinian civil institutions at a rate of (71.327%) with a large degree and its planning dimensions (74.44%) which is with a great approval degree, organization with (70.8%) which is with a high degree of approval, technology with a rate of (67.9) % It is a degree m Approval medium, there is a statistically significant relationship between the degree of fitness strategy and the development of human resources in the Palestinian civil institutions, and the most important recommendations: the need to strengthen the use of the concept of agility strategy in the Palestinian institutions in Gaza Strip, drawing up plans and policy actors for the development of human resources, and evaluate and develop them periodically.
- A study of (Khoshnood & Nematizadeh, 2017) aimed at explaining the concept of strategic agility and its determinants, revealing its importance in the banking sector and checking its impact on the competitiveness of private banks in Iran, and this study is an applied study, and with regard to data collection it is descriptive and correlative, and it is a society The study consisted of managers and experts working in private Iranian banks, where the study sample reached (150) managers and experts from banks, and the results of the study showed that: strategic agility has a major impact on the competitiveness of private banks in Iran, the dimensions of strategic agility came with mathematical averages passed It also comes of: blurred vision (4:18) and the selection of strategic goals (4.12) and taking action (3.57) and share responsibilities (3.45) Basic (3.36) and a high capacity ratios.
- A study of (Haniyeh, 2016) that aimed to identify the extent of strategic agility and its relationship to excellence and quality of institutional performance in the food industries sector in Gaza Strip, and the dimensions of strategic agility were in (strategic sensitivity, clarity of vision, core capabilities, choice of strategic goals, shared responsibility, Speed of response), and the dimensions of excellence in institutional performance were (leadership, human resources, customer satisfaction "from the company's point of view", employee satisfaction, product quality, process quality), and the study used the descriptive analytical approach and appropriate statistical tests to test health Assumptions and to answer the study's questions, and the comprehensive survey method in collecting data, as the study community was restricted to the food industries companies

registered as a member of the Federation of Food Industries, which numbered (67) companies, but (104) questionnaires were distributed to (55) companies, in order to reject (4) Questionnaire filling companies, and the presence of (8) closed companies that do not work, and the recovery rate was (100%). The most important results of the study were as follows: The level of strategic agility and excellence in institutional performance in food industries companies was a strong degree for both variables, it reached The relative mean of strategic agility and the relative average of excellence Institutional performance (78.65%), there is a high statistically significant correlation between the practice of strategic agility and excellence in institutional performance in the food industries sector in Gaza Strip, there is a statistically significant effect of strategic agility on excellence in institutional performance in the food industries sector in Gaza Strip, And that the dimensions of strategic agility affecting "excellence in institutional performance" are (shared responsibility, core capabilities, speed of response, choice of strategic goals) and that the rest of the dimensions have little impact.

- A study of (Hussein, 2016) that aimed to determine the intermediate impact of strategic agility between environmental sensing strategies and strategic innovation, and in order to achieve this, the types of environmental sensing strategies (closure strategy, gradient strategy, prediction strategy) were adopted based on (Piercy, 2009) and it was adopted Dimensions of strategic agility (strategic sensitivity, strategic response, collective capabilities). While the dimensions of strategic innovation (process innovation, knowledge management) were adopted. Zain Iraq Telecom Company was chosen as a field of research through a questionnaire form that included (154) members from the heads of departments, units and people. Empirical factor analysis (modeling the structural equation) and some descriptive statistics, correlation analysis, simple regression analysis, and multiple gradient regression analysis were used according to what came in selecting the intermediate variable stipulated in a study (Baron & Kenny, 1986). The study results showed that the strategic agility variable partly mediates the relationship between environmental sensing strategies and strategic innovation at the company level. The research sample has a high arithmetic average of (3.236). Such as strategic agility to respond effectively guiding organizations to deal with the total movements in the surrounding environment and include factors flexibility, adaptation and transformation and the transition from one state to another and dealing with environmental developments high smoothly depending on the agility of processes, activities and systems adopted.
- A study of (Dehagi & Navabakhsh, 2014) aimed at determining the impact of administrative factors for implementing strategic agility in the municipality of Isfahan. The researchers adopted a descriptive survey method and the study sample was composed of managers and employees of higher management, and distributed (235) questionnaires in a random manner, and the questionnaire consisted of (56) Paragraph, the study recommended: the necessity of coordination between the municipal units, as well as the need to design a less hierarchical organizational structure, and to facilitate the use of technology to apply technologies.
- A study of (Akanb, 2013) that aimed to explain the impact of strategic agility on the performance of industrial companies in Nigeria, and to achieve this goal, a comprehensive survey method was adopted for the categories of employees using a questionnaire from which (2010) a questionnaire was retrieved, and the study used multiple regression, correlation and contrast analysis tests, and it was Among the most prominent findings of the study: That strategic agility has a major impact on the performance of industrial companies.
- A study of (Al-Zabin, 2013) that aimed to identify the effect of strategic information characteristics on achieving strategic agility and the role of competitiveness as a modified variable in Alba House in Jordan, and the study community included all employees of Alba House Jordan in all its affiliated locations As for the study sample, it included the managers, heads of departments and all production supervisors, who numbered (72) individuals. The researchers used the descriptive analytical method, the applied method to collect data, analyze it and test hypotheses. One of the most prominent findings of the study was that there is a relationship and impact of the characteristics of the information a strategy in achieving the strategic agility of the Jordanian company, Alba House, and the company exerts strategic agility with a strong degree.
- A study of (Abu Radi, 2013), which aimed to know the discovery of the effect of strategic agility on the competitive capabilities in private Jordanian hospitals, and the study attempted to discover this effect through the variables of strategic agility, namely (clarity of vision, understanding the basic capabilities, choosing strategic goals, sharing responsibility, taking Procedures) and competitiveness variables (innovation, service quality, reliability, flexibility, cost leadership), and aimed to examine the extent to which Jordanian private hospitals apply the dimensions of strategic agility, and the study was applied to private Jordanian hospitals located in the capital In order to achieve the goals of this study, the researchers designed a questionnaire consisting of (38) items to collect data from the study sample, which consisted of the departments working in the researched hospitals, where the number of distributed questionnaires reached (233) questionnaires, and the results showed that there is a relationship between the fitness variables The strategy and variables of competitiveness, and that there are differences in the extent of agility in the hospitals examined, and it has also resulted that the hospitals are able to create value and use them in choosing their customers.

#### **General Comment on Previous Studies:**

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

1. Most of the previous studies aimed to clarify the importance of exercising strategic agility and its important and effective role in making the organization distinguished in its performance.
2. Most previous studies used the descriptive analytical approach as a method for analyzing data.
3. Most of the previous studies relied on the questionnaire to collect data, and some studies relied on the personal interview.
4. In the previous studies, the study sample varied according to the environment in which the study was conducted, and the sample sizes differed according to the target group of the study.

## **Theoretical Framework**

### **Strategic Agility**

Organizations these days need a great ability to keep pace with environmental changes, as well as speed in making the right decisions, in light of the high degree of uncertainty about the external environment conditions surrounding the organizations, as well as the constantly troubled environment, strategic planning by stereotypes is no longer useful ( Abu Radi; 2013, p12), and one of the most successful of these administrative methods is the method of strategic agility, which is considered one of the important means in managing this change, and the study will present the theoretical framework for the term strategic agility, as researchers will discuss the importance of strategic agility and its dimensions and requirements The difference between them and similar terms have the necessary steps to become agile organizations strategically.

