

# Shared Responsibility, Rapid Response and Their Relationship to Developing the Creative Behavior of Organizations

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**Abstract:** *The study aimed to identify the joint responsibility and speed of response and their relationship to developing 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. Retrieval (298) questionnaire, and the following results were reached: The relative weight of the joint responsibility was 78.66%, and the response speed (78.26%) and the relative weight of the creative behavior scale reached 78.99%, and there was a statistically significant relationship between the joint responsibility and the speed of Creative behavior front, and there are statistically significant differences in the dimensions of the scale due to the variable gender in response speed and the differences in favor of females. While there were no statistically significant differences in the dimension of joint responsibility attributable to the gender variable, there were no statistically significant differences between the averages due 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, age group, educational qualification, specialization 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 confront crises and give them independence in order to preserve them to play their role in society, the need to work to follow up on Strategic Plan for NGOs using e-mails as they pave 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 to identify the needs of the community.*

**Keywords:** Shared Responsibility, Rapid Response, Creative Behavior, Palestinian Ngos, Gaza Strip

## Introduction

The success of organizations in achieving their goals requires the availability of a number of organizational variables and a sound manner, the most important of which is joint responsibility and speed of response as these changes in the organization reflect their personality, as perceived by the employees in them, and it is also a determinant of organizational behavior, as it affects the satisfaction of employees and the level of their performance. The importance of joint responsibility and rapid response in the context of the rapid environmental changes experienced by organizations and intense competition and entry into globalization and rapid technological development are increasing, which imposes on the organization continuous innovation and development, as creativity is the process that underpins any progress. As the organizational climate represents a description of the characteristics of the organizations working environment, it is imperative that the behavior of the creative individuals is affected by the prevailing organizational climate, either it is encouraging or hindering creativity, so a healthy organizational climate gives the opportunity for the growth of creative energies and encourages innovation, and gives individuals a wider field of work, communication and taking Decisions, and provides material and moral incentives. Creative organizations are the ones that provide a suitable organizational climate, in which creativity is rooted as a renewed institutional goal, and makes creativity a fundamental and vital task that all employees share, as it is the basis for its growth, existence and prosperity.

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. In this study, the investigation and study will be conducted on the potential inherent in the civil institutions that drive the creative behavior of employees through the level of joint responsibility and speed of response.

## Problem Statement

NGOs face the lack of support and funding sources in Gaza Strip, 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. 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 the service in the best possible quality. (Jad Allah, 2016) study showed the role

of School Administration in the development of creative behavior among secondary school teachers in the governorates of Gaza came with a great appreciation (68.20%), and a study conducted by researchers in development affairs and NGOs in Gaza recently facilitated Muhaisen survey study that showed that 60% of NGOs in Gaza are unable to Covering its expenses and expenses, and at least (80%) of these organizations. The funding deficit affects the quality of its services, which requires creative thinking that transcends the problems through abnormal creative ways. Accordingly, the problem of the study revolves around: **What is the level of joint responsibility, speed of response, and their relationship with the creative behavior of employees of Palestinian NGOs - in Gaza Strip?**

The following sub-questions are branched from it:

1. What is the level of response speed among employees of NGOs?
2. What is the level of joint responsibility of employees in NGOs?
3. What is the degree of applying creative behavior according to the opinions of the sample?
4. Is there a fundamental relationship between shared responsibility and rapid response to creative behavior?
5. Are there statistically significant differences between the responses of the sample members about joint responsibility, speed of response, creative behavior) according to the variables (age group, gender, number of years of service and educational qualification)?

### Research Objectives

This study aims mainly to clarify joint responsibility and speed of response and their relationship to developing creative behavior of NGOs, through:

1. Knowing the degree of achieving joint responsibility and rapid response in NGOs
2. Learn about the creative behavior of NGOs
3. Learn about the nature of the correlation between shared responsibility, rapid response and factors of creative behavior in NGOs
4. Disclosure of statistical differences from the respondents' answers about (joint responsibility, response speed, creative behavior).
5. Providing recommendations and proposals that could contribute to identifying the level of joint responsibility and speed of response, which in turn may contribute to improving the performance of civil society employees.

### Research Importance

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

#### Scientific Importance:

1. The importance of this study stems from the importance of the topic that it discusses, which deals with shared responsibility, speed of response and its relationship to creative behavior, just as the importance of this study is in its originality in that it is one of the first studies to examine the topic of shared responsibility, speed of response and its relationship to creative behavior.
2. The availability of this study as a reference in the Palestinian libraries helps researchers in reviewing the results of the study and its recommendations and the possibility of applying similar studies to other samples, or in related fields in creative behavior.

