

# Strategic Sensitivity and Its Impact on Boosting the Creative Behavior of Palestinian NGOs

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

**Keywords:** Strategic Sensitivity, Creative Behavior, Palestinian Ngos, Gaza Strip

## Introduction

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

The competitive business environment has undoubtedly increased the speed and rate at which organizations need creativity to maintain their survival and enhance their competitive position. One of the ways in which the organization is creative lies in its ability to enhance, develop, and exploit the talents of employees in particular and their creative potential. The main issue for organizations is how to create the conditions in which organizational members can implement their creative ideas. In this study, the investigation and study will be conducted on the potentials in the civil institutions that drive the creative behavior of employees by measuring the strategic sensitivity of the organizations.

**The study problem can be identified through the main study question, which states:**

**What is the effect of strategic sensitivity 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 strategic sensitivity among civil servants?
2. What is the degree of applying creative behavior according to the opinions of the sample?
3. Is there a significant relationship between strategic sensitivity and creative behavior?
4. What is the effect of strategic sensitivity on creative behavior among civil society employees?
5. Are there statistically significant differences between the responses of the respondents about strategic sensitivity, creative behavior) according to the variables (age, gender, number of years of service and educational qualification)?

## Research Objectives

This study aims mainly to clarify the effect of strategic sensitivity on the creative behavior of employees in NGOs, through:

1. Knowing the degree of achieving strategic sensitivity in NGOs
2. Learn about the creative behavior of NGOs
3. Knowing the nature of the correlation between strategic sensitivity and creative behavior in NGOs
4. Study the effect of strategic sensitivity on creative behavior among employees in NGOs.
5. Disclosure of statistical differences from the respondents' answers about (strategic sensitivity, creative behavior).

6. Providing recommendations and suggestions that could contribute to identifying the best strategic sensitivity practices, 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 strategic sensitivity and its impact on creative behavior. The importance of this study represents its originality in that it is one of the first studies to examine the topic of strategic sensitivity 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 take advantage of strategic sensitivity in a way 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 ( $\alpha \leq 0.05$ ) between strategic sensitivity and creative behavior in NGOs.

**Ho 2:** The strategic sensitivity has a statistically significant effect on the creative behavior of NGOs.

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

#### It is subdivided into a set of the following sub-hypotheses:

**Ho 3-1:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on the strategic sensitivity according to the gender variable.

**Ho 3-2:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between responses of the sample opinions on strategic sensitivity 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 on the strategic sensitivity 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 on the strategic sensitivity according to the specialty variable.

**Ho 3-5:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on the strategic sensitivity according to the variable of the number of years of service.

**Ho 4:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the following variables (gender, age group, educational qualification, specialization and number of years of service).

#### It is subdivided into a set of the following sub-hypotheses:

**Ho 4-1:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the gender variable.

**Ho 4-2:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the age group variable.

**Ho 4-3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the variable of the educational qualification.

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

**Ho 4-5:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the variable of the number of years of service.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **The objective limit:** The issue of strategic sensitivity and its impact on promoting the creative behavior of Palestinian NGOs was addressed without examining other factors.
2. **Spatial limit:** The study was applied to NGOs in Gaza Strip
3. **Time limit:** The study was completed in 2020.

4. **Human limit:** applied to all employees in NGOs.