### **The Importance of Strategic Agility**

The state of instability and uncertainty in the external environment of the organization with any activity is one of the inherent features of the organizations today, due to the increased competition, technological development, and here the importance of strategic agility in the face of these rapid changes is possible, as it is required in two aspects first in the organization in order to understand the basic competencies And identifying allies and counterpart organizations, as strategic agility is the key to the success of organizations as it enables the organization to achieve many goals accurately and quickly, and contribute to improving the competitive position between organizations (Al-Kubaisi and Nuri, 2013) and indicates (Ojha, 2008) Strate Jiyah gives the organization a flexible framework that enables it to succeed and excel through the fact that the work teams enjoy wide powers and decision-making practices with a high degree in managing and controlling continuous change. 2013), (Kosonen, Dozand) pointed out that strategic agility gives the organization the acumen, flexibility and openness to new events, placing it in a situation in which it is always ready to re-evaluate past options and change direction in light of new developments (Kosonen & Doz, 2010, p4).

From the above, researchers believe that strategic agility is one of the fundamental requirements for the success of organizations and ensuring their continuity and that it is a competitive advantage that consists over time, to be sustainable so that the organization can have a new vision to know its position among competitors among other organizations.

### **Reasons for the Organization's Need for Strategic Agility**

Many business organizations end and fade, not because they make mistakes, but because they continue to do the usual things that they are correct for a long time. (Kosonen- Doz2010: 32), when asked about the extent to which organizations need today for strategic agility, answered that he was no longer in front Executives have enough time to manage their organizations as their service life is less, and they are required to have a higher performance due to rapid changes in the environment due to technological development in the world today, and to overcome this attack to which organizations and management teams are exposed, strategic agility is the key to achieving this (Ruth; 2008: 30). As for (Al-Madhidi, 2011, P: 20), he pointed out that the difficulty of making changes according to the traditional approach made it imperative for organizations to adopt strategic agility as an alternative approach to deal with accelerated changes, and between (Al-Zabin, 2013, P: 88). Some organizations are characterized by high efficiency at a certain stage of their life cycle, and in order to maintain this superiority and excellence, they must adopt strategic agility as an effective way to sustain this superiority.

### **Dimensions of Strategic Agility**

We can measure the extent of the organization's strategic agility in this study with a set of dimensions which are (strategic sensitivity, intrinsic ability, clarity of vision, shared responsibility, choice of procedures, speed of response, choice of strategic goals) as these dimensions were the most frequent, used, and important by researchers in Their previous studies, as well as the most appropriate dimensions for the target study community in this study, are Palestinian NGOs in Gaza Strip.



**Figure 1:** The dimensions of strategic agility

**Source:** Prepared by researchers based on the study of both (Criswell; et al; 2012) (Oyediji; 2012), (Santala; 2009), (Ojha; 2008), (Long; 2000), (khoshnood-nematizadeh; 2017) and (Abu-Radi; 2013)

1. **Strategic Sensitivity:** openness, clairvoyance, and notification mean a large amount of information by maintaining relationships with a diverse group of individuals and organizations (Doz-kosonen, 2008) (Sull, 2009) has interpreted it as identifying and seizing ongoing opportunities faster than competitors. Strategic sensitivity consists Of the three main pillars as shown in Figure (2.2), through these pillars, the organization can reach strategic sensitivity and thus build its strategic agility and reach to achieve the organization's goals as quickly as possible and at the lowest possible costs, as follows (kettunen; 2010):
  - **Open Strategy Operations:** It includes two main components: strategic cooperation with multiple contributors, and scientific experiences among members of the organization.
  - **Emphasis on Strategic Alertness:** it also includes three main elements, which are the flexibility of the vision, the contradictory goals, and the openness to the future vision.
  - **High-Quality Internal Dialogue:** It also consists of two elements, the realities of conceptual enrichment and cognitive diversity
  - **Emphasis on Strategic Vigilance:** It consists of three elements, namely the flexibility of vision, contradictory goals and openness to the future vision.
2. **Core Capabilities:** The person’s knowledge of his ability is the most important factor in his success in achieving his goals and aspirations, as well as the organization’s awareness of its core capabilities and the skills that are distinguished by it is an important and vital element in setting achievable goals, and gives it a high ability to allocate its resources in what is necessary to improve its operations according to its capabilities , And core capabilities are the skills of organizations and cognitive features directed at achieving the satisfaction of beneficiaries compared to competitors, and an expression of the organization's awareness of the capabilities required to how to raise the efficiency of performance and take advantage of opportunities as the organization that does not realize its basic capabilities will be work Its tracking opportunities works weakly, and it is necessary here to find and define the list of skills and knowledge that are consistent with its core capabilities (Long, 2000). Organizations also need to develop new habits in order to form knowledge, prepare all available financial information, and bring mental capabilities to answer. On difficult questions (Kettunen, 2010), core capabilities may take various forms, such as technical, theoretical, critical and scientific skills that can be used in an organization, and (Long, 2000) believes that core capabilities provide the organization with a necessary mix of the speed that strategic agility requires, and in the case of P Since the

organization knows its core capabilities, it will not be able to pursue the opportunities available to it, and it will have a misuse of these opportunities.

3. **Clarity Of Vision:** The presence of a clear vision for the organization is the first step in successful strategic planning, from which the organization extracts its mission, and through which it can set clear goals that the organization seeks to achieve and it answers the most important question for any organization which is what we want to be in the future? Where (Radwan, 2014) indicated that the organization's inability to understand and perceive the reality of its capabilities loses it the ability to exploit these capabilities, which wastes many opportunities, as the clarity of vision provides the organization with the necessary speed for activities and implementation processes and provides motivations for all parties within the value chain that enable them to Exploiting appropriate opportunities.
4. **Joint Responsibility:** It means making decisions in the organization by the entire team in a way that leads all members of the team to collective success (Doz & Kosonen, 2008), and the partnership in responsibility and collective commitment by all parties can create value for the organization, which depends mainly on the idea Teamwork, which is a measure of the existence and development of a relationship with a customer in order to contribute to creating value (Long, 2009). Many researchers and writers have touched on the importance of individuals' participation in decision making and management with participation, collective leadership and problem solving collectively, and stressed the importance of the importance of individuals participation in managing the work of the group and the organization (Harem, 2003), and it also indicates the responsibility of multiple actors and the extent of their contribution to Achieving results and outputs collectively, as it is necessary to rely on the formation of results cumulatively and collectively, and joint responsibility represents a measure of the accumulated value of the organization by building relationships with value chain partners, as its relationship with beneficiaries is the most important contribution to creating value (Khoshnood & Nematideh, 2017).
5. **Rapid Response:** It reflects the degree to which the organization can take immediate action and at a certain point such as an opportunity to introduce a new product (Abu Radi, 2013), and the function of this dimension is to make the organization in a permanent state of movement and this falls on the manager by directing individuals to perform better Of the duties and tasks assigned to them, but that leads the organization to achieve efficiency, effectiveness and speed of response to the surrounding variable (Al-Shamaa, 1991), and that response speed is a new source of competitive advantage, as many companies such as (MCDonald); (Federal express) competes mostly on the basis of speed, and this requires the organization to be described as rapid movement, as well as delegating decision-making to the lowest levels in the organization, and that the work be done by teams of various skills (Russell & Taylor, 2008). Through the above clarification of both the speed of response and shared responsibility, we can conclude that the organization's ability to quickly adapt to changes in the external environment in it enables the organization's ability to provide access to information to workers or to retain them and involve them significantly in planning and implementing actions and participating in choosing Decision in the organization.
6. **Selecting Strategic Goals:** Any organization, no matter its size, small or large, or whatever its productive or service activity differs, has a goal or a set of goals, and the process of selecting strategic goals related to the organization's mission is formulated by the highest authority, and often these goals are the results that seek The organization is to achieve it and for it it qualifies, enhances, or develops its capabilities to align with current or emerging opportunities, it is a goal and an endeavor for every organization that wants to achieve success, and sees (Tamimi and Khashali, 2007) with strategic goals that are the endpoints or core results that the organization seeks to achieve through For activities through better exploitation of available resources as the future goals are actual oriented organizations of different activities, so the choice of targets helps the organization to adjust its plans and develop basic capabilities for compatibility with the opportunities and the specific objectives of (Radwan, 2014).
7. **Taking Measures:** The concept of taking procedures reflects the degree of orientation towards work that shows the organization's ability to take actions specific to the opportunities available to it, such as the opportunity to provide a new service, but it differs in response speed and the overall view, that is, the function of this dimension is to put the organization in a continuous movement Because this leads the organization to achieve efficiency and effectiveness (Idris & AI-Rubaie, 2013) and this dimension is related to the availability of coordination elements between all the different work units in a manner that ensures rapid response and comprehensive coverage of all areas of work that ensure the implementation of activities and tasks that achieve the desired results (Radwan, 2014) And here it is necessary to A sign of the importance of encouraging dialogue and discussion between all parties responsible for implementing strategies, in addition to encouraging initiatives and exchanging ideas related to implementing the organization's strategy presented through the various units and departments of work within the organization, and it is necessary for the organization to have the ability to adapt its strategy to suit the changing circumstances without Omission of the general purpose of its existence (Sambamurthy; et al, 2006).

