

The Relationship Between Functional Empowerment of Social Workers and Achieving Institutional Excellence in NGOS

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ABSTRACT:

The study aims to determine the level of functional empowerment of social workers in NGOS and that of achieving institutional excellence in NGOS, as well as identifying the relationship between them. This study belongs to descriptive studies and has employed the comprehensive social survey approach. The number of social workers in NGOS is (68) for whom the researchers applied a questionnaire. |The study has proved that the level of functional empowerment of social workers in NGOS is high, where the indicators came in the following order (encouraging communication between social workers, participation of social workers in decision making, participation of social workers in information). Indicators of institutional excellence came in the following order (flexibility, innovation, quality). The study has proved the validity of its objectives and assumptions.

KEYWORDS:

Functional Empowerment, Institutional Excellence, NGOS.

INTRODUCTION:

Organizations play a leading role in our contemporary world, and those interested in organizations mention that the current existence of organizations effectively affects all sectors of contemporary social life. Accordingly, when developing a society, organizations need to be studied as building blocks of society and primarily responsible for satisfying societal needs (Richard, 2019, p.1).

NGOS in Egyptian society are witnessing a significant increase. The Central Agency for Public Mobilization and Statistics (2021) indicated that the number of NGOs in (2012) reached (37,500), (43,500) in (2013), and (52,572) in (2021).

As a result of this large number, NGOs are striving to improve their performance by making changes in all aspects of the organization, finding the internal motives among its employees, and improving the quality of performance of the services provided and their conformity with the expectations of the beneficiaries (Meisteare, 2015, p. 58).

Institutional excellence is one of the entrances that contribute to achieving organizational success, meeting the needs of the beneficiaries, and getting rid of traditional administrative practices, where institutional excellence expresses the exploitation of non-governmental organizations of the opportunities available within the framework of effective planning and commitment to realize a shared vision dominated by the clarity of purpose, adequacy of resources and keenness on performance (Zairi , 2019, p. 105).

The results of Samson & Challis's (2020) study emphasize that achieving organizational excellence requires an integrated strategy for improvement, development, and modernization, as well as setting clear plans for performance and work style within the organization.

Achieving institutional excellence in NGOs also requires flexibility in work. The results of Cristina and Colurcio's (2018) study emphasize the importance of flexibility in performance, communication and work decentralization among employees, officials, and the work team of the organization to exchange information related to the development of the work of the organization to achieve institutional excellence.

Officials in non-governmental organizations must apply quality which is accomplished by: improving the capabilities of workers through specialized training courses on an ongoing basis, applying the principle of increasing the effectiveness of the participation of workers in formulating decisions, ensuring the quality of work in the organization, flexibility in performance, communication, innovation and renewal in the field of the work of the organization in order to achieve institutional excellence, and this was proved by the results of Bauer and Falshaw (2015).

Also, the officials in these organizations should not use traditional performance measurement systems; they must build a model characterized by the ability to apply innovative ideas to achieve institutional excellence. The results of Kanji (2021), Eygelaar & JS (2018) and Sharma & Talwar (2020) emphasize the need for NGOs to provide social workers with opportunities to present new and useful ideas in improving the work of the organization, helping them implement the proposed ideas and, as well as developing the organization's existing services and developing its processes to provide new services in line with the needs of customers.

In order to achieve institutional distinction in NGOs, these organizations sought to adopt the concept of functional empowerment. This concept is considered an organizational strategy, a new skill, and the gateway to the continuous development and improvement of NGOs, represented in giving workers more decision-making and effective participation in their management (Antonios, 2021, p.75).

There is a relationship between the elements of functional empowerment, especially training, and the level of performance of the organization's employees. The results of Homly (2017) have demonstrated the importance of identifying training needs to develop

the skills of employees as a means to improve their performance. Accordingly, this will enhance the performance of the organization. There is also a need to raise awareness of the importance of increasing training courses in non-governmental organizations for achieving continuous services development.