### Literature Review

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

- Study of (Hamdan et al., 2020) aimed to identify the reality of the application of strategic agility in the Palestinian civil organizations in Gaza Strip, and the concept of strategic agility has included a number of areas which are (strategic sensitivity, clarity of vision, choice of strategic goals, rapid response, joint responsibility, taking actions, core capabilities) and the study used An analytical descriptive approach, and the questionnaire as a main tool for collecting data from the employees of the associations operating in the governorates of Gaza Strip. The relative weight of the strategic agility scale reached (79.04 %), and there were statistically significant differences in the dimensions of the measure due to the gender variable in the dimensions of strategic agility (strategic sensitivity, clarity of vision, choice of strategic goals, rapid response, and taking measures) and the differences were in favor of females . While there were no statistically significant differences in my dimension (shared responsibility, core capabilities) attributable to the gender variable, there were no statistically significant differences between the mean dimensions of strategic agility due to the age group variable, the educational qualification, and the study presented a set of recommendations, the most important of which are: the necessity of seeking civil organizations In Gaza Strip, by obtaining funding from external countries in order to provide associations with self-income to face crises and give them independence in order to preserve them in order to play their role in society, the need to follow up on the strategic plan for NGOs using electronic messages where It paves the way to reach excellence and creativity in the field of work, the need to hold meetings and workshops with the local community and this helps them to define the needs of society.
- Study of (Hamdan et al., 2020) aimed to identify the impact of the choice of strategic goals and the core ability to the creative behavior of Palestinian NGOs, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in the governorates of Gaza Strip, and the cluster sample method was used and the sample size reached (343) individuals. (298) questionnaires were retrieved, and the following results were reached: The relative weight of the level of strategic objectives selection (80.66%), the relative weight of the level and intrinsic capabilities reached 80.00 (%), and the relative weight of the scale of creative behavior was 78.99 (%), A relationship Statistically significant between the choice of strategic goals and intrinsic capabilities and creative behavior, the presence of the impact of the choice of strategic goals, intrinsic abilities and creative behavior on creative behavior, the presence of statistically significant differences in the scale dimensions attributable to the gender variable in the selection of strategic goals and the differences were in favor of females. While there were no statistically significant differences in the intrinsic capabilities due to the gender variable, there are no statistically significant differences between the averages for the selection of strategic goals and the substantive capabilities attributed to the age group variable and the educational qualification, and there were no statistically significant differences in the creative behavior according to the gender variable, category Age, educational qualification, specialization, and the study presented a set of recommendations, the most important of which are: the need for civil organizations in Gaza Strip to seek funding from foreign countries in order to provide self-income for associations to confront crises and give them independence in order to preserve them Yam in her role in society, the necessity of working to follow up the strategic plan for NGOs using electronic messages as it paves the way to reach excellence and creativity in the field of work.
- Study of (Hamdan et al., 2020) aimed to identify the procedures and speed of response and their role in improving the creative behavior of Palestinian NGOs. The study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in Gaza Strip governorates, and the cluster sample method was used and the sample size reached (343) individuals. (298) questionnaires were retrieved, and the following results were reached: The relative weight of the field of taking measures reached (77.33%), and the relative weight of the field of response speed reached (78.66%) and the relative weight of the creative behavior was 78.99 (%), and the results also showed a relationship Statistically significant of me For adopting the procedures and speed of response and creative behavior, and the presence of the effect for adopting procedures and speed of response to the creative behavior, and there are differences statistically significant in scale dimensions due to the variable gender in (response speed, take action) and the differences in favor of females. There were no statistically significant differences attributable to the variable of the age group and the educational qualification, and there were no statistically significant differences in the creative behavior according to the variable of gender, age group, educational qualification, specialization, and the study presented a set of recommendations the most important of them: the necessity of civil organizations in Gaza Strip to obtain Funding from foreign countries in order to provide associations with self-income to face crises and give them independence in order to preserve them in order to play their role in society. The necessity of holding meetings and workshops with the local community, and this helps them determine the needs of society.

- Study of (Hamdan et al., 2020) aimed to identify the clarity of vision and its relationship to the creative behavior of Palestinian NGOs in Gaza Strip, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations working in the governorates of Gaza Strip, and the cluster sample method was used and the sample size reached (343) individuals. Retrieving (298) questionnaires, and the following results were reached: the relative weight of vision clarity was (79.20%), and the relative weight of creative behavior was (78.99%), a statistically significant relationship between vision clarity and creative behavior, there are significant differences in the visibility due to the gender variable and the differences were in favor of females. There were no statistically significant differences between averages of clarity of vision due to the variable of the age group and the educational qualification, and there were no statistically significant differences in the creative behavior according to the variable of gender, age group, educational qualification, specialization, and the study presented a set of recommendations, the most important of which are: the necessity of seeking civil organizations In Gaza Strip to clarify its vision and to seek financing from external countries in order to provide associations with self-income to face crises and give them independence in order to preserve them to play their role in society. Electronic as it paves the way to reach excellence and creativity in the field of work.
- Study of (Aldammagh et al., 2020) aimed to study business incubators and their role in entrepreneurship of small enterprises. The researchers used the descriptive and analytical approach in conducting the study. The questionnaire was applied as a tool to collect information on the selection of a random sample consisting of (35) individual distributed among entrepreneurs of small projects, the researchers have reached the following main results: There is a positive impact between business incubators and entrepreneurship of small enterprises. There is a statistically significant relationship between knowledge awareness and entrepreneurship of small enterprises. There is a statistically significant relationship between infrastructure and entrepreneurship of small enterprises. There is a statistically significant relationship between financial support and entrepreneurship of small enterprises. In the light of the research results, we recommend the following: Continuing the dissemination of the culture of business incubation and awareness among the public through scientific conferences and seminars on this tool, in addition to urging the Ministry of Education and its institutions on curricula for entrepreneurship. We urge the government and all educational and private sector organizations and trade unions to establish business incubators and accelerators in order to contribute to the launching of entrepreneurial projects in order to support projects that contribute to economic development. The necessary infrastructure, be it logistics, training or consultancy services in the establishment of business incubators, which helps the success and continuity of this tool in supporting small entrepreneurship. The need to provide financial support through business incubators, which helps finance entrepreneurship of small enterprises.
- 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.
- 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 (Ubaidah, 2016) 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 count of 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 study are associated with each of the following personal variables (gender, job title, and workplace).
- A study of (Hussein, 2016) that aimed to determine the intermediate impact of strategic agility between environmental sensing strategies and strategic innovation, and in order to achieve this, the types of environmental sensing strategies (closure strategy, gradient strategy, prediction strategy) were adopted based on (Piercy, 2009) and it was adopted Dimensions of strategic agility (strategic sensitivity, strategic response, collective capabilities). While the dimensions of strategic innovation (process innovation, knowledge management) were adopted. Zain Iraq Telecom Company was chosen as a field of research through a questionnaire form that included (154) members from the heads of departments, units and people. Empirical factor analysis (modeling the structural equation) and some descriptive statistics, correlation analysis, simple regression analysis, and multiple gradient regression analysis were used according to what came in selecting the intermediate variable stipulated in a study

