

Intellectual Capital and the Efficiency of Social Solidarity Sectors in Cairo Governorate

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Abstract:

The current study aimed to determine the level of intellectual capital in the social solidarity sectors in Cairo Governorate, determine the level of efficiency of the social solidarity sectors in Cairo Governorate, determine the difficulties facing the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo Governorate, and arrive at proposed planning mechanisms to activate the contributions of capital Intellectual in improving the efficiency of social solidarity sectors in Cairo Governorate, his study is considered one of the descriptive studies, which aims to determine certain characteristics or a specific situation that has a specific character. The study relied on the scientific method using the comprehensive social survey method for officials in the social solidarity sectors in the Social Solidarity Directorate in Cairo Governorate, and their number is (160) individuals. The data collection tools were represented in a questionnaire form for officials about intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate. Human capital, structural capital, relational capital.

Keywords: intellectual capital, efficiency, social solidarity sectors.

First, the research problem:

Over the past years, the world has witnessed many economic, social and environmental changes facing the work environment of organizations, which were represented by the rapid technological development, the trend towards working with market mechanisms, and directing government institutions to adopt modern administrative concepts. (Abdul Rahim, 2019, p. 15)

Which requires the necessity of developing intellectual capital in order to achieve sustainable development, achieve the efficiency of social organizations, achieve a balance between social, economic and environmental development, support the decision-making process and generate new ideas not only for sustainability but for innovation and competitiveness, and to achieve the sustainability of organizations. (Matos, et. al, 2019, p1)

Accordingly, organizations have sought to invest in the human element in order to build the capabilities of their human competencies and develop their services and products to give them a sustainable competitive advantage. (Pasher, 2011, p2)

Therefore, attention was paid to the human element as the main engine and the effective element among the elements of production and development, which has an important administrative and scientific role in modernizing and managing human resources. (Ali, 2010, p. 146)

This is confirmed by Stephen (2011) study that the institution cannot achieve its goals and the efficiency and effectiveness of its services without paying attention to the human element by ensuring its participation in decision-making - training - trust - justice), as the human resource is the main and real source of intellectual capital It is the source of growth and development of institutions

Therefore, looking at human resources as a competitive advantage and as the main source of all progress and prosperity in our time, which requires achieving the maximum benefit from their energy and creative abilities, and creating a work environment that emphasizes the importance of intellectual capital as a source of renewal and innovation, and that the real value of institutions grows in what they possess. From the intellectual capital that helps to achieve the efficiency of the organization (Zayed, 2014, p. 268)

The prevailing intellectual capital in contemporary organizations is one of the requirements for its success and survival in the business environment, and an indicator of the organizational climate that distinguishes the organization from other organizations. and type (Al-Mafraji and Saleh, 2007, p. 162).

Where intellectual capital contributes to increasing the value of the organization, and enhances its value to others by increasing attention to human capital, structural capital, relational capital) (Basile, 2009, p1(

Intellectual capital is also an intangible asset that gives more competitive advantage to the organization through the development of human capital, knowledge management, structural capital, and relational capital (Blanken brug, 2018, p 10).

This is what was confirmed by Nikta (2020) study that there are three dimensions of intellectual capital, namely human capital, structural capital and relational capital, and that intellectual capital is the one that arises from the interaction of human materials and the ability to think and create ideas with an internal organizational environment It is expected that the capital will gradually increase with more education, training and gaining experience, and the development

of structural capital will enable the institution to adapt to changing conditions, which leads to profit and increased competitiveness.

Roxanne's study (2011) agreed with her that intellectual capital contributes to capacity-building, enhancing the organizational value of the institution, enhancing knowledge, utilizing available resources, and managing knowledge assets.

From the above, it is clear that the dimensions of intellectual capital are represented in human capital: it means what the employee adds to the added value of the organization through increasing knowledge and developing skills (Matos, et.. al, 2019, p40). Increasing the degree of employee training, erasing His illiteracy, increasing his ability to solve problems and make decisions, and build their capabilities and expertise to increase their creativity and innovations, which requires attention to education to build human capital, increase their ability to work in modern and innovative fields and exploit intellectual assets by searching for rare experiences and skills and attracting them to work in a way that contributes in promoting growth and innovation. (Hold, 2014, p 27)

This is confirmed by Jan (2003) study of the need to pay attention to attracting human elements, enhancing their capabilities and providing them with knowledge, skills and expertise to achieve more excellence and innovation for the organization.

The second dimension is represented in structural capital: it means the structure that supports human capital, and it is the knowledge assets that require structuring such as information systems, communications, hardware, software, databases, technological readiness, entrepreneurship, and these structural assets support and increase capital production. human money to achieve its goals. (Yunlin Edivinsson 2011, p 3)

This is confirmed by Ramson (2005) study, that attention must be paid to structural capital and laying the general foundations that govern the use of resources and capabilities within the organization and its organizational framework so that institutions achieve their goal, which is to reach human well-being.

As for the third dimension, it is represented in relational capital: it means the value of relationships with individuals and institutions and the value of the institution's relationship with customers and the rest of society, and it includes the intangible resources that result from informal relationships.

