

Aligning properly the staffs to their particular work-ambitions as a pre-requisite condition for aligning properly the organizations to fulfill their public missions: a comparative study

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Abstract: This research is tackling at win-case occurred between the tasks required by the staffs and the mission required by the organization. It highlights to what extent the nature of some organizations activity affects the conjunction state that's found between the tasks that the employees are doing and the mission that the organizations is fulfilling. It practically takes universities as a field-study in order to show that the mission of universities is just a tautology of the distributed tasks done by the teaching, research, and community-serving staffs. The contributions done by the latter is actually representing the branched sub-components of the whole mission of the former. Accordingly this research is interested in showing, through a problem oriented method, that's based upon hypothesizing, how the Egyptian universities compared with the foreign ones are currently having sort of deficiency in getting their missions done; as it ought to be. Due to the lack or deficiency in aligning the staff to work at the level that they are personally looking forward to, particularly when they are spontaneously put to strive for properly locating their universities at the required position in terms of the missions' fulfillment. The main conclusion that's gotten by statistically testing the hypotheses is hub-revolved around considering the systems of education, research and community-serving are deficient in empowering staffs to be aligned to their personal work-ambitions, which is an urgent condition for the universities' proper fulfillment of the whole missions. Accordingly, it is far recommended by this research to consider such a co-occurrence case of people doing well tasks for organizations doing well missions.

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Key words: Aligning staffs to the organization ambitions, aligning staffs to their particular work-ambitions, by management conditional empowerment, by systems institutional empowerment, staff-organization interest non-consensus, staff-organization interest consensus.

Introduction:

Sometimes people's performance never comes at the level that allows their organization to get fitting for being able to fulfill their mission. The reason in such cases is most probably returning to the very conditional nature of the certain organization activity. Particularly in those organizations that are principally playing an intellectual or even ideological role. All over the world universities are entrusted to play three main roles within the context of their mission; the educational role of teaching students and qualifying graduates, the academic role of conducting the basic and applied researches, and the social role of serving the community individuals, groups and organization.

In universities whether professors and their academic assistants are personally getting satisfied in terms of their personal work ambitions they work in the same direction of fulfilling their organization mission. They would like to be reputable and valued lecturers and teachers, and this is a condition for having their universities well ranked as reputable and valued educational institute. They would like to be the

best in conducting the accumulative, advanced, and original pieces of research, and this is a condition for getting their universities highly positioned on the map of the world-wide research institutes. They would like to be locally, nationally and even internationally finger-pointed as community people who have efficient resolutions for the environment problems, efficient means to get balanced when facing crises and efficient ways to treat with the life extended complexities, and this is a condition for getting their universities not only to be societal inseparable entities that joint at the hip in the varied community problematic issues but also to be trustworthy organizations that are considered as a party or place to target by the different levels of community units.

Herein there is a forced coinciding that may identically reach a type of unification between organization's people or academic staff very personal ambitions concerning the tasks they do and the universities very public ambitions concerning the missions required by them. The nature of the university's activity or field of work makes the

capability of the organizations to fulfill their mission is a function in the staff fulfilling to their personal task-ambitions.

Research problem:

In order to satisfy the condition of hitting the reality in applied studies, this research has considered the significance of two important issues. First, is to follow in reality the phenomenon indicating the problem and to assure the foundation of the problem that's reasoning it. Second, is to have a criterion that's showing the positive and negative facets of both phenomenon and problem. An exploratory study that's based upon asking directly through an initial questionnaire (120) of the academic staffs, who are actually working on the fulfillment of the three-fold mission in (8) target universities was conducted. The

respondents were appointed by the universities as members in the top-boards of student affairs, postgraduate studies and research affairs, and community-serving affairs. The subject of the preliminary simplified was revolved around the efficiency /deficiency of their universities in fulfilling their missions and then about the efficiency/ deficiency of these universities in relation to the alignment of the staffs to their very particular work-ambitions as a condition for fulfilling well the universities' missions. The staffs number as being asked in the different target groups of universities are shown by the table (1) while the respondents' opinions around the two subjects of the research phenomenon and problem have completely been shown in detail by the Table (2) and (3) in order.