- (Baron & Kenny, 1986). The study results showed that the strategic agility variable partly mediates the relationship between environmental sensing strategies and strategic innovation at the company level. The research sample has a high arithmetic average of (3.236). Such as strategic agility to respond effectively guiding organizations to deal with the total movements in the surrounding environment and include factors flexibility, adaptation and transformation and the transition from one state to another and dealing with environmental developments high smoothly depending on the agility of processes, activities and systems adopted.
- Study of (Jad Allah, 2016) aimed to know the role of school administration in promoting creative behavior among teachers from their point of view, and to develop a proposed concept to enhance the role of school management in developing creative behavior among teachers, and the researcher used the descriptive analytical approach to develop the proposed scenario to enhance the role of management School in developing creative behavior among teachers, and the study population consisted of (4503) male and female teachers, where the study sample was randomly chosen from the study community, but it numbered (350) male and female teachers, and to achieve the goals of the study, the researcher built a questionnaire consisting of (45 paragraphs) Divided into three domain C which are: educational curricula and teaching methods, the school environment, and school activities), and the results of the study indicated: building a proposed concept to enhance the role of school administration in developing creative behavior among secondary school teachers in Gaza governorates, the role of school administration in developing creative behavior among secondary school teachers in governorates Gaza came with a large degree of appreciation and a relative weight (68.20%). There are statistically significant differences between the averages of the degrees of the individuals of the study sample for the degree of school administration practicing its role in developing creative behavior among secondary school teachers in Gaza governorates, from their point of view attributed to a variable Social type in favor of females, there are no statistically significant differences between the study sample to the degree of school administration for its role in the development of creative behavior among secondary school teachers in Gaza Governorates due to the qualification of scientific variable, and the variable years of service.
  - A study (Al-Zabin, 2013) aimed to identify the effect of strategic information characteristics on achieving strategic agility and the role of competitiveness as a modified variable in Alba House in Jordan, and the study community included all employees of Alba House Jordan in all its affiliated locations As for the study sample, it included the managers, heads of departments and all production supervisors, who numbered (72) individuals. The researchers used the descriptive analytical method, the applied method to collect data, analyze it and test hypotheses. One of the most prominent findings of the study was that there is a relationship and impact of the characteristics of the information A strategy in achieving the agility of the strategic movement of the Jordanian company Alba House, as the company exerts strategic agility in a strong degree, while the study recommended the necessity of adopting the strategic information in the company Alba House, because of the strategic role of its outputs, and the characteristics that this information has that contribute greatly to decision-making.
  - A study (Al-Shawawrah, 2011) that aimed to identify the effect of the organizational climate on creative behavior among employees of Jordanian private universities, "applying to Amman Arab University". The descriptive analytical method was used, and the questionnaire was used as a tool to collect data. The study revealed several results, the most important of which are: a significant relationship between organizational affiliation and creative behavior, a significant relationship between training and creative behavior, and a significant relationship between administrative style and creative behavior, as well as a significant relationship between Take risks and creative behavior. And the existence of a significant relationship between incentives and creative behavior, and the study recommended: providing protection and job stability for employees and encouraging them to generate new ideas. And providing material and moral incentives to employees with the need to subject bonuses and promotions to objective foundations based on efficiency and merit.
  - 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.
  - Study of (Khalaf, 2010) aimed to identify the creation of the relationship between the reality of academic leaders in the Islamic University possessing the attributes and characteristics of the transformative leader and the availability of administrative creativity through identifying the availability of the characteristics of transformational leadership and the study has used the descriptive analytical approach, and the questionnaire as a main tool for data collection The study reached the following results: There is a practice of transformational leadership by academic leaders at the Islamic University of Gaza at a rate equal

to (80.6%) and the element (gravity) of the elements of transformational leadership ranked first with a relative weight (82.89%) B The element (intellectual arousal) occupied the fourth rank with a relative weight (79.63%) in the estimates of the sample individuals, and administrative creativity is available among the heads of academic departments at the Islamic University of Gaza with a percentage of (83.94%), and the component (the ability to analyze and link) ranked first with a relative weight (88.33%), while the (acceptance of risk) component ranked seventh with relative weight (80.58). The study also found that there are no statistically significant differences between the respondents' answers about the relationship of transformational leadership to managerial creativity due to demographic and personal variables (age group, number of years of service, and educational qualification).

