The Organizational Culture of Social Workers and the Development of Institutional Performance in Youth Centers

Ahmed Mamdouh Qasem (PhD)

Associate Professor Of community Organization
Faculty of Social Work, Aswan University

Altohami Albakri Ahmed (PhD)

Associate Professor Of community Organization
Faculty of Social Work, Aswan University

Abstract:

The study aimed to determine the level of organizational culture for social workers in youth centers, as well as to determine the level of institutional performance development in youth centers. It also intended to identify the relationship between organizational culture and the development of institutional performance for social workers in youth centers. The study included (63) youth participants. The researchers applied a questionnaire for social workers in youth centers. The study proved the significant intensity of the level of organizational culture for social workers and the level of developing institutional performance in youth centers. The study also demonstrated that there is a relationship between organizational culture for social workers and the development of the institutional performance of youth centers; hence, the study proved the validity of its objectives and hypotheses.

Keywords: Organizational culture, Institutional performance, Youth centers.

Introduction:

Attention to the development of the integrated economic, social and political capabilities of youth has become an international demand and one of the distinguishing features of international policies and programs by exerting efforts and organizing activities that would enhance national policies for the youth in integration with social and economic development programs and cooperation with governmental and non-governmental organizations in this regard, and that would support youth participation in youth decision-making processes at all levels in order to activate its role in development (Naguib, 2007, p.17). Young people in Egyptian society constitute a large segment in the population pyramid, as the percentage of young people in the age group (18-25) years is approximately (18.2%) of the population, i.e. about eighteen million people (Central Agency for Public Mobilization and Statistics, 2019, p.13). There are many institutions that care about youth and their development, including specially established youth centers that aim at empowering youth socially, politically and economically, preparing, and qualifying youth through sports, cultural, social and artistic programs and activities (Supreme Council for Youth and Sports, 2016, p. 21).

However, youth centers, in their endeavor to achieve their goals, face many obstacles that prevent fulfilling their objective. The results of Aleeq's study (2006) confirmed that there are many problems

within youth centers or in their relationship with higher levels. This negatively affects the youth's gain of any benefit from the activities and programs provided by these centers which, in turn, hinders achieving the required human development. Therefore, some solutions need to be developed to eliminate these problems, and clear and planned efforts need to be made to encourage young people to join these centers and benefit from their various programs that directly benefit youth. In addition, youth centers should be linked to the diverse needs of young people on the one hand and the requirements of social development on the other hand with an emphasis on the youth participation in developing these programs.

Therefore, youth centers seek to develop their institutional performance by upgrading the goods, skills, and capabilities of their employees, especially social workers because they are the most active participants with young people. For instance, they tend to offer a set of specialized programs to help young people develop their sense of confidence and ability to assume responsibility and provide them with training in work-related roles. Hence, youth organizations in the American community work to raise the efficiency of social workers and provide them with the necessary expertise and skills to implement these programs to be reflected in the effectiveness of services and programs provided to youth.

Considering the vital role youth centers play in achieving the society's goals, there must be an organizational culture as the lack of the degree of organizational culture within these centers contributes to reducing the external adaptation, internal integration and interactions with the actual needs of community members, which causes weakness in bringing about the required societal change (Petra, 2012, p.25). The organizational culture in youth centers is reflected in the development of its institutional performance; it consists of a set of characteristics which represent the organization's society and its internal environment due to the organization's structure and design, leadership and management methods, dynamics and interaction between people within the organization, and the actual work content despite of the existence of a culture of organizations (John & Ann, 2013).

Taylor (2018) confirmed the correlation between demographic characteristics such as age, gender, job status, and race; organizational culture attributes (i.e. achievement, affiliation, energy, recognition, strength of culture, and justice); and its reflection significantly with job satisfaction and organizational commitment to the organization.

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Garo (2016) observed that practitioners in all organizations care about organizational culture at all levels; it seeks to achieve the best possible results by helping to attain objectives, satisfying basic needs, and meeting current expectations of others, aiming at systematic analysis and interpretation of behavior, and attempting to identify underlying patterns (p.19).

