



**Organizational commitment and its role in
improving the institutional performance of
decision-makers in the Ministry of Social
Solidarity**

Asst. Prof. Azza Aly Shehata Farag

Asst. Profesor of Social Planning Faculty of Social
Work Helwan University

2022



Organizational commitment and its role in improving the institutional performance of decision-makers in the Ministry of Social Solidarity

تاريخ إستلام البحث: ٢٠٢١/١١/١٤ م تاريخ النشر: ٢٠٢٢/١/١٠ م

Abstract:

Organizational commitment plays an important role in raising the morale of workers, making them sincere in their work and showing their loyalty to the organization in which they work, and pushing them to work cooperatively and enthusiastically to achieve its goals, which in turn improves the internal work environment, while the decrease in organizational commitment among workers It leads to a decrease in morale, which leads to negativity and inaction at work, frequent absences, low performance, and other behavioral problems. Therefore, this study aims to determine the level of organizational commitment of decision-makers at the Ministry of Social Solidarity from the perspective of social planning, and it can be determined through: Commitment Normative or moral, cognitive commitment, emotional commitment, behavioral commitment, as well as working to determine the level of institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning, and determining the relationship between organizational commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning, and these are considered The study is descriptive, and the social survey method was used in applying the study to decision-makers in the Ministry of Education Social security, and the study found an answer to all its assumptions.

Keywords: Organizational commitment, institutional performance, decision makers.

مستخلص:

الإلتزام التنظيمي ودوره في تحسين الأداء المؤسسي لمتخذي القرار بوزارة التضامن الإجتماعي.

يقوم الإلتزام التنظيمي بدور مهم في رفع الروح المعنوية لدى العاملين، بما يجعلهم يخلصون في عملهم ويظهرون ولائهم للمنظمة التي يعملون بها، ويدفعهم إلى العمل بتعاون وحماس لتحقيق أهدافها، وهو ما يعمل بدوره على تحسين البيئة الداخلية للعمل، في حين أن انخفاض الإلتزام التنظيمي لدى العاملين يؤدي إلى انخفاض الروح المعنوية، بما

يؤدي إلى السلبية والتراخي في العمل، والغياب المتكرر، والأداء المنخفض، وغير ذلك من المشكلات السلوكية، لذلك تهدف تلك الدراسة إلى تحديد مستوى الإلتزام التنظيمي لمتخذي القرار بوزارة التضامن الاجتماعي من منظور التخطيط الاجتماعي ويمكن تحديده من خلال: الإلتزام المعياري أو الأخلاقي، الإلتزام المعرفي، الإلتزام الوجداني، الإلتزام السلوكي، وكذلك العمل علي تحديد مستوى الأداء المؤسسي لمتخذي القرار بوزارة التضامن الاجتماعي من منظور التخطيط الاجتماعي، وتحديد العلاقة بين الإلتزام التنظيمي وتطوير الأداء المؤسسي لمتخذي القرار بوزارة التضامن الاجتماعي من منظور التخطيط الاجتماعي، وتعتبر تلك الدراسة من الدراسات الوصفية وقد إستخدمت منهج المسح الاجتماعي في تطبيق الدراسة علي متخذي القرار بوزارة التضامن الاجتماعي، وقد توصلت الدراسة إلي الإجابة علي كافة فروضها.

الكلمات المفتاحية: الإلتزام التنظيمي، الأداء المؤسسي، متخذي القرار.

Introduction:

Social care is one of the basic duties of the state, which it is obligated to perform towards its citizens, and it is a basic responsibility that any government tries to provide to citizens through the arrangements or procedures it takes that express itself in the form of general policies of the government. The affairs of society have to define their goals, principles, methods, and means that will be followed to achieve the goals. Accordingly, the social welfare policy is an essential part of the state's general policy (Saleh, 2003, p. 17)

Social care systems are linked to economic and political variables, and society is affected by them as a dynamic activity, and therefore it varies from time to time in one society and from one society to another, according to the circumstances and conditions of each society. (Lyenberg, 2008, p. 49), and all social care programs and services aim to help Individuals to enjoy satisfying psychological and social protection and help them to face the demands of life positively and their effective contribution to society. These programs and services also work to increase their personal and family capabilities in completing the required adaptation process (Sharaf El-Din, 2012, p. 224). They also help achieve appropriate levels of health. And livelihood and strengthen personal and social relationships so that they can develop their capabilities and improve their standard of life in line with their needs and societies (Ewais, 2009, p. 87)

The importance of these organizations is due to their keenness to achieve their social goals, as many organizations have found a basis for meeting the human need for ten or companionship, to the extent that organizations that are based on achieving primarily intellectual and economic goals, also meet such a need, whether this is done consciously and in an intentional way Or despite them, and we are also interested in studying them so that we can know the ways that make them increase their outputs, whether they are goods or services, especially since the human society is moving in its development towards expansion and complexity, and the greater the complexity, the greater the possibilities of interaction between individuals through organizations are greater than The possibilities of their free interaction as individuals, so the effectiveness of these organizations and access to achieving their goals in light of these changes and the senior management and actors in creating an organizational commitment and an organizational culture with a distinct identity with rational and positive values instilled in its members make them love and cherish the identity of their organization, and their loyalty to it increases and then determine behavioral patterns What is desirable and commensurate with the values of the organization and the ease of predicting and directing the behavior of its members and what serves the goals of the organization. (Maatouk, 2016, p. 173).

Organizational commitment refers to training, developing skills and professional interests, and the high level of participation to the extent that job opportunities or moving to another organization diminish, and commitment to social participation, which refers to a high level of interaction and autism with co-workers, and where its returns appear in a moral form, which means that leaving Work means leaving everything (Rasmi, 2004, p. 8), and the employee who enjoys the job affiliation clings to the identity of his organization in which he works, and until the employee carries the identity of his organization, he must feel that he is part of it and if the employee feels that he owns it and that he is part of the system, he will not He will leave it and will not give up his identity, but his loyalty will become entrenched in him and become one of his most important priorities. (Administrative Development journal, 2011, p. 1) This was confirmed by the results of EL-Tabbal study (2004), which confirmed the existence of a relationship between the quality of career life, organizational commitment, and worker productivity , and the existence of a strong

direct statistically significant relationship between the quality of work-life and the organizational commitment of employees, and this was also confirmed by Emmanuel (2009) study, which aimed to answer the nature of organizational commitment, and its results concluded that the managers' view of the levels The upper management towards the culture of the organization is integrative, and it is of great importance and constitutes a critical element in achieving sharp competition in the markets, the managers in the middle management levels see that there is a difference and conflict in the organization towards the culture of the organization, the lower management levels view the culture of the organization as a partial form through Changes that may be internal or imposed and that their view of the organization's strategy and structure is specific, narrow and ambiguous.

