THE RELATIONSHIP BETWEEN ORGANIZATIONAL INTEGRITY AND INSTITUTIONAL EXCELLENCE IN SOCIAL CARE SECTOR INSTITUTIONS

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Abstract:

This study aims to examine the relationship between organizational integrity and institutional excellence in social care institutions in Greater Cairo, Egypt. The study employed a descriptive correlational approach, utilizing a social survey method to collect data from a random sample of 350 individuals, who completed a standardized questionnaire. The results showed a strong, statistically significant positive correlation ($r = 0.833$, $p < 0.01$) between organizational integrity and institutional excellence. It also showed that the four dimensions of organizational integrity (operating controls, purpose and principles, core values, and organizational culture) contribute significantly to achieving institutional excellence ($R^2 = 0.704$). The results confirm the importance of ethical governance and a values-based institutional culture in promoting institutional excellence. The study recommended the need to support internal operating controls, consolidate the values of integrity and transparency, and develop a culture of institutional accountability in social care institutions in Egypt.

Keywords: organizational integrity, institutional excellence, social care sector.

Introduction:

Social welfare institutions in Egypt play a crucial role in achieving sustainable community development. They offer essential services and developmental programs the goal is to enhance the quality of life for citizens. Particularly in rural and marginalized areas. Given the increasing economic and social challenges, it is vital for these institutions to adhere to the principles of good governance and maintain organizational integrity. This approach will help sustain public trust and enhance institutional performance (Ortega-Rodríguez et al., 2024).

Organizational integrity is a pivotal concept that ensures sound administrative and financial practices and enhances employees' commitment to ethical values and social responsibility. It helps to establish an institutional environment that is transparent, accountable, and ethically sound, which is evident in the quality of social services offered to beneficiaries (Fuerst et al., 2023). This is supported by recent studies showing that organizations implementing integrity standards effectively achieve higher performance, social innovation, and excellence (do Adro & Leitão, 2020; Guerrero, 2024) Therefore, organizational integrity is a vital aspect of the modern work environment, as it contributes significantly to building trust and credibility within institutions and achieving outstanding performance. The growing challenges that organizations face in maintaining integrity require effective models and frameworks for achieving organizational integrity (Molina, 2016).

In the Egyptian context, many social care services institutions face fundamental challenges related to weak financial disclosure mechanisms, deficient internal governance systems, and weak administrative and human capacity, in addition to the significant disparity between large and small organizations in terms of institutional practices (Tossi, 2024). Some organizations also suffer from conflicts of interest and weak internal accountability, which negatively impact their efficiency and public reputation (Herrold, 2016). These challenges limit their ability to achieve institutional excellence and achieve the desired level of institutional sustainability.

Several researchers emphasize that organizational integrity is a crucial factor in enhancing performance and excellence within third-sector institutions. It is positively associated with higher levels of organizational commitment, better decision-making quality, and increased beneficiary satisfaction.(Ortega-Rodríguez et al., 2024; Waddington et al., 2018).

However, the Egyptian context lacks in-depth field studies that accurately measure the relationship between organizational integrity and institutional excellence in social welfare institutions, particularly in governorates outside the capital, where resources and expertise vary. Institutional excellence is a vital goal for organizations across various sectors, including social care institutions. According to numerous studies and statistics, institutional excellence makes a significant contribution to improved performance and positive results. Achieving institutional excellence in social care institutions is a comprehensive process designed to enhance quality and performance within these institutions. Institutional excellence here refers to focusing on providing high-quality social care and achieving the best possible outcomes for beneficiaries, while also enhancing the operational and financial efficiency of social institutions (Yamany, 2024).

To achieve institutional excellence, several basic requirements must be met. These requirements include strong leadership and a strategic vision, an organizational culture that promotes excellence and innovation, a focus on the quality and safety of services provided to beneficiaries, the use of technology and innovation in organizational operations, and a work environment that encourages learning and continuous improvement (Ahmed & Alharbi, 2025).

The legislative changes witnessed by Egyptian society over the past decade, particularly the Social Care Institutions Law No. 149 of 2019, have established new regulatory frameworks that may have either a positive or negative impact on institutional practices. This highlights the pressing need to understand the relationship between organizational integrity and institutional excellence in this context, as it informs the development of institutional policies and programs (Tossi, 2024).

Hence, the problem addressed in this study is to determine the nature of the relationship between organizational integrity and institutional excellence in Egyptian social care institutions, and to investigate the impact of organizational integrity components on achieving institutional excellence in its various dimensions.

This study seeks to answer the following central question: To what extent does organizational integrity contribute to achieving institutional excellence within social care institutions in Egypt?

This central question gives rise to many sub-questions, most notably:

- What is the prevailing level of organizational integrity in Egyptian social care institutions?
- What is the level of institutional excellence within these institutions?
- What is the relationship between the dimensions of organizational integrity and the level of institutional excellence?

Literature reviews:

A. The Concept of Organizational Integrity and Its Dimensions:

Organizational integrity is a fundamental concept that expresses an organization's commitment to a set of ethical values and transparent practices that reflect its internal honesty and consistency between its words and actions. (Fuerst et al., 2023) defined it as "the organizational capacity to achieve sustained consistency between stated values and the organization's actual behavior," emphasizing that institutional integrity represents one of the determinants of ethical behavior and sustainable performance.

The study by (Ortega-Rodríguez et al., 2024) also demonstrated that integrity in non-profit organizations includes four main dimensions: transparency, accountability, organizational justice, and ethical leadership. The absence of any one of these dimensions leads to impaired organizational performance and diminished stakeholder confidence. The European model defines organizational excellence as the outstanding practice of corporate management, achieving good results at both the individual and institutional levels, while meeting customer needs and effectively managing human resources (Alshamsi & Sulaiman, 2023).

In the Arab context, the results of the (Sherif, 2015) indicated that weak transparency and accountability are among the most prominent challenges facing civil society organizations in the region, negatively impacting their ability to effectively and sustainably achieve their social mission. (Guerrero, 2024) suggests that organizational integrity extends beyond individual behavior to encompass an integrated administrative system that fosters commitment to institutional values and prevents conflicts of interest.

