

# The Effect of Choosing Strategic Goals and Core Capabilities on the Creative Behavior of Organizations

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**Abstract:** *The study 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.*

**Keywords:** Choosing Strategic Goals, Core Capabilities, 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 the choice of strategic goals and core capabilities as they reflect in the organization their personality, as perceived by the workers in them, and is also a determinant of organizational behavior, as it affects the satisfaction of workers and the level of their performance.

The importance of choosing strategic goals and substantial capabilities increases in the context of the rapid environmental changes experienced by the organizations, intense competition and entry into globalization and rapid technological development, which imposes on the organization continuous innovation and development, since creativity is the process that underlies any progress. Since the organizational climate represents a description of the characteristics of the organizations working environment, it is necessary for the creative behavior of individuals to be affected by the prevailing organizational climate, either to be encouraging or hindering creativity, 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 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 workers 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 workers.

## Problem Statement

NGOs face the lack of support and funding sources in Gaza Strip, which work to help the needy and people with special needs that depend on external projects, which requires work to improve the creative behavior of civil society employees, and this requires the

use of some modern concepts and strategies to develop their performance and help choose strategic goals and core capabilities To develop the analytical capabilities, cognitive and graphic skills of organizations and their environment that are reputable and comprehensive, especially in preparing and preparing senior management cadres and developing their leadership skills which requires staff to disassemble In an unusual way to provide creative solutions and recommendations to provide the service in the best possible quality, a study (Jad Allah, 2016) showed the role of school administration in developing creative behavior among secondary school teachers in Gaza governorates came with a high degree of appreciation (68.20%) and also showed a study conducted by researchers in Development Affairs and Non-Governmental Organizations in Gaza A recently facilitated Muhaisen survey study showed that 60% of NGOs in Gaza are unable to cover their expenses and expenses, and at least (80%) of those organizations affect the funding deficit on the quality of their services, which requires doing a way of thinking. Creative works to overcome problems by creative ways Abnormal.

**Accordingly, the problem of the study revolves around:**

What is the impact of the choice of strategic goals and core capabilities on creative behavior among employees of Palestinian NGOs - in Gaza Strip?

**The following sub-questions are branched from it:**

1. What is the level of selection of strategic goals among civil society employees?
2. What is the level of core capabilities 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 choosing strategic goals and core capabilities and creative behavior?
5. What is the impact of the selection of strategic goals and core capabilities on creative behavior among civil society employees?
6. Are there statistically significant differences between the responses of the sample members regarding the choice of strategic goals and core capabilities, 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 the impact of the choice of strategic goals and core capabilities on the creative behavior of employees in NGOs, through:

1. Knowing the degree of level of choice of strategic goals in NGOs
2. Knowing the degree of level of core competencies in NGOs
3. Learn about the creative behavior of NGOs
4. Knowing the nature of the correlation between (core capabilities, choosing strategic goals) with creative behavior factors in NGOs
5. Study the effect of choosing strategic goals and core capabilities on creative behavior among employees in NGOs.
6. Disclosure of statistical differences from the respondents' answers about (the choice of strategic goals and core capabilities, creative behavior).
7. Providing recommendations and proposals that can contribute to the identification of methods for selecting strategic goals and core capabilities, 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 you are discussing, which deals with the selection of strategic goals and fundamental capabilities in creative behavior, and the importance of this study represents its originality in that it is one of the first studies that examine the topic of choosing strategic goals and fundamental capabilities and its relationship to creative behavior.
2. The availability of this study as a reference in the Palestinian libraries helps researchers in reviewing the study results and recommendations and the possibility of applying similar studies to other samples, or in related fields in creative behavior.

**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 benefit from the selection of strategic goals and core capabilities in a manner that enhances employee performance and focuses on the importance of creative behavior in NGOs in developing employee performance.

**Research hypothesis**

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

**Ho 1:** There is a correlation at the level of (0.05) between (the choice of strategic goals and core capabilities) and factors of creative behavior in NGOs.

**Ho 2:** The choice of the strategic objectives and the core capabilities combined collectively have a direct and statistically significant effect on the creative behavior of NGOs.

**Ho 3:** There are statistically significant differences at the level of ( $\alpha$  0.05 بين) between the responses of the sample opinions on the selection of strategic goals, core capabilities and creative behavior according to the following variables (gender, age group, educational qualification, specialization and number of years of service).