Relational capital has two types: “organic” and refers to both material and intangible resources in social practices, and “inorganic” means the way in which the institution maintains its social capital. (Abdel-Wahab, 2008, p. 91) Relational capital increases the standards of trust resulting from social networks, which facilitates the process of coordination and cooperation among all members of society (Hudson, Champan, 2002, p 3). To achieve more social exchanges and increase social benefits through (loyalty to the institution - cooperation - customer satisfaction - trust)

Through the foregoing, it is clear that if all sectors need to strengthen intellectual capital, then the social solidarity sector is one of the most important sectors that need to be implemented, as the Ministry of Social Solidarity has liberated from all traditional social welfare policies that reduced state support in a simple insurance pension to policies New developments that keep pace with the nature of the development stage that Egypt is experiencing through programs, activities and projects that deal efficiently with multi-dimensional poverty, which ensures a decrease in poverty rates and a high standard of living (Ministry of Social Solidarity - 2022) **through:**

1- Social care: with the aim of providing new and appropriate care services for the categories of people without care to rehabilitate, empower and integrate them into society and the labor market, in accordance with the principles of human rights and equal opportunities, as it is closely linked to the neediest, the poor, and people with special needs to build societies where justice, stability and the elements of sustainability prevail (Abu Al-Nasr) , 2012, p. 199)

2 -Social protection: as a basic human right, it also plays an important role in protecting against poverty, achieving equality and social justice, and preserving human dignity, considering a framework that represents a broader set of programs and stakeholders and tools associated with other options such as social policies or social security - social insurance or Safety nets (Hashem, 2014, p. 10)

3- Social development: through the optimal investment of human resources and their transformation into productive sectors within society.

Therefore, there was a need to develop human, structural and relational capital in order to improve the level of social services provided, increase the effectiveness of social programs and improve the efficiency of social welfare institutions in providing services and

satisfying needs. (midgely- Livermore, 2005, p 402) Whereas efficiency is a measure of the extent to which the institution invests the material inputs available to it effectively by defining clear and objective criteria for the distribution of resources with the establishment of a periodic and effective evaluation system to determine the level of utilization of these resources (Narayanan, 2013, p 130)

The efficiency scale contributes to the comparison between actual practices and institutional conditions and conditions to work on improving the human element within them. It also leads to achieving real benefits by identifying the best possible performance for the different levels and ways of dealing with inputs and how they can be invested. (Eckles, 2009, p 280)

Therefore, organizations are working on developing the efficiency of workers as an investment in human resources on the one hand and development for them on the other hand through individual competence for the purpose of performing business in a way that achieves the organization's goals and collective efficiency: which emphasizes the formation of organizations within their work environment, where these competencies arise From the collection of individual competencies that are identified through follow-up processes - discovering the common elements of skill and competence among groups of workers, which were originally formed as a result of the existence of the principle of cooperation (Al-Zuhairi, 2012, p. 31)

Through the foregoing, we can say that many countries have drawn up a set of social policies that are presented as a roadmap for working in the provision of social welfare services. The Ministry of Social Solidarity has been keen to follow development policies that go along with the nature of the developmental stage in which they are living by paying attention to providing development programs and projects in various fields. its sectors, whether in order to achieve social welfare - social protection - social development). Of course, achieving this requires the application of intellectual capital as one of the intangible assets that have a significant role in improving performance, developing the services provided, and achieving efficiency in performance as a source of innovation - discrimination - and sustainability in order to increase the competitive advantage - and raise the levels of efficiency of its institutions and the effectiveness of its services and programs.

Based on that, it can be said that after reviewing the literature that dealt with the subject of the study by referring to the theoretical heritage and the conceptual framework guiding the study and referring to previous studies related to the subject of the study, the current study concluded to embody the research problem **in the following issues:**

- What is the reality of intellectual capital in the social solidarity sectors?
- What is the reality of the efficiency of the social solidarity sectors?
- What are the dimensions of intellectual capital that most support the efficiency of social solidarity sectors?
- What are the proposed executive mechanisms for activating intellectual capital in order to achieve the efficiency of the social solidarity sectors?

Second: The importance of the study:

1-Intellectual capital constitutes the backbone of any institution looking towards development, creativity, innovation and excellence in its performance.

2- Intellectual capital is closely related to the human element, which is the backbone of organizations, in order to achieve their competitive advantage in society, and face all the challenges they face.

3-The results of the study may benefit decision makers in strengthening intellectual capital to achieve the efficiency of social institutions

4-What was confirmed by previous studies of the need to pay attention to strengthening intellectual capital to strengthen the efficiency of social solidarity sectors

5-The efficiency of the social solidarity sectors entails satisfying needs, confronting problems and improving the quality of life of citizens through achieving care, protection and social development.

6- The necessity of continuous evaluation of the programs of the Ministry of Social Solidarity to determine the extent of their efficiency.

Third: Objectives of the study:

1.Determining the level of intellectual capital in the social solidarity sectors in Cairo Governorate.

2.Determining the level of efficiency of the social solidarity sectors in Cairo Governorate.

3.Determining the dimensions of intellectual capital that most support the efficiency of the social solidarity sectors

4. Determining the difficulties facing the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo Governorate.

5. Reaching to proposed planning mechanisms to activate the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo Governorate.

Fourth: Study hypotheses:

(١) The first hypothesis of the study: "There is a direct, statistically significant impact relationship between human capital and the efficiency of social solidarity sectors in Cairo Governorate".

(٢) The second hypothesis of the study: "There is a direct, statistically significant impact relationship between structural capital and the efficiency of social solidarity sectors in Cairo Governorate".

(٣) The third hypothesis of the study: "There is a direct, positive, and statistically significant relationship between relational capital and the efficiency of social solidarity sectors in Cairo Governorate".

(4) The fourth hypothesis of the study: "There is a direct, statistically significant impact relationship between the dimensions of intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate."

Fifth: The theoretical framework guiding the study:

The current study is based on measuring the efficiency of social solidarity sectors on the Art Kington-Nancy Hedelmin model, where this model is concerned with displaying the efficiency of institutions through seven main variables represented in (Hamza, 2013, p. 149).

The first dimension: clarity of the objectives of the institution and knowledge of its services.

The second dimension: the institution's policy and work procedures.

The third dimension: the institution's communication system.

The fourth dimension: those responsible for providing services in the institution.

