

The Role of Organizational Integrity In Achieving Organizational Excellence: An Analytical Study Of The Opinions Of A Sample Workers

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Abstract

The research aims to test the role of organizational integrity in its dimensions (Optimism, Empathy, Trust, Tolerance) in achieving organizational excellence through its dimensions (administrative excellence, employee excellence, organizational structure excellence, strategic excellence). Paying attention to it in the field, as well as identifying the appropriate procedures by the organization. The research was conducted on a number of workers in private hospitals in the middle Euphrates region as a field for study and testing of its hypotheses. The questionnaire was adopted as a main tool in collecting data related to the field aspect of the research, and the Sample size is random (243), and the research used in the analysis many statistical methods such as standard deviations, arithmetic averages, and structural equation modeling with the help of statistical programs (SPSS.var.27), (AMOS.var.26), and a set of results were reached, the most important of which is the existence of a relationship Correlation and impact of organizational integrity on organizational excellence.

Keywords: Organizational Integrity Organizational Excellence.

Introduction

The success of organizations and their access to excellence and distinction requires the integration of relationships between many variables that contribute to achieving or enhancing excellence, and the most important of these relationships at the present time is the relationship between organizational integrity and its components within the workplace, the intense competition between organizations and the continuous change in the business environment in the era The current situation puts organizations of all kinds and the field in which they practice, especially those institutions working in the provision of health services, and the continuous developments that the environment and the arena are witnessing, which puts them at stake, which calls for providing creative capabilities for the staff working in these organizations, in terms of organizational integrity has positive effects on health. Psychological, mental, physical, and even social for workers, as well as contributing to a significant improvement in performance, increased job satisfaction, belonging to the work environment, commitment, survival, and stability in the organization.

Research Methodology

Research Problem

Competition has become an inherent feature of the third millennium organizations, as the environment of business organizations witnesses a constant threat to markets and resources. These threats may result in some organizations adopting weak procedures in terms of business ethics in order to achieve success in the changing environment characterized by high turbulence, which leaves behind organizational crises. Therefore, the issue of organizational excellence is one of the modern administrative topics, and it has become the focus of attention and interest of many business organizations keen to achieve their goals, and this interest is supported by the emergence of many models of organizational excellence that confirm the application of this matter (such as the American National Quality Award, Canadian Awards for Excellence and others). Business organizations may face some challenges and difficulties that hinder their ability to face changes and intense competition and upgrade their services to the level that achieves them the required excellence. It carries with it ethical and human values based on mutual trust and respect, which is a motivator and motivator for workers at all levels that contributes to achieving their own self-well-being, and leads to the adoption of positive behaviors that contribute to improving performance that pushes hospitals towards improving their outputs, and the research problem can be limited to several important questions:-

- 1 What is the level of organizational integrity achieved in the surveyed private hospitals?
- 2 Are there dimensions of organizational excellence among the workers in the private hospitals investigated? What is the level of availability?
- 3 Do the dimensions of organizational integrity contribute to achieving organizational excellence?

Research Objectives

The current research is trying to achieve a basic goal based on the interpretation of the factors affecting the relationship between organizational excellence and organizational integrity, and to achieve this goal, the research has set sub-goals as follows:-

- 1 Determine the level of organizational integrity achieved in the private hospitals under discussion.
- 2 Determining the level and nature of organizational excellence that employees with private hospitals in question perceive.
- 3 To test the direct impact relationship between organizational integrity and organizational excellence

Importance of Research

- 1 The health sector, especially (private hospitals) is one of the vital and important sectors in societies, especially in the Iraqi society. It is considered one of the sectors that have a direct impact on the health and safety of society. Therefore, conducting studies and research would increase the chances of success and development of this sector.
- 2 The importance of the researched variables at the intellectual and applied level in the field of organizational behavior management and the organization, as the

research contributes to enriching the knowledge side of topics that the local and Arab library lacks, including the topic of organizational excellence and organizational integrity, which is one of the modern variables that receive great attention from researchers, and this enrichment is not limited to On the presentation and the theoretical narrative, but includes exposure to the nature of the possible relationships between them, whether through discussion based on the logical and mental framework, or on the level of practical testing of a set of hypotheses by linking these variables.