Organizations of all kinds and trends seek to improve and develop the level of performance, whether the performance of individuals or the performance of organizations in general, and all efforts of interests and jobs at their various levels join forces to work on the integration of the goals of the institution with the goals of the organization, using all the determinants and organizational factors, and the most prominent of these organizational determinants is the organizational commitment and its impact On the atmosphere or work environment in improving relations and communication between individuals within the organization and creating a positive atmosphere that enhances job satisfaction and loyalty to the organization. (Hazarchi, 2011, p. 11), and this was confirmed by Ivy's study (2016), which aimed to reveal the relationship between the culture of employees in the organization and performance The results of the study concluded that there is a negative relationship between the employee's culture in the organization and organizational performance, and the greater the age of the individual in the organization, the lower the organizational performance for him. The institution's employees and the performance gap, as well as the Al-Sheikhi study (2003), which aimed to examine the relationship between administrative creativity and leadership styles and tried to identify the dominant leadership style in The Libyan public industrial companies, and determining the nature of each leadership style with administrative creativity. The results of the study concluded: It is necessary to prepare training programs for managers aimed at developing their abilities in dealing with their subordinates to motivate them to achieve, to participate in decision-

making, to put forward and discuss ideas, and to work in a spirit team to achieve company goals. It also found that it is necessary to provide material and moral incentives to the creators so that creativity becomes an area for competition among workers.

Where many reformist visions have emerged that call for the need to reform these organizations by borrowing common administrative and organizational concepts in social care, (Nagy, 2003, p. 45), and this was confirmed by the results of Amer study (2013), which indicated the importance of planning for the development of institutions. Based on the planning of health and social care services, which was seeking to focus on planning and encourage effective participation and increase coordination and cooperation to develop care services, and this was confirmed by the Salama study (2014), which aimed to determine the supervisory role of popular leaders in the development of social care services and the difficulties they face and the results of the study reached The most important oversight roles played by popular leaders to develop care services are to measure the actual performance of the institution, follow-up and evaluate the services provided and increase the process of communication with the administration.

Given the importance of this issue, it is considered the focus of attention of all professions, specializations, and the profession of social work, like other professions that contribute to bringing about the intended change for the benefit of societies and the development of their organs that play their role in contributing to bringing about this change at the level of individuals, groups, and societies, where social planning aims to satisfy The needs of community members, which appear as a result of contemporary changes that have occurred in the community and achieving this goal is through cooperation between community institutions and the voluntary efforts of its members, to contribute to the development of the community. (Noah, 2000, p. 52), and social planning can help in developing the services of organizations Responsible for planning social and other care services using many approaches and professional practices by providing sufficient opportunities for the practical application of these approaches and benefiting from practical experiences at the local level. Professional Social Work with its available scientific and professional programs, methods, and techniques with various institutions to work on developing professional performance and extending assistance to them

and helping them to revitalize their abilities and restore their energies, through the employees of those organizations to exercise their professional role with the beneficiaries, by using various programs and activities, which are considered a means to achieve these desired goals.

Considering that strong organizational commitment is one of the factors that motivate working individuals and encourage them to employ their creative abilities and skills for the better, by creating a coherent culture characterized by a spirit of participation from all members of the organization who share a homogeneous set of values, beliefs, traditions, and standards that govern their behavior within the organization. The broad consensus on values and beliefs, and the strong adherence to it by everyone increases the loyalty and loyalty of the employees to the organization, and this represents an important competitive advantage for the association that yields positive results on it, and because of the importance of organizational commitment in formulating and directing human behavior, and the researcher's belief in the importance of scientific cumulativeness has arisen in the mind. The researcher set of questions that led her to formulate her research problem, and they were as follows:

1. What is the level of organizational commitment of decision-makers in the Ministry of Social Solidarity from the perspective of social planning?
2. What is the level of institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning?
3. What is the relationship between organizational commitment and the development of institutional performance for decision-makers in the Ministry of Social Solidarity from the perspective of social planning?

- The importance of this study :

- Egyptian society needs to develop social care services and work to achieve integration in its various dimensions (communication, exchange, cooperation, coordination) between government agencies to face the problem of poor quality of social care services.
- confirming the results of all field studies, along with the opinions and observations of scholars, researchers, and workers in the field of social services, the necessity of dealing with the shortcomings and weaknesses that exist in government organizations such as the Ministry of Social Solidarity.

- the organizational commitment represents an important element in linking the organization and the individuals working in it, especially in times when the organization cannot meet their demands and push them to achieve the highest level of achievement.
- Organizational commitment is one of the most common issues that occupy the management of governmental and non-governmental organizations.
- Relationship between the goals of governmental organizations and the goals of the social work professionals in general and social planning in particular in terms of attention to societal issues and phenomena, including the problem of job commitment for decision-makers in the Ministry of Social Solidarity.
- this study may contribute to accessing some field experiences that may contribute to enriching the knowledge aspect of social planning.

- Goal of the study:

1. Determining the level of organizational commitment of decision-makers in the Ministry of Social Solidarity from the perspective of social planning, and it can be determined through:
 - Normative or ethical commitment.
 - Knowledge commitment.
 - Emotional commitment.
 - Behavioral commitment.
2. Determining the level of institutional performance of decision-makers at the Ministry of Social Solidarity from the perspective of social planning.
3. Determining the relationship between organizational commitment and the development of institutional performance for decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

- Study Hypothesis:

1. The first main hypothesis of the study: It is expected that the level of organizational commitment of decision-makers in the Ministry of Social Solidarity from the perspective of social planning is medium.
2. The second main hypothesis of the study: It is expected that the level of institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning is average.
3. The third main hypothesis of the study: There is a statistically significant relationship between organizational commitment and the development of the institutional performance of decision-makers in the

Ministry of Social Solidarity from the perspective of social planning, and this can be measured through the following hypotheses:

A. There is a statistically significant relationship between the normative or ethical commitment and the development of the institutional performance of decision-makers at the Ministry of Social Solidarity from the perspective of social planning.

B. There is a statistically significant relationship between the knowledge commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

C. There is a statistically significant relationship between emotional commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

D. There is a statistically significant relationship between the behavioral commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

- The theoretical part of the study:

1. Regulatory compliance.

a. The concept of organizational commitment:

Commitment is defined as: “taking a pledge on a person or his commitment to a certain behavior or action, usually after the completion of legal procedures, and also a guarantee, commitment, or pledge. It is social for him to work in this institution for some time or for some time after graduating.” (Al-Sukari, 1999, p. 25)

Commitment in management science is defined as the extent to which employees have an affiliation with the facility, and this can be ascertained by distributing questionnaires and conducting interviews to obtain answers about the extent of employees' commitment and adherence to the facility's policies. It is possible to benefit from records in the facility about absenteeism rates, job turnover and the number of resignations, all of which are indicators of the prevailing level of satisfaction of workers with their work in the facility.” (Ali et.al, 1999, p. 33)

The organizational commitment expresses a phenomenon that occurs as a result of the reciprocal relations between the individual and the organization, which results in a mutual agreement that remains in place as long as the contractual relationship remains fruitful, that is, it

includes active and positive relations between the individual and his organization represented by a complete willingness by the individual to exert all he can of time, effort and dedication to contribute In achieving success for that organization due to his strong attachment and fondness for it. (El-Serafy, 2005, p. 215)

In light of the foregoing, the researcher can present a procedural concept of organizational commitment consistent with the nature of the current study as follows:

1. The organizational commitment expresses the willingness of decision-makers to exert the maximum possible effort for the benefit of the Ministry of Social Solidarity in which they work.
2. The strong desire of decision-makers at the Ministry of Social Solidarity to stay and continue in it.
3. The decision-makers believe in the organization's objectives.
4. Organizational commitment is represented in the decision makers' strong belief in the goals and values of organizations to make the maximum possible effort in their favor.
5. It is the internal feeling of the decision-makers, which pressures them to work in the way in which the interests and objectives of the organization can be achieved.