#### Practical Importance:

1. The study can assist in providing these recommendations to decision makers and officials in NGOs to work to benefit from them in improving the increase in competitive advantage.
2. Meeting the needs of NGOs to take advantage of joint responsibility and rapid response in a manner that enhances employee performance and focuses on the importance of creative behavior in NGOs in developing employee performance.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limit:** The topic of creative behavior and the factors that affect it, especially joint responsibility and responsiveness, were studied 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.

### Literature Review

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

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- 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 agility in the Palestinian civil organizations in Gaza Strip, and the concept of strategic agility has included a number of areas which are (strategic sensitivity, clarity of vision, choice of strategic goals, rapid response, joint responsibility, taking actions, core capabilities) and the study used An analytical descriptive approach, and the questionnaire as a main tool for collecting data from the employees of the associations operating in the governorates of Gaza Strip. The relative weight of the strategic agility scale reached (79.04 %), and there were statistically significant differences in the dimensions of the measure due to the gender variable in the dimensions of strategic agility (strategic sensitivity, clarity of vision, choice of strategic goals, rapid response, and taking measures) and the differences were in favor of females . While there were no statistically significant differences in my dimension (shared responsibility, core capabilities) attributable to the gender variable, there were no statistically significant differences between the mean dimensions of strategic agility due to the age group variable, the educational qualification, and the study presented a set of recommendations, the most important of which are: the necessity of seeking civil organizations In Gaza Strip, by obtaining funding from external countries in order to provide associations with self-income to face crises and give them independence in order to preserve them in order to play their role in society, the need to follow up on the strategic plan for NGOs using electronic messages where It paves the way to reach excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them to define the needs of society.
- 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 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 (Saad, 2018) aimed to identify the role of strategic agility in the development of human resources in Palestinian civil institutions in Gaza Strip, and the study used the descriptive analytical approach, and the study sample consisted of supervisory positions in these institutions and their number (219) respondents and researchers used the questionnaire A major tool for the study, the results have shown: strategic agility is used in Palestinian civil institutions at a rate of (71.327%) with a large degree and its planning dimensions (74.44%) which is with a great approval degree, organization with (70.8%) which is with a high degree of approval, technology with a rate of (67.9 %) It is a degree m Approval medium, there is a statistically significant relationship between the degree of fitness strategy and the development of human resources in the Palestinian civil institutions, and the most important recommendations: the need to strengthen the use of the concept of agility strategy in the Palestinian institutions in Gaza Strip, drawing up plans and policy actors for the development of human resources, and evaluate and develop them periodically.
- A study (Ping et., 2017) aimed to examine the relationship between the implementation of risk management in an organization on performance stability, the role of strategic agility as an intermediate variable, and the role of quality of the internal audit function as a modified variable in this relationship between listed Malaysian public companies, and the study used the descriptive analytical approach Through the questionnaire, the random sample method was used, and the study revealed that the implementation of enterprise risk management has a great relationship to fixed performance, and that strategic agility mediates the relationship significantly, and also the quality of the internal audit function does not significantly affect the relationship between implementation of management E risks in the organization and the performance of the company. The study recommended the necessity of adopting integrated risk management as a major contributor to the stable performance of companies.
- A study of (Khoshnood & Nematizadeh, 2017) aimed at explaining the concept of strategic agility and its determinants, revealing its importance in the banking sector and checking its impact on the competitiveness of private banks in Iran, and this study is an applied study, and with regard to data collection it is descriptive and correlative, and it is a society The study consisted of managers and experts working in private Iranian banks, where the study sample reached (150) managers and experts from banks, and the results of the study showed that: strategic agility has a major impact on the competitiveness of private banks in Iran, the dimensions of strategic agility came with mathematical averages passed It also comes of: blurred vision (4:18) and the selection of strategic goals (4.12) and taking action (3.57) and share responsibilities (3.45) Basic (3.36) and a high capacity ratios.



