

Creative Behavior and Impact on Achieving Lean Strategy in Organizations

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Abstract: *The study aimed to identify creative behavior and its impact on achieving Lean strategy in Palestinian civil organizations. 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. The cluster sample method was used and the sample size was (343) individuals. Retrieving (298) questionnaires, and the following results were reached: The relative weight of the measure of Lean strategy was 79.04 (%), and the relative weight of the measure of creative behavior was 78.99 (%), and there was a statistically significant relationship between creative behavior and Lean strategy, and the presence of an effect of creative behavior on Achieving Lean strategy, the absence of statistically significant differences in creative behavior according to the gender variable, age group, educational qualification, specialization, and the presence of statistically significant differences in Lean strategy attributable to the gender variable in dimensions (strategic sensitivity, clarity of vision, choice of strategic goals, Response speed, action) and differences were in favor of females. While there were no statistically significant differences in my dimension (shared responsibility, core capabilities) due to the gender variable, there were no statistically significant differences between the mean dimensions of Lean strategy 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 to provide self-income for associations to face crises and give them independence in order to preserve them to carry out their role in society, the need to work to follow up on the strategic plan for NGOs using electronic messages as they pave the way to reach excellence and creativity in the field of work, The necessity of holding meetings and workshops with the local community, and this helps them to define the community's needs.*

Keywords: Creative Behavior, Lean strategy, Palestinian Ngos, Gaza Strip.

Introduction

The competitive business environment has undoubtedly increased the speed and rate at which organizations need creativity to maintain their survival and enhance their competitive position. One of the ways in which the organization is creative lies in its ability to enhance, develop, and exploit the talents of employees in particular and their creative potential. The main issue for organizations is how to create the conditions in which organizational members can implement their creative ideas.

And the success of organizations in achieving their goals requires the availability of a number of organizational variables and in a proper way, the most important of which is Lean strategy, as Lean strategy 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. As the importance of Lean strategy increases in the context of the rapid environmental changes experienced by the organizations, intense competition and entry to globalization and rapid technological development, which imposes on the organization continuous innovation and development, as creativity is the process that underlies any progress. And since the organizational climate represents a description of the characteristics of the organizations working environment, it is necessary that the creative behavior of 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 an appropriate 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, investigation and study will be made about the potentials in private institutions that drive creative behavior for employees through the application of a number of dimensions of Lean strategy, namely: strategic sensitivity, intrinsic ability, clarity of vision, shared responsibility, choice of actions, rapid response, and selection of strategic goals.

Problem Statement

NGOs face 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 civil society employees, and this requires the use of some modern concepts and strategies to develop their performance and help lean The strategic movement to develop the analytical capabilities and visual cognitive skills of organizations and their environment that have a reputation and comprehensiveness, especially in preparing and preparing senior management cadres and developing their leadership skills, which requires employees to think in an unfamiliar way to provide creative solutions and recommendations to provide service in the best possible quality, and the Jad Allah study showed 2016) The role of school administration in developing creative behavior among secondary school teachers in Gaza governorates came with a great appreciation (68.20%). A study conducted by researchers in development affairs and NGOs in Gaza recently facilitated Muhaisin survey study that showed that 60% of NGOs in Gaza are now Unable to cover its expenses and expenses, and at least (80%) of these Organizations The funding shortfall affects the quality of its services, which requires creative thinking that overcomes the problems through abnormal creative ways.

Accordingly, the problem of the study revolves around:

What is the effect of creative behavior on achieving Lean strategy among employees of Palestinian NGOs in Gaza Strip?

The following sub-questions are branched from it:

1. What is the degree of applying creative behavior according to the opinions of the sample?
2. What is the level of Lean strategy among employees in NGOs?
3. Is there a fundamental relationship between creative behavior and Lean strategy?
4. What is the effect of creative behavior on achieving Lean strategy among NGO employees?

Research Objectives

This study aims mainly to clarify creative behavior and its impact on achieving Lean strategy in organizations through:

1. Learn about the creative behavior of NGOs.
2. Learn about the degree of achieving Lean strategy in NGOs.
3. Identify the nature of the correlation between the factors of Lean strategy (strategic sensitivity, intrinsic ability, clarity of vision, shared responsibility, choice of procedures, speed of response, choice of strategic goals) factors of creative behavior in NGOs
4. Study the effect of creative behavior on Lean strategy among employees in NGOs.
5. Providing recommendations and suggestions that may contribute to identifying best practices of creative behavior, which in turn may contribute to achieving Lean strategy in NGOs.

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, as it is one of the first studies to examine the issue of creative behavior and its role in achieving Lean strategy.
2. The availability of this study as a reference in the Palestinian libraries helps researchers in reviewing the study results and recommendations and the possibility of applying similar studies to other samples, or in related fields in creative behavior.

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 the increase in competitive advantage.
2. Meeting the needs of NGOs to take advantage of creative behavior in a manner that enhances employee performance and focuses on the importance of achieving Lean strategy in NGOs in a manner that contributes to developing employee performance.

Research hypothesis

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

Ho 1: There is a correlation relationship at the level ($\alpha \leq 0.05$) between creative behavior and the dimensions of Lean strategy (strategic sensitivity, choice of strategic goals, clarity of vision, shared responsibility, choice of procedures, response speed, and core ability) in NGOs.

Ho 2: Creative behavior has a direct, statistically significant effect in achieving Lean strategy in NGOs.

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limit:** The topic of creative behavior and its effect on achieving Lean strategy was examined without examining other factors.
2. **Spatial Limit:** The study was applied to NGOs in Gaza Strip

3. **Time Limit:** The study was completed in 2020.
4. **Human Limit:** applied to all employees in NGOs.

Research Terminology

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

- **Creative behavior:** is represented by what the individual shows in his ability to get rid of the natural context of thinking and to follow a new style of thinking, or is it a set of mental characteristics represented by fluency, flexibility and originality or is the emergence of everything that would lead to the production of something new that represents the essence of interaction Between the individual and experience (Hamadat, 2007)
- **The researchers define it, procedurally:** as a set of activities, skills, and feelings that a person has, enabling him to walk toward creating a new work of his own unknown to others.
- **Strategic Lean:** It is the strategic ability to manage and obtain the benefits that environmental opportunities provide by planning and implementing near and far change that occurs in the business environment quickly, effectively and appropriately (Al-Madhidi, 2011)
- **The researchers define it, procedurally:** it is the set of steps, processes, and procedures that NGOs take to adapt to the rapid changes that surround them, and to develop their strategy to quickly respond to these changes.