B. Characteristics of organizational commitment.

Some many features and characteristics make the organizational commitment a specialty that distinguishes it from other variables, some of which can be put forward as follows (Hamadat, 2006, p. 68)

1. Organizational commitment is a psychological state that describes the relationship between an individual and an organization.
2. Organizational commitment affects an individual's decision regarding whether to stay or leave the organization.
3. The employees who have organizational commitment are characterized by the following characteristics: acceptance of the organization's basic goals and values and belief in them, exerting more effort to achieve the organization's goals, having a high level of involvement in the organization for a long time, and having a tendency to positively evaluate the organization.

C. The importance of organizational commitment:

Many kinds of research and studies emphasized the importance of organizational commitment, and the extent of its impact on the individual and organizational level, and even multiplied the impact of

commitment on the social and national level, and we can extract some of them as follows: (Abu Al-Roos & Hannouna, 2011, p. 1264)

1. Organizational commitment positively affects a group of negative phenomena, as the high level of organizational commitment in the work environment results in a decrease in the levels of a group of negative phenomena, foremost of which is “absence and evasion from work”.
2. Organizational commitment is one of the important variables that cannot be relied upon as an indicator to predict levels of worker turnover and employee absenteeism.
3. Organizational commitment is linked to an important set of outputs where job performance, social behavior within the job, positive attitudes towards work, in addition to initiative, and creativity come first.
4. The importance and results of organizational commitment go beyond the limits of the job and the work environment to serve the interest of society as a whole, as the low turnover rate, the decline in the labor movement, the high quality and effectiveness of work, and perhaps the rise in national productivity as a result of the commitment are all factors that serve the ultimate interest of society.

2. Institutional performance:

a. The concept of institutional performance:

Performance is defined as the result obtained in any field of work, such as the results that were achieved in the practice of work and expressed in specific units of measurement.

It is also known as the achievement that is achieved as a result of the physical and mental effort that the individual exchanges in the association. (Al-Salmi, 2008, p. 267)

While institutional performance refers to the degree of achievement and completion of the tasks that make up the individual's job within the association, and it reflects how the individual is achieved or satisfies the individual with the requirements of the job, and often there is confusion and overlap between performance and effort, effort refers to the energy expended, while performance is measured based on results, achieved by the individual within the institution. (Hussain, 2010, p. 233)

The concept of institutional performance expresses the net effect of the individual's efforts that begin with capabilities and awareness of the role or tasks, which thus indicates the degree of

achievement and completion of the tasks that make up the individual's job (Berber, 2007, p. 87).

Institutional performance can be defined procedurally in this study as the achievement, impact, or results achieved by workers in elderly care associations, which are assigned to them by the association.

B. The importance of institutional performance: (Al-Sharif, 2006, p. 82)

Institutional performance occupies a special place within any organization as the final product of the outcome of all its activities, because the organization is more stable and longer-lasting when the performance of the employees is outstanding, and then it can be said in general that the interest of the association's management and leadership in the level of performance usually exceeds the interest of the employees in it.

The importance of institutional performance for the organization is due to its connection with its life cycle in its various stages: the stage of emergence, the stage of survival and continuity, the stage of stability, the stage of reputation and pride, the stage of excellence, and then the stage of leadership. A more advanced stage, but it depends on its performance levels.

C. Elements of institutional performance:

1. Elements of institutional performance: Institutional performance consists of a group of elements, the most important of which can be clarified in the following: (Okasha, 2008, p. 34).

- **Quality of work:** It is represented in the extent to which the individual realizes about the work he is doing and what he possesses of desire, skills, ingenuity, and the ability to organize and implement the work without making mistakes.

- **Perseverance and trust:** it includes seriousness and dedication to work and the ability of the worker to assume responsibility for work and to complete work on time, and the extent to which this employee needs guidance and direction from supervisors.

- **Knowledge of job requirements:** This includes general knowledge, technical and professional skills, and general background about the job and its related fields.

- **Quantity of work performed:** that is, the amount of work that the employee can accomplish under normal work conditions, and the speed of this achievement.

Methodology:

- Spatial field:

This study belongs to the type of descriptive studies, which aim to determine the characteristics of a particular phenomenon or situation that is dominated by the character of identification and depends on the collection and interpretation of facts to derive their significance, and through this, it comes to issuing generalizations about the situation or phenomenon that the researcher studies.

- Type of method used:

The researcher will rely on the social survey method, which is used to describe the studied phenomenon and depict it quantitatively by collecting codified information about the problem, classifying it, analyzing it, and subjecting it to a careful study, with the quality of the comprehensive and the sample.

- Fields of study:

(A) Spatial field:

When determining the spatial domain of institutions working in the field of developing social welfare services, the researcher reached the Ministry of Social Solidarity.

(B) The human sample:

The comprehensive inventory of all decision-makers in the administrative units understudy at the Ministry of Social Solidarity, which were selected and numbered (22) individuals from the decision-makers in those units

(C) Time-domain:

It is the time that the researcher took to collect data from the field and implement the study, which was from 15/6/2020 to 15/8/2020.

(D) Study Tools:

A questionnaire form for all decision-makers in the selected administrative unit

- The purpose of the data collection tool:

The researcher aims from the questionnaire to identify the relationship between organizational commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning to improve the quality of social care services.

- The development of this tool included some scientific steps:

A- Determining the dimensions of the questionnaire: The dimensions of the questionnaire were determined in the light of the theoretical framework of the study and the light of previous studies.

B- Drafting the paragraphs of the form: In light of defining each of the dimensions and after reviewing some of the previous studies and questionnaires for researchers who prepared measures related to organizational commitment and improving the quality of social care services, (73) phrases were formulated covering all the topics that were selected, taking into account that they should be interpretable and capable.

C- Validity of the paragraphs (apparent honesty): Where the paragraphs of the form were presented to a group of experts to judge the extent of its validity, the suitability of the field in which it was placed, the accuracy of its wording, and its suitability to the research sample, deleting and adding what they saw as appropriate. 15 items were left out, thus bringing the number of items to the questionnaire (58 items).

- Content Validity:

The tool was presented to (12) experts and faculty members at the Faculty of Social Work, Helwan University, and an agreement rate of no less than (80%) was relied upon, and some phrases were deleted and some were reformulated. It's the final image.

Table (1) the internal consistency between the variables of the questionnaire form for decision-makers in the administrative units and the degree of the questionnaire as a whole. (n=12)

N	Dimensions	Pearson correlation coefficient	level of Significant
1	Institutional performance.	0.910	**
2	Ethical commitment.	0.921	**
3	Knowledge commitment.	0.889	**
4	Emotional commitment.	0.904	**
5	Behavioral commitment.	0.90	**

**Significant at (0.01)

* Significant at (0.05)

It is clear from the previous table that the dimensions of the tool are significant at a level of significance (0.01) for each dimension separately, and then the level of confidence in the tool and dependence on its results was achieved.