Therefore, when it comes to change, the organizational culture can be a blessing or a curse as it can help or hinder the process of change. In other words, the attempt to change within the organization can be considered a threat to the culture and identity of the workers, so strong and immediate resistance would occur. Moreover, for a positive change, it must stem from maintaining organizational culture for the benefit of those in charge of the targeted change, to obtain a deeper and stronger understanding of the administrative aspects by promoting values, which primarily set the basis for organizational culture. As a result, members who hold organizational values can support positive change, and, hence, change should be linked to the future of the organization by emphasizing the growth of and the sustainability of the organization (Martin, 2013, p. 462). Osafo (2016) and Danette (2011) stressed that there is an impact of ethical organizational culture on organizational performance in non-profit organizations, and it also achieves balance in interactions among individuals to improve the level of professional performance.

Organizational culture comprises a set of shared values, beliefs, and norms whose mission is to influence the way employees think, feel, and behave in the workplace. In addition, culture is usually transmitted to the members of the organization through rehabilitation for social life, training, communication networks, rituals, and symbols. (F.C, 2011, p.1) . Elena (2015) emphasized the impact of human resources management on organizational performance. It also shed light to the dimensions of organizational culture including organizational values, organizational beliefs, the cultural heritage of the organization, and there is a positive relationship between how human resources are managed and improving organizational results in institutions.

The importance of organizational culture is due to the benefits and challenges. In other words, it gives organizations a sense of identity, and it helps determine the organization's work policy, rituals, beliefs, meanings, values, standards and language. It, in addition, regulates the way things are done. Organizational culture also guides the behavior

of the members of the organization and controls it through the common norms established in that organization (Orla & O.Donnell, 2018, p.21).

There is a link between organizational culture and service improvement by focusing on change and flexibility, solving problems holistically, and carrying out administrative reforms through developing the work of employees, motivating them to change for the better and improving their professional performance. Mashal et al. (2014) confirmed that teamwork, organizational skills, individual responsibility, and continuous follow-up of performance form some of the basic pillars of organizational culture contributing to the development of organizational performance. However, the most common method for measuring organizational performance is linking job description cards to the degree to which institutional goals are achieved.

Organizational culture is considered as a major executive definitional base within organizations because it explains the factors and reasons for the occurrence of certain behavior within the organization. Besides, it promotes ethical behavior, leadership, climate, and practices within the organization (Bokor & Attila, 2017, p.8). Leadership within the organization is considered one of the main components of organizational culture, as it seeks to form common meanings by working to facilitate communication and harmonization among all members of the system collectively and interactively, and reflects common philosophy, values, ideals, beliefs and expectations, by promoting certain positive values and behaviors (Dunarea, 2015, p.79). Lok and Craw (2014) confirmed the nature of organizational culture and its relationship to the leadership style to achieve job satisfaction and organizational commitment. They also stated that the organizational culture is represented in achievement, human empathy, the culture of regulations and systems, and the distribution of roles and responsibilities. Besides, the leadership style, especially the democratic ones, have a positive impact on the employee's job satisfaction and organizational commitment.

Research Importance:

1. The issue of organizational culture and institutional performance is considered one of the significant and recent topics in the field of enterprise management, which has attracted the attention of practitioners and researchers.

2. This research may contribute to the consolidation of the comprehensive institutional performance concept in youth centers, which increases their capabilities to provide services with high quality.
3. Organizational culture plays an important role in the cohesion and harmony of workers through a common system of values and beliefs. It also constitutes a source of common sense of the future vision of organizational goals.
4. The results of the study may benefit those interested in youth centers by developing mechanisms that will advance the reality of organizational culture in order to contribute to the development of their institutional performance.
5. The results of this study may contribute to the knowledge enrichment of community organization specialization in social service.

Research goals:
- Determining the level of organizational culture among social workers in youth centers.
- Identifying the level of development of the institutional performance of youth centers' social workers.
- Clarifying the relationship between organizational culture and the development of the institutional performance of youth centers' social workers.

Hypotheses of the study:

The main hypothesis of the study is determined as follows:

There is a positive, statistically significant relationship between the organizational culture and the development of the institutional performance of social workers in youth centers. From this main hypothesis, the following sub-hypotheses emerge:

1. There is a positive, statistically significant relationship between organizational values and the development of institutional performance of social workers in youth centers.
2. There is a positive, statistically significant relationship between organizational beliefs and the development of institutional performance of social workers in youth centers.
3. There is a positive, statistically significant relationship between organizational norms and the development of the institutional performance of social workers in youth centers.
4. There is a positive, statistically significant relationship between organizational expectations and the development of the institutional performance of social workers in youth centers.