- A study (for Khawaldah and Al-Hunaity, 2008) aimed at identifying the knowledge of the impact of the use of information technology on administrative creativity in Jordanian public institutions, and to achieve the goals of the study a questionnaire was designed and distributed to the sample's number of (289) individuals, through the descriptive analytical approach And the method of the field study, and the study reached the following results: There is a significant relationship between the following dimensions (the use of information technology, the nature of the programs used, the appropriateness of the information used in the system, the integration of information and the productivity of the information system used, training) and administrative creativity. Likewise, there is no significant relationship between demographic and functional variables and administrative creativity except for the variable of the number of years of practical service. The results also showed that there is no such relationship between these variables and the use of information technology, except for the gender variable.

### General comment on previous studies:

By reviewing the previous available studies on the variables of the study, we can conclude that most studies have addressed the variables in a way that helps the current study to develop a theoretical and conceptual framework for both strategic sensitivity and creative behavior, as well as the conclusion of paragraphs and criteria that suit the current study environment and through the above studies it becomes clear Us the following:

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

### Theoretical Framework

#### First: strategic sensitivity:

It means openness, clairvoyance, and notification of a large capacity of information by maintaining relationships with a diverse group of individuals and organizations (Doz-kosonen, 2008) (2009) (Sull, 2009) has interpreted it as identifying and seizing continuous opportunities faster than competitors. Strategic sensitivity consists of three Basic foundations, and through these foundations, the organization can reach strategic sensitivity and thus build its strategic agility and reach to achieve the organization's goals as quickly as possible and at the lowest possible costs, which are as follows: (kettunen; 2010)

Open Strategy Operations: It includes two main elements: strategic cooperation with multiple contributors, and scientific experiences among members of the organization.

Emphasizing strategic vigilance: It also includes three main elements: flexibility of vision, contradictory goals, and openness to the future vision.

High-quality internal dialogue: It also consists of two elements, the realities of conceptual enrichment, and cognitive diversity

- Emphasis on strategic vigilance: It consists of three components, namely the flexibility of vision, contradictory goals and openness to the future vision.

#### 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 society and provides services that does not care about the creative behavior of its employees

There is no doubt that creators play an important and prominent role in human life than what they offer in the future working climate. If we look at the human environment with its visible or invisible aspects, we would find that it is a product of the imagination of creators in all fields. Creativity is your way to self-realization. Creative work 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 (Betty, 2001, pp. 12-13). Through this topic, we will get to know what is meant by creative behavior and its importance, types and factors that influence the development of creative behavior and its characteristics, stages, requirements, images. Elements, levels, and constraints of

creativity, the organizations need for creativity from the regulatory environment in support of creative behavior, and the relationship between strategic agility and creative behavior.

#### **Creative Concept:**

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 the essence of interaction Between the individual and experience (Hammadat, 2009), where Salem (2014) states that creative behavior is a term that contains two important things and is behavior that is a precursor to any creative work as it is characterized as a behavior that the individual practices when reaching creativity through different ingredients and capabilities between people This behavior becomes practiced by individuals with experience, practice, and professionalism. Therefore, the creative behavior of any organization is important because it is not possible to talk about an organization or institution operating in a society that provides services or goods and does not care about the subject of creative behavior of its employees, otherwise these organizations and institutions become just a name In fact, and perhaps after a period of time, it fades and disappears from society due to its lack of creative behavior, development, progress, and modernity according to the variables and factors that affect the reality or society in which it operates.

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

Creative behavior can be confined to several basic aspects as mentioned (Al-Salem, 2005, p. 95).

- Creative behavior is considered a mental ability that can be observed at the level of the individual, group or organization, where these parties represent the main axes of creativity.
- Creative behavior is a production process. The creative process is the ability to creative production, and it appears through physical behaviors or things.
- The creative process goes through several stages of preparation and maturity until its realization.
- It is possible to develop and manage creativity, whether by training individuals or groups or providing a climate 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 major axis through which the applied side of the study is accomplished, and through it the data required to perform the statistical analysis to reach the results that are interpreted in the light of the literature related to the subject of the study, and thus achieve the goals that it seeks to achieve.

As well as the study tool used and the method of preparation and how to build and develop it, and the extent of its sincerity and consistency, and the chapter ends with the statistical treatments that were used in analyzing the data and extracting the results, and the following describes these procedures.