-Reliability of the tool:

The questionnaire was applied to a random sample of 12 decision-makers in the administrative units of the Ministry of Social Solidarity to ascertain the extent of the clarity of the questionnaire items by the research sample. Between organizational commitment and its relationship to institutional performance, for a sample of (12) individuals from the study population, and the results came as shown in the following table:

Table (2) shows the results of stability using the coefficient (Alpha-Cronbach) for the questionnaire of decision-makers in the administrative units of the Ministry of Social Solidarity, n = (12)

Dimension	Coefficient (alpha Cronbach)
The stability of the questionnaire of decision-makers in the administrative units of the Ministry of Social Solidarity to determine the relationship between organizational commitment and institutional performance as a whole.	0.91

These levels are considered acceptable and the results obtained by the tool can be relied upon.

Statistical analysis methods: The data was processed through the computer using the program (SPSS.V. 23) statistical packages for social sciences, and the following statistical methods were applied:

1. Frequencies and percentages.
2. Arithmetic mean: It was calculated for the triple scale by: Arithmetic mean = $k(\text{yes}) \times 3 + k(\text{somewhat}) \times 2 + k(\text{no}) \times 1 / n$

How to judge the level of organizational commitment and institutional performance of decision-makers in the administrative units of the Ministry of Social Solidarity:

Table (3) shows how to judge the level of organizational commitment and institutional performance of decision-makers in the administrative units of the Ministry of Social Solidarity:

If the mean value of the expression or dimension ranges between 1 - 1.67.	low level
If the mean value of the expression or dimension ranged between more than 1.67 - 2.35.	middle level
If the mean value of the expression or dimension ranges between more than 2.35 - 3.	high level

3. Standard deviation.
4. Stability coefficient (Alpha, Cronbach).
5. Spearman-Brown - Split - half.
6. Independent - Samples T-Test.

Study Results:

A. The characteristics of the study sample:

Table (4) shows the distribution of decision-makers in the Ministry of Social Solidarity who is responsible for developing social welfare services in the administrative units. (n=22)

N	- Gender:	Frequencies	Percentage %
1	a- male.	13	59
2	B- female.	9	41
Total:		22	100%
N	- Age:	Frequencies	Percentage %
1	Less than 25 years old.	0	0
2	From 25 to less than 35 years old.	3	13.6
3	From 35 to under 45 years old.	7	31.9
4	From 45 to less than 55 years old.	9	40.9
5	More than 55 years and over.	3	13.6
total		22	100%
Q "middle age"		45	
Σ "standard deviation"		4	
N	Qualification	Frequencies	Percentage %
1	Middle Certification.	0	0
2	Qualified above average.	3	13.6
3	High qualified.	11	50
4	Postgraduate.	8	36.4
total		22	100%
N	Years of Experience	Frequencies	Percentage %
1	less than 5 years.	0	0
2	From 5 years to less than 10 years.	2	9.1
3	From 10 years to less than 15 years.	4	18.2
4	From 15 years to less than 20 years.	7	31.8
5	20 years and over.	9	40.9
total		22	100%

The results of the above table show that: The characteristics of the study sample are as follows:

Concerning the type of decision-makers working in the Ministry of Social Solidarity who is responsible for developing social welfare services, the majority in those administrative units are males at a rate of (59%), and this confirms the superiority and spread of males in working in these units, while females came in those administrative units with a percentage of (41%)

Concerning the age group of decision-makers working in the Ministry of Social Solidarity responsible for developing social welfare services, the highest percentage in the administrative units was for the age group from 45 to less than 55 years, with a percentage of (40.9%), and this confirms the availability of appropriate experience to work in these units, while The age group from 35 to less than 45 years ranked second, with a rate of (31.9%), and this age is suitably forgiving and is characterized by vitality and activity. 18.2%), then in the fourth place the age group of more than 55 years, as well as the age group less than 25 years, with a percentage of (13.6%). This category is a suitable experience for work and achievement.

With regard to the educational qualification of decision-makers working in the Ministry of Social Solidarity responsible for developing social welfare services, the highest percentage in the administrative units was for those with a higher qualification (50%), then those with a postgraduate qualification by (36.4%), then those with a qualification Average, at a rate of (9%), then came at the end of the ranking those who obtained a qualification higher than the average by (13.6%), and it is clear from the results of this table that the majority of employees in administrative units have a higher qualification, and this is required to work in one of the fields other than Traditional social work is the field of developing social care services, as this field requires scientific, knowledge and skill capabilities that are expected to be well available to those with higher qualifications, and this also indicates that the majority have sufficient education that helps them lead work in an appropriate scientific manner.

Concerning the number of years of experience for decision-makers working in the Ministry of Social Solidarity who are responsible for developing social welfare services, the highest percentage of years of experience in the administrative units of the Ministry of Social Solidarity is from 20 years or more, at a rate of (40.9%), then came those who have the number of years of experience from 15-20 One year or more came in second place with a rate of (31.8%), then came those

who had experience from 10 years to less than 15 years, with a rate of (18.2%), and then came those who had experience from 5 years to less than 10 years, with a percentage (9.1%), and it is also clear from the results of the table that there are an appropriate number of years of experience among the decision-makers working in these organizations, ranging from 10 to 20 years, which is an excellent period of experience to work in the development of social care services.- Dimensions of the organizational commitment of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

Table (5) shows ethical commitment as one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning (n = 22).

N	Ethical commitment	M	S.D	R
1	Ensure the objective evaluation of the activities being implemented.	2.49	0.74	3
2	The compatibility of employee values with the values of the organization and society.	2.51	0.71	2
3	Commitment to provide its services to the beneficiaries in all impartiality.	2.40	0.63	7
4	Knowing the cost and benefit for the services and programs that are provided to the beneficiaries.	2.33	0.64	9
5	Commitment to ethical principles when dealing with beneficiaries.	2.39	0.55	8
6	The organization is keen to consolidate its relations with the community it serves.	2.41	0.71	6
7	Pay attention to individual differences between clients.	2.48	0.55	4
8	The organization is keen to involve clients in planning the programs.	2.45	0.62	5
9	Take care to know the needs of customers and take them into account.	2.60	0.51	1
The variable as a whole:		2.45	0.63	High

The results of the above table show that: Ethical commitment is one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

In the first order came the keenness to know the needs of customers and take them into account, with a mean of (2.60) and a standard deviation (0.51), then came in the second order the compatibility between the values of workers with the values of the organization and society, with a mean of (2.51) and a standard deviation (0.71), then came In the third rank, care was taken to objectively evaluate the activities being implemented, with a mean of (2.49) and a standard deviation (0.74), then came in the fourth rank keenness to take into account the individual differences between clients, with a mean of (2.48) and a standard deviation (0.55), then came In the fifth rank, the organization is keen to involve customers in planning programs, with a mean of (2.45) and a standard deviation (0.62), then came in the sixth rank, the organization is keen to consolidate its relations with the society it serves, with a mean of (2.41) and a standard deviation (0.71), then came In the seventh rank, the commitment to provide its services to the beneficiaries in all impartiality, with a mean of (2.40) and a standard deviation (0.63), then came in the eighth rank the commitment to ethical principles when dealing with beneficiaries, with a mean of (2.39) and a standard deviation (0.55), then came in the ninth rank NS The standard deviation of the cost and return for the services and programs that are provided to the beneficiaries, with a mean (2.33) and a standard deviation (0.64).