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- A study of (Haniyeh, 2016) that aimed to identify the extent of strategic agility and its relationship to excellence and quality of institutional performance in the food industries sector in Gaza Strip, and the dimensions of strategic agility were in (strategic sensitivity, clarity of vision, core capabilities, choice of strategic goals, shared responsibility, Speed of response), and the dimensions of excellence in institutional performance were (leadership, human resources, customer satisfaction "from the company's point of view", employee satisfaction, product quality, process quality), and the study used the descriptive analytical approach and appropriate statistical tests to test health Assumptions and to answer the study's questions, and the comprehensive survey method in collecting data, as the study community was restricted to the food industries companies registered as a member of the Federation of Food Industries, which numbered (67) companies, but (104) questionnaires were distributed to (55) companies, in order to reject (4) Questionnaire filling companies, and the presence of (8) closed companies that do not work, and the recovery rate was (100%). The most important results of the study were as follows: The level of strategic agility and excellence in institutional performance in food industries companies was a strong degree for both variables, it reached The relative mean of strategic agility and the relative average of excellence Institutional performance (78.65%), there is a high statistically significant correlation between the practice of strategic agility and excellence in institutional performance in the food industries sector in Gaza Strip, there is a statistically significant effect of strategic agility on excellence in institutional performance in the food industries sector in Gaza Strip, And that the dimensions of strategic agility affecting "excellence in institutional performance" are (shared responsibility, core capabilities, speed of response, choice of strategic goals) and that the rest of the dimensions have little impact.
  - A study of (Hussein, 2016) that aimed to determine the intermediate impact of strategic agility between environmental sensing strategies and strategic innovation, and in order to achieve this, the types of environmental sensing strategies (closure strategy, gradient strategy, prediction strategy) were adopted based on (Piercy, 2009) and it was adopted Dimensions of strategic agility (strategic sensitivity, strategic response, collective capabilities). While the dimensions of strategic innovation (process innovation, knowledge management) were adopted. Zain Iraq Telecom Company was chosen as a field of research through a questionnaire form that included (154) members from the heads of departments, units and people. Empirical factor analysis (modeling the structural equation) and some descriptive statistics, correlation analysis, simple regression analysis, and multiple gradient regression analysis were used according to what came in selecting the intermediate variable stipulated in a study (Baron & Kenny, 1986). The study results showed that the strategic agility variable partly mediates the relationship between environmental sensing strategies and strategic innovation at the company level. The research sample has a high arithmetic average of (3.236). Such as strategic agility to respond effectively guiding organizations to deal with the total movements in the surrounding environment and include factors flexibility, adaptation and transformation and the transition from one state to another and dealing with environmental developments high smoothly depending on the agility of processes, activities and systems adopted.
  - A study (Obaida, 2016) that aimed to know the relationship between the organizational climate and the creative behavior of faculty members in intermediate community colleges in Gaza Strip, and the researchers led the accreditation of his study descriptive analytical approach, and the study population consisted of all faculty members in intermediate colleges of Gaza Strip The study sample, which numbered (422) members, was chosen. The study sample represented (50%) of the faculty members in the six intermediate colleges of society chosen for this study. (221) questionnaires were distributed, and a total of (171) were retrieved from them. A questionnaire with a percentage of (77.1%), and a number The valid questionnaires for the analysis (160) questionnaires, at a rate of (96.5%) from the retriever, all were subjected to statistical analysis, and the study concluded that: there is a statistically significant relationship between the elements of the organizational climate and the creative behavior of its faculty members, the arrangement of the organizational climate elements in terms of their effect on behavior The creativity of faculty members in intermediate community colleges in Gaza Strip as follows: (systems and instructions, participation in decision-making, organizational structure, available technology, working conditions, training, and finally, incentives and rewards), no differences in the focus of the study linked With each of the following personal variables: (age group, educational qualification, number of years of service, type of appointment, and salary), differences in the focus of the study are related to each of the following personal variables (gender, job title, and workplace).
  - 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
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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 (Al-Zabin, 2013) that aimed to identify the effect of strategic information characteristics on achieving strategic agility and the role of competitiveness as a modified variable in Alba House in Jordan, and the study community included all employees of Alba House Jordan in all its affiliated locations As for the study sample, it included the managers, heads of departments and all production supervisors, who numbered (72) individuals. The researchers used the descriptive analytical method, the applied method to collect data, analyze it and test hypotheses. One of the most prominent findings of the study was that there is a relationship and impact of the characteristics of the information a strategy in achieving the strategic agility of the Jordanian company, Alba House, and the company exerts strategic agility with a strong degree.
- A study of (Abu Radi, 2013), which aimed to know the discovery of the effect of strategic agility on the competitive capabilities in private Jordanian hospitals, and the study attempted to discover this effect through the variables of strategic agility, namely (clarity of vision, understanding the basic capabilities, choosing strategic goals, sharing responsibility, taking Procedures) and competitiveness variables (innovation, service quality, reliability, flexibility, cost leadership), and aimed to examine the extent to which Jordanian private hospitals apply the dimensions of strategic agility, and the study was applied to private Jordanian hospitals located in the capital In order to achieve the goals of this study, the researchers designed a questionnaire consisting of (38) items to collect data from the study sample, which consisted of the departments working in the researched hospitals, where the number of distributed questionnaires reached (233) questionnaires, and the results showed that there is a relationship between the fitness variables The strategy and variables of competitiveness, and that there are differences in the extent of agility in the hospitals examined, and it has also resulted that the hospitals are able to create value and use them in choosing their customers.
- 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 - Joint Responsibility**