B. Dimensions of Organizational Integrity:

Table No. (1) Dimensions of Organizational Integrity

Dimentions studies	Hussin, & Oudah, (2023)	Núñez-Ríos, et al , (2022)	Choi, H., Hong, S., & Lee, J. W. (2018)	Molina, A. D. (2018)	Fiorito, & Ehrenhard, (2019)	Fuerst, & Luetge, (2021)	Mahmoud, & Hussin (2022).
Operating Controls	√	√	√	√	√	√	√
Purpose, Principles,	√	√	√	√	√	√	√
Core Values	√	√	√	√	√	√	√
Culture	√	√	√	√	√	√	√

Source: Prepared by researchers based on previous studies.

In light of the previous table, it is clear that there are dimensions of organizational integrity that researchers agreed upon most: (operating controls, purpose and principles, core values, and Culture), which the researcher will rely on in his study.

Based on the above and through examining the previous models, we note that researchers differed among themselves in agreeing on a unified model for organizational integrity. The nature of the difference between them is a healthy condition, resulting from the expansion of the concept, its connections, and its multiple effects on various aspects of variables and topics at both the individual and organizational levels. We note that some have expanded their model to include multiple dimensions for measuring organizational integrity, and this is what we observed in the

(Triola et al.) Model and the model of (Moon & Hamilton, 2013), as the first identified seven dimensions, while the second identified eight dimensions for measuring organizational integrity. Meanwhile, we note that some limited their model to include a few dimensions for measuring organizational integrity, and this is what we found in the (Silverman, 2000) model, the (Santoro, 2003) model, and the (Young, 2011) model, as the first and third relied on only two dimensions, while the second adopted three dimensions for measuring organizational integrity. We note that some researchers have employed a middle approach in determining the dimensions of organizational integrity, defining them as four distinct dimensions. This is what we found in the models of both (Baxter et al., 2012; Kayes et al., 2007). and it appears to be the most effective method, especially if it meets the scientific merit of comprehensively including the dimensions that the model encompasses for the concept.

In order to explore the best model that best matches the directions of our current study, the researcher subjected previous models to an objective evaluation of their content, based on the prevailing view that the basic criterion upon which researchers agree when selecting an organizational integrity model is the model's comprehensiveness of the actual dimensions and its closeness to the field reality that best expresses organizational integrity. We note that some models focused on the internal organizational level in defining the dimensions of organizational integrity as a primary level and goal in constructing the model. This is what (Kayes et al., 2007; Silverman, 2000; Young, 2011), and (Moon & Hamilton, 2013) argued.

While we note that other models focused on both the external and internal levels in defining the dimensions, this is what (Santoro, 2003) indicated. Meanwhile, (Baxter et al., 2012).focused on both the organizational and individual levels in defining the dimensions of organizational integrity. With high comprehensiveness and deep realism, the researcher focused on choosing the model (Kayes et al., 2007) to adopt in our current study and adopted its dimensions as sub-scales of organizational integrity that express its field reality in the place of application. This choice is because the model represents a comprehensive, integrated view of organizational integrity, and its dimensions are the credibility and field application of what researchers emphasized in most of the theoretical concepts adopted in their studies. In addition, the model is consistent with the directions of our current study, which is that the dimensions of organizational integrity, with all their connotations and facts, are launched and operate within the limits of the internal environment of the organization and depend primarily on the state of consistency and integration between the dimensions. This is what the model (Kayes et al., 2007) focused on and what distinguished it from the other models. In addition, the model is consistent to a large extent with the scientific importance presented by the researchers and what most of them focused on in terms of basic points surrounding the concept of organizational integrity and refining its essence, such as the importance of values, Culture, Controls, supervisory responsibilities, and the integrity of organizational principles and purposes.

C. Institutional excellence in social care sector institutions and its dimensions:

The concept of institutional excellence refers to an institution's ability to provide high-quality services by applying best administrative and operational practices and achieving beneficiary satisfaction. (do Adro & Leitão, 2020) believe that institutional excellence in the non-profit sector requires transformational leadership that encourages innovation and social responsibility. (Fonseca et al., 2021) explained in his study on the EFQM 2020 model that institutional excellence is based on three main pillars: leadership, strategy, and added value to society.

This is confirmed by a study by(Salih & Dolah, 2023), conducted in the Kingdom of Saudi Arabia on non-profit organizations, which found that implementing institutional excellence models leads to improved operational efficiency and sustained performance. Furthermore, the study indicated that human resources are the decisive factor in the success of these models. The study by (Aljamal, 2018) also found that organizations with precise control mechanisms and performance indicators achieve higher levels of community satisfaction, which is a direct reflection of institutional excellence.

C. Dimensions of Institutional Excellence:

Studies have varied regarding the dimensions of institutional excellence, depending on the different philosophies of their providers, which they seek to achieve. Accordingly, researchers surveyed to identify these dimensions, as shown in the following table:

Table No. (2) Dimensions of Institutional Excellence

Dimentions studies	Arbab , 2018	Kamkankaew, 2018	Faraj, Shda, 2018	Hauber 2020	Fonseca, & Oliveira, 2021	Rivera 2021	Alshamsi, et al .(2023)	Atia, A. (2023)
Orientation:	√	√	√	√	√	√	√	√
Implementation:	√	√	√	√	√	√	√	√
Results:	√	√	√	√	√	√	√	√

Source: Prepared by researchers based on previous studies.

In light of the previous table, it is clear that there are three dimensions of organizational excellence, according to the updated 2020 edition of the European Foundation for Excellence, which were the most agreed upon by researchers: orientation, implementation, and results. These dimensions will be relied upon in their study.