#### **Requirements for Achieving Strategic Agility:**

There is no doubt that strategic agility is not an attribute that any organization can easily possess, but must be supplemented by a set of systematic practices and activities that are described as requirements for the organization to maintain its competitive advantages in addition to a rapid response to changes and emergency events in a turbulent and accelerating environment in the

organization, where it sees both From (Chen; et al, 2008), (Beltrame, 2008), (Mackinnon; et at, 2008) the requirements for strategic agility are as follows:

- The need for cooperative relationships between co-workers.
- The need for the organization to have a database through which it can diversify the sources of information systems.
- The integration of roles and business across all levels of the organization.
- The organization has strong leaders.
- The availability of the necessary social factors related to trust and the balance of power and power between the partners, and trust plays a role in enabling organizations to share knowledge and increases their desire for selection and obtaining more information and data that contribute to its decision-making.
- The need for an organizational climate that encourages excellence, creativity and agility.
- Supportive and resilient organizational culture.
- Having a flexible organizational structure and improving and developing processes more than expected.
- The organization's ability to define core business, capabilities and processes that enable it to face current and future risks, threats and challenges.

Commenting on what was mentioned, the researchers see that one of the most important requirements of strategic agility is the ability of the organization to define its basic capabilities, whether human or technical, and develop them better in a way that serves the interest of the organization and gives it the ability to adapt and maneuver and create a distinctive value with it with an organizational structure and a supportive, flexible and participatory organizational structure In making decisions

#### **Advantages of Agile Organizations:**

The agile organization is based on integrating the communications and information technology system, individuals and commercial operations within a coordinated and flexible organization capable of responding quickly to rapid events in the environment, and the agility in these organizations depends on the reaction to the difficulties that dominate the working climate and the pursuit of excellence from increasing market share and profitability and attracting Customers in competitive markets, and agile organizations constantly evaluate employee performance within organizational boundaries, and it is worth noting that agile organizations must think beyond how to deal with changes, but they must think about How to use the potential opportunities in a turbulent environment, and the possibility of obtaining special status is taken into account their capabilities and competencies (Apicha, 2012, p25).

#### **NGOs:**

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

The challenge before the Palestinian civil organizations remains in their ability to reproduce themselves socially, and in their active and serious involvement in the political process to defend the interests of the groups they represent and to contribute to the democratization of the Palestinian society and political system, in continuing to perform their national role and activate it in resisting and defeating the occupation through various forms and activities And in areas that the National Authority and its institutions may be unable to work in because of the agreements concluded and the obligations that they have placed on their obstacles. And based on the foregoing, these organizations will continue to be unable to carry out these tasks and play their roles efficiently and effectively, unless a process takes place evaluating their administrative and organizational structures, their performance, their methods of work and their relationship, and on top of all this is strengthening their intra-democratic structure, adherence to the principles of transparency and accountability, and activating the voluntary and public side in their work And its programs, and to enhance coordination, integration, cooperation and networking relations with relevant authorities.

#### **The New Development Vision in the Work of Palestinian Ngos:**

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

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



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

#### **Reasons for Caring For Ngos:**

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

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

#### **Methodology and Procedures:**

The methodology and procedures of the study are considered a major axis through which the applied side of the study is accomplished, and through it the data required to conduct the statistical analysis to reach the results that are interpreted in the light of the literature related to the subject of the study, and thus achieve the goals that it seeks to achieve, as well as the study tool used are obtained. And the method of preparation and how to build and develop it, and the extent of its sincerity and consistency, and ends with the statistical treatments that were used in data analysis and to draw conclusions, and the following describes these procedures.

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

The researchers used two primary sources of information:

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

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

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

According to the following schedule:

**Table 1:** Study Population and Sample

No.	Governorate	Number Of Associations	Number Of Employees	Sample Number
1.	North of Gaza Strip	7	350	38
2.	Gaza	30	1831	198
3.	Central of Gaza Strip	4	458	50
4.	Khan Younes	6	425	46
5.	Rafah	1	103	11
<b>Total</b>		48	3167	343

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

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

**Third - The Study Sample:** The cluster sample method was used because there are differences between charitable societies in different governorates due to the difference in the nature of the activity of each association and the services that it provides to the public. The study sample size reached (343), and 298 employees responded to them.

The following table shows the distribution of respondents according to the study variables:

**Table 2:** Distribution of respondents according to personal data

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

**Fourth - Study Tool:**

A questionnaire was prepared on "The reality of applying strategic agility in Palestinian NGOs", which consists of two main sections:

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

**The Second Section:** the measure of strategic agility

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

**The First Stage: The Preparation Stage:** it included defining the goals of the standards, their components and their basic dimensions, and formulating their paragraphs, where the researchers reviewed a number of studies and measures related to the subject of the study.

**Strategic Fitness Scale Description:**

The strategic agility scale consists of (42) phrases, measuring seven sub-dimensions. The following table shows that:

**Table 3:** Distribution of paragraphs of the strategic agility scale in the various fields

No.	The Dimension	Paragraphs Number
1.	Strategic Sensitivity	6
2.	Clarity Of Vision	6
3.	Choose Strategic Goals	6
4.	Responsiveness	6
5.	Shared Responsibility	6
6.	Taking Measures	6
7.	Intrinsic Capabilities	6

**Correcting the Scale:** Each paragraph is answered according to a five-way scale consisting of alternatives: strongly agree, agree, neutral, disagree, strongly disagree, and the following grades have been given to the ranks respectively (5, 4, 3, 2, 1) and therefore it is higher Degree on the scale (210), and the lowest is (42).

**The Second Stage: The Rationing Stage:** it included calculating the validity and reliability of the test.

**1. The Validity Of The Arbitrators:**

The scale was presented in its current form to a number of arbitrators with specialists from business administration professors, who are (13), to identify the appropriateness of the test phrases and their representation of the aspects involved, and the percentage of arbitrators agreeing to the paragraphs of the scale was not less than (85%), which means Validity of scale for application.

**2. Validity Of The Building Using The Internal Consistency Method:**

The scale was applied to a survey sample of (32) from the members of the original community of the study, and correlation coefficients were calculated for each paragraph in the field to which they belong, as well as coefficients of correlation between the fields with each other. High honesty of internal consistency.