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

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

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

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

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

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

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

**Fourth- Study Tool:** A questionnaire has been prepared on "Strategic Sensitivity and Its Impact on Boosting the Creative Behavior of Palestinian NGOs", which consists of three main sections:

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

**Section Two: Strategic Sensitivity Scale**

**Section Three: The Creative Behavior Scale**

**Building metrics went through two basic stages:** The first stage: the preparation stage: it included defining the goals of the standards, their components and their basic dimensions, and formulating their paragraphs, where the researchers reviewed a number of studies and measures related to the subject of the study. After reviewing a large number of tools to measure this phenomenon, the phrases of each scale have been formulated.

**Scale Description:** The Strategic Sensitivity Scale consists of (21) phrases, two dimensions: strategic sensitivity and creative behavior. The following table shows that:

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

No.	The Dimension	The number of paragraphs
1	Strategic sensitivity	6
2	Creative behavior	15

**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 paragraph of the “scale” dimensions and the overall dimension of the dimension

Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.
Strategic sensitivity			Creative behavior								
1	.738	0.000	1	.824	0.000	7	.854	0.000	13	.734	0.000
2	.889	0.000	2	.732	0.000	8	.581	0.000	14	.754	0.000
3	.905	0.000	3	.725	0.000	9	.704	0.000	15	.395	0.050
4	.859	0.000	4	.609	0.000	10	.551	0.000			
5	.893	0.000	5	.595	0.000	11	.762	0.000			
6	.909	0.000	6	.624	0.000	12	.589	0.000			

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

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 5:** Shows the scale coefficient of the half-way and the Alpha-Cronbach method

No.	Dimensions	The Number Of Paragraphs	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment	Alpha Cronbach	Significance Level
1	Strategic sensitivity	6	0.874	0.933	0.932	0.01
2	Creative behavior	15	0.778	0.874	0.894	0.01
<b>Total Score</b>		21	0.927	0.958	0.985	0.01

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

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

#### Data analysis, study hypotheses, and discussion

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

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

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

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

Personal Data		Count	Percentage%
Gender	Male	147	49.3
	Female	151	50.7
	<b>Total</b>	298	100.0
Age Group	Less than 30 years	107	35.9
	30 - Less than 40 years	119	39.9
	40- Less than 50 years	50	16.8
	50 years and over	22	7.4
	<b>Total</b>	298	100.0
Qualification	Diploma below	62	20.8
	Bachelor's Degree	188	63.1
	Postgraduate	48	16.1
	<b>Total</b>	298	100.0
Specialization	Human Sciences	94	31.5
	Administrative And Financial Sciences	87	29.2
	Engineering Sciences	23	7.7

	Public Relations And Media	21	7.0
	Other Specialties	73	24.5
	<b>Total</b>	298	100.0
<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.

It is clear from the previous table that 75.8% of the study sample are young people under the age of 40 and the rest of the proportion is from the older age group. Administrative within the civil organizations, and 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 approach within the organizations by relying on modern technology and cultural and intellectual exchange between peoples and the spread of social media platforms, which certainly surpasses this category Rayya professionally able to overcome and overcome the difficulties faced by organizations, as there is a clear decrease in the category largest age group of 50 years experience confirms diminishing element for the benefit of technical expertise and modern scientific.

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

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

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

#### The Criterion Approved In the Study

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

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

SMA	Relative Weight	Degree Of Approval
From 1- 1.80	From 20% - 36%	Strongly Disagree
From 1.80- 2.59	From 36%- 51.99%	Not Agree

From 2.60- 3.39	From 52%- 67.99	Neutral
From 3.40- 4.19	From 68%- 83.99%	Agree
From 4.20 – 5	From 84%- 100%	Strongly Agree

To explain the results of the study and judge the level of response, the researchers relied on the arrangement of arithmetic averages at the level of 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 strategic sensitivity among civil servants?

The mean, standard deviation, relative weight, and order were used to find the degree of approval. The results are shown in Table (8).

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

No.	Paragraphs	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	The management of the organization is keen to involve workers in strategic planning clearly.	3.73	.983	74.60%	6	Agree
2.	The organization's management has a clear vision of its future activities to meet the challenges it faces	3.94	.926	78.80%	3	Agree
3.	The organization's management is making continuous efforts to mobilize its energy to enhance its survival and continuity.	4.15	.882	83.00%	1	Agree
4.	Management of the organization is constantly concerned with the process of continuous improvement.	4.10	.846	82.00%	2	Agree
5.	The organization's management has sufficient flexibility to redistribute and utilize resources.	3.89	.878	77.80%	5	Agree
6.	The organization's management takes advantage of its past experiences to avoid mistakes.	3.94	.931	78.80%	4	Agree
<b>Total Score</b>		3.9609	.69403	79.22%		Agree

From the previous table, the following can be drawn:

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

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

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

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

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

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

These results were in agreement with some studies, such as the study (Saad, 2018), which emphasized the importance of strategic sensitivity in Palestinian NGOs, which came in large measure with a relative weight (71.327%).