D. The relationship between organizational integrity and organizational excellence.

Recent literature has demonstrated a strong positive relationship between organizational integrity and organizational excellence in non-profit organizations. According to (Fuerst et al., 2023), organizational integrity is a strategic intangible asset that enables an organization to achieve excellence by enhancing trust between employees and beneficiaries. (Waddington et al., 2018) also explained in her systematic review that enhancing accountability and transparency contributes to improving the quality of public services and increasing beneficiary satisfaction.

(Ortega-Rodríguez et al., 2024) argue that organizational integrity is one of the most important determinants of the non-financial performance of social organizations. It is positively related to the degree of organizational commitment and institutional loyalty, leading to increased capacity for innovation and the achievement of social goals. (Guerrero, 2024) asserts that institutional integrity serves as an enabling factor for enhancing operational efficiency, fostering an internal culture built on trust, openness, and continuous learning —essential components of excellence.

E. Institutional Integrity in the Egyptian Context:

In Egypt, social welfare sector institutions are a key component of the sustainable development system. However, they face multiple challenges related to weak governance systems, insufficient resources, and the significant disparity between large and small social welfare institutions. (Herrold, 2016) indicated that the legislative and political environment in Egypt, both before and after the January Revolution, influenced the nature of NGOs' roles, imposing bureaucratic restrictions that affected their transparency and independence. On the other hand, the (Sherif, 2015) on public governance in Egypt indicates that developing institutional integrity has become a state priority for improving trust in the non-profit sector, and that the implementation of the Social Welfare Institutions Law No. 149 of 2019 represents a turning point in enhancing transparency and accountability. However, many social welfare institutions still suffer from limited institutional capacity and a lack of implementation of administrative integrity systems (Guerrero, 2024).

(Moreno-Albarracín et al., 2021) also noted in their study on measuring social management in non-profit organizations that assessing organizational integrity in Egyptian civil society institutions necessitates the development of local measurement tools that account for the specific cultural and legislative context of Egypt.

F- Research gap:

Despite the abundance of studies that have addressed organizational integrity and institutional excellence in international contexts, the literature indicates a scarcity of field studies in the Egyptian context that address the relationship between the two variables together (Ortega-Rodríguez et al., 2024). Moreover, most research has focused on the government or healthcare sector and has not directly addressed social care institutions (Fuerst et al., 2023; Guerrero, 2024).

This study aims to bridge the gap by examining the relationship between organizational integrity and institutional excellence in social care institutions in Egypt, with a focus on the dimensions of organizational integrity and their impact on achieving sustainable institutional excellence. This allows for the development of an explanatory model that can be applied in similar Arab contexts.

- **Study Objectives**: This study seeks to achieve the primary objective of identifying the relationship between organizational integrity and achieving institutional excellence in social care institutions.

It also seeks to achieve the following sub-objectives:

1. Identify the level of organizational integrity in achieving institutional excellence in social care institutions.
2. Identify the level of institutional excellence in social care institutions.

- Study Hypotheses:

First Main Hypothesis: There is a statistically significant positive relationship between organizational integrity and achieving institutional excellence in social care sector institutions.

From this hypothesis, the following hypotheses branch out:

1. There is a statistically significant positive relationship between the operational controls for organizational integrity and achieving institutional excellence in social care sector institutions.
2. There is a statistically significant positive relationship between the principles and purpose of organizational integrity and achieving institutional excellence in social care sector institutions.
3. There is a statistically significant positive relationship between the core values of organizational integrity and the achievement of institutional excellence in social care sector institutions.
4. There is a statistically significant positive relationship between a culture of organizational integrity and the achievement of institutional excellence in social care sector institutions.

- Methodological procedures of the study:

This study is considered a descriptive study that aims to determine the relationship between organizational integrity and institutional excellence in social care sector institutions. The study used the social survey method through a random sample.

- **Study population and sample**: The study population consists of all employees of social welfare institutions in the Greater Cairo sector, which includes 33,424 civil society organizations. When selecting the sample, care was taken to ensure that it represented all departments and administrative levels operating within the organization, to obtain diverse perspectives and opinions on the study topic. A simple random sample of 350 employees was selected from the study population. The study questionnaire was distributed to the randomly selected sample from various departments, age groups, and educational backgrounds to ensure its representation of the community as a whole. According to the Ministry of Social Solidarity, the population size was estimated at approximately 11,000 employees. The size of the research sample can be determined from a limited population in accordance with the sample size determination law, ensuring full representation of this population and ensuring that the error in the estimate does not exceed 5%. The researchers relied on the following law to determine the sample size.

Where:

$$N = \frac{C(C-1)}{A + \frac{C(C-1)}{n}}$$

Where N: Sample size

H: The maximum percentage of the characteristics required to be studied in any community. The researchers considered this to be 50% = 0.05

A: (The square of the permissible error), which the researchers considered to be 5% divided by (the square of the standard score corresponding to the confidence coefficient), which the researchers chose, which is 95%. Therefore, the corresponding standard score is 1.96.

A = (0.05 x 0.05) / (1.96 x 1.96) = 0.0025 / 3.84 = 0.00065

N: Study population size = (11,000)

Applying the previous law, the sample size becomes 370 social care institution workers.

The questionnaire was administered to 370 participants, and 20 incomplete questionnaires were excluded, resulting in a total of 350 completed questionnaires.

The results revealed the characteristics of the study sample as follows:

The total study sample size was 350, with a proportion of males and females that was somewhat evenly distributed. The majority of the sample consisted of males, with 206 males representing 58.9% of the total sample size, while the female sample size was 144, accounting for 41.1% of the total sample size.

It was also evident that the total number of respondents was 350, with participants aged 30 to 40 years representing the highest percentage, recording 39.7%. This suggests that most respondents were from the experienced middle-aged youth group. The participation rate was highest among the 40- to 50-year-old age group, at 31.9%, followed by the under-30 age group, at 21.1%, and the 50 and over age group, at 6.3%. These percentages reflect the diversity of the participating age groups, as well as the significant representation of middle-aged youth in the survey. The results showed that the percentage of participants with a university degree was the highest, at 43.4%, followed by those with a master's degree, at 33.7%. The percentage of participants with a secondary education was 17.7%, while the percentage of participants with a "other" degree did not exceed 5.1%. This is a standard indicator within the academic degree pyramid.

