

Institutional Competence in Non-Governmental Organizations in Palestine between Reality and Hope

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Abstract: The study aimed to identify the level of institutional competence in Non-Governmental Organizations in Palestine. The study used the descriptive analytical approach. A structured questionnaire was used to collect data that contribute to achieving the objectives of the study. The study population consists of employees in Non-Governmental Organizations in the southern Palestinian governorates, and a random sample was used. For data collection, (183) applicable questionnaires were retrieved. The results of the study showed that the general assessment of the level of institutional efficiency was high with a relative weight of (91.85%). The results also showed that there were statistically significant differences in achieving institutional efficiency according to the variables (gender, number of years of service), while it was found that there were no statistically significant differences in achieving institutional efficiency. Depending on the variables (educational qualification, age group). The study presented a set of recommendations, the most important of which are: the necessity of providing a budget for training and development, and attracting expertise and specialists in digital transformation to work in organizations.

Keywords: Institutional Efficiency, Non-Governmental Organizations, Southern Palestinian Governorates, Palestine.

Introduction

In light of the challenges and characteristics that characterize the twenty-first century, and the great and rapid transformations and developments that the world has witnessed in all fields such as globalization, the intensity of competition and comprehensive development, and because organizations in their various disciplines are one of the pillars of society because of their great role in the progress and prosperity of societies through what they offer. In terms of services, achieving competitive advantage and maintaining continuity in providing services has become one of the most important goals that organizations seek. Competitive advantage.

And in light of the great challenges that Palestinian Non-Governmental Organizations face in their work, represented by the lack of funding, the political conditions in the southern governorates, and the diversity of the needs and desires of the service recipients from these organizations, therefore the organizations seek to use the latest administrative methods in providing their services to the beneficiaries, which is reflected in its entirety on Efficient institutional performance of organizations, increasing transparency in work, and thus increasing the satisfaction of service recipients.

Based on the foregoing, the importance of studying the level of institutional competence in Non-Governmental Organizations in Palestine emerges.

Problem Statement

In light of the intense competition between organizations, the level of performance of any organization has become dependent on the merit and efficiency of its various resources, as investing in all the resources that organizations possess has become one of the most important factors that help improve their performance and raise their efficiency, as institutional efficiency is one of the most important factors for the success of organizations in achieving the advantage Competitiveness

and continuity in providing services. Based on the foregoing, the study will seek to identify the reality of institutional competence in Non-Governmental Organizations in the southern Palestinian governorates.

Research Questions

From the foregoing, the main question that the study will answer the following questions has been concluded:

Q1-: What is the level of institutional competence in Non-Governmental Organizations in the southern Palestinian governorates?

Q2-: Are there significant differences in the responses of the respondents about the institutional competence of Non-Governmental Organizations in the southern Palestinian governorates, according to personal and organizational data?

Research Objectives

Based on the established research questions, this study aims to achieve the following objectives:

1. Measuring the level of institutional efficiency in Non-Governmental Organizations in the southern Palestinian governorates.
2. Showing differences in the respondents' responses about the level of institutional competence in Non-Governmental Organizations in the southern Palestinian governorates, according to personal and organizational data.
3. Coming up with recommendations that contribute to enhancing the institutional efficiency of Non-Governmental Organizations.

Research Importance

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

1. The theoretical importance of this study emerges from other studies in several fields, especially in light of the scarcity of studies related to measuring the level of

- institutional competence of Non-Governmental Organizations in Southern Palestinian Governorates.
2. This study derives its importance from the importance of ways to enhance institutional efficiency, which contribute to achieving the goals of the organization, and raising the efficiency of organizations.
 3. The researchers hope that the results of this study will be circulated to officials in Non-Governmental Organizations in the southern Palestinian governorates.
 4. Providing Non-Governmental Organizations with documented recommendations and proposals derived from the field study that help improve ways to enhance the level of institutional efficiency in Non-Governmental Organizations in Southern Palestinian Governorates.