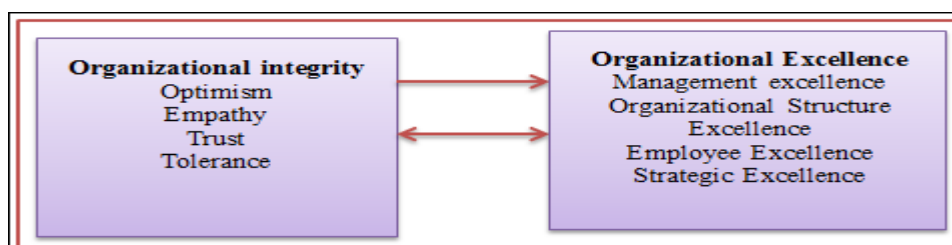
- 3 It is also hoped that this study will benefit private hospitals in our dear country in forming an integrated framework that can be relied upon in finding a way to reach organizational excellence and organizational integrity in private hospitals.

Hypothetical Scheme of the Research

The purpose of this paragraph is to develop a detailed plan that the research will follow in order to achieve the goals that they aspire to, as in Figure (1). Accordingly, the study variables can be identified as follows:-

The independent variable: - It is represented by organizational integrity and includes four dimensions (optimism, empathy, trust, and tolerance), which is consistent with the study (Rego et al., 2010:223).

The dependent variable: It is represented by organizational excellence and includes four dimensions (administrative excellence, employee excellence, organizational structure excellence, and strategic excellence), which was relied upon by the study (Qawasmeh et al., 2013:12).



Figure(1) theoretical framework for research Prepared by researchers

Hypotheses

The First Main Hypothesis

There is a significant effect of organizational excellence with its dimensions on the organizational integrity variable with its dimensions.

The Second Main Hypothesis

There is a direct correlation with a moral significance between organizational excellence with its dimensions and the organizational integrity variable with its dimensions.

Literature Review :The Second Research

The concept of organizational integrity

The idea of organizational integrity is rooted in positive organizational psychology, which assumes that integrity enacted by an organization contributes to

the optimal performance of workers at work by enhancing their positive meaning and a sense of commitment and participation. At the overall organizational level, organizational integrity is one of the positive behaviors that have shown an impact on performance. The totality of the organization (Hur et al., 2017:7). Integrity extends beyond moral thinking to excellence in personality and moral judgment, which is what individuals are when they are at their best- .

- 1 Moral goodness includes what is good, right, and worthy of upbringing
- 2 The human impact represented in helping individuals to flourish, demonstrate moral character, self-control, flexibility, purpose, and follow transcendental principles.
- 3 Social impact is to improve actions that benefit society in a positive way.

It is a set of positive behaviors and virtues that have an impact on organizational life, whose content deepens in the actions and actions of employees depending on their adherence to the dimensions of optimism, trust, empathy, integrity, and tolerance in dealing with others and translating them into a supportive culture that spreads at the level of the activities and departments of the organization (Meyer, 2018: 256). It is also the supreme state of the affairs of the personnel in the organization. This higher state is specific to human beings, and it consists of the elements of strength, dynamism, activity, vitality and effectiveness, and it provides meaning for the individual's work (Riivari & Heikkinen, 2022:). Through the foregoing, organizational integrity can be defined as an integrated administrative system that describes organizational behaviors and their expected results, which are accepted by society, and individuals are committed to implementing its contents of optimism, trust, sympathy, integrity and tolerance in the way that individuals aspire to themselves and others and the desire for reciprocity, and they are organizational behaviors It reflects the culture of the organization that promotes and perpetuates sound behavior and moral virtues.

The Importance of Organizational Integrity

Organizational integrity is an inherent characteristic of culture, as workers must adopt and abide by the highest qualities of the social system of which the individual is a part, and consequently integrity in this sense is the assimilation of moral rules that produce social harmony, and they contribute to the moral development of the members of the organization, and have strengths that make it possible Individuals can thrive as human beings and pursue unique human goals and goods, and organizational integrity at the individual and organizational levels will improve individual performance and increase organizational efficiency (Bright, 2006:249). Also, working in an organization with upright behaviors encourages working individuals to work not only for financial rewards or career advancement, but also for personal satisfaction by doing a good job, as well as adopting upright behaviors is a way to perform such good work (Searle & Barbuto, 2011). :108). Given the increasing importance of the ethics and social responsibility of organizations, integrity is important in organizations as a means to achieve organizational sustainability and individual and societal well-being. But also with key action outcomes such as commitment, satisfaction, change intentions, and organizational citizenship behavior (Hur et al., 2017:7). Integrity in organizations is related to raising the behavior of members of the organization and contributing to the quality of

integrity and its ability to support virtuous activities on the part of its members (Tsachouridi, 2020: 535).