The result of the second question: Which states: "What is the level of creative behavior in Palestinian NGOs according to the opinions of the sample?

To answer the question, the mean, standard deviation, relative weight and order were used to find out the degree of approval. The results are shown in Table (9).

**Table 9:** Arithmetic mean, standard deviation, relative weight, and rank for each item 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
6.	The organization allocates funds for the implementation of 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 Score</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 sample members of this paragraph.

The researchers attribute this to the interest of the owners of associations in Gaza Strip to have a distinguished management team capable of keeping abreast of developments in order to practice their work with professionalism and professionalism 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 is 68.20%, and this means that there is high approval by the sample members of this paragraph.

The researchers attribute this to: The associations' keenness to have strong relations with the authorities concerned with financing projects 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%. 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 associations and keep pace with the rapid scientific and technological development of The work carried out was postponed very quickly and these results agreed with some studies such as (Al-Shawawrah, 2011) which showed the importance of administrative style and creative behavior.

**Hypotheses Selection:**

Ho 1: There is a correlation at ( $\alpha \leq 0.05$ ) between strategic sensitivity and creative behavior in NGOs.

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

**Table 10:** Correlation coefficient between strategic sensitivity and creative behavior

Strategic Sensitivity	Creative Behavior	
	R	(Sig.)
Strategic sensitivity	.525	*0.000

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

The previous table shows that the correlation coefficient equals .750, and that the probability value (Sig.) Equals 0,000 and is less than the significance level 0.05. This indicates a statistically significant relationship between strategic sensitivity and creative behavior among civil servants working in Gaza Strip, and this confirms the validity Hypothesis.

The researchers attribute this to the keenness of the associations in Gaza Strip to be quick-wise in its work and its selection of distinguished work staff, especially that its work is charitable with the aim of providing services to members of society from the target groups and the adoption of a method of dialogue and discussion between all parties responsible for implementing strategies that encourage initiatives and exchange ideas related to their implementation and introduction Through the various units and departments of work within the association.

These results were consistent with some studies as a study (Haniyeh, 2016). There is a strong direct relationship with statistical significance between the practice of strategic 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 the presence of a statistically significant relationship between training and creative behavior, a study (for Khawaldah, and Al-Hunaity, 2008 AD) "There is a relationship between the dimensions of strategic agility and behavior Creative.

**Ho 2:** The strategic sensitivity has a statistically significant effect on the creative behavior of NGOs.

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

**A. Contrast Analysis:**

**Table 11:** Analysis of variance for creative behavior

ANOVAa						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.364	1	25.364	112.737	.000b
	Residual	66.595	296	.225		
	Total	91.958	297			

Through the previous table, it is clear that there is a significant correlation between the strategic sensitivity and the overall score for creative behavior results, which means that the regression model is good.

**B. The Coefficient Of Determination:**

**Table 12:** Determination coefficient of creative behavior

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525a	.276	.273	.47432

The previous table shows that the square of the coefficient of determination  $R^2 = 0.276$ , which means that strategic sensitivity sensitivity explains creative behavior by 27.6%, which means that the change in the dependent variable (creative behavior) occurs as a result of the change in the independent variable (strategic sensitivity) and the rest is explained by Other variables were not included in the regression variables, in addition to random errors resulting from the method of data collection and measurement accuracy.

**C. Regression Results Analysis:**

**Table 13:** Results of a regression analysis of creative behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.282	.159		14.310	.000

Strategic sensitivity	.421	.040	.525	10.618	.000
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From the results of simple regression, the following can be concluded:

1. Creative behavior (dependent variable) is affected statistically significant statistically sensitive
2. The T-TEST test values for strategic sensitivity were statistically significant at the level of significance 0.01, and show the strength of the impact of strategic sensitivity on creative behavior.
3. Beta coefficient values indicate that strategic sensitivity affects creative behavior.

This means that strategic sensitivity explains the improvement in creative behavior (52.5%).

From the aforementioned, it is clear that the alternative hypothesis states that: The strategic sensitivity has a statistically significant effect on the creative behavior of NGOs.

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

**It is subdivided into a set of the following sub-hypotheses:**

**Ho 3-1:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on the strategic sensitivity according to the gender variable.

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

**Table 14:** The averages, the standard deviations, and the "T" value of the strategic sensitivity due to the gender variable

Field	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Significance
Strategic sensitivity	Male	147	3.8594	.78754	-2.512*	0.013	Significant
	Female	151	4.0596	.57457			

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

The previous table indicates that there are statistically significant differences in the strategic sensitivity due to the gender variable in favor of females, where the calculated value of (T) was greater than the value of (T) tabular.