**Results of the internal consistency of the "Strategic Agility Scale"**

**Table 4:** Correlation coefficient between each paragraph of the dimensions of the strategic agility scale and the total score for each dimension

Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.
<b>Strategic Sensitivity</b>			<b>Clarity Of Vision</b>			<b>Choose Strategic Goals</b>			<b>Responsiveness</b>		
1	.738	0.000	1	.866	0.000	1	.840	0.000	1	.844	0.000
2	.889	0.000	2	.905	0.000	2	.792	0.000	2	.888	0.000
3	.905	0.000	3	.889	0.000	3	.692	0.000	3	.797	0.000
4	.859	0.000	4	.912	0.000	4	.803	0.000	4	.914	0.000
5	.893	0.000	5	.920	0.000	5	.772	0.000	5	.809	0.000
6	.909	0.000	6	.812	0.000	6	.700	0.000	6	.821	0.000
<b>Shared Responsibility</b>			<b>Taking Measures</b>			<b>Intrinsic Capabilities</b>					
1	.704	0.000	1	.805	0.000	1	.833	0.000			
2	.909	0.000	2	.924	0.000	2	.784	0.000			
3	.882	0.000	3	.815	0.000	3	.851	0.000			
4	.958	0.000	4	.943	0.000	4	.731	0.000			
5	.926	0.000	5	.901	0.000	5	.874	0.000			
6	.778	0.000	6	.908	0.000	6	.827	0.000			

**Stability of Scale:**

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

The correlation coefficient was calculated between the sum of the even phrases and the sum of the individual expressions for the test and its fields. Using the Spearman Brown equation, the total coefficient of stability reached (0.958), and the coefficients of stability were all high, indicating that the scale enjoyed a high degree of stability. The coefficient of total scale stability (0.985), which is the coefficient of stability D and high, and the stability was calculated by the Cronbach’s coefficient alpha method for all areas of the scale, which confirms the validity of the scale for application. The following table shows that:

**Table 5:** shows the stability coefficient of the strategic agility scale in the half-split and Cronbach’s coefficient alpha

No.	The Dimension	Paragraphs Number	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment	Cronbach’s Coefficient Alpha	Significance Level
1.	Strategic Sensitivity	6	0.874	0.933	0.932	0.01
2.	Clarity Of Vision	6	0.893	0.943	0.942	0.01
3.	Choose Strategic Goals	6	0.856	0.919	0.858	0.01
4.	Responsiveness	6	0.819	0.893	0.916	0.01
5.	Shared Responsibility	6	0.820	0.901	0.930	0.01
6.	Taking Measures	6	0.928	0.955	0.942	0.01
7.	Intrinsic Capabilities	6	0.855	0.903	0.895	0.01
<b>Total Score</b>		42	0.927	0.958	0.985	0.01

**Data Analysis, Study Hypotheses, and Discussion**

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions and reviewing the most prominent results of the questionnaire, which was reached through the analysis of its paragraphs, and to find the personal data of

the respondents, so statistical treatments were made for the data collected from the study questionnaire, as the packages program was used. Statistical for Social Studies (SPSS) to obtain the results of the study that was presented and analyzed.

#### Statistical description of the study sample according to personal data

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

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

Personal Data		Count	Percentage%
Gender	Male	147	49.3
	Female	151	50.7
	<b>Total</b>	298	100.0
Age Group	Less than 30 years	107	35.9
	30 - Less than 40 years	119	39.9
	40- Less than 50 years	50	16.8
	50 years and over	22	7.4
	<b>Total</b>	298	100.0
Qualification	Diploma below	62	20.8
	Bachelor's Degree	188	63.1
	Postgraduate	48	16.1
	<b>Total</b>	298	100.0
Specialization	Human Sciences	94	31.5
	Administrative And Financial Sciences	87	29.2
	Engineering Sciences	23	7.7
	Public Relations And Media	21	7.0
	Other Specialties	73	24.5
	<b>Total</b>	298	100.0
Number Of Years Of Service	Less than 5 years	95	31.9
	From 5 to 10 years	84	28.2
	From 10 to 15 years old	59	19.8
	Over 15 years old	62	20.1
	<b>Total</b>	298	100.0

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

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

And that 63.1% of the study sample hold a bachelor's degree, while 20.8% of the diploma holders while 16.1% of the graduate studies holders, and this is consistent with the fact that working in private institutions in Gaza Strip requires a bachelor's degree

mainly. The researchers attribute that the number of the diploma degree holders is small and the trend towards a bachelor’s degree, which focuses on administrative jobs and tasks in civil organizations, and such jobs certainly have requirements and tasks that are not often less than a bachelor’s degree, which explains the high percentage of bachelor’s degree holders in the sample, The percentage of holders of postgraduate degrees is also low for undergraduate degrees, which are included with the researchers’ interpretation of the nature of administrative tasks, and the ability to make decisions, develop strategic plans and lead the teams according to a calculated scientific approach.

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

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

**The Criterion Approved In the Study**

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

**Table 7:** It shows the criterion approved in the study

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

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

The answer to the study question: Which states: "What is the level of strategic agility among employees in NGOs?"

To answer the question, the researchers used averages, standard deviations and percentages, according to the following tables:

**1. Strategic Sensitivity**

The mean, standard deviation, relative weight, and order were used to find the degree of approval. The results are shown in the following table:

**Table 8:** Arithmetic mean, standard deviation, relative weight, and ranking for each of the items after "strategic sensitivity"

No.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization's management is keen to involve workers in strategic planning clearly.	3.73	.983	74.60%	6	Agree
2.	The organization's management has a clear vision of its future activities to meet the challenges it faces	3.94	.926	78.80%	3	Agree
3.	The organization's administration is making continuous efforts to mobilize to enhance its survival and continuity.	4.15	.882	83.00%	1	Agree
4.	Management of the organization is constantly concerned with the process of continuous improvement.	4.10	.846	82.00%	2	Agree

No.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
5.	The organization's management has sufficient flexibility to redistribute and utilize resources.	3.89	.878	77.80%	5	Agree
6.	The organization's management takes advantage of its past experiences to avoid mistakes.	3.94	.931	78.80%	4	Agree
<b>Total Score</b>		3.9609	.69403	79.22%		Agree

From the previous table, the following can be drawn:

The arithmetic mean for the third paragraph "The organization's administration is making continuous efforts to mobilize its energy to enhance its survival and continuity" equal to 4.15 (total score of 5), meaning that the relative weight is 83.00%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to the endeavors of NGOs to unify their efforts in making progress towards creating an environment conducive to continuous respect for intellectual property by strengthening results-based management and intensifying their ongoing efforts to enhance their productive capacity in all sectors without exception.

The arithmetic mean for the first paragraph "The organization's administration is keen to involve workers in strategic planning clearly" is 3.73, meaning that the relative weight is 74.60%, and this means that there is high approval by the sample members on this paragraph.

The researchers attribute this to the endeavors of civil organizations to involve some workers in the use of strategic planning for the importance of setting policies and achieving their goals for the method followed within the organization that includes drawing a clear and specific scientific path that helps advance the workflow of NGOs.

In general, it can be said that the mean for the strategic sensitivity dimension is 3.96, that is, the relative weight is 79.22%, and this means that there is high agreement by the sample members on the paragraphs of this dimension.

The researchers attribute this to the ability of associations in Gaza Strip to manage projects in times of crisis by setting pre-determined strategic plans to achieve the Foundation's goals on the long level in the light of the available capabilities, which are obtained by relying on the plans and procedures followed for the institution through the use of available resources in the short term for Achieving goals in the least time and effort possible.

These results were in agreement with some studies such as (Saad, 2018), which emphasized the importance of strategic agility in Palestinian civil institutions, which came to a large degree with a relative weight (71.327%).

## 2. Clarity of Vision

The mean, standard deviation, relative weight, order, and degree of approval were used. The results are shown in the following table.

**Table 9:** Arithmetic mean, standard deviation, relative weight and rank for each of the paragraphs after "clarity of vision"

No.	Paragraphs	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The vision and overall goals of the organization are realistically formulated.	4.03	758.	80.60%	1	Agree
2.	Workers have clarity about the organization's vision and value.	3.89	869.	77.80%	6	Agree
3.	The organization is proud of what it is trying to achieve within the overall business units.	4.01	823.	80.20%	2	Agree
4.	Comprehensive planning that clarifies the organization's goals and future vision is encouraged.	3.96	757.	79.20%	3	Agree
5.	The organization has a high level of agreement on principles guiding its behavior.	3.96	869.	79.20%	4	Agree
6.	New ideas that bring about the organization's full vision are presented.	3.93	850.	78.60%	5	Agree
<b>Total Score</b>		3.9600	61361.	79.20%		Agree

From the previous table, the following can be drawn:

The arithmetic mean for the first paragraph "is formulated to see the organization and its general objectives with realism" equal to 4.03 (total score of 5), meaning that the relative weight is 80.60%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to: that civil organizations in Gaza Strip put forward plans to develop a clear vision, mission and clear appropriate goals in line with the institution's goals and clarity of goals for the targeted groups as well as taking appropriate strategic decisions that support the institution in its progress and advancement at all levels.