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 benefiting 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 strategic sensitivity and its impact on enhancing the creative behavior of Palestinian NGOs in Gaza Strip, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations working in Gaza Strip governorates, and the cluster sample method was used and the sample size reached (343) individuals (298) questionnaires were retrieved, and the following results were reached: The relative weight of strategic sensitivity was 79.22 (%), and the relative weight of creative behavior was 78.99 (%), a statistically significant relationship between all strategic sensitivity and creative behavior, and the presence of a sensitivity effect The strategy's strategy on creative behavior, there are statistically significant differences in the scale dimensions attributable to the gender variable and the differences were in favor of females, there are no statistically significant differences between the averages of strategic sensitivity due to the age variable, and the educational qualification, and there were no statistically significant differences in creative behavior according to The gender variable, age, educational qualification, specialization, and the study presented a set of recommendations, the most important of which are: the need for civil organizations in Gaza Strip to seek funding from external countries in order to provide self-income for associations to face crises and give them independence Mechanism in order to keep them to carry out their role in society, the need to follow up the strategic plan of civil organizations using e-mails as they pave the way to reach excellence and creativity in the field of work.
- Study of (Hamdan et al., 2020) aimed to identify the reality of the application of strategic lean in the Palestinian civil organizations in Gaza Strip, and the concept of strategic lean 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 lean 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 lean (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 lean 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.

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- Study of (Hamdan et al., 2020) aimed to identify the impact of the choice of strategic goals and the core ability to the creative behavior of Palestinian NGOs, 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 reached (343) individuals. (298) questionnaires were retrieved, and the following results were reached: The relative weight of the level of strategic objectives selection (80.66%), the relative weight of the level and intrinsic capabilities reached 80.00 (%), and the relative weight of the scale of creative behavior was 78.99 (%). A relationship Statistically significant between the choice of strategic goals and intrinsic capabilities and creative behavior, the presence of the impact of the choice of strategic goals, intrinsic abilities and creative behavior on creative behavior, the presence of statistically significant differences in the scale dimensions attributable to the gender variable in the selection of strategic goals and the differences were in favor of females. While there were no statistically significant differences in the intrinsic capabilities due to the gender variable, there are no statistically significant differences between the averages for the selection of strategic goals and the substantive capabilities attributed to the age group variable and the educational qualification, and there were no statistically significant differences in the creative behavior according to the gender variable, category Age, educational qualification, specialization, and the study presented a set of recommendations, the most important of which are: the need for civil organizations in Gaza Strip to seek funding from foreign countries in order to provide self-income for associations to confront crises and give them independence in order to preserve them Yam in her role in society, the necessity of working to follow up the strategic plan for NGOs using electronic messages as it paves the way to reach excellence and creativity in the field of work.
 - Study of (Hamdan et al., 2020) aimed to identify the procedures and speed of response and their role in improving the creative behavior of Palestinian NGOs. The study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in Gaza Strip governorates, and the cluster sample method was used and the sample size reached (343) individuals. (298) questionnaires were retrieved, and the following results were reached: The relative weight of the field of taking measures reached (77.33%), and the relative weight of the field of response speed reached (78.66%) and the relative weight of the creative behavior was 78.99 (%), and the results also showed a relationship Statistically significant of me For adopting the procedures and speed of response and creative behavior, and the presence of the effect for adopting procedures and speed of response to the creative behavior, and there are differences statistically significant in scale dimensions due to the variable gender in (response speed, take action) and the differences in favor of females. There were no statistically significant differences attributable to the variable of the age group and the educational qualification, and there were no statistically significant differences in the creative behavior according to the variable of gender, age group, educational qualification, specialization, and the study presented a set of recommendations the most important of them: the necessity of civil organizations in Gaza Strip to obtain Funding from foreign countries in order to provide associations with self-income to face crises and give them independence in order to preserve them in order to play their role in society. The necessity of holding meetings and workshops with the local community, and this helps them determine the needs of society.
 - Study of (Hamdan et al., 2020) aimed to identify the clarity of vision and its relationship to the creative behavior of Palestinian NGOs in Gaza Strip, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations working in the governorates of Gaza Strip, and the cluster sample method was used and the sample size reached (343) individuals. Retrieving (298) questionnaires, and the following results were reached: the relative weight of vision clarity was (79.20%), and the relative weight of creative behavior was (78.99%), a statistically significant relationship between vision clarity and creative behavior, there are significant differences in the visibility due to the gender variable and the differences were in favor of females. There were no statistically significant differences between averages of clarity of vision due to the variable of the age group and the educational qualification, and there were no statistically significant differences in the creative behavior according to the variable of gender, age group, educational qualification, specialization, and the study presented a set of recommendations, the most important of which are: the necessity of seeking civil organizations In Gaza Strip to clarify its vision and to seek financing from external countries in order to provide associations with self-income to face crises and give them independence in order to preserve them to play their role in society. Electronic as it paves the way to reach excellence and creativity in the field of work.
 - 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
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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 lean 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 lean 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 lean 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 lean 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 lean has a major impact on the competitiveness of private banks in Iran, the dimensions of strategic lean 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.
- Study of (Al-sawaer, 2017) aimed to identify the effect of the intermediate role of business intelligence competencies in the relationship between information technology competencies and organizational lean. This study was applied to the Jordanian commercial banks, which number (13) banks. A suitable sample of (384) individuals from the directors, their deputies, their assistants and heads of general departments in the

Jordanian commercial banks in the main departments was appointed. To achieve the purposes of this study, the descriptive analytical approach was used. The results of the study showed: The presence of a statistically significant mediating role for business intelligence competencies (administrative and technical and cultural competencies) in the relationship between information technology and organizational lean in Jordanian commercial banks, and the study showed that the dimensions of the dependent variable (Organizational Lean) has obtained high scores ranging between (4.36-3.63) and its descending order was as follows: the speed of response to customers with a total average of (4.13) and the speed of response to operations with a total average of (4.04) and the speed of response to business partners with an average A total of (3.94), where the ratios indicate that the level of organizational lean is high, and the study recommended the following: Continuing to pay attention to information technology and its capabilities because of its importance reflected on organizational lean in Jordanian commercial banks, spreading the culture of business intelligence and including it in the strategies of commercial banks Jordanian.

- A study of (Haniyeh, 2016) that aimed to identify the extent of strategic lean and its relationship to excellence and quality of institutional performance in the food industries sector in Gaza Strip, and the dimensions of strategic lean 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 lean and excellence in institutional performance in food industries companies was a strong degree for both variables, it reached The relative mean of strategic lean and the relative average of excellence Institutional performance (78.65%), there is a high statistically significant correlation between the practice of strategic lean and excellence in institutional performance in the food industries sector in Gaza Strip, there is a statistically significant effect of strategic lean on excellence in institutional performance in the food industries sector in Gaza Strip, And that the dimensions of strategic lean 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.
- Study of (Jad Allah, 2016) aimed to know the role of school administration in promoting creative behavior among teachers from their point of view, and to develop a proposed concept to enhance the role of school management in developing creative behavior among teachers, and the researcher used the descriptive analytical approach to develop the proposed scenario to enhance the role of management School in developing creative behavior among teachers, and the study population consisted of (4503) male and female teachers, where the study sample was randomly chosen from the study community, but it numbered (350) male and female teachers, and to achieve the goals of the study, the researcher built a questionnaire consisting of (45 paragraphs) Divided into three domain C which are: educational curricula and teaching methods, the school environment, and school activities), and the results of the study indicated: building a proposed concept to enhance the role of school administration in developing creative behavior among secondary school teachers in Gaza governorates, the role of school administration in developing creative behavior among secondary school teachers in governorates Gaza came with a large degree of appreciation and a relative weight (68.20%). There are statistically significant differences between the averages of the degrees of the individuals of the study sample for the degree of school administration practicing its role in developing creative behavior among secondary school teachers in Gaza governorates, from their point of view attributed to a variable Social type in favor of females, there are no statistically significant differences between the study sample to the degree of school administration for its role in the development of creative behavior among secondary school teachers in Gaza Governorates due to the qualification of scientific variable, and the variable years of service.
- A study of (Hussein, 2016) that aimed to determine the intermediate impact of strategic lean 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 lean (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 lean 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 lean 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 lean of processes, activities and systems adopted.