Limitations and Directions for Research

The scope of the study shall be as follows:

1. **Objective Limits:** It was limited to studying the level of institutional competence in Non-Governmental Organizations in Palestine.
2. **Human Limits:** The study was conducted on workers in the Non-Governmental Organizations under study, who responded electronically by filling out the questionnaire.
3. **Institutional Limitation:** The study was conducted on Non-Governmental Organizations operating in Palestine.
4. **Spatial Limit:** The study was conducted in Palestine, specifically in the southern Palestinian governorates.
5. **Temporal Limits:** The study was conducted, primary data was collected and statistical analysis was conducted in the year (2023).

Literature Reviews

- Study of (Rashid, 2021) entitled "The role of evaluating the performance of human resources and their contribution to raising the efficiency of the economic enterprise - a case study of the National Office for Purification Corporation, which aimed to identify the role of human resources and their impact on raising the efficiency of economic institutions in Umm El-Bouaghi unit, and to achieve the objectives of the study, The use of the descriptive analytical method, and two tools were used for the study, which are the questionnaire, and the interviews, to collect data from the study sample represented by the workers in the institution under study. Also, evaluating the performance of these resources contributes to their development.
- Study of (Sabah, 2021) entitled "The Reality of Digital Transformation and its Reflection on the Level of Institutional Efficiency in the Municipality of Khan Younis", which aimed to identify the reality of digital transformation in the Municipality of Khan Younis and its impact on institutional efficiency. The researcher used the analytical descriptive approach to achieve the purposes of the study. Data from the study sample of municipal employees under study, and the study showed that there is a correlation between digital transformation and institutional efficiency, and that there is a large degree of agreement from the sample on the field of

- human resources for digital transformation, and the field of security and legislation for digital transformation.
- Study of (Al-Farhati, 2021) entitled "Obstacles to digital transformation and the use of electronic management and management information systems in raising the efficiency of public press institutions, which aimed to identify the most important obstacles that stand in front of the application of electronic management in public press institutions, and the researcher used the descriptive and analytical approach to achieve the objectives In the study, a questionnaire was designed to collect data from the study sample of workers in public press institutions. The study showed that financial obstacles, high prices of hardware and software equipment, in addition to lack of financial resources are among the most important obstacles to digital transformation. There are also administrative obstacles represented in routine procedures. Approved by institutions.
- A study of (Al Mulla and Noah, 2019) entitled "The Role of E-Government Application in Iraqi Institutional Performance", which aimed to identify the role of e-government application in enhancing institutional performance in Iraq, where the dimensions of e-government (support for senior management, infrastructure, organization) were studied. human resources, knowledge and informatics, work procedures, interest in the satisfaction of citizens and the dealing parties) and the researchers used the descriptive analytical approach to achieve the objectives of the study, and to collect data, the questionnaire was used as a tool for collecting data from the study sample represented by all workers in the Department of Government Coordination and Citizens Affairs in the General Secretariat of the Council Ministers at all administrative levels, and the study showed that there is a reflection of the electronic government on the efficiency of work and its procedures, and then the quality of services provided to the beneficiary groups by saving time and effort, in addition to improving institutional performance.
- A study of (Abdullah, 2019) entitled: "Digital Transformation in the Sultanate of Oman and the Factors Affecting It from the Decision Makers' Point of View," which aimed to identify the most important factors that contribute to the implementation of digital transformation in the Sultanate of Oman, and to achieve the objectives of the study, the researcher used the analytical descriptive approach, and The researcher used the questionnaire as a tool for collecting data from the study sample, which consisted of 4 government institutions. One of the most important findings of the study is that the Ministry's Information Authority has adopted a strategic plan for all government departments to implement digital transformation.
- Study of (Al-Waeli and Al-Shahrbali, 2014) entitled "The quality of technical performance in information management and its impact on increasing institutional efficiency and effectiveness in Iraq", which aimed to

define technical performance standards in information management and measure the quality of information management in terms of its technical and service performance, and measure the impact of Performance has progressed to increase institutional efficiency and effectiveness in Iraq, and the analytical descriptive approach was used to achieve the objectives of the study. A technical performance gap that affected the quality of information management and the efficiency of institutional performance due to poor information management efficiency.