The mean of the second paragraph "employees have clarity of the organization's vision and value" is 2.89, i.e. the relative weight of 77.80%, and this means that there is high agreement by the sample members on this paragraph.

The researchers attribute this to the fact that civil organizations in Gaza Strip fall under the administrative control of the interior and implement what they are required to do, such as monitoring reports and projects implemented by institutions in Gaza Strip.

In general it can be said that the mean of the dimension of clarity of vision "equals 3.96, that is, the relative weight is 79.20%, and this means that there is a high agreement by the individuals of the sample on the paragraphs of this dimension.

The researchers attribute this to the fact that organizations in Gaza Strip always strive to clearly define the vision and objectives in order to compete with other institutions and obtain financial support for projects that will be implemented through the financiers and benefit from them and serve the community in light of the blockade imposed on Gaza Strip.

### 3. Choose Strategic Goals

The mean, standard deviation, relative weight, and order were used to find the degree of approval. The results are shown in the following table.

**Table 10:** Arithmetic mean, standard deviation, relative weight, and ranking for each of the paragraphs after "choosing strategic goals"

No.	Paragraphs	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization has clear strategic goals that it uses to guide it in making the appropriate decision.	4.17	805.	83.40%	1	Agree
2.	The organization works to translate its strategic goals into realistic results.	4.06	761.	81.20%	3	Agree
3.	The department's operations, projects and activities relate to the strategic goals as a whole.	4.06	749.	81.20%	3	Agree
4.	The organization's strategic goals focus on providing the best services to the public.	4.11	839.	82.20%	2	Agree
5.	Management is concerned with the strategic goals, procedures and common metrics between departments and management regularly.	3.90	847.	78.00%	5	Agree
6.	The organization has the ability to define actions that will develop products and services	3.90	855.	78.00%	5	Agree
<b>Total Score</b>		4.0329	61668.	80.66%		Agree

From the previous table, the following can be drawn:

The arithmetic mean for the first paragraph "The organization has clear strategic objectives that it uses to guide it in making the appropriate decision." Equals 4.17 (total score of 5), i.e. the relative weight is 83.40%, which means that there is high approval by the individuals of the sample on this paragraph.

The researchers attribute this to the endeavors of NGOs in Gaza Strip to achieve strategic goals and study information that is the starting point for taking timely decisions in order to achieve the procedures and steps necessary to advance them.

The mean of the sixth paragraph "The organization has the ability to determine the procedures that would lead to the development of products and services" equals 3.90, meaning that the relative weight of 78.00%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to the keenness of the civil organizations in Gaza Strip to provide their services in order to satisfy the basic needs of the target group, whether in the educational, extension, agricultural, or service aspects to achieve desires in order to enhance the image of the institution on all sides.

In general, it can be said that the mean for the dimension of choosing the strategic goals "is 4.03, that is, the relative weight is 80.66%, and this means that there is a high agreement by the members of the sample on the paragraphs of this dimension.

The researchers attribute this to choosing strategic goals in achieving the vision of civil organizations that measure the percentage of their achievement periodically, and the appropriateness of institutional goals, which in turn go the efforts of workers in those organizations with ease, just as the strategic goals are a clear business plan and a main bylaw for the work of institutions that fall under the responsibility of these NGOs All will serve as the primary catalyst for workers in those associations operating in Gaza Strip.

These results were in agreement with some studies such as (Haniyeh, 2016) study on the importance of achieving strategic goals in civil institutions, and (Al-Zabin, 2013) study that achieving strategic information has a fundamental role in achieving strategic agility and accurate selection of goals.

**4. Responsiveness**

The mean, standard deviation, relative weight, and order were used to find the degree of approval. The results are shown in the following table.

**Table 11:** Arithmetic mean, standard deviation, relative weight, and order of each of the items after "response speed"

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

From the previous table, the following can be drawn:

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

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

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

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

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

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

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

**5. Shared Responsibility**

The mean, standard deviation, relative weight, and order were used to find out the degree of approval of the results shown in the following table.

**Table 12:** Arithmetic mean, standard deviation, relative weight and rank for each of the paragraphs after "joint responsibility"

No.	Paragraphs	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization requires staff to treat mistakes as opportunities for learning and continuous improvement.	3.95	893.	79.00%	1	Agree



2.	The organization provides easy access to information of interest to both beneficiaries and workers.	3.91	874.	78.20%	5	Agree
3.	The organization encourages workers to the principle of shared responsibility.	3.94	921.	78.80%	2	Agree
4.	The organization urges workers to treat mistakes as opportunities for learning and improvement.	3.92	901.	78.40%	4	Agree
5.	The organization maintains the relationship with its beneficiaries through their participation in the planning and implementation of projects	3.84	908.	76.80%	6	Agree
6.	The organization has a clear job analysis of its jobs (job description and description).	3.93	907.	78.60%	3	Agree
<b>Total Score</b>		3.9128	70638.	78.26%		Agree

From the previous table, the following can be drawn:

The arithmetic mean for the first paragraph "The organization requires workers to deal with errors as opportunities for learning and continuous improvement." Equals 3.95 (total score of 5), i.e. the relative weight is 79.00%, which means that there is high approval by the individuals of the sample on this paragraph.

The researchers attribute this to the fact that the civil organizations in Gaza Strip encourage their employees to be responsible and to develop their skills continuously and give them the opportunity to prove themselves in the management of the institution with all merit.

The mean of the fifth paragraph "the organization maintains the relationship with its beneficiaries through their participation in planning and project implementation" is 3.84, meaning that the relative weight is 76.80%, which means that there is high approval by the sample members of this paragraph.

The researchers attribute this to: The keenness of the civil organizations to determine the number of individuals required to benefit from the projects implemented for them, and also their presence when the organization wants to implement an initiative or seminar on how to write small projects and how to get them, but here the institution seeks to be the category only to benefit from that participation and not participate in it.

In general, it can be said that the arithmetic mean of the joint liability dimension is equal to 3.91, that is, the relative weight of 78.26%, and this means that there is a high agreement by the members of the sample on the paragraphs of this dimension.

The researchers attribute this to the keenness of the civil organizations to provide services to the target group in the light of social responsibility and the participation of members of the target group social responsibility to whom the conditions apply according to the names listed with the institution and benefit from the projects implemented for that institution.

These results were in agreement with some studies as a study (Haniyeh, 2016), which emphasized the importance of joint responsibility in NGOs, and these results were in agreement with some studies as a study (Saad, 2018) which recommended the development of effective plans and policies for human resource development, evaluation, and periodic development.

## 6. Taking Measures

The mean, standard deviation, relative weight, and order were used to find the degree of approval. The results are shown in the following table.

**Table 13:** Arithmetic mean, standard deviation, relative weight, and order of each of the items after "taking measures"

No.	Paragraphs	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization works to analyze the data of the internal and external environment in which it operates.	4.02	781.	80.40%	1	Agree
2.	The administrator has a high degree of intelligence, quick wit and organizing ideas.	3.89	882.	77.80%	3	Agree
3.	New practices, initiatives and procedures in the organization are easily implemented.	3.90	816.	78.00%	2	Agree
4.	The organization is successfully reconfiguring its resources to access new services	3.85	879.	77.00%	4	Agree
5.	The organization's staff gets support and encouragement when presenting new and creative ideas	3.82	1.049	76.40%	5	Agree
6.	Decisions in the organization are based on open discussion and workers feel involved in making key	3.73	1.078	74.60%	6	Agree

decisions for the organization.					
<b>Total Score</b>	3.8664	71268.	77.33%		Agree

From the previous table, the following can be drawn:

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

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

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

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

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

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

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

**7. Intrinsic Capabilities**

The mean, standard deviation, relative weight, and order were used to find the degree of approval. The results are shown in the following table.