It is intended to make decisions in the organization by the entire team in a way that leads all members of the team to collective success (Doz & Kosonen, 2008), so that the entire team is committed to making bold decisions collectively and in a deliberate manner, as collective decisions seek to be less conservative, more accurate and confident From individual decisions (Santala, 2009), and the partnership in responsibility and collective commitment by all parties can create value for the organization, which depends mainly on the idea of teamwork, and it is a measure of the extent of the existence and development of the relationship with the customer in order to contribute to creating value (Long, 2009). Many researchers touched on the responsibility of multiple and multiple actors and the extent of their contribution to achieving results and outputs collectively, as it is necessary to rely on the formation of results in a cumulative and aggregate manner, and joint responsibility represents a measure of the accumulated value of the organization by building relationships with partners of the value chain, as its relationship With the beneficiaries of the most important contribution to creating value (Khoshnood & Nematiaadeh, 2017).

### **Second - The Speed of Response**

It reflects the degree to which the organization can take immediate action and at a certain point such as an opportunity to present a new product (Abu Radi, 2013), and the function of this dimension is to make the organization in a permanent state of movement and this falls on the manager by directing individuals to better perform the duties and tasks assigned With them, however, this leads the organization to achieve efficiency, effectiveness and speed of response to the surrounding variable (Al-Shamaa, 1991), as the response speed is considered a new source of competitive advantage, as many companies like (MCDonald). (Federal express) competes mostly on the basis of speed, and this requires the organization to be described as rapid movement, as well as to delegate decision-making to the lowest levels in the organization, and that the work be done by teams of diverse skills (Russell & Taylor, 2008). Through the above clarification of both the speed of response and shared responsibility, we can conclude that the organization's ability to quickly adapt to changes in the external environment in it enables the organization's ability to provide

access to information to employees or retain them and involve them significantly in planning and implementing actions and participating in choosing Decision in the organization.

### **Third- Creative Behavior**

Creative behavior is represented by the individual's ability to get rid of the ordinary context of thinking and follow a new style of thinking, or is it a set of mental characteristics, the most important of which is 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). Creativity can be considered the intertwined unit of the set of subjective and objective factors that achieve new, original and valued production by an individual or group (Roshka, 1989). There are many factors that emerge from the organizational climate and significantly influence creative behavior and then creativity, most of which are represented by the following factors:

1. Factors related to human resources: they are represented in training opportunities for employees and providing them with new skills that help to change positively, and provide an element of security and job stability, which would enhance confidence and develop the self and provide opportunities for growth and ensure that they are not preoccupied with resignation or fear of dismissal.
2. Structural factors: It includes the elements of the administrative structure or the organic model that adopts flexibility, decentralization, rapid response and decision-making for the variables of the internal and external environments.

### **NGOs:**

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

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

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

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

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

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

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

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

**Methodology and Procedures:**

The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished, and through it the data required to conduct the statistical analysis to obtain 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 Addressed a description of the approach used and the study community, as well as the study tool used, the method of preparation and how to build and develop it, and the extent of its sincerity and stability, and the chapter ends with the statistical treatments that were used in analyzing the data and extracting the results, and the following describes these procedures.

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

**The Researchers Used Two Primary Sources Of Information:**

1. **Secondary Sources:** Where the researchers turned to address the theoretical framework of the study to secondary data sources, which are represented in the 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.

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

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

**According to the following schedule:**

**Table 1: Study Population and Sample**

#	Governorate	Number Of Associations	Number Of Employees	Sample Number
1.	North of Gaza Strip	7	350	38
2.	Gaza	30	1831	198
3.	Central of Gaza Strip	4	458	50
4.	Khan Younes	6	425	46
5.	Rafah	1	103	11
<b>Total</b>		48	3167	343

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

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



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

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

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

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

**Study Tool:** A questionnaire has been prepared on "joint responsibility and speed of response and their relationship with creative behavior among employees of Palestinian NGOs - in Gaza Strip", 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:** Shared Responsibility and Responsiveness

**Section Three:** Creative Behavior

**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 examined 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

#	Field	Paragraphs Number
1.	Choose Strategic Goals	6
2.	Intrinsic Capabilities	6
3.	Creative Behavior	15

**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 domain 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 of the paragraphs after "choosing strategic goals" and the overall degree of the dimension

#	Paragraphs	R	Sig.
1.	The organization has clear strategic goals that it uses to guide it in making the appropriate decision.	.840	0.01
2.	The organization works to translate its strategic goals into realistic results.	.792	0.01
3.	The department's operations, projects and activities relate to the strategic goals as a whole.	.692	0.01
4.	The organization's strategic goals focus on providing the best services to the public.	.803	0.01
5.	Management is carried out with strategic goals, procedures and common metrics between	.772	0.01

	departments and management on a regular basis.		
6.	The organization has the capacity to define actions to develop products and services.	.700	0.01