Table (1): Distribution of the universities' staffs or respondents in the exploratory study

Egyptian universities	Three-fold Mission			Total	Foreign universities	Three-fold Mission			Total
	Edu.	Res.	Com.s.			Edu.	Res.	Com.s.	
Cairo	5	5	5	15	Lincoln	5	5	5	15
Alex.	5	5	5	15	Hull	5	5	5	15
Asuit	5	5	5	15	Leeds	5	5	5	15
Menoufia	5	5	5	15	Bangor	5	5	5	15
Total	20	20	20	60	Total	20	20	20	60

Source: prepared by researcher

Table (2): efficiency/deficiency of Egyptian versus foreign universities in fulfilling the mission

Mission aspects	Egyptian universities			Total	Mission aspects	Foreign universities			Total
	efficient	neutral	deficient			efficient	neutral	deficient	
Edu.	2	2	16	20	Edu.	15	3	2	20
Res.	1	0	19	20	Res.	18	1	1	20
Com.	3	1	16	20	Com.	17	0	3	20
Total	6	3	51	60	Total	50	4	6	60

Source: based upon the data collected by the exploratory study

Table (3): efficiency/deficiency of Egyptian versus foreign universities in aligning staff to the personal work-ambitions

Task aspects	Egyptian universities			Total	Task aspects	Foreign universities			Total
	efficient	neutral	deficient			efficient	neutral	deficient	
Edu.	3	2	15	20	Edu.	14	2	4	20
Res.	2	1	17	20	Res.	18	0	2	20
Com.	3	3	14	20	Com.	16	1	3	20
Total	8	6	46	60	Total	48	3	9	60

Source: based upon the data collected by the exploratory study

Table (4): aligning people to their particular work-ambitions as a condition for fulfilling properly the organization mission

Task aspects	Egyptian universities			Total	Task aspects	Foreign universities			Total
	disagree	neutral	agree			disagree	neutral	agree	
Edu.	1	1	18	20	Edu.	0	0	20	20
Res.	0	2	18	20	Res.	1	1	18	20
Com.	1	0	19	20	Com.	0	1	19	20
Total	2	3	55	60	Total	1	2	58	60

Source: based upon the data collected by the exploratory study

As being shown in the left-hand side by the bottom row in Table (2) the deficiency of the Egyptian universities in fulfilling their mission as it properly should be is totally proved through the respondents' opinions by (51) individuals or (85%) of the target group of the university staff. This was for (9) individuals or (15%) who have been come in the neutral position or even pointed out to the efficiency of these universities in fulfilling their missions.

The same result was indicated again in detail in the case of the different roles that are done within the context of the three-fold mission as well. The

responses with the deficiency in fulfilling the roles of education, research and community-serving were (16), (19), (16) out of (20) in each case, these were equal to (80%), (95%), and (80%) of the target particular sub-groups in order as shown by left-hand side rows (1), (2), and (3) in Table (2). This was for (4), (1), and (4) or (20%), (5%) and (20%) of the same target sub-groups in order who have gone to the efficiency of the Egyptian universities in fulfilling the three roles included in the mission they are entrusted to play.

In contrast, the right-hand side of the bottom row of the same Table (2) is showing that the efficiency of

the foreign universities is totally proved through the respondents' opinion by (48) individuals or (80%) of the target group of the university staff. This was for (12) individuals or (20) who have been come in the neutral position or even pointed out to the deficiency of these universities in fulfilling their missions. The same result was indicated again in detail in the case of the different roles that are done within the context of the three-fold mission as well. The responses with the efficiency in fulfilling the roles of education, research and community-serving were (15), (18), (17) out of (20) in each case, these were equal to (75%), (90%), and (85%) of the target particular sub-groups in order as shown by right-hand side rows (1), (2), and (3) in Table (2). This was for (5), (2), and (3) or (25%), (10%) and (15%) of the same target sub-groups in order, who have gone to the deficiency of the foreign universities in fulfilling the three roles included in the mission they are entrusted to play.

As a consequence, the research Phenomenon could be state-expressed as **“compared with the efficiency case that's found in the foreign universities, there is a deficiency in the Egyptian universities in fulfilling their missions as it should be done”**.