**The following sub-assumptions are subdivided:**

**Ho 3-1:** There are statistically significant differences at the level ( $\alpha$  0.05 العينة) between the responses of the sample opinions about the choice of strategic goals, core capabilities and creative behavior according to the gender variable.

**Ho 3-2:** There are statistically significant differences at the level of ( $\alpha$  0.05<sup>1</sup>) between the responses of the sample opinions about the choice of strategic goals, core capabilities and creative behavior according to the age group variable.

**Ho 3-3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions regarding the choice of strategic goals, core capabilities and creative behavior according to the variable of the educational qualification.

**Ho 3-4:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions regarding the choice of strategic goals, core capabilities and creative behavior according to the specialty variable.

**Ho 3-5:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the choice of strategic goals, core capabilities and creative behavior according to the variable number of years of service.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective limit:** The issue of creative behavior and the factors that affect it were addressed, especially the selection of strategic goals and core capabilities 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 workers 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:

- A study of (Hamdan et al., 2020) aimed to identify the creative behavior in the Palestinian civil organizations between reality and expectations, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in the governorates of Gaza Strip, and the cluster sample method was used and the sample size was (343) individuals and has been recovered (298) Resolution. The following results were reached: The relative weight of the measure of creative behavior was 78.99 (%), and there were no statistically significant differences in creative behavior according to the gender variable, age group, educational qualification, specialization, while the results indicated that there were differences according to the number of years of service. The study presented a set of recommendations, the most important of which are: the necessity of working to follow up the strategic plan for NGOs using electronic messages as it paves the way for achieving excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them determine the needs of the community.
- Study of (Alayoubi et al., 2020) aimed to identify the impact of the requirements of implementing strategic entrepreneurship in achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees. The researcher used the analytical descriptive method. The study community consists of all academic and administrative staff in the college. The researchers used the comprehensive inventory method. 149 questionnaires were distributed to all members of the study community. The number of questionnaires returned was (115), ie, the response rate was (77.1%). The results of the study showed a strong positive correlation between the requirements of applying strategic entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees of Palestine Technical College- Deir al-Balah. It also showed a statistically significant effect between the requirements of implementing strategic entrepreneurship (pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah, and that the remaining variables show that their effect is weak. The study recommended that the Technical College of Palestine take care of the various requirements of implementing strategic entrepreneurship and develop its organizational capabilities for its direct role in achieving technical innovation of the college.

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- Study of (Alayoubi et al., 2020) aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in Gaza Strip. The researcher used the analytical descriptive method. The study population consists of all the supervisors working in three universities in Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service, Responsiveness, safety, empathy) in Palestinian universities. The study recommended that Palestinian universities should take into account the various dimensions of strategic leadership practices and develop their university capacities, including strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices and implementation of balanced regulatory control. Educational service for universities.
  - Study of (Saad, 2018) aimed to identify the role of strategic agility in the development of human resources in Palestinian civil institutions in Gaza Strip, and the study used the descriptive analytical approach, and the study sample consisted of supervisory positions in these institutions and their number (219) respondents and researchers used the questionnaire A major tool for the study, the results have shown: strategic agility is used in Palestinian civil institutions at a rate of (71.327%) with a large degree and its planning dimensions (74.44%) which is with a great approval degree, organization with (70.8%) which is with a high degree of approval, technology with a rate of (67.9 %) It is a degree m Approval medium, there is a statistically significant relationship between the degree of fitness strategy and the development of human resources in the Palestinian civil institutions, and the most important recommendations: the need to strengthen the use of the concept of agility strategy in the Palestinian institutions in Gaza Strip, drawing up plans and policy actors for the development of human resources, and evaluate and develop them periodically.
  - A study of (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.
  - Study of (Jad Allah, 2016) aimed to know the role of school administration in promoting creative behavior among teachers from their point of view, and to develop a proposed concept to enhance the role of school management in developing creative behavior among teachers, and the researcher used the descriptive analytical approach to develop the proposed scenario to enhance the role of management School in developing creative behavior among teachers, and the study population consisted of (4503) male and female teachers, where the study sample was randomly chosen from the study community, but it numbered (350) male and female teachers, and to achieve the goals of the study, the researcher built a questionnaire consisting of (45 paragraphs) Divided into three domain C which are: educational curricula and teaching methods, the school environment, and school activities), and the results of the study indicated: building a proposed concept to enhance the role of school administration in developing creative behavior among secondary school teachers in Gaza governorates, the role of school administration in developing creative behavior among secondary school teachers in governorates Gaza came with a large degree of appreciation and a relative weight (68.20%). There are statistically significant differences between the averages of the degrees of the individuals of the study sample for the degree of school administration practicing its role in developing creative behavior among secondary school teachers in Gaza governorates, from their point of view attributed to a variable Social type in favor of females, there are no statistically significant differences between the study sample to the degree of school administration for its role in the development of creative behavior among secondary school teachers in Gaza Governorates due to the qualification of scientific variable, and the variable years of service.
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- 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 (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),
- A study (Roman; 2012) that aimed to identify the determinants of creative behavior in small companies, where the study used the questionnaire as a tool for the study and the researchers used the descriptive analytical approach, the study sample consisted of (700) individuals working for their own account in Spain, and for data processing the analysis program was used The statistic (spss) The study reached a number of results, the most important of which are: that education is a major factor in influencing innovation and creativity, and that the size of the company plays a crucial role in creativity.