- Study of (Al-Abedi and Al-Musawi, 2014) that aimed to identify the diagnosis of strategic intelligence indicators to ensure strategic sovereignty through the lean of strategic movement, as well as to try to determine the level of lean of the strategic movement of the company and test the correlation in terms of application and action On its embodiment in the framework of the relationship between strategic intelligence and lean of the strategic movement in strategic sovereignty, and to achieve these goals an analytical research method was adopted, where researchers used the questionnaire as a basic tool to collect data, personal interview as another tool for data collection, and the study sample consisted of (88) people from The company is out of a study community that contains (310) individuals working in the company, and one of the most prominent results of the study: that the strategic lean variable represents a clear response to the company about adapting and responding to the services provided to customers, and this is what makes the company strategically light in its dealings with its customers. The study recommended that the researched company should rely on indicators of strategic intelligence and lean in the movement of resources, operations and structures in the company in a manner that guarantees the achievement of sovereignty. Strategy.
- Study of (Al-Sane, 2013) aimed at knowing the measurement and indicating the effect of the determinants of strategic lean as an independent variable in its dimensions (planning, organization, individuals, and technology) in confirming organizational effectiveness in its dimensions (extent of achieving the goal, environmental adaptation, quality of outputs) as a dependent variable In the Jordanian cement manufacturing company, the researcher designed a questionnaire that included (47) items distributed in seven areas, where the sample number reached (63) individuals from the administrative staff consisting of managers with varying degrees of job (chairman, general manager, board member, deputy General Manager, Executive Director), and the study reached the following results: that there is a statistically significant effect of strategic lean in its variables in achieving organizational effectiveness with its variables in the cement company, and one of the most important recommendations is to conduct further studies regarding the effect of the determinants of strategic lean on effectiveness in other sectors and a recommendation to the company Lafarge can be proactive in change rather than resorting to a reaction style, in order to respond quickly and effectively to complex changes in the environment.
- A study (Al-Zabin, 2013) aimed to identify the effect of strategic information characteristics on achieving strategic lean 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 lean of the strategic movement of the Jordanian company Alba House, as the company exerts strategic lean in a strong degree, while the study recommended the necessity of adopting the strategic information in the company Alba House, because of the strategic role of its outputs, and the characteristics that this information has that contribute greatly to decision-making.
- A study of (Abu Radi, 2013), which aimed to know the discovery of the effect of strategic lean on the competitive capabilities in private Jordanian hospitals, and the study attempted to discover this effect through the variables of strategic lean, 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 lean, 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 lean in the hospitals examined, and it has also resulted that the hospitals are able to create value and use them in choosing their customers.
- A study (Al-Shawawrah, 2011) that aimed to identify the effect of the organizational climate on creative behavior among employees of Jordanian private universities, "applying to Amman Arab University". The

descriptive analytical method was used, and the questionnaire was used as a tool to collect data. The study revealed several results, the most important of which are: a significant relationship between organizational affiliation and creative behavior, a significant relationship between training and creative behavior, and a significant relationship between administrative style and creative behavior, as well as a significant relationship between Take risks and creative behavior. And the existence of a significant relationship between incentives and creative behavior, and the study recommended: providing protection and job stability for employees and encouraging them to generate new ideas. And providing material and moral incentives to employees with the need to subject bonuses and promotions to objective foundations based on efficiency and merit.

Theoretical Framework

First - creative behavior:

With the advent of the scientific and technological revolution in our time, and the emergence of many administrative difficulties at work, we did not need new and innovative methods to solve our problems. Talking about any organization or ministry that works in a society and provides services that does not care about the creative behavior of its employees. Since there is no doubt that creators play an important and prominent role in human life than what they offer in the future working climate, if we looked at the human environment with its visible or invisible aspects, we would find that it is a product of the imagination of creators in all fields, creativity is your way to self-realization, creative work from One of the greatest hardships one faces in his life, no doubt, is one of the greatest rewards he receives in return.

Creativity levels: Many researchers see that creativity is divided into several levels, ranging from organizing life matters to providing creative products that constitute a breakthrough to custom and out of the ordinary, and distinguishes (Al-Emian, 2005: 392-394) between three levels of creativity:

1. **Creativity at the individual level:** It is the creativity that is reached by one of the individuals, and among the characteristics that the creative person is distinguished in: curiosity, perseverance, self-confidence, independence in judgment, self-assertion, intelligence, flexibility, risk-taking, ambition, the ability to analyze. Many writers and researchers have taken up this concept in search of the characteristics that characterize the creative character that was outlined in (Harem, 2009):
 - Knowledge: The individual takes a great time to master his work.
 - Education: which emphasizes that logic hinders creativity.
 - Intelligence: a creative person is not necessarily highly intelligent, but has the intellectual capabilities that are able to form flexible relationships between things.
 - Personality: The creative person loves risk-taking, he is independent, persistent, highly motivated, skeptical, open to new opinions, capable of tolerance, loves coexistence with isolation, and has a great sense of humor.
 - Childhood: His childhood is diversified, and it is common for him to have faced family troubles and difficult economic situations.
 - Social customs: The creative person is not self-introverted, but rather tends to interact and exchange opinions with others
2. **Creativity at the group level:** It is the creativity that is presented or reached through the group, and the creativity of the group is greater than the individual sum of the creativity of its members, and there is a group of studies that reached the following results regarding the creativity of the group:
 - A group that is different in terms of gender produces better solutions than a group in a single gender.
 - A cohesive group is more prepared, enthusiastic, and energetic than a less cohesive group.
 - The newly formed group tends to be more creative than the old group.
3. **Creativity at the enterprise level:** It is creativity that is reached through the collaborative effort of all members of the institution. Studies and research have indicated that creative organizations are distinguished by the following characteristics:
 - The field trend and the tendency to continuous practice and experimentation despite the failure.
 - The presence of supporters and supporters of creativity who encourage and guide creators.
 - Productivity through the participation of workers in submitting proposals and alternatives to work.
 - Simplicity and lack of sophistication in the administrative structure in terms of the number of levels and organizational units.
 - To develop principles, values, and work ethics that everyone knows and work to respect and implement.