The fifth dimension: the institution's approach to solving the problems of community members.

The sixth dimension: budget and financial resources.

The researcher relied on this model over other models in terms of formulating measurement criteria that are translated into a set of indicators for the following reasons.

1 -The contents of the form fit with the objectives of the study.

2 -The model contains a set of indicators that help measure the efficiency of the social solidarity sectors.

3 -The agreement of previous studies on these criteria and indicators for studying and measuring efficiency.

4- The model indicators help to test the validity of the study hypotheses.

Sixth: The controlling conceptual framework of the study:

1. **Intellectual capital:** There are many concepts that dealt with intellectual capital as it is the most valuable asset in the current century and in the light of the knowledge economy. (Abdul Rahim, 2019, p. 160)

It can also be seen as the intangible assets that give more competitive advantage to the organization through the development of human capital, structural capital and relational capital (Blanken- 2018, p 10)

It is defined as the capital in an organization, which is based on human factors, especially competencies, structural capital and relational capital. in organizations, as well as their scientific innovations (Al-Laithi, 2010, p. 20)

It is also known as the scientific intellectual forces capable of making adjustments and highlighting the keys to progress and development in the work of institutions and organizations.

It can also be viewed as intangible and renewable assets that can be managed at the micro and macro levels to create sustainable wealth in order to strengthen skills and creativity and achieve target satisfaction. (mention, 2012, p 5)

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2. Efficiency

Defining linguistic competence: the ability to work and its good performance (Arabic Language Academy, 1988, p. 536)

The dictionary of social sciences also defines it as the ability to achieve the intended development according to specific criteria to increase efficiency whenever possible to achieve full development, which leads to achieving results at the lowest cost and reaching the highest possible level (Badawi, 1982, p. 39).

Efficiency is also defined as measuring the extent to which the agency is able to perform the service in the least time and effort, at the lowest possible costs and in light of the available resources. and the clients benefiting from its services (Al-Srouji, 2013, pg. 462)

Efficiency is also defined as getting work done and performing roles correctly that reflects the best relationship between inputs and outputs, and efficiency is related to management, its organizational structure, operations, planning, organization, coordination, control and follow-up (Al-Srouji, 2013, p. 352)

Efficiency can be defined procedurally:

- The degree and level of clarity of the objectives and policies of the social solidarity sector and the knowledge of its services.
- Sector communication systems.
- Those responsible for providing services in the sector.
- The sector's approach to solving customer problems.
- Budget and financial materials.

3. Social Solidarity: It means the degree and level of social care - social protection - social development provided by directorates, departments and units of social solidarity.

Each term can be dealt with as follows:

Social Welfare: The organized effort of society to solve social and economic problems and satisfy human needs in order to improve the level of people's well-being (Al-Sanhouri, 2000, p. 440)

It is also defined as a complex system of social systems that includes a wide framework of professions and businesses that are concerned with helping people by providing types of services directed to meet the needs and improve the standard of living of members of society and improve their social performance to reach social stability and bring about social change and the consolidation and strengthening of social control in order to well-being of people in society. (Ali, 2009, p. 130)

Social protection: a set of programs aimed at reducing poverty, improving and protecting human capital and enhancing the capabilities of the poor to protect themselves from the risks they are exposed to through social insurance - increasing the efficiency of money markets - providing assistance to protect poor individuals and families - social justice. (Lumukoto, 2013, pp. 308-309)

As defined by UNICEF as a set of plans and activities aimed at eliminating poverty - deprivation - economic, social and political exclusion to provide protection for individuals against the risks they are exposed to such as security - social assistance - strengthening the capabilities of the marginalized and the poor in order to achieve social cohesion and reduce inequality and provide Citizenship based on rights and duties, achieving social integration and the participation of all citizens in society in obtaining and benefiting from social welfare services. (Drolet, 2014, p 24)

Social development: It is a series of operations that seek to mobilize the energies and capabilities of individuals and society and seek the optimal investment of human and technical resources, and transform the largest possible number into producers using continuous education and training systems and directing them to various productive sectors and building a sound operating system with creating social links to activate the development system in partnership Between the relevant government agencies, civil authorities, and the private sector. (Ministry of Social Solidarity, 2022)

The social solidarity sectors are defined procedurally in this study as follows:

Workers in the sectors of care, protection and social development - financial and administrative affairs - the technical office of the Directorate of Social Solidarity in Cairo Governorate, regardless of their gender, gender, job or educational status.

Sixth: Methodological procedures for the study

This study is a descriptive study. It relies on the use of the comprehensive social survey approach for officials in the social solidarity sectors in the Social Solidarity Directorate in Cairo Governorate, and their number is (160) individuals. Their distribution is as follows:

Table (1) shows the distribution of officials in the social solidarity sectors in Cairo Governorate, the study community

N	Distribution	Number of managers	Number of Social Workers	Total
1	Care, protection and social development sector.	13	67	80
2	Technical office sector.	6	28	34
3	Financial and Administrative Affairs Sector.	5	41	46
Total		24	136	160

Study limits:

(1): The human limits of the study: They are represented in the officials in the social solidarity sectors in Cairo Governorate, the study community

(2): The spatial boundaries of the study: It is represented in the Directorate of Social Solidarity in Cairo Governorate. The Directorate of Social Solidarity in Cairo Governorate was chosen for the following reasons:

- 1- Cairo governorate is considered the first urban governorate at the level of the Republic. It is also the most populous governorate, with a population of (10,100,081) million (Central Agency for Public Mobilization and Statistics, 2022, S5).
- 2- The Directorate of Social Solidarity in Cairo is one of the largest directorates that includes a number of social units and serves the largest number of target groups
- 3- Officials' approval to cooperate with the researchers in conducting the study

(2) Time limits for the study: which is the data collection period (7/2/2022-24/3/2022).