**Table 5:** Correlation coefficient between each of the paragraphs after the "essential capabilities" and the overall degree of the dimension

#	Paragraphs	R	Sig.
1.	The organization has an effective electronic system that facilitates official work.	.833	0.01
2.	The organization has the skills and experience that distinguish it from other organizations	.784	0.01
3.	The organization allocates the necessary human resources to improve all its service operations.	.851	0.01
4.	The organization has a new reputation and fame among the beneficiaries and the community.	.731	0.01
5.	The organization allocates the funds necessary to improve its operations and increase the perceived value of its services provided.	.874	0.01
6.	The organization possesses the skills and knowledge necessary to accomplish its work efficiently	.827	0.01

**Table 6:** Correlation coefficient between each paragraph of "creative behavior" and the overall score for the field

#	Paragraphs	R	Sig.
1.	The organization works with workers to take 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

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

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). The following table shows that:

**Table 7:** shows the coefficient of stability of the scale using the half-way method

#	The Scale	The Number Of Paragraphs	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment	Significance Level
1.	Choose Strategic Goals	6	0.856	0.919	0.01
2.	Intrinsic Capabilities	6	0.855	0.903	0.01
3.	Creative Behavior	15	0.778	0.874	0.01
<b>Total Marks</b>		27	0.927	0.958	0.01

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

**Table 8:** Cronbach's coefficient alpha for each field of strategic agility scale

#	The Scale	Coefficient of stability
1.	Choose Strategic Goals	0.858
2.	Intrinsic Capabilities	0.895
3.	Creative Behavior	0.894
<b>Total Marks</b>		0.985

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

Thus, the researchers have confirmed the validity and consistency of the study questionnaire, which makes them fully confident in the validity of the questionnaire and its validity to analyze the results, answer the study questions and test their hypotheses.

### Data Analysis, Study Hypotheses, and Discussion

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions and reviewing the most prominent results of the questionnaire, which was reached through the analysis of its paragraphs, and to find the personal data of the respondents, so statistical treatments were made for the data collected from the study questionnaire, as the packages program was used. Statistical for Social Studies (SPSS) to obtain the results of the study that was presented and analyzed.

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

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

**Table 9:** Distribution of the study sample according to personal data

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

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

And that 75.8% of the sample of the study are young people under the age of 40 years and the rest of the proportion is from the older age group, it is clear from the table the largest percentage is for those under the age of 40, which is a very good percentage of young people who work in administrative jobs within the civil organizations The researchers attribute this to the presence of young elements in the Palestinian society capable of leading and advancing these organizations, and the presence of a strong trend within

the organizations by relying on modern technology, cultural and intellectual exchanges between peoples and the spread of social media platforms, which are definitely mastered by this age group with high professionalism. Able to overcome and overcome the difficulties faced by organizations, as there is a clear decrease in the category Alamrahah category greater than 50 years experience confirms diminishing element for the benefit of technical expertise and modern scientific.

And that 63.1% of the study sample hold a bachelor's degree, while 20.8% of the diploma holders while 16.1% of the graduate studies holders, and this is consistent with the fact that working in private institutions in Gaza Strip requires a bachelor's degree mainly. The researchers attribute that the number of the diploma degree holders is small and the trend towards a bachelor's degree, which focuses on administrative jobs and tasks in civil organizations, and such jobs certainly have requirements and tasks that are not often less than a bachelor's degree, which explains the high percentage of bachelor's degree holders in the sample, The percentage of holders of postgraduate degrees is also low for undergraduate degrees, which are included with the researchers' interpretation of the nature of administrative tasks, and the ability to make decisions, develop strategic plans and lead the teams according to a calculated scientific approach.

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

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% were their experience duration is from 10 to 15 years. The researchers show from the proportions that the largest percentage went to holders of the number of years of service less than 5 years, and the researchers attribute this to the nature of the study community, as the administrative functions and tasks assigned to employees in associations in Gaza Strip directly depend on rapid knowledge in the rapid technological development and mixing with the cultures of the world, and the acquisition of experiences in Short years, the person is able to make the appropriate decisions and accomplish the required tasks in the organization in a more effective and efficient way, depending on previous experiences.