Meller (2019) also emphasizes the necessity of continuing education and training for social workers through training courses related to the field of practice, which help enhance their confidence in their abilities to perform the tasks assigned to them.

There is also a relationship between the impact of administrative decisions, the reward system, and employee performance evaluation on achieving institutional excellence in the organization. This is confirmed by Paul So and Others (2020).

Arogondade and Odunayo's (2015) study also confirms that functional empowerment grants the organization's employees participation and cooperation in the decision-making process. In addition, it emphasizes that the participation of social workers is the basic umbrella for functional empowerment, which includes teamwork, commitment to work, sincerity in providing services to beneficiaries, and participation in organizational decision-making and decision-making processes.

Functional empowerment is concerned with providing the authority for the organization's employees to make decisions commensurate with the organization's goals, and this is in light of the availability of information the organization provides to its employees (Huei, 2018, p.176).

Ivancevich (2017) and Stephen (2020) confirm that sharing information and making it available to social workers and the work team, organizing responsibilities, and setting policies to organize work are among the essential mechanisms of functional empowerment. In addition, delegating authority, training and motivation are reflected in achieving institutional excellence for the organization.

In light of the above, it is clear that there is a relationship between functional empowerment and improving the level of performance in the organization through the participation of social workers in decision-making and creating innovative opportunities to address different situations, which is reflected positively on achieving distinction for the organization (Rezaie, 2021).

Thus, the method of community organization focused on the necessity of making social workers aware of the functions, roles, and services performed by these organizations for them to be able to achieve their goals. Clear values, knowledge, and work strategies help achieve organizational excellence.

It follows from the above that the study attempts to determine the level of both functional empowerment for social workers and institutional excellence in NGOs. In addition, it aims to clarify the impact of functional empowerment for social workers and achieving institutional excellence in NGOs.

Research Importance:

1. The importance of functional empowerment in improving the professional performance of social workers in NGOs.
2. Empowering social workers is one of the modern approaches to achieving institutional excellence in social welfare organizations, especially NGOs.
3. The work of social workers in NGOs requires a distinct type of skills related to the way of organizing the community, enabling them to achieve distinction for the NGOs in which they work.
4. The interest of social service in general and the method of organizing society in particular, by investing in the capabilities and capabilities of social workers to enable them to play their role in achieving institutional discrimination in NGOs.

Research goals:

1. Determining the level of functional empowerment for social workers in NGOs.
2. Determining the level of achieving institutional excellence in NGOs.
3. Determining the level of the relationship between the functional empowerment of social workers and achieving institutional excellence in NGOs.

□ **Hypotheses of the study:**

1. The first hypothesis of the study: "The level of functional empowerment of social workers in NGOs is expected to be high". This hypothesis can be tested through the following dimensions: participation of social workers in Decision making, continuous training of social workers, encouraging communication between social workers, and participation of social workers in information.

2. The second hypothesis of the study: "The level of institutional discrimination in NGOs is expected to be high": This hypothesis can be tested through the following dimensions: quality, flexibility, and innovation.
3. The third hypothesis of the study: "There is a statistically significant positive relationship between the functional empowerment of social workers and the achievement of institutional excellence in NGOS."

Theoretical Guidelines of the Research:

The study relied on the theory of organizations as planned social units that seek to achieve certain goals (Richard, 2019, p.45).

Organizations, governmental or non-governmental, need several requirements to ensure their excellence and continuity in society. Marven Olsen (2021) identified these requirements:

1. Continuous training of the human element to ensure its efficiency.
2. The participation of all employees of the organization in making decisions related to improving its work.
3. The participation of the organization's management personnel in all information related to the development of services provided to clients.
4. The organization's management seeks to apply flexibility in work, as well as provide opportunities for workers to implement their innovative ideas in order to achieve institutional excellence.
5. Expanding the scope of communication and interaction between employees and the organization's departments.

The study also relied on the empowerment strategy as an organizational strategy that ensures that social workers are given full authority and responsibility to make decisions related to their work. In addition, it aims to establish expanding their powers and enriching the amount of information that is given to them, as well as motivating them to take the initiative to take decisions to face the problems that confront their professional performance (Murrell and Meredith, 2020, p.59).