Creative behavior Means:

(Al-Salem, 2005) states that creative behavior is a term that contains two important things and it is behavior that is a precursor to any creative work as it is characterized as a behavior that the individual practices when reaching

creativity through different ingredients and capabilities among people and this behavior becomes practiced by individuals Experienced, practiced, and professional. Therefore, the creative behavior of any organization is important, as it is not possible to talk about an organization or institution operating in a society that provides services or goods and does not care about the issue of creative behavior of its employees. They fade and disappear from society because they do not practice creative behavior, development, progress and modernity according to the variables and factors that affect the reality or society in which you work.

The researchers define it procedurally: that it is a mixture of features, characteristics, and capabilities possessed by workers in civil organizations in Gaza Strip, which enables them to solve problems and the capacity for communication and risk and the decision to grant creativity returns in addition to encouraging and moral support for creativity with all workers to reach the desired goals in light of the availability of an appropriate correct environment - And researchers also find that the creative behavior of workers, which is an urgent necessity and an essential and effective requirement to overcome the exceptional circumstances surrounding all working conditions.

Dimensions of creative behavior: Studies and research that dealt with creative behavior varied in terms of its dimensions. Some of them mentioned that the dimensions of creative behavior are represented in five dimensions such as the study (Al-Ahmad, 2008) represented in:

The First Dimension: exploring opportunities.

The Second Dimension: innovation.

The Third Dimension: verification.

Fourth Dimension: The Challenge.

Fifth Dimension: the follow-up card.

As for the study (Mahdi, 2012) that dealt with creative behavior, its dimensions were represented in four dimensions, which are:

The First Dimension: Creative Problem Solving: The ability to feel problems is an essential component of creative work, and we mean by it (Muhammad, 2010: 8) to diagnose many problems within a single situation, by identifying their dimensions, aspects and deficiencies in order to reach creative solutions regarding them, as well as fluency, which means the ability to produce a quantity A huge number of ideas that lead directly to the proposed solutions to problems.

The Second Dimension: Communication Capacity: Communication capacity in administrative work is an administrative function that relates to its nature, and means communication, communication and the exchange of ideas and meanings and with the aim of causing certain behaviors. (Kanaan, 2009: 403) states that the essential elements of active communication include the following:

- Listening: that is, the manager listens to his employees in order to discover the truth of what the employee wants to say.
- Explanation: That is, the manager must explain his ideas to be influential in his employees.
- Question and discussion: That is, before the call is determined, its purpose is.
- Evaluation: It is useful as a method of control and motivation as it helps to perform and work to improve it.
- Response: The manager's note of the position requirements.

It is worth noting that Palestinian NGOs are striving since their establishment to strengthen the relationship between all employees and improve the language of communication and communication between different categories of employees, and seek to enter modern means of communication such as computers and follow e-mail as an alternative to paper communications in order to advance the work of organizations and keep pace with the rapid technological and scientific development.

The Third Dimension: Risk: The risk as mentioned (Rafik, 2010) is considered one of the elements of creative behavior, and it means that the creative director is a race to take the initiative and adopt new ideas, at the same time he is ready to assume responsibilities regarding the consequences of this, and the leader's behavior in itself is one of the main factors that increase The motivation of employees towards work and raising their morale so that they can face the problems that affect them by work, as it is not reasonable for the leader to think creatively while still clinging to the old and does not have a spirit of risk towards change, but he must be himself renewed thinking and cultivate the spirit of positive competition He has his employees to push them to new ideas and discuss them with them while lending a helping hand to them, and the effective leader is bold and courageous in nature, who sometimes takes risks while bearing all the consequences of that.

The Fourth Dimension: Encouragement And Moral Support For Creativity: He mentioned (Al-Salem, 2005) that the organizational climate is an essential element for establishing creativity and its system, which has positive effects in increasing the possibility of creativity within the organization. As for the creative opportunity, it is to provide and create a creative and cognitive climate and develop creativity for all workers at all levels, while The development and development of creative human resources to make them more capable of managing the organization by making them more creative by raising morale and maintaining and developing human

resources within the organization. By examining the researchers on many studies and research that touched on creative behavior, he extracted a set of practices practiced by workers in civil organizations and helps them to creativity by motivating and encouraging workers to come up with creative ideas and behaviors and providing moral and material support to them and encouraging a spirit of competition among workers in organizations to push them towards Reaching new creative ideas in order to advance their work and achieve the goals of the organization, and keeping pace with the new changes on the scene is necessary and natural, and adapting to them to develop solutions for them and dealing with a new method of communication and communication with workers to discuss and explain their ideas to reach the desired result in the discussion and give an opportunity to others in the discussion and not boycott In order to be able to clarify his point of view and spread a culture that accepts the other and work in a team spirit, and in order to elevate the performance of workers in the organization, the idea of freedom of expression and opinion must be entrenched and these are recommendations for brainstorming and providing a safe environment from fear of error. The important thing is to learn from it something new every time, and to work on developing self-confidence and providing experiences Usurious to develop a sense of responsibility and care to strengthen and develop internal motives for achievement and excellence and concern for the participation of subordinates in the work in assessing and making decisions and encouraging experimentation and diverse and creative methods and methods. The researchers note: When it comes to workers of organizations, the administrative dimension of strategic leadership becomes increasingly important and becomes a critical requirement for the fundamental success in achieving the desired goals in the organized work in its various aspects. An administrative leader promotes these management practices to achieve advancement in the organization. Given the difficult and complex conditions in which Palestinian NGOs operate and which pose great and varied challenges and urgent matters that were not taken into account, therefore it is imperative for decision makers in NGOs to confront such conditions by creating strategic managers who are characterized by skills, competencies, and creative capabilities and have the ability to adopt the most appropriate solutions and ideas. That enables organizations to progress towards the best and continue to provide services with great effectiveness, and those working in strategic lean must distinguish with creative capabilities and adopt creative behavior among workers in Palestinian NGOs.

Second – Lean strategy

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 lean, 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 lean is the key to achieving this (Ruth; 2008: 30). As for (Al-Maadeedi, 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 lean as an alternative approach to dealing with accelerated changes, and between (Al-Zabin, 2013: 88) that some organizations are competent High levels at a certain stage of their life cycle, and to maintain this superiority and excellence, it must adopt strategic lean as an effective means of sustaining this superiority.

Dimensions of Strategic Lean

In the context of searching for the dimensions that interact with each other to form the intellectual framework for strategic lean, in order to test the role of strategic lean in organizations, and in pursuit of its goals of great importance in the survival of the organization in the framework of the changing environment, it found many different opinions of researchers in determining the dimensions of lean Strategy It is necessary for us to answer a very important question which is: How can we measure the extent of the organization's strategic lean in this study with a set of dimensions which are (strategic sensitivity, intrinsic ability, clarity of vision, joint responsibility, taking actions, rapid response, and choosing strategic goals). These dimensions were the most frequent, used, and important by researchers in their previous studies, and also considered the most appropriate dimensions for the target study community in this study Palestinian NGOs in Gaza Strip.