In responding to the second question in the structured interviews, the different target groups in both types of universities have gone to justify the deficiency of the **Egyptian** universities and the efficiency of the **foreign** universities in properly fulfilling their missions by the deficiency of the former and the efficiency of the latter in aligning their staffs to their very particular work ambitions.

At the left-hand side of the bottom row of Table (3), the deficiency of the **Egyptian** universities in aligning staffs to their particular work-ambitions is totally proved through the respondents opinions by (46) individuals or (77%) of the target group of the university staff. This was for (14) individuals or (23%) who have been come in the neutral position or even pointed out to the efficiency of these universities in fulfilling their missions. This percentage is increased to reach (46) out of (51) individuals or (90%) of the number of individuals who said with these universities' deficiency in fulfilling their mission as it should be. The same result was indicated once again in detail in the case of the different roles that are done within the context of the three-fold mission as well. The responses with the deficiency in aligning staffs in the roles of education, research and community-serving were (15), (17), (14) out of (20) in each case as shown by left-hand side rows (1), (2), and (3) in Table (3), these were equal to (75%), (85%), and (70%) of the target particular sub-groups in order. This was for (5), (3), and (6) or (25%), (15%) and (30%) of the same target sub-groups in order who have gone to

the efficiency of the **Egyptian** universities in aligning people to their particular work-ambitions concerning the three roles included in the mission they are entrusted to play.

At the right-hand side of the bottom row of the Table (3), the efficiency of the foreign universities in aligning staffs to their particular work-ambitions is totally proved through the respondents' opinions by (48) individuals or (80%) of the target group of the university staff. This was for (12) individuals or (20%) who have been come in the neutral position or even pointed out to the deficiency of these universities in fulfilling their missions. This percentage is increased to reach (48) out of (50) individuals or (96%) of the number of individuals who said with these universities' efficiency in fulfilling their mission as it should be. The same result was indicated again in detail in the case of the different roles that are done within the context of the three-fold mission as well. The responses with the efficiency in aligning staffs in the roles of; education, research and community-serving were (14), (18), (16) out of (20) in each case as shown by right-hand side rows (1), (2), and (3) in Table (3), these were equal to (70%), (90%), and (80%) of the target particular sub-groups in order. This was for (6), (2), and (4) or (30%), (10%) and (20%) of the same target sub-groups in order who have gone to the deficiency of the foreign universities in aligning people to their particular work-ambitions concerning the three roles included in the mission they are entrusted to play.

As a consequence, the research problem could be state-expressed as **“compared with the case in the foreign universities, there is a deficiency in the Egyptian universities in aligning their staffs to their particular work-ambitions”**.

Asking the target groups of respondents in the two types of universities, if the alignment of the staffs to their very particular work ambitions is a condition for the universities' capability to fulfill properly the mission required by them, the answers have come as shown by the Table (4).

By the final row the staff in both the types of universities have agreed with considering the alignment of university people or staffs to their personal work-ambitions is a condition for fulfilling properly the universities' missions. In the negative facet of both the research phenomenon and problem that's represented in the **Egyptian** universities. Since there is deficiency in fulfilling properly the universities' mission and deficiency of aligning staff to their particular work ambitions, as previously shown in the left-hand sides of Tables (2) and (3) in order, people who consider the conditional case are (55) out of (60) or approximately (92%) of the target respondents. In the positive facet of both the research

phenomenon and problem that's represented in the foreign universities. Since there is efficiency in fulfilling properly the universities' mission and efficiency of aligning staff to their particular work ambitions, as previously shown in the right-hand sides of Tables (2) and (3) in order, people who consider the conditional case are (58) out of (60) or approximately (97%) of the target respondents. The number of respondents indicating the conditional case, concerning either the negative or positive facets, in the details or the roles included in the mission has gone to range between (18) and (20) individuals, that's respectively equal to (90%) and (100%).

As a consequence, it could be sum up to the say that **“the phenomena of deficiency and efficiency of the Egyptian and foreign universities in order in properly fulfilling their missions is conditionally based upon the deficiency and efficiency of these universities in order as well in aligning their staffs to their very particular work-ambitions”**.

The question raised by this, so as to open an area of hypothesizing, does the deficiency/efficiency in aligning the university staffs to their very particular work-ambitions return to the deficiency/efficiency of the universities' currently adopted systems of education, research, and community-serving in empowering staff to do so? This is going to be covered in detail by next portion.