**Table 14:** Arithmetic mean, standard deviation, relative weight, and order of each of the paragraphs after the "essential estimations"

No.	Paragraphs	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The organization has an effective electronic system that facilitates official work.	3.91	1.036	78.20%	6	Agree
2.	The organization has the skills and experience that distinguish it from other organizations	3.97	958.	79.40%	4	Agree
3.	The organization allocates the necessary human resources to improve all its service operations.	4.02	901.	80.40%	2	Agree
4.	The organization has a new reputation and fame among the beneficiaries and the community.	4.17	770.	83.40%	1	Agree
5.	The organization allocates the funds necessary to improve its operations and increase the perceived value of its services provided.	3.94	904.	78.80%	5	Agree
6.	The organization possesses the skills and knowledge necessary to accomplish its work efficiently	4.02	816.	80.40%	2	Agree
<b>Total Score</b>		4.0029	67029.	80.06%		Agree

From the previous table, the following can be drawn:

The arithmetic mean for the fourth paragraph "The organization has a new reputation and fame for the beneficiaries and society." Equals 4.17 (total score of 5), i.e. the relative weight is 83.40%, which means that there is high approval by the individuals of the sample on this paragraph.

The researchers attribute this to the keenness of the owners of NGOs to preserve the reputation of the institution, especially among the middle of the target group and the surrounding community, which in turn is linked to its success with the ongoing work of the institution, which is determined mainly in the formation of trust between the institution and the surrounding community.

The mean for the first paragraph "The organization is characterized by an effective electronic system that facilitates formal work" is 3.91, meaning that the relative weight is 78.20%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to the fact that most civil organizations seek to have a computerized system for entering data for beneficiaries for easy reference in the event of any project that will be implemented, which facilitates their management,

preservation, retrieval and use whenever the institution wants, but the majority of institutions depend on entering data in a paper way and this loses speed in The work compared to working according to the computerized electronic systems.

In general, it can be said that the mean for the intrinsic capabilities dimension is 4.00, meaning that the relative weight is 80.00%. This means that there is a high agreement by the members of the sample on the paragraphs of this dimension.

The researchers attribute this to the reliance of civil organizations on the support provided from abroad to conduct the Foundation's work by relying on the distinguished human cadre in managing these projects and the participation of all workers in achieving the goals of the organization, considering human resources as one of the most important factors affecting the continuity of civil organizations in the Gaza Strip.

These results were in agreement with some studies such as (Haniyeh, 2016) the level of practicing strategic agility and excellence in institutional performance came with a high degree, (Hussein, 2016) study: strategic agility represents the effective response that guides organizations to deal with the overall environmental movements, depending on the agility of the processes, activities, and systems approved by the institution.

**Overall score for the measure of strategic agility:**

The mean, standard deviation, relative weight, and order were used to find the degree of approval. The results are shown in the following table.

**Table 15:** Arithmetic mean, standard deviation, relative weight, and ranking for each dimension of the "strategic agility" scale

No.	The Dimension	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	Strategic Sensitivity	3.9609	.69403	79.22%	3	Agree
2.	Clarity Of Vision	3.9600	.61361	79.20%	4	Agree
3.	Choose Strategic Goals	4.0329	.61668	80.66%	1	Agree
4.	Responsiveness	3.9332	.65031	78.66%	5	Agree
5.	Shared Responsibility	3.9128	.70638	78.26%	6	Agree
6.	Taking Measures	3.8664	.71268	77.33%	7	Agree
7.	Intrinsic Capabilities	4.0029	.67029	80.06%	2	Agree
<b>Total Score</b>		<b>3.9522</b>	<b>.56602</b>	<b>79.04%</b>		<b>Agree</b>

From the previous table, the following can be drawn:

The arithmetic mean for the third dimension "choosing strategic goals." It is equal to 4.03 (total score of 5), i.e. the relative weight is 80.66%, in the first place and this means that there is high approval by the sample members on this dimension.

The researchers attribute this to the keenness of the associations in Gaza Strip to choose the goals carefully and with great care and in a deliberate way for the success of the association and its progress to achieve competitive excellence for it.

The mean of the fifth dimension "shared responsibility" equals 3.91, meaning that the relative weight is 78.26%, and this means that there is high agreement by the sample members on this dimension.

The researchers attribute this to the keenness of the associations in Gaza Strip to achieve their common interests in assuming societal responsibility, which reflects the togetherness of the collective effort in the legal organization of associations in Gaza Strip in line with the interest of all to achieve the principle of joint cooperation.

In general, it can be said that the mean of the strategic agility scale "is 3.95, meaning that the relative weight is 79.04%, and this means that there is a high agreement by the individuals of the sample on the dimensions of the scale."

The researchers attribute this to: that the majority of associations seek to adopt the principle of organizational agility, which is one of the modern approaches, which in turn provides services quickly and respond to the changes that take place around it in the external environment and achieve its goals with speed, efficiency and required quality, which makes them characterized by accuracy and speed, which makes the association work more Fast and agile towards achieving the desired goals effectively in an age of competition.

These results were consistent with some studies such as (Saad, 2018) study using strategic agility in Palestinian civil institutions by (71.327%) to a large degree, (Haniyeh, 2016) study. There is a statistically significant effect of strategic agility on excellence in institutional performance in the food industries sector in Gaza Strip, where the results of the study showed that the dimensions of strategic agility affecting "excellence in institutional performance" are (shared responsibility, core capabilities, speed of response, choice of strategic goals), (2013 Abu Radi) study, there is a relationship between the variables of strategic agility and variables of competitiveness, a study ( Khoshnood & Nematizadeh, 2017) Strategic agility has a major impact on competitiveness, a study (Akanb, 2013) that strategic agility has a major impact on enterprise performance.

**Hypotheses Test:**

**Ho 1:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on strategic agility according to gender.

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

**Table 16:** The mean averages, standard deviations and the “T” value of the measure of strategic agility due to the gender variable

The Dimension	Gender	The Number	SMA	Standard Deviation	T Value	Sig. Value	Indication
Strategic Sensitivity	Male	147	3.8594	.78754	-2.512*	0.013	Significant
	Female	151	4.0596	.57457			
Clarity Of Vision	Male	145	3.8467	.71342	-3.167*	0.002	Significant
	Female	150	4.0696	.47586			
Choose Strategic Goals	Male	147	3.9213	.70856	-3.127*	0.002	Significant
	Female	151	4.1415	.49015			
Responsiveness	Male	147	3.8170	.72196	-3.087*	0.002	Significant
	Female	151	4.0464	.55127			
Shared Responsibility	Male	147	3.8347	.81898	-1.895	0.059	Not Significant
	Female	150	3.9893	.56755			
Taking Measures	Male	147	3.7488	.81566	-2.845*	0.005	Significant
	Female	151	3.9809	.57563			
Intrinsic Capabilities	Male	147	3.9483	.72147	-1.390	0.166	Not significant
	Female	151	4.0561	.61415			
<b>Total Score</b>	Male	147	3.8535	.65880	-3.010*	0.003	Significant
	Female	151	4.0483	.43940			

• The value of “t” is statistically significant at the significance level of  $\alpha \leq 0.05$ .

The previous table indicates that there are statistically significant differences in the dimensions of the scale due to the gender variable in the dimensions (strategic sensitivity, clarity of vision, choice of strategic goals, speed of response, taking actions) and the overall degree of the scale in favor of females where the calculated value of (t) was greater than the value (V) tabular. While there are no statistically significant differences in my dimension (shared responsibility, core capabilities).