## Theoretical Framework

### First - The Core Capabilities:

The person's knowledge of his ability is the most important factor in his success in achieving his goals and aspirations. Likewise, the organization's awareness of its core capabilities and the skills that distinguish it is an important and vital element in setting achievable goals, and gives it a high ability to allocate its resources in what is necessary to improve its operations according to its capabilities, and core capabilities Are the skills of organizations and cognitive features directed at achieving the satisfaction of beneficiaries compared to competitors, and an expression of the organization's awareness of the capabilities required to how to raise the efficiency of performance and the exploitation of opportunities since the organization that does not realize its basic capabilities will be the process of tracking opportunities It works weakly, and it is necessary here to find and define the list of skills and knowledge that are consistent with its core capabilities (Long, 2000). Organizations also need to develop new habits in order to form knowledge, prepare all available financial information, and bring mental capabilities to answer difficult questions ( Kettunen, 2010), and core capabilities may take various forms, such as technical, theoretical, critical, and scientific skills that can be used in an organization, (Long, 2000) believes that core capabilities provide the organization with a necessary mix of the speed that strategic agility needs, and in the event the organization does not know Because of its core capabilities, it will not be able to pursue the opportunities available to it and it will have a misuse of these opportunities. There are a number of characteristics that must characterize the core capabilities, which are according to (Muhammad, 2102):

- Relation to goal: the organization is concerned with the resources and skills that have to do with the goal that you want to reach.
- Difficulty of imitation: That is, the competing organizations cannot imitate them, they can imitate them, but with difficulty or at high cost.
- Non-transferable: Organizations that wish to take advantage of their competitive advantage without transferring competitors to them build non-transferable capabilities.

Therefore, the organization should possess special core capabilities that in turn work to create the superior competitive advantage by adding value directly and clearly to the core activities in that organization (Dess at; 2007), and the increased intensity of

competition between organizations in light of the rapid technological progress may be imposed on those Organizations are constantly and continuously interested in how to obtain capabilities, since the market share of the organization remains the same in the presence of the current competition, which requires it to constantly pursue the latest scientific methods in acquiring core capabilities, and many organizations have begun to adopt clear competition strategies, and that In response to many variables, in order to maintain this market share and current studies in the field of strategic management confirm the importance of specialized capabilities as a fundamental pillar to achieve a competitive advantage and a strong foundation for the survival of the organization, but it should be realized that these capabilities will not provide the competitive advantage of the organization forever, in other words with Over time, competitors will break through the barrier and be able to imitate it, thus losing these capabilities their competitive advantage.

#### **Sources of Intrinsic Capabilities:**

Muhammad (2102) believes that the core capabilities have two primary sources, first: organizational learning: it is meant to possess current knowledge and capabilities second: human capital: it means those experiences, knowledge, skills, and abilities that individuals possess and use in productive processes, which are measured through development and training And incentive system.