Comment on previous studies

By looking at previous studies directly related to the subject of the research, the researchers found that these studies were numerous and differed according to the goals they sought to achieve, as well as the different environments in which they were applied, the variables they studied, the approaches used, and the tools that were used. Below, the researchers presented the most important Aspects of agreement and difference, as well as what distinguishes their study from previous studies:

The benefits of the current study from previous studies

The current study benefited from previous studies in the following:

1. Enriching the theoretical framework in the study.
2. Building the questionnaire study tool.
3. Ensure that the current study is not repeated.
4. Providing the necessary references for the study, especially foreign references.

Conceptual Frameworks

Institutional Efficiency

The concept of competence occupies an important aspect in managerial thinking, strategies, and practices. It is a multi-faceted concept in terms of perception and fields. Researchers differed in arriving at a single definition of the term. (Salami, 2014) defined it as the immediate and short practical skill, and it was defined by (Nasim, 2016). It is the ability to achieve goals with skill and competence.

Despite the different definitions, there is a set of criteria for efficiency, represented in the need to exert maximum effort to accomplish tasks in the required amount and with high quality and to make optimal use of resources (Al Shobaki et al., 2019), and researchers define it as the ability to perform the required tasks and achieve goals. With few resources, capabilities, and cost, taking into account high quality.

The Importance of Efficiency:

The concept of competencies occupies an important space at all levels within the organization, starting from the individual level to the collective level, then the human resources management level, and finally at the organizational level. The importance of institutional competence can be clarified according to (Al Shobaki et al., 2017) and (Ammar et al., 2017), as follows:

First: The Importance of Competence at the Individual

Level: The importance of competence for the individual has increased, in light of the current labor market, which is characterized by challenges, intense competition, and limited

opportunities, which necessitates the individual to possess the skills and competencies that enable him to obtain a new position in the labor market.

Second: The Importance of Competence at the Level of Groups: Competence represents an important element in facilitating business within organizations, as its importance is evident in the fact that successful work within the organization requires joint cooperation between competencies in order to achieve goals, face challenges, and resolve conflicts.

Third: The Importance of Competencies at the Level of Human Resources Management: Competencies are an important factor in the interest of human resource managers, in order to attract competencies and invest in them as the capital of the organization, as well as work to develop their capabilities.

Fourth: The Importance Of Competencies At The Level Of The Organization: The process of developing the efficiency of the organization has become one of the priorities on which the strategic vision of the organization is based, as it is often considered the determinant and controlling all management processes because it represents the most important strategic resource for organizations, as it helps to achieve competitive advantage organization, in addition to achieving high levels of success, and increasing market share.

The Role of Digital Transformation in Enhancing Institutional Efficiency

Information technology has become a motivating factor for organizations seeking excellence in their performance and those looking for efficiency and effectiveness. Therefore, organizations are quick to use technology in finding new and innovative opportunities in various areas such as raising the level of job performance, simplifying procedures, procedures for changing the structure and administrative processes, modernizing financial systems, and training employees, and here we must point out the importance of digital transformation in achieving the efficiency of institutions according to the following points:

- The shift towards new ways of collecting and storing information will make the process of express access to the service less costly.
- Encouraging work through information networks on collaborative work, and an opportunity will be given to absorb lessons and spread new methods of work.
- Employees' sense of the accuracy of the evaluation process will have a positive impact, which will enhance trust and loyalty
- Reducing routine burdens on managers, allowing time to be spent on planning and more important work.
- The use of technology helps to link the various administrative functions with each other and eliminate duplication of work, which contributes to increasing the productivity of workers and the level of performance of the organization as a whole.

Methodology and Procedures

The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished. Accordingly, the researchers touched on the procedures that were followed in preparing the study by clarifying the study method and its community, and then identifying the sample on which the study was applied, as well as preparing the main study tool (questionnaire) and the mechanism of its construction and development and the extent of its validity and stability, and ends with the statistical treatments that were used in analyzing the data and drawing conclusions.

First- Study Methodology: The researchers used the analytical descriptive approach in order to achieve the objectives of the study, through which it attempts to describe

the phenomenon under study, analyze its data, and the relationship between its components, the opinions raised about it, and the processes involved.