Figure 1: dimensions of strategic agility

Source: Prepared by researchers based on the study of bothCriswell;et al;2012),

(Oyediji;2012),(Santala;2009),(Ojha;2008),(Long;2000),(khoshnood-nematizadeh;2017),(Abu-Radi;2013)

The foregoing shows us the importance of the strategic agility of the organization, and how it helps organizations in responding quickly to internal and external environmental conditions, in order for the organization to maintain its survival and ensure its continued provision of services and reach achievement of goals.

The Relationship between Creative Behavior and Strategic Lean:

Organizations strive to work with all their creative potential in order to develop and improve performance and present new innovative ideas that are in line with the work of organizations operating in Gaza Strip, and work to provide workers with creative behavior, which makes them able to improve work services and administrative organization and maintain the stability and development of the organization and raise its efficiency and confront administrative and organizational problems Inside it through continuous development and proposing new and innovative solutions to existing problems and future problems, which since its establishment strives to consolidate the relationship between all its employees and improving the language of communication and communication between different categories of workers, as well as developing various methods to enter modern means of communication such as computers and follow e-mail as an alternative to correspondence The paper aims to advance the work of the organizations and keep pace with the rapid scientific and technological development, by possessing sufficient experience to work in light of the deteriorating and unstable economic conditions and ability to speak the language understood by the world public and local through their complex relations with many parties and influential in their societies, to obtain support in all forms.

The strategic agility is considered one of the most essential requirements for the success of the organizations and ensuring their continuity in the governorates of Gaza, which need ingenuity to work to obtain financial support to support the sector in all forms, which is carried out through the application of strategic agility in NGOs to be able to have a new vision to know its location among competitors among other organizations.

Workers have an important role in developing the organization's ability to define its various goals in order to obtain those projects in all ways and means, in a manner that best serves the interest of society and the organization together and gives it the ability to adapt and maneuver and create its distinctive value by organizing its organizational structure and supporting it in all ways and involving workers in making decisions related to the organization Including flexibility in work, which is concerned with managing predictable change and working in all ways that improve the performance of its employees, since strategic lean is concerned with speed and rapid response to internal and external changes, in order to maintain its survival and ensure and continue to provide various services and access to Achieving creative behavior at work that practiced by workers with every professionalism to develop their creativity within NGOs working in Gaza Strip, and this was confirmed by previous studies as a study (Al-sawaer, 2017) which emphasized the importance of the relationship between

strategic lean and creativity in the light of business and technology as well as a study (Al- Abedi and Al-Musawi, 2014) which emphasized the role of the relationship between strategic intelligence indicators for Ensuring strategic sovereignty through the lean of the strategic movement, measuring the creative behavior of workers in civil organizations operating in Gaza Strip and also harnessing the appropriate organizational climate for work for workers and providing capabilities to find appropriate solutions to accomplish and achieve the desired goals, which are among the most important factors that affect all aspects of work within NGOs, whether At the level of the individual or organization, by setting the basic and important factors and conditions during planning.

The strategic vision for NGOs in Palestine:

Palestinian civil organizations of all kinds during the past decades played a central role in protecting the social fabric of the Palestinian society from all challenges and risks that were and still threatening its existence and existence, so the absence of the Palestinian state gave the civil organizations and the private sector a unique privacy, which distinguished it from other countries Arab and international, this sector has played a leading role in resisting the Zionist occupation, and in addressing its racist policies towards land, people and institutions, as well as playing a central role in the field of construction and development in conditions of evacuation, racial and settlement occupation.

This sector has, over the past long years, assumed responsibilities in providing all kinds of distinctive services to the Palestinian people, in all its locations. In their work and struggle, the civil organizations have sought to achieve several goals, including: establishing a base for a democratic Palestinian civil society and to provide "government" services within the country represented before the establishment of the national authority, in addition to contributing to the battle of the national liberation struggle by mobilizing and mobilizing the masses in the struggle against Occupation, confronting settlements and oppression policies, defending the political and human rights of the Palestinian people, and confronting all attempts that aimed at suppressing their identity, leading to their political absence.

Civil society organizations have faced, throughout the years of occupation, all forms of repression aimed at obstructing the work of these organizations and preventing them from performing their mission leading to their closure, arrest or exile of some of their leaders, and disrupting their programs and projects. However, the civil organizations were able to withstand and continue to work and give and serve the Palestinian people in its various categories.

Obstacles to the work of NGOs: There are a number of obstacles that hinder the work of NGOs, and they are the following (Marsad, 2003):

1. **Financial Constraints:** The financing problem represents one of the most important reasons that hinder the work of civil organizations, and material aid and its size play a major role in determining the directions of the work done, and opportunities to obtain financing are affected by the quality of the activity and the guidelines announced by those organizations, whether this funding is from a local institution or International, and the huge and growing number of civil institutions that created competition from funding sources must be more appropriate.
2. **Weak Institutional Building:** Weakness in the administrative structure of civil institutions and the lack of cadres and administrative expertise hindered the work of these institutions, bearing in mind that these two workers are essential in revitalizing and activating the role of organizations.
3. **The Absence Of Democratic Practices:** The political instability and the type of political climate, and the absence of democratic practices in governments has a significant impact on the work and activities of civil organizations, as it limits their activities, independence, freedom of movement, decision-making mechanism, and places restrictions on their management.
4. **The Absence of The Strategy:** The absence of the strategic planning that must be put in place by NGOs to run and stimulate their work is one of the most important obstacles to the role of these organizations in local development. It is worth noting that the role of civil organizations is still weak and intangible, as well as the company required with the authority is still a matter of controversy despite the increasing number of these organizations, the diversity of their activities and the widening of its geographic scope of work, and their participation in global conferences, which broadened its horizon and openness and increased awareness of issues of common interest, which it focused on Most of the recommendations of these conferences, to improve the quality of life, including poverty, defending human rights, literacy, women's empowerment and social issues.
5. **Poor Coordination And Organization Between Ngos:** Poor awareness and poor awareness of the need for coordination between organizations, and the lack of unification of efforts in a specific issue such as the environment, human rights or poverty, often leads to the dispersion of efforts necessary to achieve the desired goals and weakens the expected effective role of NGOs as pressure-bearers to influence General policies.

Methodology and Procedures:

The study methodology and procedures are considered a major axis through which the applied side of the study is accomplished, and through it the data required to perform the statistical analysis to arrive at the results that are

interpreted in light of the literature related to the subject of the study are obtained, and accordingly the goals that it seeks to achieve are achieved, and accordingly The researchers dealt with a description of the approach used and the study community, as well as the instrument used in the study, the method of preparation and how to build and develop it, and the extent of its sincerity and consistency. The chapter ends with the statistical treatments that were used in analyzing the data and extracting the results, 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 shedding light on the study problem to be researched and close understanding of its conditions, and collecting information that increases in clarifying the conditions surrounding the problem.