#### **Second: Choosing Strategic Goals:**

Any organization, regardless of its size, small or large, or whatever its productive or service activity differs, has a goal or a set of goals, and the process of selecting strategic goals related to the organization's mission is formulated by the highest authority, and often these goals are the results that the organization seeks to achieve and For its sake of qualifying, strengthening, or developing its capabilities to align with current or emerging opportunities, it is a goal and an endeavor for every organization that wants to achieve success, (Tamimi and Khashali, 2007) the strategic goals are the endpoints or core results that the organization seeks to achieve through activities, through a To make the best use of available and future resources as the goals are the actual guide for organizations of different activities, so choosing goals helps the organization to modify its plans and develop its basic capabilities to align with the available opportunities and specific goals (Radwan, 2014).

(Radwan, 2014) also states that strategic goals are of great importance as follows:

1. Define the strategic direction of the organization clearly.
2. It draws the desired future action by observable and measurable procedure
3. It is a guide for decision-making as it represents a guide and standard for senior management when choosing the appropriate strategic alternative.
4. Goals are considered the basis for evaluating organizational performance.
5. Goals help motivate and sharpen employees towards achievement.
6. It helps organizations leaders clarify their needs to the stakeholders who have power and control

#### **Requirements for choosing strategic goals and core capabilities:**

There is no doubt that the choice of strategic goals and core capabilities is not an attribute that any organization can easily possess but rather must be attached to it a set of systematic practices and activities that are described as requirements for the organization to maintain its competitive advantages in addition to a rapid response to changes and emergency events in a turbulent and accelerating environment in the organization, Where (Chen; et al, 2008) and (Beltrame, 2008) see the requirements for choosing strategic goals and core capabilities as follows:

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

Commenting on what was mentioned, the researchers see that one of the most important requirements for choosing strategic goals and core capabilities is the ability of the organization to define its basic capabilities, whether human or technical, and develop them better in a way that serves the interest of the organization and gives it the ability to adapt and maneuver and create the distinct value with it with an organizational structure and organizational culture Supportive, flexible and involved in making decisions.

#### **Second - Creative Behavior:**

With the advent of the scientific and technological revolution in our time, and the emergence of many administrative difficulties at work, we did not need new and innovative methods to solve our problems, as creative behavior consisting of originality, fluency,

flexibility, communication and problem solving is the only way that leads to advancement in civil organizations, so it is not possible Talking about any organization or ministry that works in a community and provides services that are not concerned with the issue of the creative behavior of its workers.

There is no doubt that the creators play an important and prominent role in the lives of people than they offer in the future work climate. If we look at the human environment with its visible or invisible aspects, we would find that it is a product of the imagination of the creators in all fields. Creativity is your way to self-realization. Creative work is one of the greatest difficulties that one faces it in his life, and there is no doubt that he is one of the greatest rewards he receives in return.

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 it is 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 a summary The interaction between the individual and the 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 the individual or group (Roshka, 1989).

The researchers define it procedurally: it is a set of activities, skills and feelings that a person has that enables him to walk towards creating a new work of his own unknown to others.

**Creative behavior can be confined to several basic aspects:**

1. Creative behavior is a mental ability that can be observed at the level of the individual, group or organization, where these parties are the main axes of creativity.
2. Creative behavior is a production process. The creative process is the ability to create creative production and it appears through physical behaviors or things.
3. The creative process goes through several stages of preparation and maturity until its realization.
4. Creativity can be managed and managed, either by training individuals or groups or providing an environment conducive to creativity for organizations.

**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 reach the results that are interpreted in the 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 This chapter examined 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 consistency. The chapter ends with the statistical treatments that were used in analyzing the data and extracting the results. Procedures.

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

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

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

**Second - 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 a year be more than 2,000,000 shekels, in order to have an impact on society.
- That the organization has existing projects to be implemented in recent months.
- The percentage of the governorate from the total number of organizations in all the governorates of the sector.