Second - Study Population: The target study population consists of all accredited Non-Governmental Organizations in the southern Palestinian governorates.

Third - The Study Sample: The simple random sample method was used to collect the study data, as an electronic questionnaire was distributed to the study population, and (183) applicable questionnaires were retrieved.

Fourth - Study Tool: the questionnaire is the most widely used and widespread tool among researchers, and in order to conduct the applied study, the study tool (questionnaire) was prepared to measure the "level of institutional competence in Non-Governmental Organizations".

Table 1: Scores of the scale used in the questionnaire

Response Degree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

The Standard Used In the Study

To determine the criterion adopted in the study, the length of the cells was determined in the five-point Likert scale by

calculating the range between the degrees of the scale (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell as shown in the following table:

Table 2: The criterion adopted in the study

Arithmetic Mean	Relative Weight	Degree Of Approval
From 1.8 - 1	From 35.9% - 20%	Very Weak
From 2.59- 1.8	From 51.9% - 36%	Weak
From 3.39-2.6	From 67.9 -% 52 %	Medium
From 4.19-3.4	From 83.9% - 68%	Big
Greater Than 4.2	Greater Than 84%	Very Large

In order to interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the domains of the questionnaire, and the level of the paragraphs in each domain, and the researchers determined the degree of approval according to the test approved for the study.

Validity of the Study Tool

The validity of the questionnaire reflects the measurement of the paragraphs of the questionnaire, what it was prepared to measure. The validity of the questionnaire has been verified through the following:

The Validity of The Internal Consistency: It means "the extent to which each paragraph of the questionnaire is

consistent with the axis to which this paragraph belongs. It was calculated on the sample of the exploratory study of (30) questionnaires, by calculating the correlation coefficients between each paragraph and the total score of the axis to which it belongs.

The Results of the Internal Consistency of the Axis of Institutional Efficiency

Table No. (3) shows the correlation coefficient between each paragraph of the "institutional efficiency" axis and the total score of the axis, which shows that the correlation coefficients shown are a function at a significant level ($\alpha \leq 0.05$), and thus the field is considered valid for what was set to measure it.

Table 3: The results of the internal consistency validity of the institutional efficiency axis

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The organization is keen to provide high quality services to the target group and to obtain their satisfaction.	.789	*0.000
2.	The organization supports digital transformation to provide information that helps decision-making.	.710	*0.000
3.	The organization explores the opinions of beneficiaries about the level of service provided to them.	.867	*0.000
4.	The organization seeks to improve its institutional efficiency by providing digital technology.	.571	*0.001

5.	The organization develops the way it provides its services to keep pace with digital transformation	.608	*0.000
6.	Competencies work to accomplish the digital transformation of the organization and achieve its goals.	.821	*0.000
7.	The organization works to simplify procedures and improve the quality of services to create opportunities for implementing digital transformation.	.882	*0.000
8.	The organization discovers the defects and weaknesses in the work and addresses them	.928	*0.000
9.	The organization aims to create an electronic link with other organizations to provide the best customer service.	.528	*0.003
10.	The organization aims to take advantage of the digital transformation to enhance its data reliability.	.849	*0.000
11.	Community members understand the goals of the organization.	.796	*0.000
12.	Work proceeds normally in the absence of one of the workers.	.869	*0.053
13.	There is integration and coordination between the administrative units to achieve the desired goals.	.736	*0.000

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

Reliability: The stability of the questionnaire means that the questionnaire gives the same results if it is reapplied several times in succession, and it also means to what degree the scale gives close readings each time it is used, or what is the degree of its consistency, consistency and continuity when it is used

repeatedly at different times. Different (Alyan and Ghoneim, 2010).

The researchers verified the stability of the study questionnaire through Cronbach's Alpha Coefficient, and the results were as shown in Table (4).

Table 4: Cronbach's alpha coefficient to measure the stability of the resolution

Domain	Number Of Paragraphs	Cronbach's Alpha coefficient
The Overall Degree Of Institutional Efficiency	13	0.937

It is clear from the results shown in Table No. (4) That the value of Cronbach's alpha coefficient is high, as it reached (0.937) for the institutional efficiency axis, and this means that the stability is high and statistically significant. Thus, the resolution in its final form is applicable. The researchers have confirmed the validity and stability of the questionnaire, which makes them fully confident in the validity and validity of the questionnaire for analyzing the results, answering the study's questions and testing its hypotheses.