The percentage of participants from the administrative level, "supervisory management," was the highest, at 54.4%. This was closely followed by participants from the administrative level, "other," at 25.1%. This was followed by participants from the middle management category, at 19.4%, while the percentage of participants from the administrative level, "senior management," did not exceed 1.1%. This indicates the diversity among the job categories participating in the research sample. The percentage of participants with experience of 9 years or more was the highest at 37.1%, followed by participants with experience of 3 to less than 6 years at 27.7%, followed by participants with experience of 6 to less than 9 years at 22%, while the percentage of participants with experience of less than 3 years did not exceed 13.1%. This indicates that the research sample has good work experience, which makes them more efficient in answering the questionnaire. - The percentage of participants who obtained "more than two courses" was the highest, reaching 79.1%, which indicates the interest of social care institutions in Greater Cairo in training their managers. In comparison, the percentage of participants who obtained two courses "with a participation rate of (8%), followed by the percentage of participants who obtained one course with a participation rate of (6%), while the percentage of participants who did not obtain any of the training courses was (6.9%), which is a relatively large percentage, and this indicates the interest of social care institutions in the Greater Cairo region in Egypt in strengthening the skills of their managers by intensifying training courses, but it needs to focus those courses on all managers in it.

- Tools used in the study:

- **Questionnaire**: The questionnaire is one of the most widely used tools for data collection. We used it as a research tool to uncover the opinions of the study sample. Preparing the questionnaire is one of the most important steps researchers undertake, as it serves as the foundation upon which the validity of the results obtained is determined. The questionnaire included two sections:

Section One: Contains the personal and functional data of the respondents, including: (gender, age, educational qualifications, number of years of experience, job level, and number of training courses).

Section Two: Contains two axes: -

The first axis: Organizational integrity, which includes (20) total statements for the independent variable, distributed across the following dimensions:

- Operational controls (5) items
- Purpose and principles (5) items
- Core values (5) items
- Culture (5) items

The second axis: Institutional excellence, which includes (15) total statements for the dependent variable, distributed across the following dimensions:

- Guidance (5) items
- Implementation (5) items
- Results (5) items

A response scale ranging from 1 to 5 was adopted, according to the five-point Likert scale. Sample members were asked to give their degree of agreement with each statement according to this scale as follows:

Strongly disagree: with a score of one (1), Disagree: with a score of two (2), Neutral: with a score of three (3), Agree: with a score of four (4), strongly agree: with a score of five (5), meaning that the closer the answer is to (5), the greater the degree of agreement. According to the above:

The range was calculated: the difference between the highest value and the lowest score on the scale: 5-1=4

The category length: which represents: the range / the number of categories on the scale: 5 / 4 = 0.8. This value is added to the lowest value on the scale (1) to determine the upper limit of the first category: 0.8 + 1 = 1.8. Thus, the categories on the scale are determined as follows:
From 1 to 1.80: strongly disagree, from 1.81 to 2.60: disagree, from 2.61 to 3.4: neutral, from 3.41 to 4.2: agree, from 4.21 to 5.00: strongly agree.
- **Questionnaire reliability and validity**: This refers to the extent to which the same or similar results would be obtained if the study were repeated under similar conditions using the same tool. According to the table below, the reliability of the study tool was determined using Cronbach's alpha coefficient, which determines the level of acceptance of the study tool at 0.60 or higher. The reliability coefficient values for all dimensions of the independent variable "organizational integrity" ranged between 88.1% and 91.7%, while the total reliability coefficient for the independent variable was 95.6%. The reliability coefficient values for all dimensions of the dependent variable "institutional excellence" ranged between 86.9% and 89.5%, while the total reliability coefficient for the dependent variable was 96.6%. Thus, we have clarified the reliability of the study tool, as shown in the following table:

Table No. (3) Questionnaire reliability coefficients

Dimentions	Number of phrases	Cronbach's alpha
Operating Controls	5	88.1%
Purpose and Principles	5	90.7%
Core Values	5	91.7%
Culture	5	89.3%
Organizational Integrity	20	95.6%
Direction	5	87.9%
Implementation	5	89.5%
Results	5	88.4%
Organizational Excellence	15	96.6%

Source: Prepared by the researchers based on SPSS program outputs. V26

- Questionnaire Validity:
- **Self-consistency (internal consistency):** The Pearson correlation coefficient was calculated between each questionnaire item and the dimension to which it belongs. The following tables show the correlation coefficients at a significance level of 0.05 or less. Statisticians suggest that if the correlation is statistically significant, then the item achieves self-consistency. Others believe that achieving significance is not sufficient; the correlation coefficient must exceed 50%. Still others estimate the percentage at 70%. Any condition met for the questionnaire indicators in this study will be accepted. We will explain the results obtained in the following tables:
- Self-consistency results between the independent and dependent variables and the total score:

Table No. (4) Shows the degree of internal consistency between the dimensions of the independent variable (organizational integrity) and the total score.

N	phrases	degree of correlation	Significant
1	Operating Controls	.910**	.000
2	Purpose and Principles	.934**	.000
3	Core Values	.911**	.000
4	Culture	.879**	.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

The table shows the degree of positive correlation between the dimensions of the independent variable (organizational integrity), namely: (operating controls, purpose and principles, core values, Culture), and the total score of the questionnaire. The values of the correlation coefficients ranged between (0.897 and 0.934), which are high values indicating a strong correlation between the dimensions and the total score. All correlation coefficients were statistically significant at the 0.01 level, confirming that the correlations are not a coincidence. It is noted that the dimension "purpose and principles" had the strongest correlation with the total score (0.934), indicating its importance in interpreting the role of managers of social welfare institutions. In general, it can be said that the table demonstrates good internal consistency for the questionnaire's dimensions, confirming the validity of its construction.