The researchers used two primary sources of information:

1. **Secondary Sources:** Where the researchers moved in treating 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 community: The study community is defined as all the vocabulary of the phenomenon that researchers study, and based on the study's problem and its goals, the study community is represented by workers in charitable societies operating in Gaza Strip of various types (local and international), provided that:

- That at least 5 years have passed since its foundation, 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 workers 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 the governorates of the sector.

According to the following schedule:

Table 1: Study Population and Sample

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

Source: Data with the assistance of (Ministry of Interior: June 2019).

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

Third / Study Sample: The cluster sample method was used because there are differences between charitable societies in different governorates due to the different nature of the activity of each association and the services that it provides to the public. The study sample size was (343) people based on the formula (Moore, 2003) and thus the appropriate sample size in this case It accommodates (343) employees at least, of whom (298) responded. The following table shows the distribution of respondents according to the study variables:

Table 2: Distribution of respondents according to the variables of gender, age group, educational qualification, specialization, number of years of service

Gender	Male		Female		Total
	147		151		
Age group	Less than 30 years old	30 - Less than 40 year old	40- Less than 50 year old	50 years and over	298
	107	119	50	22	
Qualification	Diploma below		Bachelor's Degree		298
	62		188		
		Postgraduate		48	

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 "sCreative Behavior and Impact on Achieving Lean Strategy in Organizations", which consists of three main sections:

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

Section Two: The Creative Behavior Scale

The Third Section: the measure of strategic lean

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.

Scale Description: The strategic agility scale consists of (27) items, which measure three sub dimensions. The following table shows that:

Table 3: Distribution of paragraphs of the scale of the different fields

No.	The Dimension	Paragraphs
1	Creative behavior	15
2	Strategic sensitivity	6
3	Clarity of vision	6
4	Choose strategic goals	6
5	Responsiveness	6
6	Shared responsibility	6
7	taking measures	6
8	Intrinsic capabilities	6

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

- 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 know 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 the validity The scale for application.
- 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 Scale

Table 4: Correlation coefficient between each paragraph of the "creative behavior" scale and the overall scale of the scale

No.	Paragraph	R	Sig.
1.	The organization works with the workers involved in making decisions to encourage creative behavior in it.	.824	0.01
2.	Studies are conducted on organized business development methods and divisions.	.732	0.01
3.	I believe in generating and applying new ideas to work within the organization.	.725	0.01
4.	I practice the techniques of some distinguished colleagues to develop my business skills.	.609	0.01
5.	I have the ability to anticipate business problems before they happen	.595	0.01
6.	The organization allocates the funds needed to implement innovative projects and ideas.	.624	0.01
7.	The official encourages the creative ideas presented by the workers of the organization.	.854	0.01
8.	I have the ability to refuse the wrong instructions and procedures.	.581	0.01
9.	Bring new ideas without hesitation and fear that they will fail.	.704	0.01
10.	Adapt to variables in the work environment smoothly and flexibly.	.551	0.01
11.	Perform the work assigned to in a sophisticated manner.	.762	0.01

12.	Technology is used to increase contact with workers inside and outside the organization.	.589	0.01
13.	The organization rewards the owners of distinguished production.	.734	0.01
14.	The organization urges workers to acquire creative skills	.754	0.01
15.	I use my personal relationships to communicate with outside parties and obtain material and moral gains for the organization.	.395	0.05

Table 5: Correlation coefficient between each paragraph of the dimensions of "strategic agility" and the total degree of the dimension

Dimensions Of Strategic Agility																				
Strategic Sensitivity			Clarity Of Vision			Strategic Goals			Responsiveness			Shared Responsibility			Taking Measures			Intrinsic Capabilities		
Paragraph No	Honesty level	Sig. level	Paragraph No	Honesty level	Sig. level	Paragraph No	Honesty level	Sig. level	Paragraph No	Honesty level	Sig. level	Paragraph No	Honesty level	Sig. level	Paragraph No	Honesty level	Sig. level	Paragraph No	Honesty level	Sig. level
1	.738	0.01	1	.866	0.01	1	.840	0.01	1	.844	0.01	1	.704	0.01	1	.805	0.01	1	.833	0.01
2	.889	0.01	2	.905	0.01	2	.792	0.01	2	.888	0.01	2	.909	0.01	2	.924	0.01	2	.784	0.01
3	.905	0.01	3	.889	0.01	3	.692	0.01	3	.797	0.01	3	.882	0.01	3	.815	0.01	3	.851	0.01
4	.859	0.01	4	.912	0.01	4	.803	0.01	4	.914	0.01	4	.958	0.01	4	.943	0.01	4	.731	0.01
5	.893	0.01	5	.920	0.01	5	.772	0.01	5	.809	0.01	5	.926	0.01	5	.901	0.01	5	.874	0.01
6	.909	0.01	6	.812	0.01	6	.700	0.01	6	.821	0.01	6	.778	0.01	6	.908	0.01	6	.827	0.01

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 Alpha Cronbach.

1. **Split-Half method:** The correlation coefficient was calculated between the sum of the even phrases and the sum of the individual expressions for the test and its domains. Using the Spearman equation, the total stability factor was (0.958), and the stability coefficients were all high, which indicates that the scale has a high degree of stability. The following table shows that:

Table 6: shows the coefficient of stability of the scale by half-squared method

No.	Dimensions	Paragraph No.	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment	Sig. Level
1.	Creative behavior	15	0.778	0.874	0.01
2.	Strategic sensitivity	6	0.874	0.933	0.01
3.	Clarity of vision	6	0.893	0.943	0.01
4.	Choose strategic goals	6	0.856	0.919	0.01
5.	Responsiveness	6	0.819	0.893	0.01
6.	Shared responsibility	6	0.820	0.901	0.01
7.	taking measures	6	0.928	0.955	0.01
8.	Intrinsic capabilities	6	0.855	0.903	0.01
Overall score for strategic agility		42	0.927	0.958	0.01

2. **Alpha Cronbach method:** The alpha-Cronbach stability coefficient was calculated, and the total scale stability coefficient was 0.985, which is the D and high stability coefficient, and the alpha-Cronbach stability was calculated for all areas of the scale, and the following table shows that:

Table 7: Alpha Kronbach Stability Coefficients for each Scale Field

No.	Dimensions	Coefficient Of Stability
1.	Creative behavior	0.894
2.	Strategic sensitivity	0.932
3.	Clarity of vision	0.942
4.	Choose strategic goals	0.858
5.	Responsiveness	0.916
6.	Shared responsibility	0.930
7.	taking measures	0.942
8.	Intrinsic capabilities	0.895

Overall score for strategic agility	0.985
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It is clear from the previous table that all stability parameters are statistically significant, confirming the validity of the scale for application.