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

This study differed with the study (Ubaidah, 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 ( $\alpha \leq 0.05$ ) between responses of the sample opinions on strategic sensitivity according to the age group variable.

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

**Table 15:** results of the "mono-variance" test - for the age group variable

The Dimension	Averages				Test value	Probability value (Sig.)
	Less than 30	30-Less than 40	40 - Less than 50	50 years and over		
Strategic sensitivity	4.0075	3.8980	4.0133	3.9545	0.579	0.629

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

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

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

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

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

**Ho 3-3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on the strategic sensitivity 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 16:** Results of the "mono-variance" test - for the variable of the educational qualification level

The Dimension	Averages	Test	Probability
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	Diploma	Bachelor's Degree	Postgraduate	Value	Value (Sig.)
<b>Strategic sensitivity</b>	3.8952	3.9858	3.9479	0.406	0.667

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

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

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

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

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

**Ho 3-4:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on the strategic sensitivity according to the specialty variable.

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

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

The Dimension	Averages					Test Value	Probability Value (Sig.)
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations and Media	Other Specialties		
<b>Strategic sensitivity</b>	4.0390	4.0732	3.8043	4.0619	3.7466	3.096*	0.016

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

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

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is less than the significance level 0.05 for strategic sensitivity and thus it can generally be concluded that there are statistically significant differences between the averages of the study sample estimates on this field due to the specialty variable.

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

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

**Table 18:** LSD test results to compare specialty averages for strategic allergy

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

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

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

The researchers attribute this to the fact that most of the employees in the societies at the present time and in light of the difficult circumstances that Gaza Strip is going through, see that the owners of specializations, especially the media and administrative sciences, are the walls leading the institution towards the best of their knowledge of financial and administrative matters and how

to promote them to the media to obtain support for the institution through advertisements Funded that is published on the association's page.

**Ho 3-5:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on the strategic sensitivity according to the variable of the number of years of service.

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

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

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years		
Strategic sensitivity	3.9614	4.0075	3.8537	4.0000	0.657	0.579

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

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

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test is higher than the significance level 0.05 for the total degree of strategic sensitivity, and thus it can generally be concluded that there are no statistically significant differences between the averages of the study sample estimates about this field due to the variable number of years of service.

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

**Ho 4:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the following variables (gender, age group, educational qualification, specialization and number of years of service).

**It is subdivided into a set of the following sub-hypotheses:**

**Ho 4-1:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the gender variable.

To verify the validity of the hypothesis, the differences between the averages of the sample individuals were calculated using the T-test for the independent samples according to the gender variable and the following table shows that:

**Table 20:** Standard Averages, Standard Deviations, and a Value of the Creative Behavior Scale Attributable to Gender Variable

Field	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level
Total score for creative behavior	Male	147	3.8928	.59852	-1.741	0.083
	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 no statistically significant differences in the dimensions of the scale due to the gender variable in the overall scale of the scale where the calculated value of (T) was greater than the value of (T) tabular.

The researchers attribute this to the fact that the members of the study sample generally face the same conditions in terms of leadership excellence, excellence of employees in it, excellence in planning and excellence in creative behavior, since these areas are seen by association managers because the aforementioned fields are concerned with the performance of employees in associations and they all strive to raise themselves at all levels of the social type.

**Ho 4-2:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on 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 21:** Results of the "mono-variance" test - for the age group variable

Field	Averages				Test Value	Probability Value (Sig.)
	Less Than 30 Years	30 - Less Than 40 Years	40- Less Than 50 Years	50 Years And Over		
Total Score	4.0176	3.9074	3.9783	3.7817	1.480	0.220

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

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

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

The researchers attribute this to the majority of the associations in Gaza Strip, who are moving properly around the selection of people with credibility and are well aware of the work of the institutions.

These results were in agreement with some studies as a study (Khalaf, 2010) where there are no statistically significant differences between the averages of the study sample estimates about this field due to the age group.

**Ho 4-3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on 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 22:** Results of the "mono-variance" test - for the variable of qualification level

The Dimension	Averages			Test Value	Probability Value (Sig.)
	Diploma	Bachelor's Degree	Postgraduate		
<b>Total score for creative behavior</b>	3.9518	3.9637	3.8916	0.320	0.726

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

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

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test is 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 on this field attributed to the educational qualification.

The researchers attribute this to the association managers' implementation of the instructions, regulations and regulations for all employees and informing them of it. These laws apply to all employees, whether employees are bachelor's or graduate studies, their opinion is not affected by the difference in the degree and this reflected positively on the progress of the work of associations in Gaza Strip for each of them.