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Theoretical Guidelines of the Research:

The study basically relied on the organizational interaction theory which describes the emergence of organizational culture as a result of the interaction between the job (Azzawiria) and the organizational characteristics (i.e. organization behavior, organizational structure and processes). The administrative process contributes to the development and transfer of culture through the values, beliefs and assumptions reflected in symbolic mechanisms such as planning, organizing, leadership and motivation. These processes represent formal tools for transferring and disseminating the culture of the senior managers and founders. Managers play a role in preparing employees to adopt and accept important beliefs and values through procedures and rules which make up the culture (Al-Azzawi, 2009, p.88).

The proponents of this theory believe that organizational culture reflects many facts, the most important of which is the increased interest in organizational culture as a result of realizing the extent of its impact on the organization and its employees. Culture including its components and manifestations differ from one society to another; more specifically, the nature of organizational culture in terms of its tangible material components and the other deeper ones— that are not obviously noticed— and their perception may differ from one person to another. The researchers benefited from this theory in identifying some indicators of organizational culture represented in organizational values, beliefs, norms, and expectations in addition to other indicators related to the development of institutional performance represented in efficiency, effectiveness, justice, rewards and incentives, regulations and system, and participation in decision making.

Concepts:

Organizational Culture:

Culture is defined as a set of measures different from one organization to another; it is seen as the collective thinking that exists among the workers within an organization. It is represented in the values and behaviors that may be considered a guide to success and achieving goals (Fakhar, 2012, p. 976). Organizational culture is defined as the common standards, values and beliefs. These values constitute the basic structures of organizational culture as they are derived either from the leaders of the organization or from the organizational traditions, which makes the values stronger and more. Accordingly, we found that how we choose to define organizational culture has great repercussions on how we try to study it, in scientific

practice regardless of its size or nature, and that the organization may have its own cultural interpretation and understanding within a specific environment (Deal & Allan, 2018, p.498). Organizational culture is also defined as follows: a pattern of basic assumptions and values that determine forms of behavior and artwork within institutions, where organizational culture is built through interaction and relationships between individuals and through establishing common experiences where culture differs from one institution to another as it is relative, malleable, and subject to constant change(Jennifer, 2019, p.4).

The organizational culture consists of various elements, the most important of which include the following (Al-Madhoun, 2020, p. 399):

1. Organizational values: They refer to the values in the workplace environment, so that they direct the behavior of workers within the different organizational circumstances.
2. Organizational beliefs: These are common ideas about the nature of work and social life in the organizational environment and how to accomplish tasks in the organization.
3. Organizational expectations: They entail what the organization expects from the employees, as well as the expectations of subordinates and colleagues from each other.
4. Symbols: They are used to denote a specific idea by directing a noticeable and unspoken message to communicate the culture of the organization.

Furthermore, others identified the elements of organizational culture as follows (Cameron & Quinn, 2012, p. 2):

- The method of forming the organizational structure
- General appearance of employees within the organization
- Language and communication patterns
- Decision making methods
- Prevailing values and beliefs.

However, **organizational culture** employed in this study means a set of common standards, values and beliefs forming the basic structures of the organizational culture and derived either from the leaders of the organization or from the organizational traditions, which is reflected in the development of institutional performance in youth centers.

Institutional performance development:

Institutional performance denotes the employees' implementation of their work and responsibilities assigned to them by the organization or entity to which their job is related (Murray & Chapman, 2020, p. 35). It is also known as the way to achieve the objectives set for the institution in the long and short term through the interaction of the institution with its internal and external environment. It also represents the final result the institution aims to reach (Jabouri, 2019, p. 75).

In order to achieve the development of institutional performance, the following must be available (Roman, 2012, p. 225):

Efficiency: The ability to achieve and improve quality. It includes outputs for a certain number of necessary inputs.

Effectiveness: It means the ability to bring about a change in the behavior patterns of service beneficiaries, develop and enrich their knowledge, and modify or change their attitudes such as the tendency towards independence and self-reliance instead of dependency and reliance on others.

Justice: It means equality and non-discrimination in the distribution of any services of all kinds and any rights whether social, economic, educational, health, political or otherwise among all society members.

Participation in decision-making: It entails providing equal opportunities for all employees of the organization to express their opinions freely; it also means their participation in making decisions related to developing performance in it.

Bylaws and Regulations: They include all the laws, legislations and procedures taken by the institution which guarantee the improvement of the level of the institution's performance as a whole.