Data analysis, study hypotheses, and discussion

It includes an offer of data analysis and testing of study hypotheses. Below is a presentation of the characteristics of the study sample according to personal data

Table 8: Distribution of the study sample according to personal data

Personal Data	The Number	Percentage%	
Gender	Male	147	49.3
	female	151	50.7
	Total	298	100.0
Age group	Less than 30 years old	107	35.9
	30 - Less than 40 years old	119	39.9
	40- Less than 50 years old	50	16.8
	50 years and over	22	7.4
	Total	298	100.0
Qualification	Diploma or less	62	20.8
	Bachelor's degree	188	63.1
	Postgraduate	48	16.1
	Total	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
	Total	298	100.0
Years of service	Less than 5 years	95	31.9
	From 5 to 10 years	84	28.2
	From 10 to 15 years old	59	19.8
	Over 15 years old	62	20.1
	Total	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 is higher compared to the reality of the aforementioned Palestinian labor market. Of jobs and tasks in local organizations appropriate to the nature of females.
- It is clear from the previous table that 75.8% of the study sample are young people under the age of 40 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 With administrative functions within the civil organizations, researchers attribute this to the presence of young elements in the Palestinian society capable of leading and promoting these organizations and the presence of a strong approach within the organizations by relying on modern technology, cultural and intellectual exchange between peoples and the spread of social media platforms, which are definitely mastered by this age group literally High is able to overcome and overcome the difficulties facing organizations, and there is a clear decrease in the age group over 50 years, confirming the diminishing element of experience in favor of modern technical and scientific expertise.
- It is clear from the previous table 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 graduate degrees holders 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 studied scientific approach

- It is clear from the previous table that 31.5% of the study sample are graduates 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 percentage 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 oversee 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.
- It is clear from the previous table 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% their experience duration was from 10 to 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 workers 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, the person is able to make the 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 cells was determined in the Likert pentatonic scale by calculating the range between the scale grades (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell i.e. (4/5 = 0.80) and then This value was added to the lowest value in the scale (the beginning of the scale and it is the correct one) in order 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 9: 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%	Ok
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 have determined the degree of approval according to the approved criterion of the study.

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

To answer the question, the mean, standard deviation, relative weight and order were used to find out the degree of approval. The results are shown in Table 10.

Table 10: Arithmetic mean, standard deviation, relative weight, and order of each of the paragraphs of the "creative behavior" scale

No.	Paragraph	Sma	Standard Deviation	Relative Weight	Rank	Degree Of Approval
1.	The organization works with the workers involved in making decisions to encourage creative behavior in it.	3.87	980.	77.40%	12	Agree
2.	Studies are conducted on organized business development methods and divisions.	3.89	893.	77.80%	11	Agree
3.	I believe in generating and applying new ideas to work within the organization.	4.10	852.	82.00%	4	Agree
4.	I practice the techniques of some distinguished colleagues to develop my	4.16	783.	83.20%	1	Agree

No.	Paragraph	Sma	Standard Deviation	Relative Weight	Rank	Degree Of Approval
	business skills.					
5.	I have the ability to anticipate business problems before they happen	4.02	831.	80.40%	7	Agree
6.	The organization allocates the funds needed to implement innovative projects and ideas.	3.91	900.	78.20%	10	Agree
7.	The official encourages the creative ideas presented by the employees of the organization.	3.95	901.	79.00%	9	Agree
8.	I have the ability to refuse the wrong instructions and procedures.	3.96	883.	79.20%	8	Agree
9.	Bring new ideas without hesitation and fear that they will fail.	4.08	721.	81.60%	5	Agree
10.	Adapt to variables in the work environment smoothly and flexibly.	4.14	666.	82.80%	3	Agree
11.	Perform the tasks entrusted to me in a sophisticated manner.	4.27	622.	85.40%	1	Agree
12.	Technology is used to increase contact with workers inside and outside the organization	4.06	857.	81.20%	6	Agree
13.	The organization rewards the owners of distinguished production	3.69	1.067	73.80%	14	Agree
14.	The organization urges workers to acquire creative skills	3.85	992.	77.00%	13	Agree
15.	I use my personal relationships to communicate with outside parties and obtain material and moral gains for the organization.	3.41	1.252	68.20%	15	Agree
Total Marks		3.9496	55644.	78.99%		Agree

From Table (10), the following can be drawn:

- The arithmetic mean for the fourth paragraph, "I practice the methods of some distinguished colleagues to develop my skills at work." It equals 4.27 (total score of 5), i.e. the relative weight of 85.40%, which means that there is high approval by the sample members of this paragraph.
- The researchers attribute this to the interest of the owners of associations in Gaza Strip to have a distinguished management team capable of keeping abreast of developments in order to practice their work with professionalism and professionalism while keeping pace with technological developments.
- The mean of the fifteenth paragraph "I use my personal relationships to communicate with external parties and obtain material and moral gains for the organization" is equal to 3.41, i.e. the relative weight is 68.20%, and this means that there is high approval by the sample members of this paragraph.
- The researchers attribute this to: The associations' keenness to have strong relations with the authorities concerned with project financing in order to facilitate access to them, but in light of the Israeli blockade and the Palestinian division, had a negative impact on bringing projects to Gaza Strip
- In general it can be said that the mean of the creative behavior scale "is 3.94, that is, the relative weight of 78.99%, and this means that there is a high agreement by the individuals of the sample on the paragraphs of this measure.

The researchers attribute this to the keenness of the associations in Gaza Strip to consolidate the relationship between all its employees and improve the language of communication and communication, as well as the introduction of modern technology and the use of computers instead of using paper writing, and following e-mail as a substitute for paper correspondence in order to advance the work of the associations and keep pace with the rapid scientific and technological development of The work carried out was postponed very quickly and these results agreed with some studies such as (Al-Shawawrah, 2011) which showed the importance of administrative style and creative behavior.

The result of the second question: Which states: "What is the level of strategic agility among civil servants?" To answer the question, the researchers used averages, standard deviations and percentages, according to the following tables:

Table 11: Arithmetic mean, standard deviation, relative weight, and ranking for each dimension of the "strategic agility" scale.

No.	Paragraph	Sma	Standard Deviation	Relative Weight	Rank	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
Total score		3.9522	.56602	79.04%		Agree

From Table (11) the following can be drawn:

- The arithmetic mean for the third dimension "Choosing strategic goals." It equals 4.03 (total score of 5), i.e. the relative weight is 80.66%, in the first place, and this means that there is a high agreement 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 solidarity of the collective effort in the legal organization of the 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 arithmetic mean of the strategic agility scale "is 3.95, that is, the relative weight is 79.04%, and this means that there is high agreement by the members of the sample on the dimensions of the scale.

The researchers attribute this to: 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 distinguished by accuracy and speed, which makes the work of the association 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 lean in Palestinian civil institutions by (71.327%) to a large extent, (Haniyeh, 2016) study. There is a statistically significant effect of strategic lean 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 lean affecting "excellence in institutional performance" are (joint responsibility, core capabilities, speed of response, choice of strategic goals), a study (2013 Abu Radi), there is a relationship between the variables of strategic lean and variables of competitiveness, (Khoshnood & Nematizadeh, 2017) study that strategic lean has a major impact on competitiveness.