#### The Criterion Approved In the Study

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

**Table 10:** It shows the criterion approved in the study

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

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

#### Answer To Study Questions:

**The Result of The First Question:** Which states: What is the level of joint responsibility of employees in NGOs?

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 of the paragraphs after "joint responsibility"

#	Item	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
1.	The organization requires staff to treat mistakes as opportunities for learning and continuous improvement.	3.95	893.	79.00%	1	Agree
2.	The organization provides easy access to information of interest to both beneficiaries and workers.	3.91	874.	78.20%	5	Agree
3.	The organization encourages workers to the principle of shared responsibility.	3.94	921.	78.80%	2	Agree



4.	The organization urges workers to treat mistakes as opportunities for learning and improvement.	3.92	901.	78.40%	4	Agree
5.	The organization maintains the relationship with its beneficiaries through their participation in the planning and implementation of projects	3.84	908.	76.80%	6	Agree
6.	The organization has a clear job analysis of its jobs (job description and description)	3.93	907.	78.60%	3	Agree
<b>Total Marks</b>		3.9128	70638.	78.26%		Agree

From the results shown in the previous table, it can be concluded that:

- The arithmetic mean for the first paragraph "The organization requires workers to deal with errors as opportunities for learning and continuous improvement" equal to 3.95 (total score of 5), meaning that the relative weight is 79.00%, and this means that there is high approval by the sample members of this paragraph. The researchers attribute this to the fact that the civil organizations in Gaza Strip encourage their employees to be responsible and to develop their skills continuously and give them the opportunity to prove themselves in the management of the institution with all merit.
- The mean of the fifth paragraph "the organization maintains the relationship with its beneficiaries through their participation in planning and project implementation" is 3.84, meaning that the relative weight is 76.80%, which means that there is high approval by the sample members of this paragraph.

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

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

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

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

**The Result of The Second Question:** Which states: What is the level of response speed among civil society employees?

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

**Table 12:** Arithmetic mean, standard deviation, relative weight and rank for each of the items after "response speed"

#	Item	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
1.	The organization adapts its strategy to suit the changing circumstances and environment.	3.97	846.	79.40%	2	Agree
2.	The organization uses professional strategists for strategic analysis	3.72	1.027	74.40%	6	Agree
3.	The organization possesses the ability to exploit the available opportunities and capabilities	3.96	868.	79.20%	3	Agree
4.	Have the ability to present more than one idea in a short period of time	3.93	840.	78.60%	4	Agree
5.	Refer to the executive departments to obtain the necessary data and information.	4.13	778.	82.60%	1	Agree
6.	The organization constantly discusses with workers about its strategic and future directions.	3.89	890.	77.80%	5	Agree
<b>Total Marks</b>		3.9332	65031.	78.66%		Agree

From the results shown in the previous table, it can be concluded that:

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

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

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

The researchers attribute this: to the endeavors of civil organizations to attract specialized staff in the fields such as writing all projects and obtaining them from the financing countries to implement the project, and investing and training employees in the institution in order to enhance strategic planning, which is considered the title of excellence and excellence of NGOs in Gaza Strip. In general, it can be said that the mean of the response speed dimension is 3.93, that is, the relative weight of 78.66%, and this means that there is high agreement by the individuals of the sample on the paragraphs of this dimension.

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

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

**The Result of The Third 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 the degree of approval. The results are shown in the following table.

**Table 13:** Arithmetic mean, standard deviation, relative weight and rank for each of the paragraphs of the "creative behavior" scale

#	Item	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
1.	The organization works with the workers involved in making decisions to encourage creative behavior in it.	3.87	0.980	77.40%	12	Agree
2.	Studies are conducted on organized business development methods and divisions.	3.89	0.893	77.80%	11	Agree
3.	I believe in generating and applying new ideas to work within the organization.	4.10	0.852	82.00%	4	Agree
4.	I practice the techniques of some distinguished colleagues to develop my business skills.	4.16	0.783	83.20%	1	Agree
5.	I have the ability to anticipate business problems before they happen	4.02	0.831	80.40%	7	Agree
6.	The organization allocates the funds needed to implement innovative projects and ideas.	3.91	0.900	78.20%	10	Agree
7.	The official encourages the creative ideas presented by the employees of the organization.	3.95	0.901	79.00%	9	Agree
8.	I have the ability to refuse the wrong instructions and procedures.	3.96	0.883	79.20%	8	Agree
9.	Bring new ideas without hesitation and fear that they will fail.	4.08	0.721	81.60%	5	Agree
10.	Adapt to variables in the work environment smoothly and flexibly.	4.14	0.666	82.80%	3	Agree
11.	Perform the tasks entrusted to me in a sophisticated manner.	4.27	0.622	85.40%	1	Agree
12.	Technology is used to increase contact with workers inside and outside the organization	4.06	0.857	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	0.992	77.00%	13	Agree

#	Item	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
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
<b>Total Marks</b>		3.9496	0.55644	78.99%		Agree

From the results shown in the previous table, it can be concluded that:

- The arithmetic average for the fourth paragraph, "I practice the methods of some distinguished colleagues to develop my work skills." 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 of 68.20%, which 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.

**Selection of Hypotheses:**

**H0<sub>1</sub>:** There is a correlation at ( $\alpha \leq 0.05$ ) between joint responsibility, response speed, and creative behavior factors in NGOs. To test this hypothesis, the "Pearson correlation coefficient" test was used, and the following table illustrates this.