The development of institutional performance utilized in this study involves achievement, impact, or results achieved by social workers in youth centers which would improve their work in order to enable them to compete with other youth centers in providing services and consequently to reach the best tangible results. This can only be achieved through efficiency, effectiveness, justice, rewards incentives, regulations and order.

METHODOLOGY:

(1) Study Methodology: This study is one of the descriptive studies through which it is possible to obtain accurate information that depicts and diagnoses reality and contributes to the analysis of its phenomena. The study relied on the use of a comprehensive social survey approach for social workers operating in youth centers in Esna Center, Aswan including (63) individuals whose distribution takes place as follows:

Table (1): The distribution of social workers working in youth centers shows the study population

M	Statement	Number	nun	Statement	Number
1	Al Ghuraira Youth Center	4	9	Riot Youth Center	4
2	Cayman Youth Center	3	10	Austria Youth Center	4
3	Tafnis Youth Center	3	11	Equality Youth Center	4
4	Asfoun Youth Center	4	12	Daqira Youth Center	6
5	Hamlets Youth Center Bahri	5	13	Al , Tawaya Youth Center	4
6	Peace Youth Center	6	14	Canal Youth Center	5
7	Al Deir Youth Center	3	15	Hajar Comer Youth Center	5
8	Hilla Youth Center	3		Total	63

(2) Study Tools: The data collection tools were:

Questionnaire form for social workers on organizational culture and institutional performance development of social workers in youth centers:

1. The researchers designed a questionnaire form for social workers on organizational culture and institutional performance development for social workers in youth centers based on the theoretical framework of the study and previous studies associated with the study.

2. The dimensions included in the social workers questionnaire are identified. They are represented in four main dimensions whose phrases, which reach (70), are identified**, formulated and distributed as follows:**

Table (2) explains the distribution of the phrases of the questionnaire form of social workers

M	Main dimensions	Sub-dimensions	Number of phrases	Ferry numbers
1	Dimensions of organizational culture among social workers in youth centers	- Organizational Values	5	1 – 5
		- Organizational beliefs	5	6 – 10
		- Regulatory norms	5	11 – 15
		- Regulatory Expectations	5	16 – 20
2	Dimensions of developing the institutional performance of social workers in youth centers	- Efficiency	5	21 – 25
		- Effectiveness	5	26 - 30
		- Justice	5	31 - 35
		- Rewards and incentives	5	36 - 40
		- Regulations & Order	5	41 - 45
		- Participation in decision-making	5	46 - 50
3	Difficulties facing the contributions of organizational culture to the development of institutional performance of social workers in youth centers		10	51 – 60
4	Proposals for activating the contributions of organizational culture in developing the institutional performance of social workers in youth centers		10	61– 70

3. The social worker questionnaire form is based on triple markers, so that the response to each statement can be 'yes', 'some extent', or 'no'. Each of these responses is given a weight (i.e. degree), e.g. yes (three degrees), some extent (two degrees), and no (one degree).
4. The researchers relied on the logical validity of the questionnaire of social workers by reviewing the theoretical literature and previous studies. The researchers, in their analysis, attempted to meet the different dimensions associated with the study problem. The tool was presented to (5) experts from staff members of Faculty of Social Work, Aswan University, to consult them regarding the validity of the tool in terms of the linguistic integrity of the phrases on the one hand and their link to the dimensions of the study on the other hand. Hence, some phrases were deleted, and some were reformulated, and accordingly the tool was formulated in its final form.
5. The researchers relied in calculating the validity of the internal consistency of the questionnaire form of social workers on the correlation coefficient of each dimension in the tool to the total degree. The study included a sample of (10) vocabulary of social workers—outside the framework of the study population. It was found to be moral, and that the coefficient of honesty was acceptable as shown in the table below:

Table (3) demonstrates the internal consistency between the dimensions of the social worker questionnaire form and the degree of the questionnaire as a whole (n=10).

M	Dimensions	Correlation coefficient	Significance
1	Dimensions of organizational culture among social workers in youth centers	0.762	**
2	Dimensions of developing the institutional performance of social workers in youth centers	0.934	**
3	Difficulties facing the contributions of organizational culture to the development of institutional performance of social workers in youth centers	0.775	**
4	Proposals for activating the contributions of organizational culture in developing the institutional performance of social workers in youth centers	0.860	**

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

The table above shows that the dimensions of the tool are a function at a significant level (0.01) for each dimension, and the level of confidence in the tool is achieved and relies on its results.