Statistical Description of the Study Sample

The following table shows the statistical description of the members of the study community according to personal data. The number of respondents who filled out the study questionnaire was (183) employees in Non-Governmental Organizations in the southern governorates (gender, age group, educational qualification, number of years of service). The results are shown in the following table:

Table 5: Statistical description of the study sample according to personal and organizational data (n = 183)

Variable	Category	The Number	%
Gender	Male	138	75.4
	Female	45	24.6
Qualification	Diploma Or Less	21	11.5
	Bachelor's	120	65.6
	Postgraduate	42	23.0
Age group	Less Than 30	30	16.4
	From 30 To Less Than 35	114	62.3
	From 35 To Less Than 40	24	13.1
	40 Years And Over	15	8.2
Years Of Service	Less than 5 years	27	14.8
	5 - less than 10 years	93	50.8
	10- Less than 15 years old	36	19.7
	15 years and over	27	14.8

Answering Study Questions and Testing Hypotheses

To answer the questions of the study, the arithmetic and relative mean, standard deviation, and the arithmetic mean were used.

Q1-: What is the level of institutional competence in Non-Governmental Organizations in the southern Palestinian governorates?

To answer this question, the arithmetic mean, relative weight, standard deviation, and arrangement were used. The results are shown in the following table:

Table 6: The arithmetic and relative mean and standard deviation for each paragraph of the "Institutional Efficiency" axis

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization is keen to provide high quality services to the target group and to obtain their satisfaction.	4.69	0.531	93.80%	2
2.	The organization supports digital transformation to provide information that helps decision-making.	4.51	740.	90.20%	10
3.	The organization explores the opinions of beneficiaries about the level of service provided to them.	4.61	662.	92.20%	6
4.	The organization seeks to improve its institutional efficiency by providing digital technology.	4.61	0.582	92.20%	6
5.	The organization develops the way it provides its services to keep pace with digital transformation	4.46	0.843	89.20%	12
6.	Competencies work to accomplish the digital transformation of the organization and achieve its goals.	4.44	0.781	88.80%	13
7.	The organization works to simplify procedures and improve the quality of services to create opportunities for implementing digital transformation.	4.59	0.712	91.80%	8
8.	The organization discovers the defects and weaknesses in the work and addresses them	4.64	0.603	92.80%	5
9.	The organization aims to create an electronic link with other organizations to provide the best customer service.	4.48	0.804	89.60%	11
10.	The organization aims to take advantage of the digital transformation to enhance its data reliability.	4.56	0.760	91.20%	9
11.	Community members understand the goals of the organization.	4.66	0.626	93.20%	4
12.	Work proceeds normally in the absence of one of the workers.	4.69	0.589	93.80%	2
13.	There is integration and coordination between the administrative units to achieve the desired goals.	4.79	0.517	95.80%	1
All Paragraphs Of The Field Together		4.5927	0.53483	91.85%	

* The arithmetic mean is statistically significant at the significance level ($\alpha \leq 0.05$).

From the previous table, it can be concluded that Paragraph No. (13) "There is integration and coordination between the administrative units to achieve the desired goals" came in the first place with a relative weight of (95.80%), i.e. a very large degree. Followed by Paragraph No. (1): "The organization is keen to provide high-quality services to the target group and obtain their satisfaction" and Paragraph No. (12): "The work proceeds normally in the absence of one of the workers" in the second place with a relative weight (93.80%) and a high degree of approval. very.

Paragraph No. (6) "Competencies work to achieve the digital transformation of the organization and achieve its goals" ranked last with a relative weight of (88.80%), i.e. a very high degree of approval.

The total score for the "institutional efficiency" axis came with a relative weight equal to (91.85%), and this means that

Table 7: The results of testing the differences in the average response of the respondents about the institutional efficiency attributed to the personal and organizational data

there is a very high degree of agreement by the respondents on the paragraphs of this axis.