Research Hypotheses:

The area of hypothesizing is hub-revolving around the deficiency/efficiency of aligning the universities' staffs to their very particular work-ambitions, as a condition for properly fulfilling the universities' public missions, is return to the deficiency/efficiency of institutionally empowering these staffs through the currently adopted teaching, research, and community-serving systems. This is going to be tackled in detail as being shown below.

Hypothesis (1)

- Sub-hypothesis (1/1) or positive facet

The efficiency of the **foreign** universities in aligning the teaching staffs to their very particular work ambitions - as a condition for properly fulfilling the universities' sub-missions of teaching - is return to the efficiency of the currently adopted teaching system in institutionally empowering these staffs for doing so.

- Sub-hypothesis (1/2) or negative facet

The deficiency of the **Egyptian** universities in aligning the teaching staffs to their very particular work ambitions - as a condition for properly fulfilling the universities' sub-missions of teaching -is return to the deficiency of the currently adopted teaching system in institutionally empowering these staffs for doing so.

The variables to be covered by the measure that's prepared for examining this hypothesis concerning its

positive and negative facets, could be shown as follows:

1) specializations 2) courses and syllabuses,3) teaching methods and techniques4) machinery and tools, 5) buildings and places, 6) regulations and bylaws, 7) teaching plans and burdens 8) teaching distribution and time-tables, 9) exams and student-evaluation, 10) office-hours and academic guiding, 11) student care, 12) complains and suggestions, 13) updating and modernization, 14) labor market-needs orientation, 15) self-development, 16) inter-disciplinary considerations,17) ways of acceptance, 18) sponsorship, finance and funding, 19) rewarding and punishment20) co-operational education, 21) post-graduate studies proceeding, 22) gaining foreign universities' support, 23) education services, 24) student affairs services, 25) student interest groups, 26) scholarships and grants, 27) allowances and exceptions 28) liberalization of time.29) liberalization of age, 30) liberalization of place, 31) liberalization of the one-system, 32) quality criteria and conditions 33) library and references, 34) procedures and facilities,35) considering graduates' employment, 36) considering graduates' feedback, 37) graduates' career path planning, 38) staff development programs 39) climate and behavior code of ethics, 40) Student-training programs.

Hypothesis (2)

- Sub-hypothesis (2/1) or positive facet

The efficiency of the **foreign** universities in aligning the research staffs to their very particular work ambitions - as a condition for properly fulfilling the universities' sub-missions of research - is return to the efficiency of the currently adopted research system in institutionally empowering these staffs for doing so.

- Sub-hypothesis (2/2) or negative facet

The deficiency of the **Egyptian** universities in aligning the research staffs to their very particular work ambitions - as a condition for properly fulfilling the universities' sub-missions of research - is return to the deficiency of the currently adopted research system in institutionally empowering these staffs for doing so.

The variables to be covered by the measure that's prepared for examining this hypothesis concerning its positive and negative two facets could be shown as follows:

1) conferences, 2) symposiums, 3) seminars and discussion, 4) research plans, 5)conducting applied research, 6) conducting basic research, 7) considering original research, 8) establishing research links, 9)research scholarships and grants, 10) research publicity, 11)sharing in periodicals and journals, 12) up-to date the references, 13) dept. or group research, 14) individual research, 15) research budget and funding resources, 16) researchers psycho and time

management training, 17) research marketing programs, 18) research staff education and technical training, 19) searching the research needs and fields, 20) considering the interdisciplinary research, 21) research specialist units, 22) methodology supporting-centers, 23) qualitative research domain, 24) quantitative research domain, 25) data collection staff and research-aiding services and, 26) data entry and processing staff, 27) measures establishment and testing, 28) statistic testing centers, 29) utilizing practically the research outputs, 30) evolutionary extended research, 31) co-research tasks, 32) foreign-partner and international research programs, 33) national plan oriented research, 34) research references, library, links, and internet sites, 35) data collecting training, 36) reviewing the research quality conditions, 37) reviewing the plagiarism criteria, 38) distinguished group of creative researchers, 39) internal development research center, 40) bank of research ideas and proposals.