The researchers also conducted a statistical reliability of the social workers questionnaire form for a sample of (10) vocabulary of social workers—outside the framework of the study population—using the alpha-Cronbach coefficient for estimated reliability values **as shown below:**

Table (4) : Results of the reliability of the questionnaire form of social workers using the coefficient (Alpha Cronbach) (n=10).

M	Dimensions	coefficient (Alpha Cronbach)
1	Dimensions of organizational culture among social workers in youth centers	0.82
2	Dimensions of developing the institutional performance of social workers in youth centers	0.92
3	Difficulties facing the contributions of organizational culture to the development of institutional performance of social workers in youth centers	0.81
4	Proposals for activating the contributions of organizational culture in developing the institutional performance of social workers in youth centers	0.97
	Reliability of the questionnaire form of social workers as a whole	0.94

The table above shows that the dimensional reliability coefficients have a high degree of reliability, so their results can be relied upon, and the instrument is finalized.

(3) Determining the level of dimensions of organizational culture and developing the institutional performance of social workers in youth centers aims at identifying the level of dimensions of organizational culture and the development of institutional performance of social workers in youth centers, so that the beginning and end of the categories of the triple scale include the following: yes (three degrees), some extent (two degrees), and no (one degree). The data was encoded and entered into the computer, and to determine the length of the cells of the triple scale (i.e. the lower and upper limits), the range was calculated as equal to = the largest value - the lowest value ($3 - 1 = 2$); it was divided by the number of scale cells to obtain the correct cell length ($2/3 = 0.67$), and then this value was added to the lowest value in the scale or the beginning of the scale, which is the correct one, in order to determine the upper limit of this cell, and so the length of the cells became as follows**:**

Table (5): Levels of mean of the dimensions of the study

Values	Level
If the mean value of the phrase or dimension ranges from 1 to 1.67	Low level
If the mean value of the phrase or dimension ranges from 1.68 to 2.34	Intermediate level
If the mean value of the phrase or dimension ranges from 2.35 to 3	High level

Statistical analysis methods: The data was collected from January 9, 2022 to October 20, 2022. Then the data was processed through the computer using the (SPSS.V. 24.0) statistical packages for the social sciences. The following statistical methods were applied: frequencies and percentages, mean, standard deviation, range, 'alpha. Cronbach' coefficient of reliability, simple regression analysis, Pearson's correlation coefficient, determination coefficient, (T) test for two independent samples, and one-way analysis of variance.

Results of the field study:
Table (6): The description of social workers illustrates the study population (n=63).

M	variables	M*	S.D**
1	Age	41	6
2	Number of Years of Experience	12	5
M	Genre	as	%
1	Male	46	73
2	Female	17	27
	Total	63	100
M	Academic Qualification	as	%
1	University degree	40	63.5
2	Postgraduate Diploma	13	20.6
3	Master	10	15.9
	Total	63	100

The table above shows that the average age of social workers is (41) years, with a standard deviation of approximately (6) years. The average number of years of experience of social workers is (12) years, with a standard deviation of approximately (5) years. The largest percentage of social workers is (73%) for males, while females make only (27%). The largest percentage of social workers attaining a university degree is (63.5%), followed by those with a postgraduate diploma (20.6%), and finally those with a master's degree (15.9%).

Table (7) demonstrates the level of organizational culture of social workers in youth centers (n=63).

M	Dimensions	M*	S.D**	Level	Order
1	Organizational Values	2.55	0.42	High	1
2	Organizational beliefs	2.54	0.51	High	2
3	Regulatory norms	2.41	0.48	High	4
4	Regulatory Expectations	2.51	0.42	High	3
Dimensions of organizational culture as a whole		2.5	0.37	High level	

The table above shows that the level of dimensions of organizational culture among social workers in youth centers is high. In other words, the mean reached (2.5), and the indicators of this according to the order of the mean: The first rank is for the organizational values with a mean (2.55), followed by the organizational beliefs with a mean (2.54), then the organizational expectations with a mean (2.51), and, finally, the organizational norms with a mean (2.41).

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Table (8): The level of institutional performance development of social workers in youth centers as a whole (n=63).