Table (6) shows cognitive commitment as one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning (n = 22).

N	cognitive commitment	M	S.D	R
1	Exchange of information with other organizations	2.41	0.56	1
2	Work on the continuous development of employees' performance of their roles.	2.40	0.61	3
3	Commitment to training employees to use modern technological methods	2.39	0.71	4
4	Being aware of societal changes to keep pace with them.	2.30	0.64	9
5	The workers were keen to know the laws regulating civil work	2.41	0.56	1D
6	Seeking to form an information network with	2.34	0.73	8

N	cognitive commitment	M	S.D	R
	similar organizations in their field of specialization.			
7	The employees were keen to obtain training courses to build their knowledge capabilities.	2.36	0.57	5
8	Reliance on the information base that was prepared in the organization	2.35	0.66	7
9	Ensure the use of modern technological methods in providing services to beneficiaries	2.36	0.57	5D
The variable as a whole:		2.37	0.62	High

The results of the above table show that: Knowledge commitment is one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

The exchange of information with other organizations was ranked first the workers were keen to know the laws regulating civil work, with a mean of (2.41) and a standard deviation (0.56), and then came in the third rank the commitment to train workers to use modern technological methods, with an arithmetic average (2.40) and a standard deviation (0.61), and then came in the fourth rank, the keenness of the workers to obtain training courses to build their knowledge capabilities, with a mean of (2.39) and a standard deviation (0.71), and then came in the fifth rank repeated keenness to use modern technological methods in providing Services for the beneficiaries and the workers' keenness to obtain training courses to build their knowledge capabilities, with a mean of (2.36) and a standard deviation (0.57), then came in the seventh rank, seeking to form an information network with similar organizations in their field of specialization, with a mean of (2.35) and a standard deviation (0.66).), then came in the eighth rank depending on the information base that was prepared in the organization, with a mean of (2.34) and a standard deviation (0.73), and then came in the ninth rank, the keenness to know the variables involved, Society to keep up with it, with a mean of (2.36) and a standard deviation (0.57).

Table (7) shows emotional commitment as one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning (n = 22).

N	emotional commitment	M	S.D	R
1	Ensure to spread the spirit of cooperation among the employees of the organization.	2.51	0.66	2
2	Commitment to strengthening its relations with its employees.	2.55	0.55	1
3	Attention to the participation of employees in making work-related decisions.	2.46	0.71	5
4	A spirit of affection, love, and friendship prevails among my co-workers.	2.39	0.76	9
5	The climate encourages maximum effort at work.	2.40	0.68	7D
6	Commitment to providing an atmosphere conducive to the development of communication systems among its employees.	2.48	0.64	4
7	I feel good about my work within the organization.	2.40	0.68	7
8	There is some kind of understanding between the employees and the management of the organization.	2.50	0.75	3
9	The organization's commitment to the principle of efficiency and merit among its employees in promotions.	2.43	0.61	6
The variable as a whole:		2.46	0.67	High

The results of the above table show that: Emotional commitment is one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

Where came in the first order the commitment to consolidating its relations with its employees, with a mean of (2.55) and a standard deviation (0.55), then came in the second-order the desire to spread the spirit of cooperation among the employees of the organization, with arithmetic, mean (2.51) and a standard deviation (0.66), then came in the third rank, there is a kind of understanding between the employees

and the management of the organization, with a mean of (2.50) and a standard deviation (0.75), then came in the fourth rank the commitment to provide an atmosphere conducive to the development of communication systems among its employees, with a mean of (2.48) and a standard deviation (0.64). Then came in the fifth rank the interest in the participation of workers in making decisions related to work, with a mean of (2.46) and a standard deviation (0.71), then came in the sixth rank the commitment of the organization to the principle of efficiency and merit among its employees in promotions, with a mean of (2.43) and a standard deviation (0.61), then came in the seventh rank I feel satisfied with my work within the organization and the climate encourages making the maximum possible effort at work, with a mean of (2.40) and a standard deviation (0.68), then came in the ninth rank. The spirit of affection, love, and friendship prevails among my colleagues in work, with a mean (2.39) and standard deviation (0.76)

Table (8) shows behavioral commitment as one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning (n = 22)

N	behavioral commitment	M	S.D	R
1	Be sure to increase its capabilities to compete with other organizations.	2.46	0.74	9
2	Ensuring the capacity building of employees on strategic planning.	2.51	0.71	8
3	Working on continuing to find new opportunities for financing.	2.59	0.64	4D
4	Ensuring the development of administrative, organizational, and technical skills of employees.	2.56	0.71	6
5	The organization seeks to gain the trust of donors and their supporters.	2.56	0.71	6D
6	The organization's commitment to a vision and mission that it seeks to achieve.	2.61	0.61	3
7	The organization supports its relationship with donor and lending organizations to further support it financially.	2.59	0.64	4
8	Ensure the continuation of providing services and development projects to the beneficiaries.	2.67	0.55	1

N	behavioral commitment	M	S.D	R
9	Commitment to building effective relationships and communications with influential parties in society.	2.64	0.53	2
The variable as a whole:		2.58	0.65	High

The results of the above table show that: Emotional commitment is one of the dimensions of organizational commitment for decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

In the first order came the commitment to continue to provide services and development projects to the beneficiaries, with a mean of (2.67) and a standard deviation (0.55), and then came in the second-order the commitment to building effective relationships and contacts with influential parties in society, with a mean of (2.64) and a standard deviation (0.53), then came in the third rank the organization's commitment to a vision and mission that it seeks to achieve, with a mean of (2.61) and a standard deviation (0.61), then came in the fourth rank repeated. And that with a mean of (2.59) and a standard deviation (0.64), then it came in the sixth rank to ensure the development of the administrative, organizational and technical skills of the workers. The eighth rank was keen to build the capabilities of workers on strategic planning, with a mean of (2.51) and a standard deviation (0.71), then came in the ninth rank keenness to increase their capabilities to compete with other organizations with a mean (2.46) and standard deviation (0.74)

- The answer to the study's first main hypothesis, which is that it is expected that the level of organizational commitment of decision-makers at the Ministry of Social Solidarity from the perspective of social planning will be moderate.

Table (9) shows the level of organizational commitment of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

N		M	S.D	R
1	Ethical commitment.	2.45	0.63	3
2	Knowledge commitment.	2.37	0.62	4
3	Emotional commitment.	2.46	0.67	2
4	Behavioral commitment.	2.51	0.65	1
Organizational commitment as a whole:		2.44	0.64	High

The results of the above table show: The level of organizational commitment of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

Where came in the first order the behavioral commitment, with a mean of (2.51) and a standard deviation (0.65), then came in the second arrangement the emotional commitment, with a mean of (2.46) and a standard deviation (0.67), and then came in the third arrangement the ethical commitment, with a mean of (2.45) and a standard deviation (0.63), then came in the fourth-order the cognitive commitment with a mean of (2.37) and a standard deviation (0.62).