Table No. (5) Shows the degree of correlation between the dimensions of the dependent variable (institutional excellence) and the total score.

N	phrases	degree of correlation	Significant
1	Direction	.889**	.000
2	Implementation	.913**	.000
3	Results	.872**	.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

This table illustrates the degree of positive correlation between the dimensions of the dependent variable (institutional excellence), namely guidance, implementation, and results, and the total questionnaire score. Correlation coefficient values ranged from 0.872 to 0.913, indicating very high values that suggest a robust correlation between the dimensions and the total score. All correlation coefficients were statistically significant at the 0.01 level. It is also noted that the "implementation" dimension had the strongest correlation (0.913), indicating its great importance in improving the quality of social care services. The table also confirms the excellent internal consistency of the questionnaire dimensions, which enhances the validity of its construction.

- Study Results:

Table NO. (6)illustrates the overall arithmetic mean for the dimensions of the organizational integrity level.

Dimentions	arithmetic mean	Standard deviation	Rank	T	Significant
Operating Controls	4.75	1.026	high	68.444	.000
Purpose and Principles	3.67	1.066	high	64.449	.000
Core Values	3.60	1.034	high	64.678	.000
Culture	3.75	1.068	high	65.730	.000
The dimention as a whole	3.49	1.048	high		

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

Table 6 shows that the level of organizational integrity in its dimensions (operating controls, purpose and principles, core values, and Culture) is exceptionally high in social care institutions in the Greater Cairo region of Egypt, where the arithmetic mean for each dimension ranged between 3.60 and 4.75. The table also presents a one-sample t-test to determine whether the values of the four organizational integrity variables (operating controls, purpose and principles, core values, and Culture) differ statistically from the reference value, which in this case is zero. The table shows the following results:

The calculated t-value for the three dimensions (68.444, 64.449, and 64.678) is significantly greater than the critical t-value (1.96) at a significance level of less than 0.05. This means that the arithmetic mean for each of the dimensions (operating controls, purpose and principles, core values, and Culture) differs significantly, indicating that the level of each of (operating controls, purpose and principles, core values, and Culture) in Social welfare institutions in Greater Cairo, Egypt, are remarkably high, indicating that social welfare institutions in Greater Cairo, Egypt, possess highly effective organizational integrity and can leverage their skills to improve the quality of social care they provide.

Table No. (7) Overall arithmetic mean for dimensions of achieving institutional excellence.

Dimentions	Arithmetic mean	Standard deviation	Rank	T	Significant
Direction	3.60	1.080	high	62.492	.000
Implementation	3.62	1.119	high	60.537	.000
Results	3.84	.970	high	74.205	.000
The dimention as a whole	3.68	1.056	high		

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

Table 7 shows that the level of institutional excellence, with its dimensions (guidance, implementation, and results), is high in social welfare institutions in the Greater Cairo region of Egypt. The arithmetic mean for each dimension ranged between 3.60 and 3.84. The previous table shows a one-sample t-test to determine whether the values of the three variables of institutional excellence (guidance, implementation, and results) differ statistically from the reference value, which in this case is zero. The table shows the following results:

The calculated t value, in order (62.492, 60.537, 74.205), is much greater than the critical t value (1.96) at a significance level of 0.05. This means that the arithmetic mean for each of the dimensions (guidance, implementation, and results) differs significantly, indicating that the level of each dimension (guidance, implementation, and results) in social welfare institutions in the Greater Cairo region of Egypt is significantly high. - Results of the study's hypotheses:

- The Pearson correlation test will be conducted to measure the extent of the correlation between the independent and dependent variables, and between the dimensions of the independent and dependent variables.

Table No. (8) Shows the degree of correlation between the independent variable (organizational integrity), its dimensions, and the total score.

N	Dimention	Degree of correlation	Significant

1	Organizational Integrity	.833**	.000
2	Operating Controls	.726**	.000
3	Purpose and Principles	.768**	.000
4	Core Values	.801**	.000
5	Culture	.769**	.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

The study results showed a strong, statistically significant positive relationship ($p < 0.01$) between the overall role of organizational integrity and the achievement of overall institutional excellence in social care institutions in the Greater Cairo region of Egypt. The results also showed a strong, statistically significant relationship between each dimension of organizational integrity (operating controls, purpose and principles, core values, Culture) and the achievement of institutional excellence in the social care sector, as follows:

The results showed a strong, statistically significant relationship ($p < 0.01$) between the roles of organizational integrity in achieving institutional excellence in social care institutions in the Greater Cairo region of Egypt. The Pearson correlation value was 0.833, at a significance level of 0.000. This result indicates a strong, positive correlation between the roles of organizational integrity in achieving institutional excellence in social care institutions. In other words, the higher the level of organizational integrity, the higher the level of institutional excellence. This result confirms the importance of organizational integrity in achieving institutional excellence in social care institutions in the Greater Cairo region. In Egypt.

The results also showed a strong, statistically significant relationship ($p < 0.01$) between the role of operational controls and the achievement of institutional excellence in social care institutions in the Greater Cairo region of Egypt. The Pearson correlation value was (0.726), at a significance level of (0.000). This result indicates a strong positive correlation between the role of operational controls and the achievement of institutional excellence in social care institutions. In other words, the greater the level of operational controls, the greater the level of institutional excellence. This result confirms the importance of operational controls in achieving institutional excellence in social care institutions in the Greater Cairo region of Egypt.

The results also showed a strong, statistically significant relationship ($p < 0.01$) between the role of purpose and principles and the achievement of institutional excellence in social care institutions in the Greater Cairo region of Egypt, with a Pearson correlation value of 0.768 at a significance level of 0.000. This result suggests a strong positive correlation between the role of purpose and principles and the achievement of institutional excellence in social care institutions. In other words, the higher the level of emphasis on purpose and principles, the higher the level of institutional excellence achieved. This result confirms the importance of purpose and principles in achieving institutional excellence in social care institutions within the Greater Cairo region in Egypt. The results also showed a strong, statistically significant relationship ($p < 0.01$) between the role of core values and the achievement of institutional excellence in social care institutions in the Greater Cairo region of Egypt, with a Pearson correlation value of 0.801 at a significance level of 0.000. This result indicates a strong positive correlation between the role of core values and the achievement of institutional excellence in social care institutions. In other words, the higher the level of core values, the higher the level of institutional excellence achieved.