The strategy of empowering social workers is based on (Miley, 2015, p.24):

- Building the capabilities, knowledge and skills of specialists to raise their professional competence.
- The speed of making decisions.
- Effective communication with all administrative levels of the organization.

- Providing continuous training for social workers.
- Flexibility at work.

The justifications for using the theory of organizations and the empowerment strategy are due to the fact that they are appropriate with descriptive studies and include the indicators that the researchers want to measure, namely: participation of social workers in decision making, continuous training of social workers, encouraging communication between social workers, participation of social workers in information, as well as indicators of institutional excellence (quality, flexibility, innovation).

Concepts:

- **Functional Empowerment:**

It is defined as a strategy that aims to liberate the potential energies of employees in the organization-building processes, considering that the success of the organization is linked to the harmony of the needs of the employees with the vision and goals of the organization (Brown & Harvey, 2016, p.43).

It is also defined as giving workers the freedom to act and achieve participation in decision-making, as it achieves an opportunity for professional creativity. Functional empowerment is based on trust, information flow, and opportunities for dialogue to achieve the goals of the organization (Mahmoud, 2017, p. 123).

It also means giving someone the opportunity to take responsibility for carrying out greater tasks through training and instilling confidence, that is, allowing workers to have more responsibility for decision-making that helps the organization achieve its goals and includes sharing information and responsibility for improving the performance of services in the organization (David, 2015, p65).

Functional empowerment in this study means that:

Providing the opportunity for social workers to participate in decision-making and information processes through building trust , training, and continuous motivation for them, which will reflect on the achievement of institutional discrimination in NGOs and the achievement of goals.

- **Institutional Excellence:**

It is defined as every action or activity of each person that enhances and strengthens the work within the organization and includes many of the workforces that make up the structure of the institution (Murray & Chapman, 2020, p.43).

It is also defined as the clarity in getting to know customers and knowing their demands and needs, and the interest of all elements of the organization in meeting unexpected future needs and requirements through performance that exceeds expectations and achieves benefits for stakeholders in a balanced way for individuals and society (Jim, 2021, p.15).

It is also the organization’s exploitation of the available opportunities that precede strategic planning and work on a commitment to a shared vision that is clear in purpose, sufficient resources, and keenness on effective performance within the organization (Rebelo & Gomes, 2018, p.31).

Institutional excellence in this study means:

All the actions or activities carried out by social workers in NGOS that would develop and improve their work in a way that enables them to compete with other organizations in providing services, reaching the best tangible results, and achieving the desires and expectations of future beneficiaries. This is only achieved through upgrading the quality of the performance of social workers, the flexibility of work, and the encouragement of social workers to innovate in NGOS.

METHODOLOGY:

This study belongs to the descriptive studies. The study has used the comprehensive social survey methodology of social workers at NGOS in Cairo Governorate, whose number is (68) single. And they are distributed as follows.

Table (1) The spatial domain and the number of the study population

N	name of the association	number of Social Workers	N	name of the association	number of Social Workers
1	Association for quality control and quality in Maadi	6	7	Misr El Khair Foundation, Mokattam Branch	7
2	Anna Al Masry Foundation	5	8	Basmat Amal Association in Maadi	6
3	Orman Association Haram Branch	9	9	Life Makers Foundation	4
4	Good Makers Foundation	6	10	Development Association	3
5	Thara for development and leadership	7	11	Caritas Association	4
6	Free Arab Opinion Association	7	12	Integrated Care Association	5
Total		68			

They justify choosing these organizations by referring to:

- One of the goals of these organizations, which is achieving institutional excellence.
- Organizations approval for the researchers to conduct the study.
- The sufficient number of social workers in these organizations enabling the researchers to conduct their studies and collect information easily by designing the questionnaire tool electronically and compiling it electronically due to the conditions of the Corona pandemic.