**Table 14:** Correlation coefficient between strategic agility and creative behavior

Strategic Lean	Creative behavior	
	R	(Sig.)
Shared responsibility	.659	*0.000
Responsiveness	.701	*0.000

\* Correlation statistically at the significance level ( $\alpha \leq 0.05$ ).

The previous table shows that the correlation coefficient between shared responsibility and creative behavior factors equals 659, and that the probabilistic value (Sig.) Equals 0,000 which is less than the significance level 0.05 this indicates a statistically significant relationship between shared responsibility and creative behavior of civil society employees working in Gaza strip.

We also note from the previous table that the correlation coefficient between response speed and creative behavior factors is .701, and that the probabilistic value (Sig.) Equals 0,000 which is less than the significance level 0.05 this indicates a statistically significant relationship between response speed and creative behavior of civil society employees. Operating in Gaza Strip. This confirms the validity of the hypothesis.

The researchers attribute this to the keenness of the associations in Gaza Strip to be quick-wise in their work and their selection of distinguished work staff, especially if their work is charitable with the aim of providing services to community members of the target groups and a sense of social responsibility in achieving their goals as quickly as possible and at the lowest possible cost and costs.

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 agility and excellence in institutional performance. A study (Al-Zabin, 2013). There is a relationship and impact of strategic information characteristics in achieving strategic agility, a study. (Al-Sane, 2013) There is a statistically significant effect of strategic agility with its variables in achieving organizational effectiveness with its creative variables, a study (2013 Abu Radi), there is a relationship between the variables of strategic agility and variables of competitiveness, a study (Al-Shawawrah, 2011) and the existence of a significant relationship Statistics between training and creative behavior.

**H0<sub>2.2</sub>** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on social responsibility and the speed of response and their relationship to creative behavior according to the following variables (gender, age group, educational qualification, specialization and number of years of service).

**The main hypothesis is based on a set of sub-assumptions:**

**H0<sub>2.1.1</sub>** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between responses of the sample opinions on social responsibility and speed of response and their relationship to creative behavior according to the gender variable.

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

**Table 15:** The mean averages, standard deviations and the "T" value of the measure of strategic agility due to the gender variable

Dimensions	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Significance
Choose Strategic Goals	Male	147	3.8170	.72196	-3.087*	0.002	Sig.
	Female	151	4.0464	.55127			
Intrinsic Capabilities	Male	147	3.8347	.81898	-1.895	0.059	Not Sig
	Female	150	3.9893	.56755			
Creative Behavior	Male	147	3.8928	.59852	-1.741	0.083	Not Sig
	Female	151	4.0049	.50807			

\*The value of "t" is statistically significant at the significance level ( $\alpha \leq 0.05$ ).

The previous table indicates that there are statistically significant differences in the dimensions of the scale due to the gender variable in the response speed in favor of females, where the calculated value of (T) was greater than the value of (T) tabular. While there are no statistically significant differences in my dimension (shared responsibility and creative behavior).

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

This study differed with the study (Obaida, 2016) and the study (Jad Allah, 2016). There are no statistically significant differences for the study variables.

**H0<sub>2.2</sub>** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on social responsibility and the response speed and their relationship to creative behavior according to the age group variable.

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

**Table 16:** Results of the "mono-variance" test - for the age group variable

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less Than 30 Years	30 - Less Than 40 Years	40- Less Than 50 Years	50 Years And Over		
Choose Strategic Goals	4.0318	3.8560	3.9800	3.7652	1.973	0.118
Intrinsic Capabilities	4.0022	3.8695	3.8687	3.8106	0.937	0.423
Creative Behavior	4.0176	3.9074	3.9783	3.7817	1.480	0.220

\* The difference between the averages is statistically significant at the significance level ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, it can be concluded that:

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

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

**H0<sub>2.3</sub>** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on social responsibility and the speed of response and their relationship to creative behavior according to the variable of the educational qualification.

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

**Table 17:** Results of the "mono-variance" test - for the variable of the educational qualification level

The Dimension	Averages			Test Value	Probability Value (Sig.)
	Diploma	Bachelor's Degree	Postgraduate		
Choose Strategic Goals	3.8925	3.9624	3.8715	0.525	0.592
Intrinsic Capabilities	3.9274	3.9089	3.9090	0.017	0.983
Creative Behavior	3.9518	3.9637	3.8916	0.320	0.726



\* The difference between the averages is statistically significant at the significance level ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, it can be concluded that:

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

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

These results agreed with some studies as a study (Jad Allah, 2016). There are no statistically significant differences between the averages of the study sample estimates about this field due to the scientific qualification and differed with the study (Obaida, 2016) in the presence of statistically significant differences between the averages of the estimates of the study sample. About this field attributed to the educational qualification.