Dimensions of Organizational Integrity

Optimism

The term optimism is usually used in our lives through our daily language in many situations and actions, as optimism refers to a person's tendency to believe in the best possible results in the face of uncertainty, and it is like maintaining positive expectations over time and situations, as individuals tend to believe in achieving their goals (Shekari et al, 2011:11). Optimism is the basic structure of the positive social psychology movement or a deep sense of purpose that leads to positive reactions, and because of it workers expect success and good performance in the face of challenges (Cameron & Caza, 2013:677.)

Sympathy

Empathy refers to the collective observation, feeling, and response to pain within an organization (Cameron et al., 2004:766). Compassion is a specific human trait that involves an individual's concern for others and is one of the most important foundations of an ethical life (Meyer, 2018:256).

Empathy is the process of feeling other people's feelings and seeing things from others' perspective. It also brings group benefits, including higher levels of shared positive emotions (such as pride and gratitude) as well as greater group commitment, lower turnover rates, and a higher level of cooperation (Cameron&Caza, 2013:677)

Trust

Trust is a positive expectation, a process that depends on a person's biography and history, and trust is based on the expectation, the expectation of something that will cause the other party to act in a similar manner in a situation that requires high Trust (Mahmood&Adel-al-jader,2021:774). Trust is an important and necessary element for the formation of cooperative relationships in the organization as it encourages organizational stability and satisfaction among the members of the organization (Ozen, 2018: 125).

Tolerance

Tolerance means accepting an apology sincerely for the mistakes committed by the employee and it is an opportunity for the organization to obtain higher levels of performance, as tolerance refers to actions aimed at breaking or preventing a chain of events resulting from human interaction (Naeem, 2016:113). Tolerance is the willingness to relinquish the right to resentment, negative judgment, and indifferent behavior toward those who unfairly harm the organization while promoting traits of empathy and love toward them (Magnier-Watanabe, 2017:2; Vallett, 2010:131).

Concept organizational excellence

Organizations in a constantly changing business environment need to focus on creating new entrances to their development, as such methods must provide Trust in the organization's ability to achieve long-term and sustainable success, and organizational excellence is one of the most recognized concepts that can ensure this ability, as it ensures Organizational Excellence All organizational systems are compatible and work coherently together (Nenadál et al., 2018:49). Excellence is one

of the modern concepts identified by management thought. Since its emergence, organizations have begun the task of searching for the best ways to improve and develop organizations' performance and reach levels to satisfy various parties. The most famous of these organizations are the European Organization for Quality, the Japanese Organization for Quality, and the Excellence Model (Malcolm Baldrige, the American), as the purpose The basic principle of management in any organization is to achieve excellence in all its activities and achieve unprecedented results, and this has made managing excellence an inevitable necessity in an accelerating environment with all its variables (Malkawi, 2018:149).

(Al-Dhaafri et al., 2013: 68) described Organizational Excellence as the ideal model for the growth and improvement of organizations by identifying strengths and opportunities for improvement, as superior organizations refer to organizations that seek to adapt themselves more and more with the excellence model and the step towards organizational excellence It is an evaluation process for continuous improvements to understand what has been achieved and what further improvements the organization needs.

(Al-Shobaki et al., 2017: 12) Pointed out that Organizational Excellence is a holistic, comprehensive and indivisible concept. it is an intellectual method and a management philosophy based on an approach linked to how to achieve tangible results for the organization to achieve a balance in meeting the needs of all parties, whether stakeholders or society as a whole in the context of a culture of learning, creativity and continuous improvement. and he (alnaweigah, 2013:177) defined it as the organizations' pursuit of investment critical opportunities preceded by effective strategic planning and commitment to achieving a common vision dominated by clarity of purpose, adequacy of resources and keenness on performance. Through the foregoing, organizational excellence can be defined as the organization's ability to clearly identify customers and understand their demands, needs and interests of the organization to meet all required elements, and expected future requirements through performance that exceeds expectations, and brings benefits to stakeholders in a balanced way for individuals and society.

Importance Organizational Excellence

Interest in Organizational Excellence is increasing in many organizations and among managers, due to its impact on the performance of individuals and the overall performance of the organization, because superior organizations that focus on satisfying and meeting the changing needs of customers and employees, and seek to exceed the performance of competing organizations by adopting a culture that plays a decisive role in achieving performance higher, and the importance of organizational excellence comes in providing a good framework for guiding organizational behavior, through the pressures it exerts on working individuals to move towards forward thinking and act in ways that are consistent and commensurate with the prevailing culture in the organization (mah'd-hussein et al.,2020:614). Organizational excellence reflects the organization's ability to meet the sustainable development of the organization and meet the needs of customers, and the measurement of organizational excellence is affected by the type of organization (public or private) and the nature of the organization's activities (al-jedaiah, 2020:51).