**According to the following schedule:**

**Table 1: Study Population and Sample**

No.	Governorate	Number Of Associations	Number Of Employees	Sample Number
1.	North 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
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**Source:** General Department of Public Affairs and NGOs in the Ministry of Interior: 2020

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

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

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

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

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

**Fourth- Study Tool:** A questionnaire has been prepared on "The Effect of Choosing Strategic Goals and Core Capabilities on the Creative Behavior of Organizations", which consists of three main sections:

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

**The Second Section:** a measure of the impact of the choice of strategic goals and core capabilities on creative behavior

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

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

No.	Field	Paragraphs Number
1.	Choose Strategic Goals	6
2.	Intrinsic Capabilities	6
3.	Creative Behavior	15

**Section Two: Rationing Stage:** Includes validity and reliability calculation for the test.

**1. The validity of the arbitrators:**

The scale was presented in its current form to a number of arbitrators with specialists from business administration professors, who are (13), to identify the appropriateness of the test phrases and their representation of the aspects that are included in them. Validity of scale for application.

**2. Validity of the building using the internal consistency method:**

The scale was applied to a survey sample of (32) from the original community members of the study. Correlation coefficients were calculated for each paragraph in the domain to which it belongs, as well as correlation coefficients between domains with each other. All paragraphs got a level of significance of 0.05. This indicates that the scale is characterized by a high degree of honesty of the 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

No.	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

No.	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

No.	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 terms and the sum of the individual expressions for the test and its domains, using the Spearman Brown equation and the stability coefficients were all high, indicating that the scale had a high degree of stability. The following table shows that:

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

No.	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 method factor was calculated, and the total scale stability factor was 0.985, which is the significance and high stability factor, and Cronbach’s coefficient alpha method 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

No.	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.

### 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.

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

**The Criterion Approved In the Study**

To determine the criterion adopted in the study, the length of the cells was determined in the Likert pentatonic scale by calculating the range between the scale grades (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell i.e. (4/5 = 0.80) and then This value was added to the lowest value in the scale (the beginning of the scale and it is the 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 selection of strategic objectives among civil servants?"

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

**Table 11:** arithmetic mean, standard deviation, relative weight, and ranking for each of the items after "choosing strategic goals"

No.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
1.	The organization has clear strategic goals that it uses to guide it in making the appropriate	4.17	805.	83.40%	1	Agree

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

From the previous table, the following can be drawn:

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

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

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

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

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

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

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

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

**The Result Of The Second Question:** Which states: "What is the level of essential capabilities of employees in NGOs?"

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

**Intrinsic Capabilities**

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

**Table 12:** Arithmetic mean, standard deviation, relative weight, and order of each of the paragraphs after the "essential estimations"

No.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
1.	The organization has an effective electronic system that facilitates official work.	3.91	1.036	78.20%	6	Agree
2.	The organization has the skills and experience that distinguish it from other organizations	3.97	958.	79.40%	4	Agree

No.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
3.	The organization allocates the necessary human resources to improve all its service operations.	4.02	901.	80.40%	2	Agree
4.	The organization has a new reputation and fame among the beneficiaries and the community.	4.17	770.	83.40%	1	Agree
5.	The organization allocates the funds necessary to improve its operations and increase the perceived value of its services provided.	3.94	904.	78.80%	5	Agree
6.	The organization possesses the skills and knowledge necessary to accomplish its work efficiently	4.02	816.	80.40%	2	Agree
<b>Total Marks</b>		4.0029	67029.	80.06%		Agree

From the previous table, the following can be drawn:

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

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

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

Researchers attribute this to the fact that most of the civil organizations seek to have a computerized system for entering data for beneficiaries for easy reference in the event of any project that will be implemented, which facilitates their management, archiving, retrieval and use whenever the institution wants, but the majority of institutions rely on entering data in a paper way and this loses speed in The work compared to working according to the computerized electronic systems.

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

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

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

**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 out 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

No.	Paragraph	SMA	Standard Deviation	Relative Weight	Ranking	Degree of Approval
1.	The organization works with workers to take decisions to encourage creative behavior in it.	3.87	980.	77.40%	12	Agree
2.	Studies are conducted on organized business development methods and divisions.	3.89	893.	77.80%	11	Agree
3.	I believe in generating and applying new ideas to work within the organization.	4.10	852.	82.00%	4	Agree
4.	I practice the techniques of some distinguished colleagues to develop my business skills.	4.16	783.	83.20%	1	Agree
5.	I have the ability to anticipate business problems before they happen	4.02	831.	80.40%	7	Agree

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

From the previous table, the following can be drawn:

The arithmetic mean for the fourth paragraph "I practice the methods of some distinguished colleagues to develop my skills at work." It equals 4.27 (total score of 5), i.e. the relative weight of 85.40%, which means that there is high approval by the individuals of the sample on this paragraph.