Hypothesis (3)

- Sub-hypothesis (3/1) or positive facet

The efficiency of the **foreign** universities in aligning the community-serving staffs to their very particular work ambitions - as a condition for properly fulfilling the universities' sub-missions of community serving - is return to the efficiency of the currently adopted community-serving system in institutionally empowering these staffs for doing so.

- Sub-hypothesis (3/2) or negative facet

The deficiency of the **Egyptian** universities in aligning the community-serving staffs to their very particular work ambitions - as a condition for properly fulfilling the universities' sub-missions of community serving - is return to the deficiency of the currently adopted community-serving system in institutionally empowering these staffs for doing so.

The variables to be covered by the measure that's prepared for examining this hypothesis concerning its positive and negative facets could be shown as follows:

- 1) providing advisory work and training programs, 2) project academic guiding and supervising, 3) company-problem resolving, 4) conducting particular researches, 5) serving individuals, groups, private companies, governmental bodies and authorities, 6) treating the local council faced-problems, 7) developing the local community 8) conducting the feasibility studies of projects, 9) supervising the establishment and running of the small projects, 10) discovering and facing the area ecological problems, 11) directing the work of agricultural, industrial, and commercial companies, 12) supporting the governorate strategies and policies, 13) creating opportunities for employment, 14) fitting the staffing of companies, 15) contributing in

recycling and public cleaning, 16) facing the area seasonal problems, 17) directing the work of air, water, and soil pollution, 18) contributing the urban planning, 19) contributing the housing and architectural cleaning, 20) contributing the parks beauty and fitting, 21) directing the cultural entities effort with the environmental issues, 22) encouraging tourism and museum works, 23) helping in traffic and car movement organizing, 24) organizing the community work of NGOs, 25) campaigning for the removal of the endemic diseases 26) fighting and epidemic diseases, 27) working for supporting the health maintenance varied programs, 28) controlling the use of pesticides and chemical fertilizing, 29) disseminating of the environment awareness and culture, 30) developing the community awareness of urbanization significance, 31) directing the consuming behavior of the public services, 32) directing the community entities concerning the public responsibilities, 33) culturing the society in relation to the roles of the different serving-authorities, 34) enlightening people around their public and individual duties and rights, 35) directing the community around the norms of socially accepted code of ethics and behavior, 36) making the gradual filtration of community traditions toward the best, 37) sharing in and utilizing the environment local and international agreements and conferences, 38) spreading easily the governmental calls for development and security, 39) getting people familiar and comfort concerning the climate and weather ups and downs, 40) fighting the negative effects of the dire need and poverty.

Literature review:

Strategic management is not a matter of intellectually and documentary having a map of the organization philosophy, vision, mission, strategy, policy, programs, tactics, and techniques (Dess 1987, Mintzberg 1994, and King & Walker 2014), and it is not even a matter of establishing structurally the units that take the responsibility of getting these aspects accomplished or practically taken place into effect (Ring & Perry 1985, Bryson 1995, and Dulek & Campbel 2015). It is additionally a matter of gaining the support of the organization's people (Barnett & Burgelman 1996, Elenkov *et al.*, 2005, and Miles 2017). In order to have an effective strategic management to the organization, every single individual is urgently invited not only to share concerning the development of the strategic aspects, or to share in supporting the units directly responsible about executing these aspects, but also they are permanently entrusted to exert personally every possible effort to serve and get forward the adopted strategic orientation (Judge & Zeithaml 1992, Armstrong 2006, and Paborikar 2013). In terms of the organization people, strategic orientation should be

positioned as a belief to espouse by the organization individuals and groups, and this should extend to cover all the organization's life-time (Kearns & Scarpino 1996, Boxall, *et al.*, 2007, and Paborikar 2014a).