Dimensions Organizational Excellence Management Excellence

Managerial excellence is the deep pursuit and constant drive to achieve entrepreneurship, that is, it is an ambitious state that is always beyond the current state of

management practice, which provides an effort to learn, adapt and grow (Chopra et al., 2010:972). And (Andjelkovic, 2013:2) defined it as the successful supervision of specific goals, and success can be defined as a satisfactory result, as successful managers strive to achieve great results with full consideration of the participants.

Employee Excellence

The human resource is one of the most important sources of excellence and the basis for value creation, especially in light of the rapid changes in the business environment, so the human resource has become the first place in raising the value of the organization and achieving its distinction (Yousif et al., 2020: 113). The excellence of employees is a set of behaviors, skills and high cognitive abilities enjoyed by individuals working in organizations that enable them to provide the best work, superior to the organizational standards set and superior to what others provide in terms of quantity and quality (Khalaf et al., 2021: 88).

Organizational Structure Excellence

Relying on an organizational structure away from red tape, bureaucracy and central procedures, and following an organizational structure characterized by flexibility in a dynamic regulatory environment, gives the organization the ability to modernize and invest available opportunities, and speed decision-making in light of acceleration and assistance in achieving the required goals and excellence compared to competitors (Alnaweigah, 2013: 177).

Strategic Excellence

Contemporary organizations seek to distinguish the steps they take to achieve their vision, mission and actions as a unified and comprehensive plan and in accordance with the conviction that it is the right and proper framework to be the right professional tool for the survival and stability of organizations, facing environmental challenges and achieving customer satisfaction (Qawasmeh et al., 2013:8). He referred to (Rana et al., 2021: 3400) strategic excellence as the real challenge for organizations, not only at the level of market identification, but also in determining the organization's position in the market in a way that gives sustainable competitive advantages to the organization and in return this requires providing an adaptive strategic plan. With the difficulties facing organizations, the strategic plan, in turn, works on identifying the different needs of customers and drawing up a competitive strategy.

The Third Subject: Applied Aspect of Research

Data moderation test for organizational integrity variable

The current paragraph is concerned with testing the data moderation (normal distribution) of the organizational integrity variable, as we note from Table (2) that the test statistic for all dimensions was not significant, meaning that it is significant, and this indicates that the variable does not follow the normal and therefore the variable will be treated based on the formula (Random Numbers). By adopting the (Rv.normal) method, and after re-analysis, it was found that the paragraphs of the organizational excellence variable are all subject to a normal distribution, and this gives support

towards the adoption of parametric methods in the processes of data analysis and hypothesis testing

Table (2) Kolmogorov-Smirnova test for organizational integrity variable

Dimensions	Tests of Normality					
	Test before modification			Test After Modification		
	Kolmogorov-Smirnova			Kolmogorov-Smirnova		
	Statistic	Sig.	Result	Statistic	Sig.	
Optimism	.212	.000	Significant	.038	.200	Insignificant
Empathy	.125	.000	Significant	.039	.200	Insignificant
Trust	.140	.000	Significant	.035	.200	Insignificant
Tolerance	.193	.000	Significant	.055	.070	Insignificant

Data Moderation test for the Organizational Excellence Variable

The current paragraph is concerned with testing the data moderation (normal distribution) of the organizational excellence variable, as we note from Table (1) that the test statistic for all dimensions was not significant, meaning that it is significant, and this indicates that the variable does not follow the normal and therefore the variable will be treated based on the formula (Random Numbers) By adopting the (Rv.normal) method, and after re-analysis, it was found that the paragraphs of the organizational excellence variable are all subject to a normal distribution, and this gives support towards the adoption of parametric methods in the processes of data analysis and hypothesis testing.