Study tools: The data collection tools were:

- A questionnaire form for officials about intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate:
- The researchers designed a questionnaire form for officials about intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate, by referring to the conceptual theoretical heritage directed to the study, previous studies, and questionnaire forms related to the issue of the study.

Table (2) shows the distribution of the expressions of the official questionnaire form.

N	Main Dimensions	Sub dimensions	number of phrases	Phrase numbers
1	Dimensions of intellectual capital in the social solidarity sectors in Cairo Governorate	- Human capital	12	1 – 12
		- Structural capital	8	13 – 20
		- Relational capital.	6	21 – 26
2	Dimensions of the efficiency of social solidarity sectors in Cairo Governorate	- Clarity of sector goals.	5	27 – 31
		- Management communication systems.	6	32 – 37
		- Workers in the sector.	5	38 – 42
		- Sector approach to problem solving.	5	43 – 47
		- Budget and financial resources.	4	48 – 51
3	Difficulties facing the contributions of intellectual capital in improving the efficiency of social solidarity sectors in Cairo Governorate		10	52 – 61
4	Suggestions for activating the contributions of intellectual capital in improving the efficiency of social solidarity sectors in Cairo Governorate		10	62 – 71

- The officials' questionnaire form relied on the triple gradation, so that the response to each statement is (yes, to some extent, no) and weight was given to each of these responses (a degree): yes (three marks), to some extent (two marks), no (a degree). one).

The researchers relied on logical honesty by reviewing the literature and books, theoretical frameworks, and previous studies and research that dealt with the dimensions of the study. Then analyze this literature, research and studies in order to determine the dimensions of intellectual capital in the sectors of social solidarity in Cairo Governorate, and to determine the dimensions of the efficiency of the social solidarity sectors in Cairo Governorate.

- The researchers conducted the apparent validity of the officials' questionnaire by presenting it to (5) arbitrators from faculty members at the Faculty of Social Work, Helwan University, to express their opinion on the validity of the tool in terms of the linguistic integrity of the phrases and their relationship to the dimensions of the study, and it was relied on an agreement ratio of no less than (80%), and accordingly the form was drafted in its final form.

- The researchers also conducted a statistical stability of the tools for a sample of (10) items of officials in the social solidarity sectors in Cairo Governorate, the study community, using the alpha-Cronbach coefficient, and the results were as follows:

Table (3) shows the results of the stability of the questionnaire using the coefficient (Alpha - Cronbach) (n = 10).

N	Dimensions	factor (Alpha - Cronbach)
1	Dimensions of intellectual capital in the social solidarity sectors in Cairo Governorate	0.87
2	Dimensions of the efficiency of social solidarity sectors in Cairo Governorate	0.92
3	Difficulties facing the contributions of intellectual capital in improving the efficiency of social solidarity sectors in Cairo Governorate	0.81
3	Suggestions for activating the contributions of intellectual capital in improving the efficiency of social solidarity sectors in Cairo Governorate	0.85
The stability of the official questionnaire form as a whole:		0.94

The previous table shows that:

The stability coefficients of the dimensions have a high degree of stability, so that their results can be relied upon and the tool is in its final form.

Determining the level of intellectual capital dimensions in the social solidarity sectors in Cairo Governorate:

To judge the level of the dimensions of intellectual capital in the sectors of social solidarity in Cairo Governorate, so that the beginning and end of the categories of the triple scale are: Yes (three degrees), to some extent (two degrees), no (one degree), the data was encoded and entered into the computer, and to determine the length of the cells of the triangular scale (lower and upper limits), the range was calculated = the largest value - the lowest value ($3 - 1 = 2$), divided by the number of scale cells to get the corrected 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 thus the length of The cells are as follows:

Table (4) shows the levels of the arithmetic averages.

If the mean value of the phrase or dimension ranges from 1 to less than 1.67	low level
If the mean value of the phrase or dimension ranges from 1.67 to less than 2.35.	Average 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 1/2/2022 to 31/3/2022, then the data was processed through a computer using the program (SPSS.V. 24.0) statistical package for social sciences, and the following statistical methods were applied: frequencies and percentages, The arithmetic mean, standard deviation, range, (Alpha-Cronbach) coefficient of stability, simple regression analysis, Pearson's correlation coefficient, coefficient of determination, t-test for two independent samples, and one-way analysis of variance.

Seventh: Results of the field study:

The first axis: the officials' description of the study community:

Table (5) shows the description of officials in the social solidarity sectors in Cairo Governorate, study population (n = 160)

N	Quantitative variables	Mean	standard deviation
1	AGE	50	6
2	Years of Experience	19	5
N	- Gender:	Frequencies	Percentage %
1	- Male.	49	30.6
2	- Female.	111	69.4
	Total	160	100
N	Social status	Frequencies	Percentage %
1	Unmarried	21	13.1
2	Married	127	79.4
3	Divorced	6	3.8
4	Widower	6	3.8
	Total	160	100
N	Qualification	Frequencies	Percentage %
1	Middle Certification	18	11.3
2	Qualified above average	38	23.8
3	High qualified	81	50.6
4	Master's	21	13.1
5	PhD	2	1.3
	Total	160	100
N	Function	Frequencies	Percentage %
1	Director of the Department	24	15
2	social worker	136	85
	Total	160	100
N	Social Solidarity Sectors	Frequencies	Percentage %
1	Care, protection and social development sector	80	50
2	Technical office sector	34	21.3
3	Financial and Administrative Affairs Sector	46	28.8
	Total	160	100

The previous table shows that:

- The average age of officials in the social solidarity sectors in Cairo Governorate is (50) years, with a standard deviation of approximately (6) years. This may reflect that officials have the necessary expertise to perform the job tasks required of them as a result of acquiring skills that make them more able to work in practice
- The average number of years of experience of officials in the social solidarity sectors in Cairo Governorate (19) years, with a standard deviation of approximately (5) years. This reflects that it is a sufficient period to acquire skill and experience in the field of work, which makes us reassure the accuracy and objectivity of the opinions expressed by officials in the social solidarity sectors.
- The largest percentage of officials in the social solidarity sectors in Cairo governorate are females with a percentage of (69.4%), while males at a rate of (30.6%). This may reflect the empowerment of women in all economic, social, political and legal aspects
- The largest percentage of officials in the social solidarity sectors in Cairo governorate are married with a percentage of (79.4%), followed by singles with a percentage of (13.1%), and finally, divorced and widowed with a percentage of (3.8%).
- The largest proportion of officials in the social solidarity sectors in Cairo governorate hold a high qualification with a percentage of (50.6%), followed by those with an above-average qualification with a percentage of (23.8%), then those with a master's degree with a percentage of (13.1%), followed by those with an average qualification with a percentage of (11.3). %), and finally, PhD holders (1.3%). This may reflect that working in the social welfare sectors requires obtaining scientific qualifications to help provide services in a professional and specialized manner and to carry out the required tasks with high efficiency.
- The largest percentage of officials in the social solidarity sectors in Cairo governorate work as a specialist with a percentage of (85%), followed by a director of management with a percentage of (15%). This may be due to the fact officials work in their field of specialization and that they need a large amount of that knowledge and skills to develop programs and services for the target groups.
- The largest proportion of officials in the social solidarity sectors in Cairo Governorate in the care, protection and social development sector with a percentage of (50%), followed by the financial and

administrative affairs sector with a percentage of (28.8%), and finally the technical office sector with a percentage of (21.3%). This may be due to the nature of the job formation of the Directorate of Social Solidarity in Cairo, which is concentrated in the social welfare, protection and social development sector

The second axis: the level of dimensions of intellectual capital in the sectors of social solidarity in Cairo governorate as a whole:

Table (6) shows the level of dimensions of intellectual capital in the social solidarity sectors in Cairo governorate as a whole (n = 160)

N	Dimensions	Mean	standard deviation	Level	Rank
1	Human capital	2.59	0.39	High	1
2	structural capital	2.33	0.45	Middle	3
3	Relational capital	2.42	0.55	High	2
Dimensions of intellectual capital as a whole		2.44	0.41	High	

The previous table shows that:

The level of the dimensions of intellectual capital in the social solidarity sectors in the Cairo governorate as a whole, as determined by the officials, is high, as the arithmetic mean reached (2.44), and the indicators for this are according to the arrangement of the arithmetic mean: the first arrangement is the human capital with an arithmetic mean (2.59), followed by the second arrangement is the relational capital with an arithmetic average (2.42), and finally the third arrangement is the structural capital with an arithmetic mean (2.33). This may reflect that human capital is more important than other physical assets owned by the institution, and this was confirmed by Sid Ahmed's study (2020) of the need to invest the available human assets in the best possible investment., Intellectual capital represents the sum of human capital, intellectual capital and relational capital, and that these assets represent a competitive advantage. It is useful in developing the social welfare sectors through the knowledge-creative-innovative ideas that the institution possesses, and that the real value of the institution is magnified by what it possesses of human, structural and relational capital.

The third axis: the level of efficiency dimensions of the social solidarity sectors in the Cairo governorate as a whole:

Table (7) shows the level of efficiency dimensions of the social solidarity sectors in Cairo governorate as a whole (n = 160)

N	Dimensions	Mean	standard deviation	Level	Rank
1	Clarity of sector goals	2.45	0.56	High	3
2	Sector Communication Systems	2.35	0.52	High	4
3	sector workers	2.35	0.64	High	5
4	Sector approach to problem solving	2.48	0.59	High	2
5	Budget and financial resources	2.54	0.52	High	1
Dimensions of the efficiency of the social solidarity sectors as a whole		2.43	0.44	0.44	

The previous table shows that:

The level of efficiency dimensions of the social solidarity sectors in Cairo governorate as a whole, as determined by officials, is high, as the arithmetic average reached (2.43), and the indicators are according to the arithmetic mean arrangement: the first arrangement is the budget and financial resources with an arithmetic average (2.54), followed by the second rank the sector's approach to solving problems with an arithmetic average (2.48), then the third rank is the clarity of the objectives of the sector with an arithmetic mean (2.45), followed by the fourth rank is the communication systems in the sector with an arithmetic mean (2.35) and a standard deviation (0.52), and finally the fifth rank is the workers in the sector with an arithmetic mean (2.35) and a standard deviation (0.64). This may reflect the need to pay attention to strengthening communication systems, especially in light of the digital transformation, as well as the need to pay attention to strengthening the sector with a large number of workers and providing training courses for them to keep pace with the development in providing services in the age of digitization. It is considered an indicator of the success of the management of the institution, and it is also a measure of the extent to which the institution invests its resources, the best possible investment. The higher the degree of efficiency of the institution

The fourth axis: the difficulties facing the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo Governorate:

Table (8) shows the difficulties facing the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo Governorate (n = 160)

N	phrases	Mean	standard deviation	Rank
1	The employees' specializations do not match their qualifications and experience	2.52	0.77	10
2	Weak polarization of the best human elements	2.66	0.61	4
3	Not relying on modern and high-quality information systems	2.65	0.62	5
4	Lack of interest in strengthening intellectual capital within the sector	2.55	0.69	9
5	Limited management resources and capabilities	2.71	0.6	2
6	Weak management skills of employees	2.62	0.67	7
7	Failure to activate the job description that defines tasks and responsibilities	2.7	0.6	3
8	Weak conviction of the importance of measuring efficiency for departments	2.64	0.64	6
9	Absence of reliance on the use of modern technology in the performance of business	2.56	0.68	8
10	Absence of policies that encourage creative ideas	2.74	0.53	1
البيانات ككل		2.64	0.42	High