Study tools: The researchers designed a questionnaire for social workers by referring to the theoretical heritage and previous studies related to the subject of the study. The researchers conducted the apparent validity of the tool after it was presented to (10) faculty members at the Faculty of Social Work, Helwan University and Aswan University, and an agreement percentage of no less than (85%) was relied upon. Some phrases were deleted, while others were reformulated. Accordingly, the form was drawn up in its final form. The researchers also calculated the statistical validity through (the square root of the reliability coefficient = $2t / 1 + t$), the reliability coefficient = 0.83, and then the statistical validity = 0.91. To determine the stability of the tool, the researchers used the coefficient (Alpha - Cronbach) at a rate of 0.83. These levels are considered high and acceptable and can be relying on the findings of the tool. In order to reach more integral and objective results for the social workers' questionnaire, the tool became in its final form.

Table (2): Arithmetic averages level

If the mean value of the expression or dimension ranges between 1 - 1.67	a low level
If the mean value of the expression or dimension ranges between more than 1.67 - 2.34	average level
If the mean value of the expression or dimension ranges between more than 2.34:3	high

* **Statistical analysis methods:** The period of collecting data was from 30 /7/2022 to 10 /9 /2022, and the data were processed through a computer using (SPSS. V. 24.0) statistical packages for the social sciences. Statistical methods were applied as follows: Frequencies and percentages, arithmetic average, standard deviation, range, and stability coefficient (alpha. Cronbach), for the estimated stability values of the study tools. Pearson correlation coefficient R was used for testing the relationship between the two quantitative variables (the study hypotheses test).

Results:

Table (3) shows the primary data for social workers (n = 68)

N	Type	K	%	N	Qualification	K	%
1	Males	37	%54.4	1	Bachelor of Social Work	42	%61.8
2	Females	31	%44.9	2	Diploma in Social Work	11	%15.9
N	Age	K	%	3	Master	9	%13.1
1	in 25 - 35 years old	12	%17.4	4	PhD	6	%8.7
2	from 35 - 45 years old	34	% 50	N	Number of years of experience for social workers	K	%
3	out of 45 - 55 years old	15	%21.7	1	Less than 5 years	12	%17.4
4	55 years and over	7	%10.1	2	out of 5-10	٢٩	%42.6
				3	out of 10-15	١٧	%24.6
				4	15 years and over	١٠	%14.5

The previous table shows that the highest percentage of social workers is males with a percentage of (54.4%), then females with a percentage of (44.9%). The age of social workers that came in first is (35-45) years with a percentage of (50%), second (45-55) years with a percentage of (21.7%), and finally (55 years and over) with a percentage of (10.1%). The highest percentage of social workers is for those who hold a bachelor's degree in social work with a percentage of (61.8%), then those who have a diploma in social work with a percentage of (15.9%), and finally Ph.D. holders with a percentage of (8.7%). The number of years of experience of the specialists in the organization came as follows: in the first rank (5-10) with a percentage of (42.6%), in the second rank (10-15) with (24.6%), and finally (15 years or more) at a rate of (14.5%).

*** Dimensions of functional empowerment for social workers:**

Table (4) shows the participation of social workers in decision-making (n = 68)

N	Phrases	M*	S.D**	order
1	the organization puts mechanisms It is clear to delegate authority to social workers to take decisions related to improving their performance	2.51	0.70	2
2	the organization encourages social workers to express their opinion regarding solving work problems	2.37	0.64	6
3	The organization takes the proposals and ideas of social workers related to the development of the work of the organization	2.50	0.74	3
4	Social workers have the power to make decisions that	2.38	0.67	5

N	Phrases	M*	S.D**	order
	will develop the organization			
5	the social workers participate in developing plans for the development of the work of the organization	2.72	0.62	1
6	Social workers find flexibility from officials to participate in organizational development decisions	2.41	0.74	4
Total Dimension		2.48	0.37	High level

The previous table shows that the level of participation of social workers in decision-making is high, as the arithmetic average reached (2.48), and the indicators for this are according to the arrangement of the arithmetic mean: came in the first order, the social workers participate in developing plans for the development of the work of the organization with an arithmetic average (2.72), and in the second place the organization puts mechanisms It is clear to delegate authority to social workers to take decisions related to improving their performance with a mean (2.51). Finally, the organization encourages social workers to express their opinion regarding solving work problems with an average of (2.37).