Table (1) Kolmogorov-Smirnova test for the variable of organizational excellence

Dimensions	Tests of Normality					
	Test before modification			Test After Modification		
	Kolmogorov-Smirnova			Kolmogorov-Smirnova		
	Statistic	Sig.	Result	Statistic	Sig.	
Management excellence	.090	.000	significant	.036	.200	Insignificant
Employee excellence	.079	.000	significant	.026	.200	Insignificant
Excellence in the organizational structure	.113	.000	significant	.057	.053	Insignificant
Strategic excellence	.118	.000	significant	.033	.200	Insignificant

Structural stability and structural validity of the measuring instrument

The reliability test is one of the most important pillars on which the measurement tools are based, and it attaches the utmost importance so that the results of the research come at a high level of confidence and appreciation. It represents the degree to which individual differences can be measured harmoniously and homogeneously when answering a specific scale, and the scale is considered stable when it measures what it was built for. 0.70) at the level of behavioral research (Tavakol & Dennick, 2011: 54). The structural validity coefficient was also adopted to determine the percentage of validity of the measurement tool with respect to the variables and sub-dimensions depending on the answers of the sample members, which represents the Cronbach root alpha, as we note from Table (3) that the values of Cronbach's alpha coefficient for the main research variables and their sub-dimensions ranged between (0.771-922), and these values are acceptable and approved and have an excellent level of stability in descriptive studies, being high values compared to the standard Cronbach alpha values. We also note that the values

of the structural validity coefficient were excellent and high within the answers. Thus, the research tool and its standards became valid for the final application as they are characterized by accuracy, stability and high honesty.

Table (3) *reliability coefficients and structural validity of the research variables and dimensions*

Sequence	Variables and Dimensions	Cronbach's alpha coefficient	Structural validity coefficient
12	Optimism	0.81	0.90
	Empathy	0.73	0.85
	Trust	0.75	0.87
	Tolerance	0.70	0.84
	Optimism	0.90	0.85
	Management excellence	0.78	0.88
	Employee excellence	0.86	0.93
	Excellence in the organizational structure	0.81	0.90
	Strategic excellence	0.89	0.94
	Management excellence	0.94	0.97

The description and diagnosis of the organizational integrity variable includes a detailed description and diagnosis of the paragraphs and dimensions of this variable, and then a description and diagnosis of the variable in total, as follows:-

Table (5) *Descriptive statistics of the organizational integrity variable with its dimensions*

Dimensions	Mean	Standard deviation	Answer level	Relative Importance%	Dimensional Order
Optimism	3.5364	1.0571	High	.71	2
Empathy	3.5432	1.0759	High	.64	1
Trust	3.3196	1.0486	Moderate	.66	4
Tolerance	3.5309	0.9636	High	.71	3
Organizational Integrity	3.4825	1.0363	High	.70	--

Describe And Diagnose The Organizational Excellence Variable

The description and diagnosis of the organizational excellence variable includes a description and diagnosis of paragraphs and dimensions of this variable in detail, and then describing and diagnosing the variable as a whole. Strategic excellence, excellence in the organizational structure) respectively, according to the answers of the respondents, as shown in Table (4).

Table (4): *The matrix of correlation coefficients between ethical leadership and its dimensions, organizational excellence*

Dimensions	Mean	Standard deviation	Answer level	Relative Importance %	Dimensional Order
Management excellence	3.3959	1.0429	Moderate	.68	2
Employee excellence	3.4547	1.0598	High	.69	1
Excellence in the organizational structure	3.3354	1.0810	Moderate	.67	4
Strategic excellence	3.3798	1.0837	Moderate	.67	3
Management excellence	3.3915	1.0669	Moderate	.68	--

Correlation Hypothesis

The first main hypothesis: There is a direct correlation with a moral significance between organizational integrity with its dimensions and the organizational excellence variable with its dimensions.

The first main correlation hypothesis is determined by exploring the level of direct correlation between the organizational integrity variable and the organizational excellence variable, and its content (there is a direct significant correlation between the (organizational integrity) with its dimensions and the (organizational excellence) variable, as the Pearson correlation coefficient was used to determine the extent to which the The above hypothesis (checking the nature of the direct correlation between the variable (organizational integrity) and represented by its dimensions (optimism, empathy, trust, tolerance) and the variable (organizational excellence).Table (6) shows the matrix of correlations between the organizational integrity variable and its dimensions and the organizational excellence variable, Table (6) shows that there is a strong direct correlation between the availability of (organizational integrity) with its dimensions and the dependent variable (organizational excellence), the strength of the correlation was (.823**), which is a direct and significant correlation based on the Sig. Which was within the level of morality (1%), that is, a level of confidence in the result (99%), as this result explains that the commitment to organizational integrity by the administration of private hospitals in the Middle Euphrates region will have a direct effect that enhances organizational excellence. But with a strong percentage, and based on the above, the above results provide support for accepting the verification of the second main hypothesis tested, whose content (there is a direct correlation with a moral significance between (organizational integrity) with its dimensions and the variable (organizational excellence) within the space of private hospitals in the middle Euphrates region.