**H0<sub>2.4</sub>**: There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on social responsibility and the speed of response and their relationship to creative behavior according to the specialty variable.

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

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

The Dimension	Averages					Test Value	Probability Value (Sig.)
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations And Media	Human Sciences		
Choose Strategic Goals	4.0447	3.9119	3.8551	3.9603	3.8320	1.253	0.289
Intrinsic Capabilities	3.9699	3.9724	3.7739	3.9762	3.7921	1.100	0.357
Creative Behavior	3.9870	4.0090	3.7800	2.9592	3.8814	1.166	0.326

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

From the results shown in the previous table, it can be concluded that:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test is higher than the significance level 0.05, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about this field due to the specialty variable.

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

**H0<sub>2.5</sub>**: There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on social responsibility and speed of response and their relationship to creative behavior according to the variable number of years of service. To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

**Table 19:** Results of the "mono-variance" test - for the variable number of years of service

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years		
Choose Strategic Goals	4.1382	4.0349	3.8446	4.0483	2.821*	0.039
Intrinsic Capabilities	4.0474	4.0524	3.8390	4.0244	1.496	0.216
Creative Behavior	4.0277	3.9885	3.7724	3.9587	3.093*	0.027

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

From the results shown in the previous table, it can be concluded that:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test is less than the significance level 0.05 for all dimensions, and thus it can generally be concluded that there are statistically significant differences between the averages of the study sample estimates about this field due to the variable number of years of service.

The researchers attribute this to the fact that experience has a fundamental role for entrepreneurs in the associations in Gaza Strip and encourage members of the study sample on entrepreneurship to take responsibility and set goals with great accuracy and make timely decisions. To find the difference direction, LSD test was used as in the following tables:

**Table 20:** LSD test results to compare average service years over response speed

Categories	Averages			
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years

Less than 5 years				
From 5 - 10 years	-0.06635			
From 10 - 15 years	*-0.30811	*-0.24176		
Over 15 years	-0.11357	-0.04722	0.19454	-

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

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

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

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

Categories	Averages			
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years
Less than 5 years				
From 5 - 10 years	-0.07369			
From 10 - 15 years	*-0.36956	*-0.29587		
Over 15 years	-0.07578	-0.00209	*0.29379	-

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

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

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

**Table 22:** LSD test results to compare average service years for the total degree of creative behavior

Categories	Averages			
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years
Less than 5 years				
From 5 - 10 years	0.07224-			
From 10 - 15 years	0.27240-*	0.20016-*		
Over 15 years	0.12738-	0.05514-	0.14501	-

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

The previous table shows the results of the LSD test for comparing the average income categories for the degree of creative behavior, where the results show that there are statistically significant differences between the averages of the number of service years (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (Less than 5 years) This is 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.

The researchers attribute this to the fact that the majority of employees in the associations in the youth category find them more enthusiastic about the work, and this, in turn, positively reflected the progress of the Foundation's work in all fields.

**Results**

The following Results and recommendations were reached:

**First- In Terms Of the Axes of the Resolution**

- The mean of the response velocity "has reached a relative weight of 78.66%, which means that there is high agreement.
- The mean of the joint liability dimension "has reached 78.26% relative weight, which means that there is high agreement.
- The mean of the creative behavior scale "has reached a relative weight of 78.99%, which means that there is high agreement.

**Second- The Results In Terms Of Hypotheses**

- A statistically significant relationship between shared responsibility and rapid response to creative behavior.

- There are statistically significant differences in the dimensions of strategic agility due to the gender variable in the speed of response, in favor of females. While there are no statistically significant differences in my dimension (shared responsibility, creative behavior).
- There were no statistically significant differences between the averages of the study sample estimates about the study variables due to the age group variable.
- There were no statistically significant differences between the averages of the study sample estimates about the study variables due to the educational qualification.
- There were no statistically significant differences between the averages of the study sample estimates about study variables due to attributed to the specialty variable.
- There are statistically significant differences between the averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), that is, the fewer experiences are more responsive.
- There are statistically significant differences between the averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), meaning that less experience is more shared responsibility. The results also show that there are differences between the number of years of service (10 - less than 15 years) and the number of years of service (more than 15 years) in favor of (10 - less than 15 years)
- There are statistically significant differences between the averages of the 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 averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), meaning that less experience is more creative behavior.

### **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 NGOs in Gaza Strip to have a written strategic plan used as a guide for employees working at different administrative levels to achieve the organization's goals and vision
- Working to employ NGOs in Gaza Strip, with their experience in funded projects, to find a self-source for the association.
- 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 need for NGOs in Gaza Strip to use their legal right to own income-generating projects to meet the needs of NGOs.

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