This result confirms the importance of core values in achieving institutional excellence in social care institutions in the Greater Cairo region of Egypt. The results also showed a strong statistically significant relationship ($p < 0.01$) between the role of Culture and the achievement of institutional excellence in social care institutions in the Greater Cairo region of Egypt. The Pearson correlation value was (0.769), at a significance level of (0.000). This result indicates a strong positive association between the role of Culture and the achievement of institutional excellence in social care institutions in the Greater Cairo region of Egypt. In other words, the higher the level of cultural role, the higher the level of institutional excellence. This result confirms the importance of Culture in achieving institutional excellence in social care institutions in the Greater Cairo region of Egypt.

Second: Results of Testing the First Main Hypothesis and the Study's Sub-Hypotheses: Multiple linear regression and simple linear regression tests were conducted to test the study's central hypothesis and sub-hypotheses, as follows:

Primary Hypothesis: There is a positive, statistically significant relationship between organizational integrity and the achievement of institutional excellence in social care institutions.

Table No. (9) The Relationship between the Independent and Dependent Variables

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.839[a]	.704	.702	.5202	1.955
a. Predictors: (Constant) Operating Controls ، Purpose and Principles Core Values ، Culture					
b. Dependent Variable: Achieving institutional excellence					

Source: Prepared by the researchers based on the outputs of SPSS V26.

The previous table indicates the extent to which the independent variables influence the dependent variable. Four independent dimensions (operating controls, purpose and principles, core values, and Culture) were used to achieve institutional excellence in social care institutions in the Greater Cairo region of Egypt. The following table shows:

The correlation measure (R) was calculated, which indicates the strength and direction of the relationship between the independent variables and the dependent variable. The correlation coefficient was found to be 0.839, indicating a positive relationship between the independent variables and the dependent variable.

The R Square value was calculated, which expresses the amount of variance in the dependent variable that the independent variables can explain. The R-squared value here was 0.704, meaning that 70.4% of the variance in the dependent variable could be explained by the independent variables used in the study.

The adjusted correlation square value was 0.755, and the standard deviation was 0.5202, indicating the accuracy of the model's predictions.

In general, this table indicates a positive relationship between the independent and dependent variables, and that the use of (operating controls, purpose and principles, core values, and Culture) leads to achieving institutional excellence in social care institutions in the Greater Cairo region of Egypt. The table also indicates that approximately 70.4% of the variation in the dependent variable can be explained by the independent variables used in the study.

Table No. (10) Regression analysis to test the central hypothesis

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	222.978	3	74.326	274.658	.000[b]
	Residual	93.632	346	.271		
	Total	316.611	349			
a. Dependent Variable: Achieving institutional excellence						
b. Predictors: (Constant), Operating Controls ، Purpose and Principles Core Values ، Culture						

Source: Prepared by the researchers based on the outputs of SPSS V26.

The previous table illustrates the differences between groups and provides an estimate of the extent to which the independent variables influence the dependent variable. Four independent variables were used, representing four independent dimensions (operating controls, purpose and principles, core values, and Culture), to achieve institutional excellence in social welfare institutions in the Greater Cairo region of Egypt. An ANOVA table was calculated to estimate the extent of the influence of these variables.

The Regression Sum of Squares was calculated and found to be 222.978, the Degrees of Freedom were 3, the Regression Mean Square was 74.3267, and the p-value was calculated and found to be 0.000, indicating a positive and significant influence of the independent variables on the dependent variable. The Residual Sum of Squares (RSS) was calculated to be (93.6321), the Residual Mean Square (RMS) was calculated to be (346), the Residual Mean Square (RMS) was calculated to be (0.271), and the Total Sum of Squares (TSS) was calculated to be (316.611).

Given that the p-value of the independent variables is 0.000, indicating a positive and significant effect of these variables on the dependent variable, it can be argued that (operating controls, purpose and principles, core values, and Culture) lead to achieving institutional excellence in social care institutions in the Greater Cairo region of Egypt. Thus, we accept the first central hypothesis, which states: "There is a positive, statistically significant relationship between organizational integrity and achieving institutional excellence in social care institutions." - Sub-hypotheses results: Results of the impact of the dimensions of the independent variable (organizational integrity) on the dependent variable (institutional excellence)

Table No. (11) Shows the results of the correlation coefficients to discover the relationship between the controls for operating organizational integrity and achieving institutional excellence.

F calculated	F (sig)	Correlation coefficient R	Coefficient of determination R2	B	result
387.638	.000	0.726	0.527	0.674	The hypothesis is correct

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

The previous table shows that the calculated F value is estimated at (387.638) at a significance level of (0.05), and that (0.000 sig) is less than the significance level of (0.05) adopted in the study. Therefore, we reject the null hypothesis that states that "there is no relationship between the controls of operating organizational integrity and institutional excellence in social care institutions" at a significance level of 0.05. We accept the alternative hypothesis that states that "there is a positive, statistically significant relationship between the controls of operating organizational integrity and

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achieving institutional excellence in social care institutions" at a significance level of 0.05. The table also shows that the value of (0.726-R) is a significant value and close to one; therefore, we can say that there is a strong relationship between the role of controls in operating organizational integrity and achieving institutional excellence in social care institutions. The coefficient of determination (R^2) reached 0.526, indicating that 52.6% of the variation in the dependent variable (Achieving institutional excellence) is explained by the change in the independent variable (the role of organizational integrity operating controls). Therefore, the hypothesis is supported.