Table (6) matrix of correlation coefficients between organizational excellence and organizational integrity with its dimensions

		Correlations				organizational excellence
		Optimism	Empathy	Trust	Tolerance	
Optimism	Pearson Correlation	1	.760**	.572**	.570**	.857**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	243	243	243	243	243
Empathy	Pearson Correlation	.760**	1	.684**	.599**	.895**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	243	243	243	243	243
Trust	Pearson Correlation	.572**	.684**	1	.624**	.844**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	243	243	243	243	243
Tolerance	Pearson Correlation	.570**	.599**	.624**	1	.813**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	243	243	243	243	243
organizational excellence	Pearson Correlation	.663**	.730**	.754**	.658**	.823**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	243	243	243	243	243

** . Correlation is significant at the 0.01 level (2-tailed).

The second main hypothesis: There is a significant effect of organizational integrity with its dimensions on the organizational excellence variable with its dimensions.

Table (7) shows the set of results related to testing the direct impact of organizational integrity in organizational excellence. The value of the coefficient of determination (interpretation) (R^2) for organizational integrity towards organizational excellence (0.68), and this indicates that organizational integrity explains (68%) of the changes that It occurs at the level of organizational excellence. The remaining percentage (32%) is due to the effect of other variables that were not studied in the statistical model of the study, while the value of the tested effect was (Beta Standardized) ($\beta = 0.82$, $P < .01$), a value that indicates that The marginal slope coefficient indicates a positive direct relationship between the organizational integrity variable and organizational excellence, and these values are considered significant because (the critical value C.R.) obtained an amount greater than (1.96), which is a significant value at ($P < .001$) and the content of this result indicates that Employees when they perceive empathy, tolerance, and management's quest to build trust in the work environment will raise the level of organizational excellence.

Table (7) *Regression weights* to test the hypotheses of direct influence, organizational integrity in organizational excellence

variable and dimensions	path	Variables	S.R.W	Estimate	S.E.	C.R.	P
organizational excellence	----->	organizational integrity	.823	.789	.035	22.500	***

Conclusions and Recommendation

Conclusions

- 1 There is a strong direct correlation between the independent variable (organizational integrity), with its dimensions and the dependent variable (organizational excellence), as this result explains that the commitment to organizational integrity by the administration of private hospitals in the middle Euphrates region (the study sample), will have a direct effect that enhances the excellence organizational, but at a strong rate .
- 2 The existence of a correlation relationship with a moral significance and a direct direction between the dimension of administrative excellence and the variable of organizational integrity, and this direct correlation can be explained that the management of private hospitals in the Middle Euphrates region is oriented towards the development of individuals that will lead to strengthening organizational integrity.
- 3 The existence of a correlation relationship with a moral significance and a direct direction between the dimension of excellence in the organizational structure and the variable of organizational integrity, and this direct correlation can be explained that the management of private hospitals in the Middle Euphrates region is oriented towards the development of individuals that will lead to strengthening organizational integrity.
- 4 The existence of a correlation relationship with a moral significance and a direct direction between the employee's excellence dimension and the organizational integrity variable, and this direct correlation can be explained

that the management of private hospitals in the Middle Euphrates region is oriented towards the development of individuals that will lead to strengthening organizational integrity.

- 5 The existence of a correlation with a moral significance and a direct direction between the strategic excellence dimension and the organizational integrity variable, and this direct correlation can be explained that the management of private hospitals in the Middle Euphrates region is oriented towards the development of individuals that will lead to strengthening organizational integrity.

Recommendations

- 1 The surveyed private hospital administrations should rely on short-term goals and take them into consideration when building long-term goals, and enable employees to participate in formulating them to motivate them and ensure that they follow the same direction as the hospital administration, which helps to achieve the hospital's excellence.
- 2 If the management of the private hospitals in question wants to perpetuate their excellence, they should pay more attention to cooperative work and conclude strategic agreements and partnerships with major reputable international hospitals.
- 3 Working on building the pillars of organizational integrity and counting them as essential issues in the hospital's mission, as well as working to secure support and protection for these pillars to the extent that they represent the important factor in all aspects of work, based on the fact that integrity is the leader and guide of all organizational activities, which requires From the administration, many preparations are made, and then the capabilities are mobilized and capabilities are mobilized, in a way that averts any difficulties that hinder the application of the dimensions of organizational integrity.

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