Table (5) shows the continuous training of social workers (n = 68)

N	Phrases	M*	S.D**	order
1	There is a clear plan to develop the skills of social workers in the organization	2.51	0.65	3
2	the organization provides an adequate budget for the implementation of training programs for social workers	2.49	0.66	1
3	The organization is interested in raising the skill and knowledge level of social workers to ensure the development of work in it	2.34	0.72	4
4	the organization provides social workers with learning opportunities and the acquisition of new skills related to improving the performance of the organization	2.46	0.68	2
5	the organization's evaluation of the outcomes of training social workers in the light of its purpose	2.22	0.62	6
6	The organization trains social workers in all areas of administrative, technical and practical work	2.32	0.78	5
Total Dimension		2.39	0.46	High level

The previous table shows that the level of continuous training for social workers is high, with an arithmetic average of (2.39). The indicators for this are according to the arithmetic mean arrangement: in the first place, the organization provides an adequate budget for the implementation of training programs for social workers with an

arithmetic average of (2.49), in the second place, the organization provides social workers with learning opportunities and the acquisition of new skills related to improving the performance of the organization with a mean of (2.46) and finally came the organization's evaluation of the outcomes of training social workers in the light of its purpose with a mean of (2.22).

Table (6) shows the encouraging communication between social workers (n = 68)

N	Phrases	M*	S.D**	Order
1	the organization encourages social workers to communicate continuously among them to develop work	2.54	0.56	6
2	The organization provides means of communication that help social workers to exchange information among themselves	2.82	0.38	1
3	Ease of communication between social workers reduces the time associated with making the decision to develop the organization	2.62	0.64	5
4	Continuing between the organization's board of directors and social workers regarding submitting proposals to develop work	2.79	0.57	2
5	There are many channels of communication between social workers in NGOs to exchange their experiences regarding the development of the organization	2.74	0.61	3
6	The communication between the organization's board of directors and social workers is flexible	2.68	0.58	4
Total Dimension		2.70	0.33	High level

The previous table shows that the level of encouraging communication between social workers is high, with an arithmetic average of (2.70), and indicators for this according to the arrangement of the arithmetic mean: came in the first order. Continuing between the organization's board of directors and social workers regarding submitting proposals to develop work with an average of (2.79). Finally, the organization encourages social workers to communicate continuously among them to develop work with an average of (2.54).

Table (7) shows the participation of social workers in the information (n = 68)

N	Phrases	M*	S.D**	Order
1	The organization has sufficient data on social workers participating in its development	2.54	0.63	2
2	the organization is interested in updating its information bases and making them available to social workers	2.04	0.82	6

N	Phrases	M*	S.D**	Order
3	Ease of access for social workers to information so that they can participate in the development of the organization	2.43	0.74	3
4	The organization provides a communication system that allows the exchange of information between social workers regarding the improvement of its performance	2.56	0.62	1
5	Social workers have sufficient information to improve their professional performance in the organization	2.44	0.75	4
6	Officials share information related to updating the organization's programs with social workers for their proposals	2.19	0.73	5
Total Dimension		2.37	0.47	High level

The previous table shows that the level of participation of social workers in information is high, with an arithmetic average of (2.37), and the indicators of this are according to the arithmetic mean arrangement came in the first order. The organization has sufficient data on social workers participating in its development, with an average of (2.54). Finally, the organization is interested in updating its information bases and making them available to social workers with an average of (2.04).