M	Dimensions	M*	S.D**	Level	Order
1	Efficiency	2.44	0.56	High	6
2	Effectiveness	2.58	0.36	High	2
3	Justice	2.5	0.55	High	4
4	Rewards and incentives	2.56	0.38	High	3
5	Regulations & Order	2.45	0.47	High	5
6	Participation in decision-making	2.68	0.32	High	1
Dimensions of institutional performance development as a whole		2.54	0.35	Intermediate level	

The table above shows that the level of **dimensions of institutional performance development of social workers in youth centers** as a whole is high, as the mean reached (2.54). According to the order of the mean, the indicators are as follows: Participation in decision-making with a mean (2.65) takes the first rank, followed by effectiveness with a mean (2.58), then rewards and incentives with a mean (2.56), and, finally, efficiency with a mean (2.44).

Table (9) clarifies the moral differences between the responses of social workers according to gender with regard to their level of organizational culture among social workers in youth centers (n=63).

M	Dimensions	Research Community	Number (n)	M*	S.D**	Degrees of Freedom (df)	T value	Significance
1	Organizational Values	Male	46	2.51	0.46	61	-1.449	Non-D
		Female	17	2.65	0.28			
2	Organizational beliefs	Male	46	2.47	0.57	61	-2.196	*
		Female	17	2.71	0.27			
3	Regulatory norms	Male	46	2.41	0.48	61	0.063	Non-D
		Female	17	2.4	0.5			
4	Regulatory Expectations	Male	46	2.45	0.45	61	-1.749	Non-D
		Female	17	2.66	0.32			
Dimensions of organizational culture as a whole		Male	46	2.46	0.4	61	-1.581	Non-D
		Female	17	2.6	0.28			

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

The table above shows that the following:

1. There are statistically significant differences at a significant level (0.05) between the responses of male and female social workers regarding their determination of the level of organizational beliefs of social workers in youth centers in favor of the responses of male social workers.
2. There are no statistically significant differences between the responses of male and female social workers in terms of the levels of organizational values, organizational norms, organizational expectations, and dimensions of organizational culture among social workers in youth centers as a whole.

Table No. (10) clarifies the moral differences between the responses of social workers according to gender with regard to their determination of the level of development of the institutional performance of social workers in youth centers (n=63).

M	Dimensions	Research Community	Number(n)	M*	S.D**	Degrees of Freedom (df)	T value	Significance
1	Efficiency	male	46	2.43	0.5	61	-0.252	Non-D
		female	17	2.47	0.7			
2	Effectiveness	male	46	2.62	0.29	61	1.248	Non-D
		female	17	2.46	0.51			
3	Justice	male	46	2.5	0.55	61	-0.215	Non-D
		female	17	2.53	0.57			
4	Rewards and incentives	male	46	2.57	0.41	61	0.405	Non-D
		female	17	2.53	0.32			
5	Regulations & Order	male	46	2.53	0.35	61	1.738	Non-D
		female	17	2.24	0.66			
6	Participation in decision-making	male	46	2.74	0.27	61	2.029	Non-D
		female	17	2.53	0.39			
	Dimensions of institutional performance development as a whole	male	46	2.56	0.3	61	0.881	Non-D
		female	17	2.46	0.46			

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

The table above shows that there are no statistically significant differences between the responses of male and female social workers regarding their determination of the levels of competence, effectiveness, justice, rewards and incentives, regulations and order, participation in decision-making, and dimensions of institutional performance development of social workers in youth centers as a whole.

Hypothesis Test:

Table (11): A simple regression analysis shows the relationship between organizational culture and institutional performance development for social workers in youth centers (n=63).

variables	Regression coefficient B	Test (v) T-Test	Test (P) F-Test	Correlation coefficient R	Coefficient of determination R^2
Organizational Values	0.501	3.784**	14.321**	0.436**	0.190
Organizational beliefs	0.433	3.794**	14.396**	0.437**	0.191
Regulatory norms	0.205	3.003**	9.018**	0.359**	0.129
Regulatory Expectations	0.257	3.127**	9.781**	0.372**	0.138
Dimensions of organizational culture as a whole	0.521	4.388**	19.257**	0.490**	0.240

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

The table above shows the following:

1. The value of the correlation coefficient between "organizational values" and "developing the institutional performance of social workers in youth centers" indicates a direct correlation. The result of the (P) test indicates the significance of the regression model, and the value of the coefficient of determination was (0.190). This illustrates that organizational values contribute to the development of the institutional performance of social workers in youth centers by (19%). **This leads to the acceptance of the first sub-hypothesis of the study.**