The previous table shows that:

The level of difficulties facing the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo governorate, as determined by officials, is high, as the arithmetic mean reached (2.64), and the indicators for this are according to the arrangement of the arithmetic mean: the first is the absence of policies that encourage creative ideas with an arithmetic average (2.74), followed by The second rank is the limited resources and capabilities allocated to the sector with an arithmetic average (2.71), then the third rank is the lack of activation of the job description that defines tasks and responsibilities with an arithmetic average (2.7), and finally the tenth rank is the inconsistency of the workers' specializations with their qualifications and experiences with an arithmetic average (2.52).

This may reflect that these difficulties affect the efficiency of the social solidarity sectors and the strengthening of intellectual capital. Required from all workers in the sector and attention to strengthening human capital through increasing knowledge and skills, using technology and strengthening relational, structural and innovative capital to strengthen the competitive advantage of the sector and increase the sector's

efficiency and success in achieving its goals, and this was confirmed by Mansour's study (2019)

Fifth Axis: Suggestions for activating the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo Governorate:

Table (8) shows the difficulties facing the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo Governorate (n = 160)

N	phrases	Mean	standard deviation	Rank
1	The employees' specializations do not match their qualifications and experience	2.52	0.77	10
2	Weak polarization of the best human elements	2.66	0.61	4
3	Not relying on modern and high-quality information systems	2.65	0.62	5
4	Lack of interest in strengthening intellectual capital within the sector	2.55	0.69	9
5	Limited management resources and capabilities	2.71	0.6	2
6	Weak management skills of employees	2.62	0.67	7
7	Failure to activate the job description that defines tasks and responsibilities	2.7	0.6	3
8	Weak conviction of the importance of measuring efficiency for departments	2.64	0.64	6
9	Absence of reliance on the use of modern technology in the performance of business	2.56	0.68	8
10	Absence of policies that encourage creative ideas	2.74	0.53	1
Dimension as a whole		2.64	0.42	High

The previous table shows that:

The level of proposals to activate the contributions of intellectual capital in improving the efficiency of the social solidarity sectors in Cairo governorate, as determined by officials, is high, as the arithmetic average reached (2.82), and the indicators for this are according to the arrangement of the arithmetic average: the first order is the necessity of attracting the best human elements to work within the sector with an arithmetic average of (2.86), Followed by the second order is the necessity of matching the specializations of the employees with their qualifications and experience with a mean of (2.85), then the third order of relying on modern and high-quality information systems with a mean of (2.84), and finally the ninth order of formulating the job description that defines the tasks and responsibilities with an average of

(2.78). This may reflect the need to pay attention to strengthening intellectual capital to achieve the efficiency of social solidarity sectors by paying attention to the need to attract and train the best human elements and commensurate with the work they perform with their specializations, as well as relying on information technology and providing the necessary resources and capabilities to increase the effectiveness of the programs provided, as well as interest in strengthening human capital and identifying their needs Develop training plans to strengthen the human element by providing them with knowledge and skills, encouraging creative ideas, as well as strengthening structural capital. As the structural capital contributes to providing an appropriate environment capable of investing human capital, as well as paying attention to relational capital to strengthen trust, which will better return to the efficiency of the institution, increase the effectiveness of services and improve job performance, and this was confirmed by the study of Sayed Ahmed (2020) and the study of Nikita (Nikta, 2020), the study of Jan (Jan, 2003), the study of Zaghal (2021) and the study of Balih (2022)

The sixth axis: analysis of the variance of the level of dimensions of intellectual capital in the sectors of social solidarity in Cairo Governorate, according to the responses of officials in the sectors of social solidarity:

Table (10) shows the analysis of the variance of the level of dimensions of intellectual capital in the social solidarity sectors in Cairo governorate, according to the responses of officials in the social solidarity sectors (·) (n = 160)

N	Dimensi ons	Contrast Source	total squares	(df)	mean square s	F	Significance
1	Human capital	Variance between groups	0.699	2	0.349	2.3 29	not significant
		Variance within groups	23.554	157	0.15		
		Total	24.253	159			
2	structural capital	Variance between groups	0.93	2	0.465	2.2 91	not significant
		Variance within groups	31.848	157	0.203		
		Total	32.777	159			
3	Relation al capital	Variance between groups	1.396	2	0.698	2.3 79	not significant
		Variance within groups	46.048	157	0.293		
		Total	47.444	159			
Dimensions of intellectual capital as a whole		Variance between groups	0.934	2	0.467	2.85 1	not significant
		Variance within groups	25.706	157	0.164		
		Total	26.639	159			

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

There are no statistically significant differences between the responses of officials in the social solidarity sectors in Cairo Governorate (care, protection and social development sector / technical office sector / financial and administrative affairs sector) with regard to their determination of the level of human capital, the level of structural capital, the level of relational capital, and the level of dimensions Intellectual capital in the social solidarity sectors in Cairo governorate as a whole.