Table No. (12) Results of the correlation coefficients between the principles and purpose of organizational integrity and achieving institutional excellence

F calculated	F (sig)	Correlation coefficient R	Coefficient of determination R2	B	result
498.913	.000	0.768	0.589	0.686	The hypothesis is correct

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

The previous table shows that the calculated F value is estimated at (498.913) at a significance level of (0.05), and that (0.000 sig) is less than the significance level of (0.05) adopted in the study. Therefore, we reject the null hypothesis that states that "there is no relationship between the purpose and principles of organizational integrity and achieving institutional excellence in social care institutions" at a significance level of 0.05. We accept the alternative hypothesis that states that "there is a positive, statistically significant relationship between the principles and purpose of organizational integrity and achieving institutional excellence in social care institutions" at a significance level of 0.05. The table also shows that the value of (0.768-R) is a significant value and close to one. Therefore, there is a strong relationship between the purpose and principles of organizational integrity and achieving institutional excellence in social care institutions. The coefficient of determination (R^2) reached 0.589, indicating that 58.9% of the variation in the dependent variable (Achieving institutional excellence) is explained by the change in the independent variable (the purpose and principles of organizational integrity); therefore, the hypothesis is supported.

Table No. (13) Results of the correlation coefficients between the core values of organizational integrity and achieving institutional excellence

F calculated	**F (sig)**	**Correlation coefficient R**	**Coefficient of determination R2**	**B**	**result**
622.052	.000	0.801	0.641	0.731	The hypothesis is correct

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

The previous table shows that the calculated F value is estimated at (498.913) at a significance level of (0.05), and that (0.000 sig) is less than the significance level of (0.05) adopted in the study. Therefore, we reject the null hypothesis that "there is no relationship between the core values of organizational integrity and achieving institutional excellence in social care institutions" at a significance level of 0.05. We accept the alternative hypothesis that "there is a statistically significant positive relationship between the core values of organizational integrity and achieving institutional excellence in social care institutions" at a significance level of 0.05. The table also shows that the value of (0.801-R), which is a significant value close to one, indicates a strong relationship between the core values of organizational integrity and achieving institutional excellence in social care institutions. The coefficient of determination (R^2) reached 0.641, which means that 64.1% of the variation in the dependent variable (achieving excellence) (Institutional) is due to the change in the independent variable (the core values of organizational integrity), and therefore, the hypothesis is supported.

Table No. (14) Results of the correlation coefficients between organizational integrity culture and achieving institutional excellence.

F calculated	F (sig)	Correlation coefficient R	Coefficient of determination R2	B	result
504.872	.000	0.769	0.592	0.562	The hypothesis is correct

Source: Prepared by the researchers based on the outputs of SPSS V26**.**

The table above shows that the calculated F value, estimated at (504.872) at a significance level of (0.05), is (0.000 sig) less than the significance level of (0.05) adopted in the study. Therefore, we reject the null hypothesis stating "there is no relationship between the organizational integrity culture and its impact on achieving institutional excellence in social care institutions" at a significance level of 0.05. We accept the alternative hypothesis stating "there is a statistically significant positive relationship between the organizational integrity culture and achieving institutional excellence in social care institutions" at a significance level of 0.05. The table also shows that the value of (0.769-R) is a significant value and close to one. Therefore, there is a strong relationship between the organizational integrity culture and achieving institutional excellence in social care institutions. The coefficient of determination (R^2) also reached 0.592, indicating that 59.2% of the variation in the dependent variable (achieving institutional excellence) is explained by the change in the independent variable (organizational integrity culture). Therefore, the hypothesis is supported.

Discussion:

1. The Level of Organizational Integrity and Its Dimensions in Social Care Institutions:

The study results indicate that all dimensions of organizational integrity—operating controls, purpose and principles, core values, and Culture—achieved high averages (between 3.60 and 4.75) in social care institutions in the Greater Cairo region. This means that institutions adopt strong practices in these dimensions. The t-test values confirmed that they differed statistically significantly from the reference value (zero), indicating that these dimensions are not merely theoretical concepts but rather concrete practices in institutional reality.

This is consistent with the concepts of organizational integrity in the literature, which emphasize that the presence of clear policies, adequate internal controls, and an ethical culture enhances an institution's ability to implement integrity in practice, rather than merely remaining nominal (Fuerst et al., 2023). Similarly, the study by (Ortega-Rodríguez et al., 2024) confirms that non-profit sector organizations with advanced levels of transparency and accountability demonstrate a higher level of commitment to institutional values.

From an Egyptian perspective, these high levels may reflect the influence of recent legislation (such as Social Welfare Institutions Law 149 of 2019) and government initiatives to encourage social welfare institutions to improve governance and transparency mechanisms, which may facilitate the adoption of organizational integrity practices on the ground.

However, it should be noted that a high average does not mean an absence of weaknesses. Subtle variations within each dimension may exist among small social welfare institutions or in sub-governorates not included in the sample, which can be explored in follow-up studies.

2. Level of Institutional Excellence in Social Welfare Institutions:

Regarding institutional excellence, the results showed that the three dimensions of guidance, implementation, and results achieved high averages and were statistically significant, indicating a difference from zero. This indicates that social welfare institutions in Greater Cairo are not only committed to their values but also strive to translate these values into tangible results.

This is what the literature has emphasized, which views institutional excellence as the result of harmony between administrative capabilities, strategic planning, operational quality, and innovation. This was confirmed by a study (Fonseca et al., 2021), which concluded that associations that prioritize organizational integrity often possess these capabilities, enabling them to implement professional policies and achieve a tangible societal impact.

The high "results" dimension is also an important indicator because it demonstrates that associations go beyond internal plans or practices, but can deliver tangible outcomes to beneficiaries, a sign of true excellence.

3. The Relationship between Organizational Integrity and Institutional Excellence:

The results of the Pearson correlation between overall organizational integrity and institutional excellence ($r = 0.833$, $p < 0.01$) support the study's central hypothesis, indicating a strong, statistically significant positive relationship between the two variables. This essentially means that social welfare organizations with a higher level of organizational integrity, including the application of controls, adherence to principles, values, and cultural development, tend to achieve higher institutional excellence.