- Answer to the study's hypotheses:

The answer to the second main hypothesis of the study, which is that it is expected that the level of institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning will be average

Table (10) shows the level of institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning. (n=22)

N	level of institutional performance	M	S.D	R
1	I embrace the creative ideas issued by the employees.	2.17	0.77	11D
2	I am more interested in generating new ideas than trying to get the approval of others.	2.99	0.72	1
3	I can develop old ideas in the organization and reformulate them differently.	2.93	0.78	4
4	Stay away from repeating what others do to solve work problems.	2.94	0.77	3
5	I am keen to provide suggestions and new ideas in the field of work.	2.17	0.86	11

N	level of institutional performance	M	S.D	R
6	I can adapt to different tasks entrusted to me.	2.29	0.69	7
7	I have the flexibility to change my position when I am convinced that it is incorrect.	2.30	0.66	6
8	I feel the need to develop my ideas and evaluate my performance to find out the reality of my work.	2.14	0.76	13
9	I strive to find new, more effective ways to accomplish the tasks assigned to me.	2.22	0.62	9
10	I am keen to take advantage of the criticisms and observations directed at me.	2.25	0.61	8
11	I care about opinions contrary to my own to benefit from the ideas of others.	2.19	0.64	10
12	I make sure to express my opinion even if it is contrary to others.	2.12	0.80	14
13	I have a strong argument and the ability to persuade in dialogue and discussion with others.	2.08	0.71	18
14	I can express a certain idea with a group of different words with the same meaning.	2.05	0.72	20
15	I can express my thoughts fluently and formulate them in well-meaning words.	2.10	0.67	17
16	I can think quickly in various working conditions.	2.13	0.64	15
17	I take the initiative to adopt new ideas and methods.	2.12	0.69	16
18	I can present more than one idea in a short time.	2.01	0.72	22
19	I plan to face problems at work that may arise.	2.03	0.69	21
20	I can accurately identify all aspects of the problem.	2.99	0.71	2
21	I anticipate business problems before they happen.	2.88	0.70	5
22	I have a vision for solving problems that others have at work.	2.08	0.66	19
The variable as a whole:		2.10	0.65	Medium

The results of the above table show that: The level of institutional performance of decision-makers at the Ministry of Social Solidarity from the perspective of social planning appears as follows:

Where he came in the first order more interested in producing new ideas than trying to obtain the approval of others, with a mean of (2.99) and a standard deviation (0.72), and then came in the second-rank, having the ability to accurately identify all aspects of the problem, with a mean of (2.99) and a deviation standardized (0.71), then came in the third order, staying away from repeating what others do in solving work problems, with a mean of (2.94) and a standard deviation (0.77), and then came in the fourth-order I can develop old ideas in the organization and reformulate them differently, with an arithmetic average (2.93) and a standard deviation (0.78), then came in the fifth

order. I expect work problems before they occur, with a mean of (2.88) and a standard deviation (0.70).

And at the end of the ranking came: The eighteenth rank is interested in the opinions that contradict my own to benefit from the ideas of others, with a mean of (2.08) and a standard deviation (0.77), then came in the nineteenth rank I have a vision to solve the problems that others suffer from at work, with a mean of (2.08) And standard deviation (0.66), then came in the twenty-first order. I can express a certain idea with a group of different words with one meaning, with a mean of (2.05) and a standard deviation (0.72), then came in the twenty-first order. I plan to face problems at work that may occur. And that with a mean of (2.03) and a standard deviation (0.69), then came in the twenty-second rank. I can present more than one idea in a short time, with a mean of (2.01) and a standard deviation (0.72)

The answer to the third main hypothesis of the study, which states: There is a statistically significant relationship between organizational commitment and the development of institutional performance for decision-makers in the Ministry of Social Solidarity from the perspective of social planning, and this can be measured through the following hypotheses:

The first sub-hypothesis: There is a statistically significant relationship between the normative or ethical commitment and the development of the institutional performance of decision-makers at the Ministry of Social Solidarity from the perspective of social planning.

Table (11) shows the results of the first sub-hypothesis test, the relationship between ethical commitment and institutional performance of decision-makers at the Ministry of Social Solidarity.

independent variable	Dependent variable (institutional performance)	
	Total	
	Pearson's correlation coefficient (R)	(Sig)
ethical commitment	*0.290	0.000

**Significant at (0.01)

* Significant at (0.05)

The results of the above table show that: The Pearson correlation coefficient between the independent variable ethical commitment and the dependent variable institutional performance was (R=0.290), and this correlation was statistically significant at the level (0.05), where the calculated significance value was (sig=0000), and this indicates that there is a statistically significant relationship between organizational

values and institutional performance. From the point of view of the decision-makers, they work in the Ministry of Social Solidarity.

The answer to the second sub-hypothesis: There is a statistically significant relationship between knowledge commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

Table (12) shows the results of the second sub-hypothesis test, the relationship between cognitive commitment and institutional performance of decision-makers at the Ministry of Social Solidarity.

independent variable	Dependent variable (institutional performance)	
	Total	
	Pearson's correlation coefficient (R)	(Sig)
Knowledge commitment	*0.280	0.000

**Significant at (0.01)

* Significant at (0.05)

The results of the above table show that: Pearson's correlation coefficient between the independent variable cognitive commitment and the dependent variable institutional performance for decision-makers amounted to (R= 0.280) and this correlation was statistically significant at the level (0.05), where the calculated significance value was (sig=0.000), and this indicates the existence of a statistically significant relationship between commitment Knowledge and institutional performance from the point of view of decision-makers in the Ministry of Social Solidarity.

Answer to the third sub-hypothesis: There is a statistically significant relationship between emotional commitment and the development of the institutional performance of decision-makers at the Ministry of Social Solidarity from the perspective of social planning.

Table (13) shows the results of the third sub-hypothesis test, the relationship between emotional commitment and institutional performance of decision-makers in the Ministry of Social Solidarity.

independent variable	Dependent variable (institutional performance)	
	Total	
	Pearson's correlation coefficient (R)	(Sig)
Emotional commitment	*0.288	0.000

**Significant at (0.01)

* Significant at (0.05)

The results of the above table show that: Pearson's correlation coefficient between the independent variable emotional commitment

and the dependent variable institutional performance of the employees amounted to ($R=0.288$) and this correlation was statistically significant at the level (0.05), where the calculated significance value was ($\text{sig}=0.000$), and this indicates the existence of a statistically significant relationship between emotional commitment And the institutional performance from the point of view of decision-makers at the Ministry of Social Solidarity.

The answer to the fourth sub-hypothesis: There is a statistically significant relationship between the behavioral commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning.