Hypotheses Test:

Ho 1: There is a correlation relationship at the level ($\alpha \leq 0.05$) between creative behavior and the dimensions of Lean strategy (strategic sensitivity, choice of strategic goals, clarity of vision, shared responsibility, choice of procedures, response speed, and core ability) in NGOs.

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

Table 12: Correlation coefficient between creative behavior and strategic agility

Strategic Agility	Creative Behavior	
	R	(Sig.)
Strategic sensitivity	.525	*0.000
Clarity of vision	.595	*0.000
Choose strategic goals	.627	*0.000
Responsiveness	.701	*0.000
Shared responsibility	.659	*0.000
taking measures	.726	*0.000
Intrinsic capabilities	.624	*0.000
Overall score for strategic agility	.750	*0.000

* Correlation is statistically significance at the level $\alpha \leq 0.05$

The previous table shows that the correlation coefficient equals .750, and that the probability value (Sig.) Equals 0,000 and is less than the significance level 0.05. This indicates a statistically significant relationship between strategic lean and creative behavior among civil servants working in Gaza Strip. We also note from the previous table that there is a statistically significant relationship between all dimensions of strategic lean and creative behavior, and this confirms the validity of the hypothesis.

The researchers attribute this to the keenness of the associations in Gaza Strip to be quick-wired in their work and their selection of distinguished work staff, especially that their work is charitable with a view to providing services to members of society from the target groups and a sense of social responsibility in achieving their goals as soon as possible and at the lowest possible costs and costs, as well as achieving the highest possible levels. From the satisfaction of the beneficiaries compared to the competitors, the associations possess essential capabilities, especially the human element who possesses the superior competitive advantage by implementing the basic activities in the association, giving a mental plan about the awareness of future events, the clarity of the vision of the association and the speed necessary to implement and enjoy the required stability in investing and exploiting the available opportunities, and contributing To achieve the results and outputs of the work collectively, and to provide access to information for the employees, to retain them and to involve them greatly in planning, implementation, works and participation in making decisions in the association, and to adopt a method of dialogue and discussion between all parties responsible for implementing strategies that encourage initiatives and exchange ideas related to their implementation and presented through units And the different work divisions within the association.

These results were consistent with some studies as a study (Haniyeh, 2016). There is a strong direct relationship with statistical significance between the practice of strategic lean and excellence in institutional performance. A study (Al-Zabin, 2013). There is a relationship and impact of strategic information characteristics in achieving strategic lean, a study. (Al-Sane, 2013), there is a statistically significant effect of strategic lean with its variables in achieving organizational effectiveness with its creative variables, a study (2013, Radi Radi), there is a relationship between the variables of strategic lean and variables of competitiveness, study (Al-Shawawah, 2011) and the existence of a related relationship Statistical significance between training and creative behavior.

Ho 2: Creative behavior has a direct, statistically significant effect in achieving Lean strategy in NGOs.

To measure the effect of the dimensions of strategic agility together on creative behavior, researchers used simple linear regression analysis as in the following tables:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 ^a	.563	.561	.37484

The previous table shows that the square of the coefficient of determination $R^2 = 0.561$, which means that creative behavior explains the achievement of Lean strategy by 56.1%, which means that the change in the dependent variable (Lean strategy) occurs as a result of the change in the independent variable (creative behavior) and the rest is explained by Other variables were not included in the regression variables, in addition to random errors resulting from the method of data collection and measurement accuracy.

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.564	1	53.564	381.237	.000b
	Residual	41.589	296	.141		
	Total	95.153	297			

From the above table it is clear that there is a significant correlation between creative behavior and strategic lean, which means that the regression model is good.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.938	.156		6.016	.000
	Creative behavior	.763	.039	.750	19.525	.000

From the results of simple regression, the following can be concluded:

1. Strategic lean (dependent variable) is fundamentally affected statistically significant by creative behavior.
2. The values of the T-TEST test for creative behavior were statistically significant at the level of significance 0.01, showing the strength of the impact of creative behavior on achieving strategic lean.
3. Through the values of Beta coefficients, a regression model equation can be developed that illustrates the effect of strategic lean on creative behavior, where the regression equation is as follows:

$$Y = 0.938 + 0.763X_1$$

Whereas:

Y = strategic lean

X1 = creative behavior

Results

First- In Terms Of the Axes of the Resolution

- The mean of the creative behavior scale "has reached a relative weight of 78.99%, which means that there is high agreement.
- The average mean for Lean strategy "has reached 79.04% relative weight, which means that there is high agreement.

Second- The Results In Terms Of Hypotheses

- A statistically significant relationship between creative behavior and the dimensions of Lean strategy.
- Lean strategy (dependent variable) is fundamentally affected statistically significant by creative behavior
- There are statistically significant differences in Lean strategy due to the gender variable.
- There were no statistically significant differences between the averages of the study sample estimates on Lean strategy due to the age group variable.
- There were no statistically significant differences at ($\alpha \leq 0.05$) between the responses of the sample opinions on creative behavior according to the gender variable.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributed to the age group.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributable to the educational qualification.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributable to the specialty.
- There are statistically significant differences between the averages of the study sample estimates about the creative behavior of the scale due to the variable number of years of service.
- There are statistically significant differences between the average number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), meaning that less experience is more creative behavior.
- There were no statistically significant differences between the averages of the study sample estimates about Lean strategy attributed to the educational qualification.
- There were no statistically significant differences between the averages of the study sample estimates on Lean strategy due to the specialty variable.
- 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.

Recommendations

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

- The need for civil organizations in Gaza Strip to seek funding from foreign countries in order to provide a self-income for the association to confront crises and give them independence in order to preserve them to play their role in society.
- The need for civil organizations 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
- Work to employ civil organizations in Gaza Strip, their expertise 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.
- The necessity of working to follow up on the strategic plan for NGOs using electronic correspondence as it paves the way for achieving excellence and creativity in the field of work.
- The necessity of creating competitive and stimulating programs between universities in the field of computerizing services and developing them so that they become more superior and faster at work.
- Developing the human cadre, attracting experts and owners of experience, and sending missions to external countries specialized in the work of international institutions such as writing projects and reports related to the performance of associations.

- Providing original integrated programs related to information technology related to data archiving and archiving.
- International institutions are adopting a training program for employees in associations in Gaza Strip to develop their skills and capabilities necessary to deal with professionally funded projects.
- The use of consultative bodies, including experts and academics, in the field of writing projects and benefiting from them, whether they are related to the educational, agricultural and health aspects, in a way that serves the infrastructure of Gaza Strip.
- Work to spread awareness among employees about the necessity of their participation in evaluating, identifying and developing services by submitting their proposals to the competent authorities.
- The necessity of setting a training program for employees in associations in Gaza Strip in the field of information in various institutions on information safety, security and archiving.
- The necessity of holding meetings and workshops with the local community, and this helps them to define the community's needs.
- Determining the ability to access data according to the powers system, by establishing internal regulations to that effect.
- The need for civil organizations in Gaza Strip to use their legal right to own income-generating projects to meet the needs of NGOs.

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