This convergence supports theories that promote the idea that integrity is an intangible strategic asset, contributing to enhanced institutional performance. This is what researchers (Petrick & Quinn, 2001) pointed out when they explained that integrity capacity forms the basis for achieving sustainable institutional excellence because it enhances trust and reduces harmful practices. Governance studies in the non-profit sector also demonstrate that transparency and accountability act as enabling mechanisms for institutional change (Ortega-Rodríguez et al., 2024).

The results in your context also demonstrate that excellence stems not only from technical efforts, but also from the ethical and procedural foundations established by organizational integrity. In social care organizations that integrate these values into their internal structure, excellence becomes the expected standard, not the exception.

4. Analyzing Sub-Hypotheses and Comparing Dimensions:

Hypothesis 1: Operational Controls ↔ Institutional Excellence.

The study found a strong correlation ($r = 0.726$, $p < 0.01$) between operational controls and achieving institutional excellence. This means that the presence of internal control systems, strict controls over operational procedures, and review and auditing procedures has a positive impact on the ability of social care institutions to translate intentions into action.

In light of the literature, the concept of internal governance suggests that operational controls are among the most crucial factors in establishing internal trust and mitigating institutional corruption (Ortega-Rodríguez et al., 2024). The results of the current study support this analogy: associations that create an institutional environment with precise controls are more capable of achieving institutional excellence.

Hypothesis 2: Principles and Purpose ↔ Institutional Excellence.

A correlation ($r = 0.768$, $p < 0.01$) suggests that adherence to the principles of integrity and institutional purpose, including justice, fairness, and clarity of mission, is associated with achieving institutional excellence. This means that social care organizations that do not place purpose and principles as a primary reference in every decision or activity tend to practice excellence less effectively.

This is consistent with the idea that good institutionalization begins with purpose and values, and that the absence of these elements weakens the foundation upon which institutional practices are built (Fuerst et al., 2023).

Hypothesis 3: Core values ↔ Institutional excellence.

The study found that the strongest correlation was with core values ($r = 0.801$, $p < 0.01$). This demonstrates that ethical values, such as honesty, trustworthiness, and psychological integrity, are not merely complementary to organizational structure but rather are a fundamental driver of achieving institutional excellence.

This result reflects that social care organizations that instill core values in employee behavior and decision-making achieve better results. Furthermore, studies examining "ethical leadership" in the literature indicate that institutional values have a more profound impact on organizational Culture and the excellence process (Ortega-Rodríguez et al., 2024).

Hypothesis 4: Culture ↔ Institutional Excellence.

The existence of a correlation ($r = 0.769$, $p < 0.01$) between institutional Culture and a culture of integrity demonstrates that an organizational environment that encourages transparency, accountability, and continuous learning contributes significantly to excellence.

In the literature, a "culture of integrity" is regarded as a crucial mediating factor between organizational policies and actual outcomes. Without a supportive culture, controls may remain merely a formal marketing tool (Guerrero, 2024).

The findings also showed that regulation is not just about laws, but also about customs, daily institutional thought, and the encouragement of disclosure and accountability, which actually supports organizational excellence. 5. Explanation of the Variance Ratio ($R^2 = 0.704$) and the Importance of the Explained Dimensions:

The four dimensions of organizational integrity—operating controls, purpose and principles, core values, and Culture—explain 70.4% of the variance in organizational excellence. This is a strong indicator of the actual importance of these dimensions in the institutional context of social care institutions in Cairo. This figure is significantly higher compared to studies in the non-profit sector, which often report lower explanation ratios due to external factors such as funding or the regulatory environment beyond the organization's control. This means that the current study makes a tangible contribution to the literature by demonstrating that organizational integrity can be the dominant factor in explaining organizational performance in the social care environment, especially if internal policies and institutions are carefully designed. The discussion of the above results confirms that the study's central hypothesis—the existence of a statistically significant positive relationship between organizational integrity and institutional excellence in social welfare institutions in Greater Cairo—is scientifically acceptable based on robust statistical indicators. Furthermore, the sub-hypotheses regarding the impact of the four dimensions of organizational integrity are all supported by data and comparison with the theoretical literature.

These results support the idea that institutional excellence in non-profit organizations depends not only on material or organizational capabilities, but also on the value and depth of the organizational structure within the institution. Based on the results of this study, it may significantly contribute to the global literature and open up new horizons for practical applications in other social welfare institutions.

6. Recommendations:

• Social care institutions in Egypt should continuously enhance their internal operating controls through periodic reviews and the involvement of independent internal or external auditors.

• Social care institutions should embed the principles of integrity and institutional purpose in their plans and policies, and train staff on their daily application.

• Focusing on developing core values among employees is essential: values such as honesty, trustworthiness, and psychological integrity should be part of organizational formation and annual evaluation.

• Developing an organizational culture that supports transparency and accountability should be integrated into human resources policies, awareness sessions, and internal disclosure mechanisms.

• Finally, it is recommended that similar studies be conducted in multiple governorates in Egypt, or that large and small organizations be compared, to determine the broad applicability of these findings.

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Author contributions:

B.E. contributed to conceptualization, validation, formal analysis, and investigation; and was responsible for drafting the original manuscript. **A.M.** was responsible for reviewing and editing content, creating visualizations, and managing the project. **N.I.** contributed to conceptualization, methodology section, and validation. **H.Z**. was involved in formal analysis part, investigation, resource provision and data curation. **E.A.** was responsible for reviewing and editing content, creating visualizations, and managing the project **M.E**. participated in writing the original draft, reviewing and editing the manuscript, creating visualizations, and providing supervision.

Competing interests:

The authors declare no competing interests.

Informed Consent:

Written informed consent was obtained from all participants prior to their involvement in the study. The consent forms clearly described the purpose and nature of the research, the intended use of the data, and guarantees of confidentiality and anonymity. They also emphasized that participation was voluntary and free of any potential risks. Consent was collected directly by the research team during the approved data collection period. No minors or vulnerable groups were included in this paper.