The researchers attribute this to the interest of the owners of associations in Gaza Strip to have a distinguished administrative staff capable of keeping abreast of developments in order to practice their work with professionalism and professionalism in light of 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%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to: The associations' keenness to have strong relations with the authorities concerned with project financing in order to facilitate access to them, but in light of the Israeli blockade and the Palestinian division, negatively affected projects bringing 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 to follow 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 In order to carry out the assigned tasks very quickly, these results agreed with some studies such as (Al-Shawawrah, 2011), which showed the importance of administrative style and creative behavior, (Al-Mashout, 2011) study, that there is a significant effect of participation in decision-making. On administrative creativity, a study (Al-Awamleh, 2010) that the level of administrative creativity among workers was high, a study (Mirdah, 2007) that administrative creativity is a system that interacts with several elements, a study (Roman; 2012) that education is a major factor in Impact on innovation and creativity.

### Hypotheses Selection:

**Ho 1:** There is a correlation at the level of (0.05) between (the choice of strategic goals and core capabilities) and factors of creative behavior in NGOs.

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

**Table 14:** Correlation coefficient between the choice of strategic goals and intrinsic capabilities with creative behavior

Independent Variables	Creative Behavior
-----------------------	-------------------

	R	(Sig.)
Choose Strategic Goals	.627	*0.000
Intrinsic Capabilities	.624	*0.000

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

The previous table shows that the correlation coefficient between the choice of strategic goals and creative behavior is equal to .627, and that the probabilistic value (Sig.) Equals 0,000 and is less than the significance level 0.05 This indicates a statistically significant relationship between the choice of strategic goals and creative behavior of employees of NGOs working In Gaza Strip. The previous table also shows that the correlation coefficient between the intrinsic capabilities and the creative behavior is equal to .624, and that the probative value (Sig.) Equals 0,000 and is less than the significance level 0.05 this indicates a statistically significant relationship between the intrinsic capabilities and creative behavior of civil society employees working in Gaza strip. The researchers attribute this to the associations 'keenness in Gaza Strip to choose their strategic goals in an aggressive manner, and to ensure that the associations possess essential capabilities, especially the human element who possesses the superior competitive advantage by implementing the basic activities in the association, and to give a mental plan about the awareness of events in the future.

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 (2013, Abu Radi,) There is a relationship between the variables of strategic agility and the variables of competitiveness, a study (Al-Shawawrah, 2011) and a statistically significant relationship between training and creative behavior, study (Al-Khawaldeh and Al-Hunaity, 2008). Strategic agility and creative behavior.

**Ho 2:** The choice of the strategic objectives and the core capabilities combined collectively have a direct and statistically significant effect on the creative behavior of NGOs.

To measure the effect of choosing strategic goals and intrinsic capabilities combined on creative behavior, researchers used multiple-regression analysis using a stepwise-regression method as in the following tables:

**A. Contrast Analysis:**

**Table 15:** Analysis of variance for creative behavior

Anovaa						
Model		Sum Of Squares	Df	Mean Square	F	Sig.
Creative Behavior	Regression	43.167	2	21.584	130.498	.000c
	Residual	48.791	295	.165		
	Total	91.958	297			

Through the previous table, it is clear that there is a significant correlation between the choice of strategic goals and the core capabilities combined together, and the overall score for the results of creative behavior, which means that the regression model is good.

**B. The Coefficient Of Determination:**

**Table 16:** Determination coefficient of creative behavior

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Creative Behavior	.685b	.469	.466	.40669

The previous table shows that the square of the coefficient of determination  $R^2 = 0.469$ , which means that the choice of strategic goals and intrinsic abilities explains creative behavior by 46.9%, which means that the change in the dependent variable (creative behavior) occurs as a result of the change in the independent variable (choice of strategic goals and intrinsic abilities) The remainder is explained by other variables that were not included in the regression variables, in addition to the random errors resulting from the data collection method and the accuracy of the measurement.