Table (14) shows the results of the fourth sub-hypothesis test, the relationship between behavioral commitment and institutional performance for decision-makers at the Ministry of Social Solidarity.

independent variable	Dependent variable (institutional performance)	
	Total	
	Pearson's correlation coefficient (R)	(Sig)
behavioral commitment	*0.267	0.000

**Significant at (0.01)

* Significant at (0.05)

The results of the above table show that: Pearson's correlation coefficient between the independent variable behavioral commitment and the dependent variable institutional performance of the employees amounted to ($R=0.267$) and this correlation was statistically significant at the level (0.05), where the calculated significance value was ($\text{Sig} = 0.000$), and this indicates the existence of a statistically significant relationship between the behavioral commitment And institutional performance from the point of view of decision-makers at the Ministry of Social Solidarity.

Table (15) shows the results of the initial main hypothesis test and the related sub-hypotheses.

independent variable	Dependent variable (institutional performance)	
	Total	
	Pearson's correlation coefficient (R)	(Sig)
Ethical commitment.	*0.290	0.000
Knowledge commitment	*0.280	0.000
Emotional commitment	*0.288	0.000
behavioral commitment	*0.267	0.000

Organizational Commitment as a Whole:	*0.321	0.000
--	--------	-------

**Significant at (0.01) * Significant at (0.05)

The results of the above table show that:

In general, it can be noted that the value of the correlation coefficient between the independent variable, organizational commitment, and the dependent variable, institutional performance, reached ($R = 0.281$), and this correlation was statistically significant at the level (0.05), where the calculated significance value reached ($Sig = 0.000$), and this indicates that there is A statistically significant relationship between organizational commitment and institutional performance for decision-makers in the Ministry of Social Solidarity themselves, and this confirms the link between organizational commitment and institutional performance. 2016), the study of Abdel-Fattah (2019), which indicated that there is a direct relationship between organizational culture and the efficiency of institutions, and if NGOs want to increase the efficiency of their performance, they must seek to create their own organizational culture that helps them provide services more accurately and effectively.

Discussion:

The answer to the first main hypothesis of the study, which is that the level of organizational commitment of decision-makers in the Ministry of Social Solidarity from the perspective of social planning is expected to be medium: Behavioral commitment, then emotional commitment, then cognitive commitment, and at the end of the order came the ethical commitment, and this may reflect the importance of the behaviors that Decision-makers within the Ministry of Social Solidarity adhere to it, given that behavior precedes feelings in dealing with beneficiaries of social care institutions services, and this was confirmed by the results of German & joycem (2005) study, which confirmed that the organizational commitment of employees is closely related to their satisfaction with supervisors. The more satisfied employees are with supervisors, the greater is their organizational commitment and vice versa.

The answer to the second main hypothesis of the study, which is that the level of institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning is expected to be average: It came as follows: I am more interested in producing new ideas than trying to obtain the approval of others, and I

can accurately identify all Aspects of the problem and then stay away from repeating what others do in solving work problems, and this is what the results of the Dension study (2009) differed with. That management teaches him how to anticipate problems and work to solve them and deal with them well.

The answer to the third main hypothesis of the study, which states: There is a statistically significant relationship between organizational commitment and the development of institutional performance for decision-makers in the Ministry of Social Solidarity from the perspective of social planning, and this can be measured through the following hypotheses:

The first sub-hypothesis: There is a statistically significant relationship between the normative or ethical commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning: it is clear from the results of the study that the Pearson correlation coefficient between the independent variable ethical commitment and the dependent variable institutional performance was (0.280R = 0.280R).) This correlation was statistically significant at the level (0.05), where the calculated significance value was (sig=0000), and this indicates the existence of a statistically significant relationship between organizational values and institutional performance from the point of view of the decision-makers themselves working in the Ministry of Social Solidarity.

This shows that the prevailing ethical commitment in community organizations, which represents a common understanding in the work environment about certain behaviors and directives well-known among employees and which are complemented by their commitment to the official working hours according to the approved administrative system, and their continued preservation of the properties of the association and its values, as well as their portfolios on good working relationships based on To the principle of cooperation and integration in accomplishing tasks, and the degree of freedom granted to them in the process of presenting new ideas that seek to develop work procedures and systems, in addition to the necessary skills and abilities to adapt to the new changes and developments available to them, and they also have the required motivation to raise growth rates and improve performance. In addition, the management of the association is making great efforts to develop the capabilities of its employees to

achieve the greatest degree of efficiency, and the management of the association is also working to identify the tendencies, desires, and trends of the employees that lead to improving the level of performance, which in turn works to raise the level of administrative creativity. In those NGOs that serve the elderly.

The answer to the second sub-hypothesis: There is a statistically significant relationship between cognitive commitment and the development of the institutional performance of decision-makers at the Ministry of Social Solidarity from the perspective of social planning, as it is clear from the results of the study that the Pearson correlation coefficient between the independent variable knowledge commitment and the dependent variable institutional performance of decision-makers amounted to $R = (0.290)$. this correlation was statistically significant at the level (0.05), where the calculated significance value was ($sig = 0.000$), and this indicates the existence of a statistically significant relationship between cognitive commitment and institutional performance from the point of view of decision-makers at the Ministry of Social Solidarity.

The previous results also indicate that the prevailing cognitive commitment in community organizations is represented in shared ideas about the nature of work and social life in the work environment and how to accomplish work and organizational tasks, which are represented by the employees' belief in the importance of developing working relationships between different departments and departments, fairness of performance evaluation and accurate judgment at the level of The achievement that improves the feeling of employees, as well as the employees' belief that the organization's culture contributes to the completion of tasks and duties with the required quality and efficiency. Greater freedom to exchange ideas between the different administrative levels, in addition to the employees' initiative to attend training courses to develop work performance, the association's management invests the potential energies and capabilities of employees by involving them in the decision-making process, which contributes positively to raising the level of institutional performance of employees.

The answer to the third sub-hypothesis: There is a statistically significant relationship between emotional commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning. This correlation was statistically significant at the level (0.05), where

the calculated significance value was ($\text{sig} = 0.000$), and this indicates the existence of a statistically significant relationship between emotional commitment and institutional performance from the point of view of decision-makers at the Ministry of Social Solidarity.

The researcher believes that the prevailing organizational commitment in the Ministry of Social Solidarity represents standards that employees in associations abide by, considering that they are useful standards for the organization and the work environment, because they helped to adapt to all developments and developments in the work environment, and facilitates the transition from traditional methods to more advanced methods in It also works to activate the completion of work in modern ways and methods, and helps to create an atmosphere that encourages creativity and innovation, and contributes to increasing learning among employees, on the one hand, the prevailing norms among employees. To challenge and take risks and open new horizons for the development of methods of work completion, and works to encourage and disseminate creative practices among employees, and works to motivate creators and distinguished people with material and moral incentives, which have a great impact on supporting and strengthening institutional creativity in associations.

The answer to the fourth sub-hypothesis: There is a statistically significant relationship between behavioral commitment and the development of the institutional performance of decision-makers in the Ministry of Social Solidarity from the perspective of social planning, where the results of the study showed that the Pearson correlation coefficient between the independent variable behavioral commitment and the dependent variable institutional performance of workers amounted to ($R=0.267$).) This correlation was statistically significant at the level (0.05), where the calculated significance value was ($\text{Sig} = 0.000$), and this indicates the existence of a statistically significant relationship between behavioral commitment and institutional performance from the point of view of decision-makers at the Ministry of Social Solidarity.