*** Dimensions of institutional excellence:**

Table (8) shows the quality (n = 68)

N	Phrases	M*	S.D**	Order
1	The organization sets standards for the quality of performance of social workers in it	2.72	0.56	2
2	The organization provides a special section for quality work	2.40	0.75	4
3	The organization's use of experts in the field of performance quality	2.28	0.74	5
4	the organization sets standards for the quality of services provided to clients	2.13	0.75	6
5	the organization is interested in training social workers on quality work	2.84	0.44	1
6	The organization is concerned with the continuous improvement and development of the performance of social workers	2.49	0.76	3
Total Dimension		2.48	0.48	High level

The previous table shows that the level of quality is high, with an arithmetic average of (2.48),. Indicators of this according to the arithmetic mean arrangement: firstly, the organization is interested in

training social workers on quality work with an arithmetic average of (2.84);secondly, the organization sets standards for the quality of the performance of social workers with an arithmetic average (2.72); thirdly, the organization sets standards for the quality of services provided to clients with an average of (2.13).

Table (9) shows elasticity (n = 68)

N	Phrases	M*	S.D**	order
1	Social workers have many skills that enable them to perform more than one work in the organization	2.56	0.62	4
2	the organization is interested in the flexibility of the regulations associated with improving the performance of social workers	2.43	0.75	6
3	The organization facilitates communication between social workers of different NGOs to share their work development experiences	2.63	0.48	3
4	the flexibility of the goals and plans of the organization to ensure the achievement of institutional excellence	2.72	0.44	1
5	the flexibility of joint decision-making between social workers and the management of the organization, including contributions to the development of work in it	2.66	0.53	2
6	Flexibility in exchanging information between the work team in the organization	2.49	0.65	5
Total Dimension		2.58	0.46	High level

The previous table shows that the level of flexibility is high, as the arithmetic average reached (2.58). The indicators for this according to the arrangement of the arithmetic average are: firstly, the flexibility of the goals and plans of the organization to ensure the achievement of institutional excellence with an arithmetic average (2.72); secondly, the flexibility of joint decision-making between social workers and the management of the organization, including contributions to the development of work in it with an arithmetic average (2.66); finally, the organization is interested in the flexibility of the regulations associated with improving the performance of social workers with an arithmetic average (2.43).

Table (10) shows innovation (n = 68)

N	Phrases	M*	S.D**	order
1	the organization innovates new methods to develop work	2.72	0.61	1
2	the organization provides the material and moral capabilities of social workers to encourage them to innovate	2.38	0.64	6

N	Phrases	M*	S.D**	order
3	The organization is working to implement new ideas that will improve the performance of social workers	2.41	0.74	4
4	The organization encourages social workers who think innovatively	2.39	√0.67	5
5	The organization encourages social workers to provide innovative solutions to face any problem they face while working	2.50	0.74	3
6	the organization develops the creative ideas of social workers to improve their work	2.51	0.70	2
Total Dimension		2.49	0.37	High level

The previous table shows that the level of innovation is high, as the arithmetic average reached (2.49). The indicators for this according to the arithmetic mean arrangement are: firstly, the organization innovates new methods to develop work with an arithmetic average of (2.72); secondly, the organization develops the creative ideas of social workers to improve their work with an arithmetic average of (2.51); finally, the organization provides the material and moral capabilities of social workers to encourage them to innovate with an arithmetic average of (2.38).

*** Results related to the study hypotheses test:**

Table (11) shows the level of functional empowerment for social workers in NGOS (n=68)

N	Phrases	M*	S.D**	Level	Order
1	The participation of social workers in decision-making	2.48	0.37	High	2
2	Continuous training for social workers	2.39	0.46	High	3
3	The encouragement of communication between social workers	2.70	0.33	High	1
4	Participation of social workers in information	2.37	0.47	High	4
Total Average Dimension		High 2.49			
Standard deviation		0.23			

The previous table shows that the level of functional empowerment of social workers in NGOS is high, with an arithmetic average of (2.49). The indicators of this according to the arithmetic mean arrangement are: first, the encouragement of communication between social workers with an arithmetic average of (2.70); second, the participation of social workers in decision-making with an average arithmetic (2.48), finally, participation of social workers in information came with an arithmetic average (2.37), which makes us accept the first hypothesis of the study.