2. The value of the correlation coefficient between "organizational beliefs" and "developing the institutional performance of social workers in youth centers" indicates a direct correlation. The result of the (P) test indicates the significance of the regression model, and the value of the coefficient of determination was (0.191). This shows that organizational beliefs contribute to the development of the institutional performance of social workers in youth centers by (19.1%). **This validates the second sub-hypothesis of the study.**

3. The value of the correlation coefficient between the independent variable "organizational norms" and the dependent variable "institutional performance development of social workers in youth centers" indicates a direct correlation. The result of the (P) test indicates the significance of the regression model, and the value of the coefficient

of determination was (0.129). This demonstrates that organizational norms contribute to the development of the institutional performance of social workers in youth centers by (12.9%). **This justifies the third sub-hypothesis of the study**.

4. The value of the correlation coefficient between the "organizational expectations" and "institutional performance development of social workers in youth centers" indicates a direct correlation. The result of the (P) test indicates the significance of the regression model, and the value of the coefficient of determination was (0.138). This clarifies that organizational expectations contribute to the development of the institutional performance of social workers in youth centers by (13.8%). **This proves the fourth sub-hypothesis of the study.**

5. The value of the correlation coefficient between the "dimensions of organizational culture" and "development of institutional performance of social workers in youth centers" indicates a direct correlation. The result of the (P) test indicates the significance of the regression model, and the value of the coefficient of determination was (0.240). This manifests that the dimensions of organizational culture as a whole contribute to the development of the institutional performance of social workers in youth centers by (24%). This certifies the study's main hypothesis.

Discussion of research results:

The results of the study proved the validity of its hypotheses and its objectives it attempted to achieve as shown below:

1. The results of the study verified that the level of organizational culture among social workers in youth centers is high. This may be consistent with the results of Ahmed and Shafiq's study (2014), which confirmed that teamwork, organizational skills, individual responsibility and continuous performance monitoring are some of the main pillars of organizational culture contributing to the development of organizational performance.

2. The study confirmed that the development of institutional performance of social workers in youth centers as a whole is significant. This may be consistent with the findings of Watthom (2017) and Fernando (2018) who emphasized the need to develop youth organizations in the American society.

3. The study demonstrated that organizational values contribute to the development of the institutional performance of social workers in youth centers by (19%). Moreover, the results of the study showed the organizational beliefs' contribution to the development of the social workers' institutional performance in youth centers by (19.1%). In addition, the study proved that organizational norms contribute to

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the development of institutional performance of social workers in youth centers by (12.9%). Besides, the study illustrated how the organizational expectations contribute to the development of the institutional performance of social workers in youth centers by (13.8%). This may be consistent with the results of Lok - Craw Ford's study (2014) which pinpointed the nature of the organizational culture and its relationship to leadership methods to achieve job satisfaction and organizational commitment. This also agrees with Emmanuel (2016) and Danette (2011) emphasizing the impact of ethical organizational culture on organizational performance in non-profit organizations.

4. The study assured that the dimensions of organizational culture assist in the development of the institutional performance of social workers in youth centers by (24%). Similarly, Elena (2015) observed the human resource management's impact on the organizational performance. This is also consistent with the results of Lok - Craw Ford's (2014) study which highlighted the nature of organizational culture and its relationship to leadership style to achieve job satisfaction and organizational commitment.

5. The study also clearly showed that there are statistically significant differences at a significant level (0.05) between the responses of male and female social workers in terms of their determination of the level of organizational beliefs of the social workers in youth centers in favor of the responses of male social workers. This may be due to the importance of organizational beliefs adopted by male social workers and their influence in their work. Likewise, Taylor (2018) referred to a correlation between demographic characteristics of sex and characteristics of organizational culture.

6. The study, moreover, signified that there were no statistically significant differences between the responses of male and female social workers regarding their determination of the levels of organizational values, organizational norms, organizational expectations, and organizational culture dimensions among social workers in youth centers. This may reflect the convergence of organizational culture levels among both male and female social workers.

7. The results of the study also verified that there were no statistically significant differences between the responses of male and female social workers with regard to their determination of the levels of competence, effectiveness, justice, rewards and incentives, regulations and order, participation in decision-making, and dimensions of developing the institutional performance of social

workers in youth centers. This may reflect the agreement of male and female social workers in terms of the level of institutional performance of youth centers.

8. The results of the study, finally, were related to the theory of organizational interaction which emphasized the role of organizational culture in the development of the administrative process in organizations.

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