From this perspective strategic orientation is thought of as a human resource management issue (Cool & Schendel 1987, Conner & Prahalad 1996, and Boxall & Purcell 2003), authors interested in field of human resource and human resource affairs management were and still proportionally involved in considering the strategic management as one of the all-inclusive human resource relevant themes (Dyer & Reeves 1995, Brewster *et al.*, 2000, and Guest 2011). Their calls and interests are revolving around making a type of congruence between the personnel objectives and the organizational objectives (Rogers & Wright 1998, Bowman, *et al.*, 2002, Uhl-Bien & Arena 2017). On the one hand, they admit that sometimes and at some points in the work-life the contradiction between the two parties' goals is exceptionally going to occur (Huff 1990, Armstrong 2006 and Chatham & Sutton 2012). According to such a view, whenever this happen a gigantic sanction that spoils the strategic orientation is being born (Purcell 1999, Holbeche 2004, and Janssens & Steyaert 2009). Herein the goal-conflict should no way be eliminated (Teece, *et al.*, 1997, Ramos-Rodriguez & Ruiz-Navarro 2004, and McGee, *et al.*, 2005). On the other hand, they find a big room for keeping the goal-congruence between people and the organization in which they work (Andrews 1971, Spender 1996, Noe *et al.*, 2007). They have gone to say that in some organizations the identical case of personnel and organization objectives is automatically befallen (Oliver 1991, Suchma 1995, and Burke & Cooper 2006). In this the strategic aspects of organization are come as a function of the strategic interests of the individuals. In other words, people's very particular work-ambitions are representing a condition for the success of organization's strategic planning (Mintzberg & Waters 1978, Andrews 1980, and Robbins & Coulter 2012).

In this research we are practically tackling one of these organizations in which the mission cannot be properly fulfilled but through the condition of enabling people to have their very particular work ambitions properly satisfied. The organization is the university, and the strategic aspect we are considering is the mission. And the multidimensional question that logically floats up is; (1) can the university be a good teaching and qualifying organization without having good professors? Meeting the ambition, that professors are personally looking forward to concerning their teaching tasks, is a condition for meeting the ambition of the university concerning its top-assured position as an educating institute? (2) can the university be a good

research organization without having good researchers? Meeting the ambition, which professors are personally looking forward to concerning their research tasks, is a condition for meeting the ambition of the university concerning its top-reputation position as a research institute? (3) can the university be a good community-serving organization without having its staffs meeting their ambitions? The foundation of those staffs that are personally looking forward to the community-serving tasks is a condition for meeting the ambition of the university to be top-accredited as a community-serving organization. In words, the proper fulfillment of the university ambition concerning its whole triple-dimensional mission is tautologically a function in the proper fulfillment of the staff particular ambitions concerning their detailed tasks.

Herein the strategic orientation is thought of, not only as an organization top issue that the management of the latter should efficiently and effectively interested in for pushing the staffs to work on, but also it is thought of as staffs' issue that they directly work on without waiting for being pushed by the organization management to do so (Schuler 1992, Johnson *et al.*, 2004, Audebr and 2010). Strategic orientation should be freely allowed as a path to both the management and staffs to work together for its success within the context of an overall constitution that's permanently governing all the organization parties concerning such relevant movements; as much as the management of organization staffs should fairly have the opportunity in working on and supporting the strategic orientation (Gagnon & Michael 2003, Westerman & Cyr 2004, Van-Riel 2008). The constitution that's pointed out to is effectually embodied in the university's governing systems of education, research and community-serving. The staffs should be aligned to their task-ambitions as a condition for fulfilling the organization mission; however they cannot be allowed to do so but through being empowered by these systems.

In this research literature review, it is interested in covering two main points within the context of human resource strategic management approach; how people could be automatically aligned to their work-ambitions and how these people could be empowered through the systems to be able to do so.

Aligning people to their very particular work-ambitions:

As long as one's alive, he has no way but to be ambitious. Yes it something to argue around, whether the talk is about the degree or level of someone's ambition concerning a particular thing, but there is no doubt that it is the driving factor of people's life (Chorn 1991, Boswell 2006, Gutierrez *et al.*, 2007 and Posner 2010).

It is a commonsense to consider people as ambitious alive entities. This is actually taken place when seeing them distributing their ambitions in the different fields of life (Bechet & Walker 1993, Gagnon *et al.*, 2008, and Chen 2010).

Work is one of the most important fields in which people looking forward to achieve their ambitions. Some people consider themselves in a superior position compared with others, as long as they feel achieving their work ambitions (Benbya & McKelvey 2006, Khadem & Khaddar 2008, and Andersson *et al.*, 2015). When organizations hire people to work as employees, management pays too much effort to fit their personal ambitions behind the work to the ambitions of the organization behind employing them (Cable & Judge 1996, Rubino 1998, and Gutierrez & Serran 2008).