Table (12) shows the level of achieving institutional excellence in NGOS (n=68)

N	Phrases	M*	S.D**	Level	Order
1	Quality	2.48	0.48	High	3
2	Flexibility	2.58	0.46	High	1
3	Innovation	2.49	0.37	High	2
Total Average Dimension		High 2.52			
Standard deviation		0.12			

The previous table shows that the level of achieving institutional excellence in NGOS is high, as the arithmetic average reached (2.52). The indicators according to the arithmetic mean arrangement are: firstly, flexibility with an arithmetic mean (2.58), secondly, innovation with an arithmetic average (2.49), finally the quality with an average My account (2.48), which makes us accept the second hypothesis of the study.

Table (13) shows the relationship between functional empowerment for social workers and achieving institutional excellence in NGOS (n=68)

N	Institutional Excellence / functional empowerment	Quality	Flexibility	Innovation	Total Institutional Excellence
1	Participation of social workers in decision-making	*0.32	0.17	*0.25	**0.37
2	Continuous training for social workers	0.28	0.09	0.16	*0.28
3	Encouraging communication between social workers	0.09	0.22	0.13	*0.24
4	Social workers share information	**0.32	0.21	*0.27	**0.40
Total functional empowerment		*0.31	0.17	*0.21	**0.38

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that "There is a statistically significant positive relationship between the functional empowerment of social workers and the achievement of institutional excellence in NGOS, where the relationship between the dimensions as a whole was(0.38**).

• **General Discussion of the Research Issues in Light of the Derived Results:**

This study has proved the validity of its goals and assumptions that it seeks to achieve. It has proved that the level of functional empowerment for social workers in NGOs is high, where the functional empowerment indicators are:

- The participation of social workers in decision-making in NGOs, as functional empowerment gives the organization's employees participation and cooperation in the decision-making process, which increases the commitment and loyalty of the workers in the organization. This is reflected in the achievement of institutional excellence and was confirmed by Paul So and Others (2020) and Arogondade and Odunayo (2015).
- The interest of NGOs in training and motivation of social workers is considered a success and development of work in the organization, where training and motivation are considered among the basic components of empowerment. Hence, the organization must identify the training needs to develop the skills of specialists in it as a means to improve their performance and then improve the performance of the organization and achieve excellence. This has been proven by Homly (2017) and Meller(2019).
- Officials in NGOs must provide social workers with the necessary information and encourage effective communication between all workers to develop the organization's performance. Sharing knowledge and making it available to social workers and the work team, organizing responsibilities, and setting policies to organize work are among the effective mechanisms of functional empowerment, in addition to delegating authority, training, and motivation, affecting the achievement of the institutional excellence for the organization. This has been proven by Huei (2018), Ivancevich (2017), and Stephen(2020).

The results of the study also demonstrated that the level of achieving institutional excellence in NGOs is high:

- Flexibility in performance and communication between employees, officials, and the work team in the organization to exchange information related to the development of the organization's work achieving institutional excellence. This has been proven by Cristina and Colurcio (2018).
- Officials responsible for the application of quality by improving the capabilities of workers through specialized training courses on an

NGO singular basis. In addition, there is the need to apply the principle of increasing the effectiveness of workers' participation in the formulation of decisions, ensuring the quality of work in the organization, flexibility in performance and communication, innovation and renewal in the field of work of the organization to achieve institutional excellence. This has been proven by the results of Bauer and Falshaw (2015).

- Officials of NGOs must provide opportunities for social workers to present new and useful ideas in improving the work of the organization, implement the proposed ideas and help them implement them, as well as develop their existing services and improve their operations to provide new services in line with the needs of customers. This has been confirmed by Kanji (2021), which makes us accept the second hypothesis of the study.

In the end, the study proved that there is a relationship between functional empowerment for social workers and achieving institutional excellence in NGOs differently, which reflects positively on achieving distinction for the organization.

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