The previous results indicate that the decision-makers of the Ministry of Social Solidarity expect that the employees will perform the entire tasks and duties equivalent to their obtaining the entire job rights stipulated in the organization's regulations and laws, and it works on the compatibility of the employees' values with its values. It is also respected and appreciated by its employees. As for the employees, they

make the necessary efforts to achieve the accomplishments expected by the association. The employees expect that the organization's management will provide them with the information necessary to develop their uses of modern methods and that the organization's management will encourage and motivate them to develop their performance. The powers granted to them with the extent of their responsibilities, and the employees expect that the organization's management takes into consideration the efforts made by the distinguished employee who maintains the position and reputation of the association, and the employees expect that the organizational rules and instructions in the association will be applied with justice, and the employees also expect the organization's management to be committed to motivating distinguished creative employees. The positive attitude of the research sample members about organizational expectations Mayya works to promote and support institutional and administrative creativity in associations.

It was clear from the results of the study in general, it can be noted that the value of the correlation coefficient between the independent variable organizational commitment, and the dependent variable institutional performance reached ($R=0.321$), and this correlation was statistically significant at the level (0.05), where the calculated significance value was ($Sig = 0.000$), and this indicates the existence of a statistically significant relationship between organizational commitment and institutional performance of the decision-makers in the Ministry of Social Solidarity themselves, and this confirms the link between organizational commitment and institutional performance. Both Ivy (2016) and Abdel-Fattah's study (2019), which indicated that there is a direct relationship between organizational culture and the efficiency of institutions, and if NGOs want to increase the efficiency of their performance, they must seek to find their own organizational culture that helps them provide services more accuracy and efficacy.

Recommendations:

1. Encouraging decision-makers to enroll in training courses to develop their performance, and to encourage them to use modern methods and methods to perform their job duties.
2. The need to allow greater freedom for decision-makers to exchange ideas between the different administrative levels.

3. The necessity of better identifying the employees' tendencies, desires, and tendencies by decision-makers to improve the level of work on developing employees' capabilities to increase work efficiency.
4. Enhancing the concept of commitment to work, and presenting creative ideas that anticipate problems before they occur.
5. Commitment by the Ministry to understand the creative capabilities of the employees and work to nurture and support them.
6. Working on developing the creative capital strategy in the Ministry of Social Solidarity, and this requires a shift in those organizations from relying on human and material resources and capabilities to relying on intellectual and knowledge resources and assets.
7. Working to adopt organizational norms that encourage increased learning among decision-makers, raise the spirit of challenge and risk and open new horizons for the development of work completion methods.
8. Always strive to appeal to the values of justice and work to implement the organizational rules and instructions in the Ministry of Social Solidarity in all its practices.
9. Striving to enhance the expectations of creative and distinguished decision-makers, through the administration's interest in motivating them and encouraging them to develop their performance.

References:

- Abu Al-Roos, Sami Ali & Hannouna, Sami Ibrahim** (2011) The effect of belief in the institution on the desire of workers in Palestinian universities to continue working at their university, research published in the Journal of the Humanitarian University, Humanitarian Studies Series, Volume 19, Issue 1, January.
- Administrative Development Journal** (2011) Job Affiliation, Cairo, Central Agency for Organization and Administration, Issue 130, January
- Ali, Ali Hussein and Et.Al** (1999) Modern management of business organizations, Amman, Dar Al-Hamid Publishing, 1st Ed
- Al-Salami, Ali** (2008), Human Resources Management, Dar Gharib, Egypt
- Al-Sharif, Talal Abdul-Malik** (2006), Leadership styles and their relationship to job performance, Master's thesis in Administrative Sciences, Naif Arab University for Security Sciences, Saudi Arabia.
- Al-Sheikhi, Ahmed Saad** (2003) Administrative creativity and its relationship to leadership style, Benghazi, unpublished MA thesis, Garyounis University, Faculty of Economics, Department of Business Administration

- Berber, Kamel** (2007), Human Resource Management and Organizational Performance Efficiency, University Foundation for Studies and Publishing, Lebanon
- El-Serafy, Muhammad** (2005) Organizational Behavior, Administrative Knowledge Books Series, Sixteenth Book, Alexandria, Horus International Publishing Corporation, 1st Ed
- EL-Tabbal, Abdullah Ahmed** (2004) Quality of work life and its relationship to the organizational commitment of workers (Master's thesis, unpublished, Faculty of Commerce, Suez Canal University)
- Emmanuel, Rlioyal** (2009) Organizational Culture it's not what you Think, Journal of General Management, Vol (23), No (3), spring.
- Ewais, Mona** (2009) Social Planning and Social Policy, Cairo, Arab Thought House.
- German I, E and Joycem, B** (2005) an examination of satisfaction with my supervisor and organization commitment, Department of management Belk college of business administration university of north Carolina at charlotte, journal of applied social psychology, Vol.35.
- Hamadat, Muhammad Hassan** (2006) Values of work and organizational commitment among principals and teachers in schools, Dar Al-Hamid Publishing, Amman, Jordan
- Hazarchi, Tarek** (2011) Organizational culture and its relationship to organizational confidence for employees of local groups in the state of Djelfa, Algeria, Journal of Law and Human Sciences
- Hussein, Rawya (2010), Human Resources Management - A Future Vision, University House, Egypt.
- Ivy, Allard,** (2016) Examining The Relationship Between Organizational Culture And Performance, Moderators of Culture Gap, Proquest, Ph.D., Faculty of The School of Business, North Central University, UMI Microform, No. (342).
- Josefh Chelver,** (1990) People Communications and Organization, Pergamon Press, N.Y
- Linberg, Sandra** (2008) Social Security as a Human Right, Training Manual for Economic, Social and Cultural Rights Advocates, Human Rights Library, University of Minnesota.
- Maatouk, Hamza** (2016), Organizational Culture, Concept and Characteristics, Jil Journal of Humanities and Social Sciences, Algeria
- Nagy, Ahmed Abdel-Fattah** (2003) Development Management in a Changing World, Fayoum, Al-Safwa Library, 2nd Edition.
- Noah, Mohamed Abdel-Hay** (2000), the professional method for organizing society (a scientific base, values , and skills), Cairo, Dar Al-Fikr Al-Arabi
- Okasha, Asaad Ahmed Muhammad** (2008), the impact of organizational culture on the level of job performance, and applied study on the telecommunications company in Palestine, a master's thesis, the Islamic University of Gaza.
- Rasmi, Mohamed Hassan** (2004) Organizational Behavior in Educational Administration, Alexandria, Dar Al-Wafa, 1st Edition.



Salama, Islam Abdel Aziz (2014) Popular Control and Development of Social Welfare Services in the Egyptian Rural, unpublished MA thesis, Helwan University, Faculty of Social Work.

Saleh, Abdel Mohi Mahmoud (2003) Social Welfare "Its Development - Its Issues", Alexandria, University Knowledge House

Sharaf El-Din, Fawzy (2012) Social Work "Analysis of the Profession and Roots", Benha, Dar Al-Tahrir for Printing and Publishing