Q2-: Are there significant differences in the responses of the respondents about the institutional competence of Non-Governmental Organizations in the southern Palestinian governorates, according to personal and organizational data? To answer this question, the independent sample T_Test was used to test the differences due to the variable (gender), and the one-way analysis of variance test (One Way ANOVA) was used to test the differences due to the variables (age group, academic qualification, number of years of service) which It consists of more than two groups, and the following are the results of the differences according to the variables of personal data, and the following table shows that.

Personal And Organizational Data		Institutional Efficiency					
		Arithmetic Mean	Standard Deviation	Relative Weight	Statistical Test Value	Significance Level	Result
Gender	Male	4.5301	.569660	90.60%	T = -2.825	0.005	There are differences
	Female	4.7846	.350440	95.69%			
Qualification	Diploma	4.5495	.741140	90.99%	F = 0.930	0.396	There are no differences
	Bachelor's	4.6308	.524530	92.62%			
	Postgraduate	4.5055	.436180	90.11%			
Age group	Less Than 30	4.8154	.423060	96.31%	F = 2.385	0.071	There are no differences
	From 30 To Less Than 40	4.5466	.571020	90.93%			
	From 40 to less than 50	4.6154	.386950	92.31%			
	50 years and over	4.4615	.571960	89.23%			
Years Of Service	Less than 5 years	4.7778	.436360	95.56%	F = 7.948	0.000	There are differences
	5 - less than 10 years	4.6700	.471130	93.40%			
	10- Less than 15 years old	4.5641	.607920	91.28%			
	15 years and over	4.1795	.541830	83.59%			

The previous table shows the results of testing the differences in the average response of the respondents about the institutional competence attributed to the personal and organizational data, and if the level of statistical significance is greater than 0.05, we conclude that there are no statistically significant differences in the average response of the respondents about the institutional competence attributed to the personal and organizational data, while if the level of significance The statistic is less than 0.05. We conclude that there are statistically significant differences in the average response of the respondents about institutional efficiency due to personal variables, and the results of the previous table show the following:

- Regarding the gender variable: the value of the significance level was (0.005 less than 0.05). We conclude that there are statistically significant differences in the average response of the respondents about the institutional efficiency due to the gender variable, where the differences were in favor of females.
- Regarding the educational qualification variable: the value of the significance level was (0.396 greater than 0.05).
- For the age group variable: the value of the significance level was (0.071 greater than 0.05). We conclude that there are no statistically significant differences in the respondents' average response about institutional competence due to the age group variable.
- With regard to the variable of the number of years of service: the value of the significance level was (0.000 less than 0.05). We conclude that there are statistically

significant differences in the average response of the respondents about the institutional efficiency due to the variable of the number of years of service, where the differences were in favor of years of service of less than 5 years compared to years of service of 15 years or more.

Conclusions

The following Results and recommendations were reached:

- The total score for the "institutional efficiency" axis received a relative weight equal to (91.85), and this means that there is a very high degree of agreement on the paragraphs of this axis.
- The paragraph "There is integration and coordination between the administrative units to achieve the desired goals" ranked first with a relative weight of (95.80%), to a very large degree. Followed by Paragraph No. (1): "The organization is keen to provide high-quality services to the target group and obtain their satisfaction" and Paragraph No. (12): "The work proceeds normally in the absence of one of the employees" in the second place with a relative weight (93.80%) and a high degree of approval. very.
- Paragraph No. (6) "Competencies work to achieve the digital transformation of the organization and achieve its goals" came last with a relative weight of (88.80%), a very high degree of approval.
- There are no statistically significant differences in achieving institutional efficiency according to the variables (educational qualification, age group).

- There are statistically significant differences in achieving institutional efficiency according to the variables (gender, number of years of service).

Recommendations

In light of the findings, the study recommended a set of recommendations, namely:

- The need for the organization to spend sufficient amounts to improve institutional efficiency in providing its services.
- The need for the organization to provide a special budget to develop the quality of its electronic services in a way that reflects the institutional efficiency of the organizations.
- Enhancing the work of competencies in achieving the development of Non-Governmental Organizations and achieving their goals.

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