Seventh Axis: Variance analysis of the level of efficiency dimensions of the social solidarity sectors in Cairo Governorate according to the responses of officials in the social solidarity sectors:

Table (11) shows the variance analysis of the level of efficiency dimensions of the social solidarity sectors in Cairo Governorate according to the responses of officials in the social solidarity sectors (n = 160)

N	Dimensions	Contrast Source	total squares	(df)	mean squares	F	Significance
1	Clarity of sector goals	Variance between groups	0.1852	2	0.093	0.296	not significant
		Variance within groups	49.054	157	0.312		
		Total	49.239	159			
2	management communication systems	Variance between groups	1.1034	2	0.552	2.03	not significant
		Variance within groups	42.673	157	0.272		
		Total	43.776	159			
3	sector workers	Variance between groups	0.1487	2	0.074	0.181	not significant
		Variance within groups	64.647	157	0.412		
		Total	64.796	159			
4	Sector approach to problem solving	Variance between groups	1.0194	2	0.51	1.486	not significant
		Variance within groups	53.868	157	0.343		
		Total	54.888	159			
5	Budget and financial	Variance between groups	0.042	2	0.021	0.076	not significant

N	Dimensions	Contrast Source	total squares	(df)	mean squares	F	Significance
	resources	Variance within groups	43.314	157	0.276		significant
		Total	43.356	159			
	Dimensions of the efficiency of the social solidarity sectors as a whole	Variance between groups		2	0.081	0.420	not significant
		Variance within groups		157	0.194		
		Total	Total	109			

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

There are no significant statistically significant differences between the responses of officials in the social solidarity sectors in Cairo Governorate (care, protection and social development sector / technical office sector / financial and administrative affairs sector) with regard to their determination of the level of clarity of the sector's objectives, the level of management communication systems, the level of workers in the sector, and the level of the sector's approach In solving problems, the level of budget and financial resources, and the level of efficiency dimensions of the social solidarity sectors in Cairo Governorate as a whole.

Eighth Axis: Testing the study's hypotheses:

Testing the first hypothesis of the study: "There is a direct, statistically significant impact relationship between human capital and the efficiency of social solidarity sectors in Cairo Governorate":

Table (12) shows the relationship between human capital and the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

Dimensions	Clarity of sector goals	management communication systems	sector workers	Sector approach to problem solving	Budget and financial resources	Dimensions of efficiency as a whole
Human capital	0.481**	0.392**	0.502**	0.580**	0.449**	0.624**

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

There is a direct statistically significant relationship at a significant level (0.01) between human capital and the efficiency of social solidarity sectors in Cairo Governorate, as determined by officials. This may be due to the existence of a direct correlation

between these dimensions and that they were expressive of what the study aims to achieve. Which makes us accept the first hypothesis of the study, which is that "there is a direct, statistically significant, impactful relationship between human capital and the efficiency of social solidarity sectors in Cairo Governorate."

Table (13) shows a simple regression analysis of the impact of human capital on the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

independent variables	regression coefficient B	T-Test	F-Test	correlation coefficient R	The coefficient of determination R ²
Human capital	0.701	10.045**	100.907**	0.624**	0.39

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

The value of the correlation coefficient between the independent variable "human capital" and the dependent variable "the efficiency of social solidarity sectors in Cairo Governorate," as determined by officials, indicates a direct correlation between the two variables. The result of the (F) test indicates the significance of the regression model, and the value of the coefficient of determination is (0.390), meaning that human capital contributes to improving the efficiency of the social solidarity sectors in Cairo Governorate by 39%. Which makes us accept the first hypothesis of the study, which is that "there is a direct, statistically significant, impactful relationship between human capital and the efficiency of social solidarity sectors in Cairo Governorate."

(2) Testing the second hypothesis of the study: "There is a direct, statistically significant, impactful relationship between structural capital and the efficiency of social solidarity sectors in Cairo Governorate":

Table (14) shows the relationship between structural capital and the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

Dimensions / Dimensions	Clarity of sector goals	management communication systems	sector workers	Sector approach to problem solving	Budget and financial resources	Dimensions of efficiency as a whole
structural capital	0.479**	0.450**	0.509**	0.547**	0.371**	0.613**

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

There is a direct statistically significant relationship at a significant level (0.01) between the structural capital and the efficiency of the social solidarity sectors in Cairo Governorate, as determined by the officials. This may be due to the existence of a direct correlation between these dimensions and that they were expressive of what the study aims to achieve. Which makes us accept the second hypothesis of the study, which is that "there is a direct, statistically significant, impactful relationship between structural capital and the efficiency of social solidarity sectors in Cairo Governorate."

Table (15) shows a simple regression analysis of the effect of structural capital on the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

independent variables	regression coefficient B	T-Test	F-Test	correlation coefficient R	The coefficient of determination R ²
structural capital	0.592	9.742**	94.904**	0.613**	0.375

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

The value of the correlation coefficient between the independent variable "structural capital" and the dependent variable "the efficiency of social solidarity sectors in Cairo Governorate," as determined by officials, indicates a direct correlation between the two variables. The result of the (F) test indicates the significance of the regression model, and the value of the coefficient of determination is (0.375), meaning that the structural capital contributes to improving the efficiency of the social solidarity sectors in Cairo Governorate by (37.5%). Which makes us accept the second hypothesis of the study, which is that "there is a direct, statistically significant, impactful relationship between structural capital and the efficiency of social solidarity sectors in Cairo Governorate."

Testing the third hypothesis of the study: "There is a direct, statistically significant, impactful relationship between relational capital and the efficiency of social solidarity sectors in Cairo Governorate."

Table (16) shows the relationship between relational capital and the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

Dimensions	Clarity of sector goals	management communication systems	sector workers	Sector approach to problem solving	Budget and financial resources	Dimensions of efficiency as a whole
Relational capital	0.741**	0.394**	0.576**	0.773**	0.490**	0.775**

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

There is a direct statistically significant relationship at a significant level (0.01) between the relational capital and the efficiency of the social solidarity sectors in Cairo Governorate, as determined by the officials. This may be due to the existence of a direct correlation between these dimensions and that they were expressive of what the study aims to achieve. Which makes us accept the third hypothesis of the study, which is that "there is a direct, statistically significant, impactful relationship between relational capital and the efficiency of social solidarity sectors in Cairo Governorate."