**C. Regression Results Analysis:**

**Table 17:** Results of regression analysis for creative behavior

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.335	.164		8.123	.000
Choose Strategic Goals	.343	.051	.380	6.683	.000
Intrinsic Capabilities	.308	.047	.371	6.535	.000

From the results of Stepwise Multiple Regression, the following can be concluded:

1. The creative behavior (dependent variable) is affected statistically significant by each of the following variables according to the order:
  - Choose Strategic Goals.
  - Intrinsic Capabilities.
2. T-TEST values assessed the choice of strategic goals and intrinsic abilities were statistically significant at the level of significance 0.01, and shows the strength of the impact of the choice of strategic goals and intrinsic abilities on creative behavior.
3. Beta coefficient values indicate that the choice of strategic objectives and intrinsic capabilities influence creative behavior in different proportions.
4. Through the values of Beta coefficients, a regression model equation can be developed that explains the impact of the choice of strategic objectives and intrinsic capabilities on creative behavior, where the regression equation is as follows:

$$Y=1.335+0.343X1+0.308X2$$

Whereas:

Y = Creative Behavior

X1 = Choose strategic goals

X2 = intrinsic capabilities

This means that each of the dimensions mentioned in the model explains the improvement in creative behavior in a certain percentage, that is:

- After choosing strategic goals, 34.3% of improvement in creative behavior explains.
- After core competencies, 30.8% of improvement in creativity is explained.

**Ho 3:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on the selection of strategic goals, core capabilities and creative behavior according to the following variables (gender, age group, educational qualification, specialization and number of years of service).

**The following sub-assumptions are subdivided:**

**Ho 3-1:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the choice of strategic goals, core capabilities and 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 18:** The mean averages, standard deviations and the "T" value of the measure of strategic agility due to the gender variable

Field	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Significance
Choose Strategic Goals	Male	147	3.9213	.70856	-3.127*	0.002	Sig.
	Female	151	4.1415	.49015			
Intrinsic Capabilities	Male	147	3.9483	.72147	-1.390	0.166	Not Sig
	Female	151	4.0561	.61415			
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 of ( $\alpha \leq 0.05$ ).

The previous table indicates that there are statistically significant differences in the choice of strategic goals due to the gender variable 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 (and intrinsic abilities 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 By obtaining 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.

**Ho 3-2:** There are statistically significant differences at the level of ( $\alpha 0.05$ ) between the responses of the sample opinions about the choice of strategic goals, core capabilities and 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 19:** Results of the "mono-variance" test - for the age group variable

The Dimension	Averages	Test Value	Probability
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	Less Than 30 Years	30 - Less Than 40 Years	40- Less Than 50 Years	50 Years And Over		Value (Sig.)
<b>Choose Strategic Goals</b>	4.1090	3.9720	4.0760	3.8939	1.390	0.246
<b>Intrinsic Capabilities</b>	4.0199	3.9910	4.0427	3.8939	0.286	0.836
<b>Creative Behavior</b>	4.0176	3.9074	3.9783	3.7817	1.480	0.220

\* 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, the following can be concluded:

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is higher than the significance level 0.05 for all dimensions, 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 workers in the associations in Gaza Strip have the ability to deal with all external institutions that finance the project, through seminars held by those institutions supporting all associations operating in Gaza Strip, regardless of the age group, it gives information related to writing projects and training courses for all without exception.

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

The researchers attribute the lack of differences in creative behavior to the fact that the members of the study sample generally face the same conditions in terms of leadership excellence and the excellence of employees in it and the excellence of planning and the excellence of creative behavior because these fields are seen by association managers because the aforementioned fields are concerned with the performance of workers in associations and all seek to upgrade themselves at the levels All social type.

**Ho 3-3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions regarding the choice of strategic goals, core capabilities and 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 20:** Results of the "mono-variance" test - for the variable of the qualification level

Field	Averages			Test Value	Probability Value (Sig.)
	Diploma	Bachelor's Degree	Postgraduate		
<b>Choose Strategic Goals</b>	3.9806	4.0807	3.9132	1.699	0.185
<b>Intrinsic Capabilities</b>	3.9866	4.0342	3.9014	0.773	0.463
<b>Creative Behavior</b>	3.9518	3.9637	3.8916	0.320	0.726

\* 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, the following can be concluded:

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

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

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 educational qualification.

**Ho 3-4:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions regarding the choice of strategic goals, core capabilities and creative behavior according to the specialty variable.