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

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 specialty variable

The Dimension	Averages					Test Value	Probability Value (Sig.)
	Human Sciences	Administrative And Financial Sciences	Engineering Sciences	Public Relations And Media	Other Specialties		
<b>Total score for creative behavior</b>	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, it can be concluded that:

It was found that the probabilistic value (Sig.) Corresponding to the "mono-variance" test was higher than the significance level 0.05 for the total degree of creative behavior, thus concluding that there were no statistically significant differences between the averages of the study sample estimates about this field due to the specialty variable.

Researchers attribute this to the application of associations managers in Gaza Strip to instructions, regulations and regulations for all employees and inform them about it, and these laws apply to all employees, whether employees are from the literary or scientific specialization, the managers' opinion is not affected by the difference in degree and specialization, and this reflected positively on the progress of the institutional planning of the associations for each of them.

**Ho 4-5:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the variable of the number of years of service.

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

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

The Dimension	Averages				Test Value	Probability Value (Sig.)
	Less than 5 years	From 5 - 10 years	From 10 - 15 years	Over 15 years		
<b>Total score for creative behavior</b>	4.0277	3.9885	3.7724	3.9587	3.093*	0.027

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

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

Shows that the value of probability (Sig.) Corresponding to the test "mono-contrast" is less than the level of significance 0.05 overall grade for the behavior of creative and thus can generally conclude that there are statistically significant differences between the mean sample estimates of the study Measure the scale due to the variable number of years of service ..

The researchers attribute this to the fact that most of the employees in the universities in Gaza Strip have previous experience in the field of groups work and attend seminars and meetings held by donor institutions in Gaza Strip.

These results were in agreement with some studies, such as the study (Al-Khawaldeh and Al-Hunaity, 2008 AD). There are statistically significant differences between the averages of the study sample estimates, the measure is attributable to the variable number of years of service.

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

**Table 25:** LSD test results to compare average years of service years for the overall degree of creative behavior

Categories	The Difference Between The 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 average number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (Less than 5 years) in favor of the number of years of service (5-less than 10 years) and the number of years of service (less than 5 years), meaning that less experience is more creative behavior.

The researchers attribute this to the fact that the majority of employees in the associations are from the youth category, and they find them more enthusiastic about the work, which in turn has a positive impact on the work of the Foundation in all fields.

## Results

The following Results and recommendations were reached:

- The mean of the strategic sensitivity level "has reached 79.22% relative weight, which means that there is high agreement
- The mean of the creative behavior scale "has reached a relative weight of 78.99%, which means that there is high agreement.
- A statistically significant relationship between strategic sensitivity and creative behavior.
- Creative behavior (dependent variable) is affected statistically significant statistically sensitive
- There are statistically significant differences in the strategic sensitivity due to the gender variable in favor of females.
- There were no statistically significant differences between the averages of the study sample estimates about the strategic sensitivity due to the age variable.
- There were no statistically significant differences between the averages of the study sample estimates about strategic sensitivity due to the educational qualification.
- There are statistically significant differences between the averages of other disciplines and between the disciplines of the humanities, administrative and financial sciences and the disciplines of public relations and the media in favor of these disciplines, that is, the other disciplines are less strategic sensitive.
- There are no statistically significant differences between the averages of the study sample estimates due to the variable of the number of years of service.
- There were no statistically significant differences at ( $\alpha \leq 0.05$ ) between the responses of the sample opinions on creative behavior according to the gender variable.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributed to the age.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributable to the educational qualification.
- There were no statistically significant differences between the averages of the study sample estimates on creative behavior attributable to the specialty.
- There are statistically significant differences between the averages of the study sample estimates about the creative behavior of the scale due to the variable number of years of service.
- There are statistically significant differences between the averages of the number of years of service (10-less than 15 years) and the number of years of service (5-less than 10 years) the number of years of service (less than 5 years) in favor of the number of years of service (5-less than 10 Years) and the number of years of service (less than 5 years), meaning that less experience is more creative behavior.

## Recommendations

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

- The need for civil organizations in Gaza Strip to seek funding from foreign countries in order to provide a self-income for the association to face crises and give them independence in order to preserve them to play their role in society.
- The need for civil organizations in Gaza Strip to have a written strategic plan used as a guide for employees working at different administrative levels to achieve the organization's goals and vision

- Working to employ NGOs in Gaza Strip, with their experience in funded projects, to find a self-source for the association.
- 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.
- The use of consultative bodies, including experts and academics, in the field of writing projects and benefiting from them, whether they are related to the educational, agricultural and health aspects, in a way that serves the infrastructure of Gaza Strip.
- Work to spread awareness among employees about the necessity of their participation in evaluating, identifying and developing services by submitting their proposals to the competent authorities.
- The need for NGOs in Gaza Strip to use their legal right to own income-generating projects to meet the needs of NGOs.

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