Table (17) shows a simple regression analysis of the effect of relational capital on the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

independent variables	regression B coefficient	T-Test	F-Test	correlation coefficient R	The coefficient of determination R ²
Relational capital	0.622	15.418**	237.714**	0.775**	0.601

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

The value of the correlation coefficient between the independent variable "relational capital" and the dependent variable "the efficiency of social solidarity sectors in Cairo Governorate," as determined by officials, indicates a direct correlation between the two variables. The result of the (F) test indicates the significance of the regression model, and the value of the coefficient of determination is (0.601), meaning that the relational capital contributes to improving the efficiency of the social solidarity sectors in Cairo Governorate by (60.1%). Which makes us accept the third hypothesis of the study, which is that "there is a direct, statistically significant, impactful

relationship between relational capital and the efficiency of social solidarity sectors in Cairo Governorate."

(4) Test the fourth hypothesis of the study: "There is a direct, statistically significant, impactful relationship between the dimensions of intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate."

Table (18) shows the relationship between the dimensions of intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

Dimensions Dimensions	Clarity of sector goals	management communication systems	sector workers	Sector approach to problem solving	Budget and financial resources	Dimensions of efficiency as a whole
Dimensions of intellectual capital as a whole	0.660**	0.468**	0.604**	0.731**	0.498**	0.770**

**Significant at (0.01)

* Significant at (0.05)

The previous table shows that:

There is a direct, statistically significant relationship at a significant level (0.01) between the dimensions of intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate, as determined by officials. This may be due to the existence of a direct correlation between these dimensions and that they were expressive of what the study aims to achieve. Which makes us accept the fourth hypothesis of the study, which states that "there is a positive, statistically significant positive relationship between the dimensions of intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate."

Table (19) shows a simple regression analysis of the impact of the dimensions of intellectual capital on the efficiency of social solidarity sectors in Cairo Governorate (n = 160)

independent variables	regression coefficient B	T-Test	F-Test	correlation coefficient R	The coefficient of determination R ²
Dimensions of intellectual capital as a whole	0.825	15.162**	229.874**	0.770**	0.593

**Significant at (0.01)

* Significant at (0.05).

The previous table shows that:

The value of the correlation coefficient between the independent variable “the dimensions of intellectual capital as a whole” and the dependent variable “the efficiency of social solidarity sectors in Cairo Governorate,” as determined by officials, indicates a direct correlation between the two variables. The result of the (F) test indicates the significance of the regression model, and the value of the coefficient of determination is (0.593), meaning that the dimensions of intellectual capital as a whole contribute to improving the efficiency of the social solidarity sectors in Cairo Governorate by (59.3%). Which makes us accept the fourth hypothesis of the study, which states that "there is a positive, statistically significant positive relationship between the dimensions of intellectual capital and the efficiency of social solidarity sectors in Cairo Governorate."

Eighth: Suggested planning mechanisms to activate the contributions of intellectual capital in improving the efficiency of social solidarity sectors in Cairo Governorate

Through a review of the theoretical heritage and the practical aspect of the study, in addition to the results of the field study, the most important mechanisms for activating the contributions of intellectual capital in improving the efficiency of social solidarity sectors in Cairo Governorate can be identified, as follows:

	Mechanisms	Suggested activities		Suggested implementers	target outputs
1	Boosting human capital	(1-1)	Investing in human resources by building the capabilities of workers, increasing the efficiency of workers, supporting their participation in decision-making and decision-making, strengthening material and moral motivation - and strengthening teamwork to accomplish business	Human Resource Management The Ministry of Social Solidarity Directorate of Social Solidarity in Cairo Egyptian universities	A competent employee capable of designing, implementing, following up and evaluating social care programs and services A second row of administrative leaders is established
		(1-2)	Develop plans to develop employees' skills by identifying training needs using various research tools - Develop training programs to develop their performance level and fill their knowledge and skill gaps - Evaluate	Central Agency for Organization and Administration	

Mechanisms	Suggested activities	Suggested implementers	target outputs	
	training programs			
	(1-3) Encouraging creative ideas by creating a climate for creativity - Establishing an award for excellence and creativity and encouraging social innovation - using methods of material and moral stimulation			
2	Strengthening Structural Capital	(2-1) Strengthening the organizational structure, defining job tasks and matching tasks with the qualifications of employees	Human Resource Management The Ministry of Social Solidarity Directorate of Social Solidarity in Cairo Central Agency for Organization and Administration	Raising the level of service delivery Increasing sector efficiency increase productivity Development of the organizational structure in the sector Achieving organizational excellence
		(2-2) Providing resources and capabilities through developing technological infrastructure, using modern devices at work, and strengthening information systems - providing programs to support digital transformation through the provision of services electronically		
		(2-3) Providing an appropriate work environment by strengthening communication between administrative levels and setting standards for promotion and leadership positions through the application of transparency and justice - Applying performance quality standards and strengthening the rule of law - Developing business performance methods in line with Egypt's 2030 vision - Organizing and organizing engineering of all administrative and professional processes		
3	Strengthening	(3-1) Strengthening existing	The Ministry	Building partnerships

Mechanisms	Suggested activities	Suggested implementers	target outputs
the relational capital		partnerships and opening the way for new partnerships through protocols and memoranda of cooperation for exchanging experiences - workshops - holding conferences	of Social Solidarity Directorate of Social Solidarity in Cairo Civil society organizations
	(3-2)	Opening channels of communication with various authorities through continuous communication with various sectors and authorities - organizing formal and informal meetings between workers and exchanging opportunities and experiences	
	(3-3)	Strengthening social relations and strengthening social capital by strengthening cooperation, trust, participation, and knowledge of rights and duties	

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