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

**Table 21:** Results of the "mono-variance" test - for the specialty variable

Field	Averages					Test Value	Probability Value (Sig.)
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations And Media	Other Specialties		
<b>Choose Strategic Goals</b>	4.1521	4.0364	3.8913	4.1873	3.8753	2.767*	0.028
<b>Intrinsic</b>	4.0560	4.0172	3.9275	4.2063	3.8826	1.307	0.268

Capabilities							
The Total Score for Creative Behavior	3.9870	4.0090	3.7800	2.9592	3.8814	1.166	0.326

\* 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, the following can be concluded:

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is less than the significance level 0.05 in choosing strategic goals while there are no differences in dimensions (intrinsic abilities, creative behavior) and thus it can generally be concluded that there are no statistically significant differences between averages Estimates of the study sample on this field are attributed to the specialty variable.

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

To find the direction of differences in choosing strategic goals, LSD test was used as in the following tables:

**Table 22:** LSD test results to compare specialization averages for the dimension of choosing strategic goals

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

\* The difference between the 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 dimension of selecting strategic goals. The results show that there are statistically significant differences between the averages of other specializations and between the humanities specializations and the public relations and media specializations in favor of these specializations, that is, the other specializations are less selective for the strategic goals.

The researchers attribute this to the ability of those with specializations with prior knowledge to write goals related to the work of the association with high accuracy and appropriate selection and weave external relations from ensuring the functioning of the association.

**Ho 3-5:** There are statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the responses of the sample opinions about the choice of strategic goals, core capabilities and 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 23:** Results of the "mono-variance" test - for the variable number of years of service

Field	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, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test was higher than the significance level 0.05 for dimensions (choice of strategic goals, and creative behavior) while there were no differences in the intrinsic capabilities, and thus it can generally be concluded that there are statistically significant differences between the averages of estimates The sample of the study on this field is attributed to the variable number of years of service.

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

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

**Table 24:** 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	0.10332			
From 10 - 15 years	*-0.29361	-0.19029		
Over 15 years	-0.08991	0.01341	0.20370	-

\* 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 after the selection of strategic goals, where the results show that there are statistically significant differences between the averages of the number of years of service (5-less than 10 years) other and the number of years of service (10-less than 15 years) and that In favor of the number of years of service (5 - less than 10 years), meaning that less experience is more selective for strategic goals.

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

**Table 25:** 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 to compare the average income category for the degree of creative behavior, where the results show that 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) 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 workers 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:

- The mean after having chosen the strategic targets "has reached a relative weight of 80.66%, which means that there is high agreement.
- The mean of the intrinsic capabilities dimension has reached a relative weight of 80.00%, 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.
- There is a statistically significant relationship between the choice of strategic goals and intrinsic abilities with creative behavior.
- The creative behavior (dependent variable) is affected statistically significant in terms of each of the following variables according to the order: selection of strategic goals, core capabilities. This means that each of the dimensions mentioned in the model explains the improvement in creative behavior
- There are statistically significant differences in choosing strategic goals due to the gender variable in favor of females. While there are no statistically significant differences in my dimensions, intrinsic abilities and creative behavior.
- There are no statistically significant differences between the averages of the study sample estimates regarding the choice of strategic goals, core capabilities, and creative behavior attributable to the age group variable.
- There are no statistically significant differences between the averages of the study sample estimates regarding the choice of strategic goals, core capabilities, and creative behavior due to the educational qualification.
- There were no differences in the essential estimations between the averages of the study sample estimates about this field due to the specialty variable.

## 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.
- Effective information systems must be adopted to facilitate the work of workers in NGOs working in Gaza Strip by employing technology professionally.
- Intensifying efforts to improve legislation and laws governing the work of the private sector, improve the work environment, and encourage it to achieve sustainability.
- The necessity of working to follow up on the strategic plan for NGOs using electronic correspondence as it paves the way for achieving excellence and creativity in the field of work.
- The necessity of creating competitive and stimulating programs between universities in the field of computerizing services and developing them so that they become more superior and faster at work.
- Developing the human cadre, attracting experts and owners of experience, and sending missions to external countries concerned in the work of international institutions such as writing projects and reports related to the performance of associations.
- Providing original integrated programs related to information technology related to archiving and storing data.

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