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

This study differed with the study (Obaida, 2016). There were no statistically significant differences for the study variables.

**Ho 2:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the strategic agility according to the age group.

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

**Table 17:** Results of the "mono-variance" test - for the age group variable

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less than 30 years old	30 - Less than 40 years old	40- Less than 50 years old	50 years and over		
Strategic Sensitivity	4.0075	3.8980	4.0133	3.9545	0.579	0.629
Clarity Of Vision	4.0044	3.9552	3.9125	3.8758	0.419	0.739
Choose Strategic Goals	4.1090	3.9720	4.0760	3.8939	1.390	0.246
Responsiveness	4.0318	3.8560	3.9800	3.7652	1.973	0.118
Shared Responsibility	4.0022	3.8695	3.8687	3.8106	0.937	0.423
Taking Measures	3.9445	3.8396	3.8567	3.6530	1.147	0.330
Intrinsic Capabilities	4.0199	3.9910	4.0427	3.8939	0.286	0.836
<b>Total Score</b>	4.0173	3.9110	3.9625	3.8353	1.000	0.393

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

From the previous table, the following can be drawn:

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

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

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

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

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

**Table 18:** Results of the "mono-variance" test - for the variable of the qualification level

The Dimension	Averages			Test Value	Probability Value (Sig.)
	Diploma below	Bachelor's Degree	Postgraduate		
Strategic Sensitivity	3.8952	3.9858	3.9479	0.406	0.667
Clarity Of Vision	3.9505	3.9996	3.8156	1.705	0.184
Choose Strategic Goals	3.9806	4.0807	3.9132	1.699	0.185
Responsiveness	3.8925	3.9624	3.8715	0.525	0.592
Shared Responsibility	3.9274	3.9089	3.9090	0.017	0.983
Taking Measures	3.8091	3.8987	3.8139	0.521	0.594
Intrinsic Capabilities	3.9866	4.0342	3.9014	0.773	0.463
<b>Total Score</b>	3.9203	3.9805	3.8828	0.692	0.501

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

From the previous table, the following can be drawn:

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

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

And they differed with the study (Obaida, 2016) in the presence of statistically significant differences between the averages of the study sample estimates about this field due to the educational qualification.

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

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

**Table 19:** Results of the "mono-variance" test - for the specialty variable

The Dimension	Averages					Test Value	Probability Value (Sig.)
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations and Media	Other Specialties		
Strategic Sensitivity	4.0390	4.0732	3.8043	4.0619	3.7466	3.096*	0.016
Clarity of Vision	4.0333	4.0120	3.8754	4.0317	3.8093	0.1773	0.134
Choose Strategic Goals	4.1521	4.0364	3.8913	4.1873	3.8753	2.767*	0.028
Responsiveness	4.0447	3.9119	3.8551	3.9603	3.8320	1.253	0.289
Shared Responsibility	3.9699	3.9724	3.7739	3.9762	3.7921	1.100	0.357
Taking Measures	3.9504	3.9778	3.7246	3.9921	3.6340	3.287*	0.012
Intrinsic Capabilities	4.0560	4.0172	3.9275	4.2063	3.8826	1.307	0.268
<b>Total Score</b>	4.0348	3.9990	3.8360	4.0594	3.7959	2.523*	0.041

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

From the previous table, the following can be drawn:

It was found that the probability value (Sig.) Corresponding to the “mono-variance” test is less than the significance level 0.05 for the dimensions (strategic sensitivity, choice of strategic goals, taking actions) and for the overall degree of strategic agility while there are no differences in dimensions (clarity of vision, response speed, joint responsibility (Core Estimates), and thus it can generally be concluded that there are statistically significant differences between the averages of the study sample estimates about this field due to the specialty variable.

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

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

**Table 20:** LSD test results to compare specialty averages for strategic sensitivity dimension

Categories	The Difference Between The Averages			
	Human Sciences	Administrative and Financial Sciences	Engineering Sciences	Public Relations And Media
Human Sciences				
Administrative And Financial Sciences	0.03417			
Engineering Sciences	-0.23466	-0.26883		
Public Relations And Media	0.02290	-0.01128	0.25756	-
Other Specialties	*-0.29243	*-0.32660	-0.05777	*-0.31533

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

The previous table shows the results of the LSD test to compare the averages of the income groups for the strategic sensitivity dimension, where the results show that there are statistically significant differences between the averages of other disciplines, and between the disciplines of humanities, administrative and financial sciences, public relations and media majors, in favor of these disciplines, that is, the other disciplines are less sensitive strategy.

The researchers attribute this to the fact that most of the employees in the societies at the present time and in light of the difficult conditions that Gaza Strip is going through, see that the owners of specializations, especially the media and administrative sciences, are the walls leading the institution towards the best of their knowledge of financial and administrative matters and how to promote them to the media to obtain support for the institution through advertisements Funded that is published on the association's page.

**Table 21:** LSD test results to compare specialization averages for the dimension of choosing strategic goals

Categories	The Difference Between The Averages			
	Human Sciences	Administrative and Financial Sciences	Engineering Sciences	Public Relations And Media
Human Sciences				
Administrative And Financial Sciences	-0.011573			
Engineering Sciences	-0.26082	-0.14509		
Public Relations And Media	0.03517	0.15090	0.29600	-
Other Specialties	*-0.27679	-0.16106	-0.01596	*-0.31196

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

The previous table shows the results of the LSD test to compare the averages of the income groups for the dimension of selecting strategic goals. The results show that there are statistically significant differences between the averages of other specializations and between the humanities specializations and the public relations and media specializations in favor of these specializations, that is, the other specializations are less selective for the strategic goals.

The researchers attribute this to the ability of the disciplines with prior knowledge to write goals related to the work of the association with high accuracy and to choose it appropriately and weave external relations from ensuring the functioning of the association.

**Table 22:** LSD test results to compare specialization averages for post-action measures

Categories	The Difference Between The Averages			
	Human Sciences	Administrative and Financial Sciences	Engineering Sciences	Public Relations And Media
Human Sciences				
Administrative And Financial	0.02742			

Sciences				
Engineering Sciences	-0.22572	-0.25314		
Public Relations And Media	0.04171	0.01429	0.26743	-
Other Specialties	*-0.31634	*-0.34376	-0.09062	*-0.35805

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

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

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

**Table 23:** LSD test results to compare specialization averages for the total degree of strategic fitness

Categories	The Difference Between The Averages			
	Human Sciences	Administrative and Financial Sciences	Engineering Sciences	Public Relations And Media
Human Sciences				
Administrative And Financial Sciences	-0.03587			
Engineering Sciences	-0.19881	-0.16294		
Public Relations And Media	0.02457	0.06044	0.22339	-
Other Specialties	*-0.23896	*-0.20310	-0.04015	*-0.26354

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

The previous table shows the results of the LSD test to compare the averages of the income groups for strategic agility, where the results show that there are statistically significant differences between the averages of other disciplines and between the disciplines of humanities, administrative and financial sciences, public relations and media majors in favor of these disciplines, that is, the other disciplines are less strategic agility.

The researchers attribute this to the fact that these specialties play a fundamental role in responding quickly to changes and emergency events in light of the instability of conditions in Gaza Strip.

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

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

**Table 24:** Results of the "mono-variance" test - for the variable number of years of service

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less than 5 years	5- Less than 10 years	10- Less than 15 years old	15 years and over		
Strategic Sensitivity	3.9614	4.0075	3.8537	4.0000	0.657	0.579
Clarity Of Vision	4.0151	4.0194	3.8253	3.9184	1.547	0.202
Choose Strategic Goals	4.1382	4.0349	3.8446	4.0483	2.821*	0.039
Responsiveness	4.0358	3.9694	3.7277	3.9222	2.900*	0.035
Shared Responsibility	4.0221	3.9484	3.6525	3.9463	3.638*	0.013
Taking Measures	3.9740	3.8873	3.6582	3.8714	2.462	0.063
Intrinsic Capabilities	4.0474	4.0524	3.8390	4.0244	1.496	0.216
<b>Total Score</b>	4.0277	3.9885	3.7724	3.9587	2.712*	0.045

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

From the previous table, the following can be drawn:

It turns out that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is higher than the significance level 0.05 for the dimensions (choice of strategic goals, response speed, joint responsibility) and for the overall degree of strategic agility while there are no differences in the rest of the dimensions of strategic agility, and thus it is generally possible to conclude There are statistically significant differences between the averages of the study sample estimates about this field due to the variable number of years of service.

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

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

**Table 25:** LSD test results to compare the number of service years averages for the dimension of choosing strategic goals

Categories	The Difference Between The Averages			
	Less than 5 years	5- Less than 10 years	10- Less than 15 years old	15 years and over
Less than 5 years				
5- Less than 10 years	0.10332			
10- Less than 15 years old	*-0.29361	-0.19029		
15 years and over	-0.08991	0.01341	0.20370	-

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

The previous table shows the results of the LSD test to compare the averages of the income groups after the selection of strategic goals, where the results show that there are statistically significant differences between the averages of the number of years of service (5-less than 10 years) other and the number of years of service (10-less than 15 years) and that In favor of the number of years of service (5 - less than 10 years), meaning that less experience is more selective for strategic goals.

The researchers attribute this to the increased trend of individuals towards choosing the goals of the association accurately and not firmly themselves among those associations in Gaza Strip, compared to others you find them not enthusiastic about their long work in the field of institutions work.

**Table 26:** LSD test results to compare average service years over response speed

Categories	The Difference Between The Averages			
	Less than 5 years	5- Less than 10 years	10- Less than 15 years old	15 years and over
Less than 5 years				
5- Less than 10 years	-0.06635			
10- Less than 15 years old	*-0.30811	*-0.24176		
15 years and over	-0.11357	-0.04722	0.19454	-

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

The previous table shows the results of the LSD test to compare the averages of the income groups for the response speed dimension, where the results show that there are statistically significant differences between the averages of the number of service years (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (Less than 5 years), in favor of the number of years of service (5-less than 10 years) and the number of years of service (less than 5 years), meaning that less experienced is more rapid response.

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

**Table 27:** LSD test results to compare average service years for the joint liability dimension

Categories	The Difference Between The Averages			
	Less than 5 years	5- Less than 10 years	10- Less than 15 years old	15 years and over
Less than 5 years				
5- Less than 10 years	-0.07369			
10- Less than 15 years old	*-0.36956	*-0.29587		
15 years and over	-0.07578	-0.00209	*0.29379	-

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

The previous table shows the results of the LSD test to compare the averages of the income groups for the joint liability dimension, where the results show that there are statistically significant differences between the averages of the number of service years (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (Less than 5 years) in favor of the number of years of service (5-less than 10 years) and the number of years of service (less than 5 years), meaning that less experience is more shared responsibility. The results also show differences between the number of years of service (10 - less than 15 years) and the number of years of service (more than 15 years) in favor of (10 - less than 15 years).

The researchers attribute this to the direction of the employees of the associations in Gaza Strip, who are often young men who seek to prove themselves to take responsibility and commitment to what is issued by the association's management.

**Table 28:** LSD test results to compare the number of service years averages for the total degree of strategic agility

Categories	The Difference Between The Averages			
	Less than 5 years	5- Less than 10 years	10- Less than 15 years old	15 years and over
Less than 5 years				
5- Less than 10 years				
10- Less than 15 years old				
15 years and over				



Less than 5 years				
5- Less than 10 years	-0.03923			
10- Less than 15 years old	*-0.25532	*-0.21609		
15 years and over	-0.06902	-0.02979	0.18630	-

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

The previous table shows the results of the LSD test to compare the averages of the income groups for the total degree of strategic agility, where the results show that there are statistically significant differences between the averages of the number of service years (10-less than 15 years) and the number of years of service (5-less than 10 years) number of years Service (less than 5 years) in favor of the number of years of service (5-less than 10 years) and the number of years of service (less than 5 years), meaning that less experience is more agile strategic.

The researchers attribute this to the trend of employees in the associations in Gaza Strip to practice various activities in order to maintain the survival of the association in light of the rapid response to changes and emergency events in light of the presence of a turbulent and accelerating environment in the association.

## Results

- Average maturity after strategic sensitivity has reached 79.22%, which means that there is high agreement
- The mean of the dimension of the clarity of vision "has reached the relative weight of 79.20%, which means that there is a high agreement
- The mean after having chosen the strategic targets "has reached a relative weight of 80.66%, which means that there is high agreement.
- The mean of the response velocity "has reached a relative weight of 78.66%, which means that there is high agreement.
- The mean of the joint liability dimension "has reached 78.26% relative weight, which means that there is high agreement.
- The mean after taking measures "has reached a relative weight of 77.33%, which means that there is high agreement.
- The mean of the intrinsic capabilities dimension has reached a relative weight of 80.00%, which means that there is high agreement.
- The mean average measure of strategic agility has reached 79.04% relative weight, which means that there is high agreement.
- There are statistically significant differences in the dimensions of strategic agility attributable to the gender variable in the dimensions (strategic sensitivity, clarity of vision, choice of strategic goals, speed of response, taking action) and the overall score of the scale in favor of females. While there are no statistically significant differences in my dimension (shared responsibility, core capabilities).
- There were no statistically significant differences between the averages of the study sample estimates on strategic agility due to the age group variable.
- There were no statistically significant differences between the averages of the study sample estimates on strategic agility attributed to the educational qualification.
- There are no differences in the dimensions (clarity of vision, response speed, joint responsibility, core capabilities) and thus it can generally be concluded that there are statistically significant differences between the averages of the study sample estimates about this field attributable to the variable of specialization.
- There are statistically significant differences between the averages of other disciplines and between the disciplines of the humanities, administrative and financial sciences and the disciplines of public relations and the media in favor of these disciplines, that is, the other disciplines are less strategic sensitive.
- There are statistically significant differences between the averages of other disciplines and between the disciplines of the humanities and the disciplines of public relations and the media in favor of these disciplines, that is, the other disciplines are less taking action
- There are statistically significant differences between the averages of other disciplines and between the disciplines of the humanities, administrative and financial sciences and the disciplines of public relations and the media in favor of these disciplines, that is, the other disciplines are less strategic agility.
- There are no differences in the remaining dimensions of strategic agility, and thus it can generally be concluded that there are statistically significant differences between the averages of the study sample estimates on this field due to the variable number of years of service.

- There are statistically significant differences between the averages of the number of years of service (5-less than 10 years) and the number of years of service (10-less than 15 years) in favor of the number of years of service (5-less than 10 years), that is, the experiences are less more A choice of strategic goals.
- There are statistically significant differences between the averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), that is, the fewer experiences are more responsive.
- There are statistically significant differences between the averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), meaning that less experience is more shared responsibility. The results also show differences between the number of years of service (10 - less than 15 years) and the number of years of service (more than 15 years) in favor of (10 - less than 15 years)
- There are statistically significant differences between the averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), meaning that less experience is more agile strategic.

### Recommendations

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

- The need for civil organizations in Gaza Strip to seek funding from foreign countries in order to provide a self-income for the association to face crises and give them independence in order to preserve them to play their role in society.
- The need for NGOs in Gaza Strip to have a written strategic plan used as a guide for employees working at different administrative levels to achieve the organization's goals and vision
- Working to employ NGOs in Gaza Strip, with their experience in funded projects, to find a self-source for the association.
- Effective information systems must be adopted to facilitate the work of employees in NGOs working in Gaza Strip by employing technology professionally.
- Work to provide specialized professional training for the human cadre working in the field of writing projects and finding self-financing sources for the organization.
- Intensifying efforts to improve legislation and laws governing the work of the private sector, improve the work environment, and encourage it to achieve sustainability.

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