This issue has occupied an extended room in management literature particularly to those authors concern with the area of human resource management (Ostroff *et al.*, 2005, Gutierrez 2009, and Chong *et al.*, 2010). Too much amount of written work was about aligning people to the organization objectives, values, policies, vision, mission, strategies, programs, procedures, tactics and techniques (Michael & College 1997, Chan & Reich 2007, Camarinha-Matos 2008, and Kaufman *et al.*, 2013).

Due to the nature of some organizations' activity management has no need to exert this amount of effort for having the people-organization consensus around the target ambitions (Chakraborty 1991, Argandona 2003, and Robinson & Robinson 2008). In these organizations we find work ambitions to both are nearly the same, if not identical (Meglino & Korsgaard 2007, Beehr, *et al.*, 2009, Sullivan *et al.*, 2010).

This congruency in ambitions is alternatively enabling organization to have another option instead of the big effort done by the management for achieving the co-ambition fitting (Burn & Szeto 2000, Branson 2008, Alas 2009, and Pasion-Caiani 2015). This could be permanently occurred by making the work governing-systems spontaneously enabling people to achieve their private work-ambitions for gaining the fulfillment of the organization ambitions, in other words having an automatically workable system that makes the tasks done by the employees serving all the time in the interest of the organization's mission.

Empowering people institutionally by the organizations' systems:

The equation of performance was classically total viewed in terms of the way it used to be occurred (Cacioppe 1998, Wooddell 2009 and Geroy *et al.*, 2015), as an outcome of the desire multiplied by the capability (Argyris 2001, Seibert *et al.*, 2004, and Shulgna 2009). In the part of desire most of the

motivation schools and organizational behavior studies were completely interested in making employees behaviorally working for the attainment of the organization goals (Wilkinson 1988, Ford & Fottler 1995, and Pelit *et al.* 2011). They have gone into considering management, from the start to the end, as getting things done through the best of others (Spreitzer 1995, Valadares 2004, and Pelit 2011). They believe that the material the management should work on is the employees' behavior (Steiner 1979, Mintzberg 1994 and Johnson *et al.* 2008).

On the other side, there was a large stream of management authors who were more interested in focusing upon capability of people (Conger & Kanungo 1988, Spreitzer *et al.* 1997, Mehrabani & Shajari 2013). Some of them have considered the internally-sourced or self-capabilities that are innately given to people to be talent or getting ready-made mental and physical attribute (Spreitzer 1995, Quinn & Spreitzer 1997, and Wang & Lee 2009). According to this view people in organization were classified into competent or incompetent (Keller 1995, Honold 1997 and Kaymakçı & Barbican 2014). The effort of management toward this attributes was focused on just utilizing and directing this innate capability for the interest of the performance efficiency (Bowen and Lawler 1995, Herrenkohl, *et al.* 1999, and Pardo & Lloyd 2003). According to this direction empowerment, as a somehow management function, has narrowly come within the context of finding out and employing the people who are already able to perform the certain duty, task or job (Thomas & Velthouse 1990, Klagge 1998, Bookman & Morgen 2004).

Some others have had another view to the empowerment. They consider it as externally-sourced capabilities, which come from external factor (Rapport 1984 and Florin & Wandersman 1990). In terms of this perspective, external empowerment was allowed to the organization people (Zimmerman 1984 and Saeman 1992, Hoskisson *et al.* 1999) either technically through education and training or managerially by the allocated job, the position, the level of management, the formal authority, the delegation of bigger authority, or constitutionally by the system. Using system in this gives an open, permanent, room-free, flexible, and all-out opportunity for external empowerment. This opportunity is going to be fairly allowed to those who are naturally or supportively capable. So the empowerment function of management is to allow all the opportunities for the organization people being empowered.

To sum up, in this research we argue that getting people, who are the university staffs, properly aligned to their task-ambitions, as a condition for the organizations, or the universities, properly attaining

their target mission, is actually based upon making those people, or staffs, properly empowered, and the best way to do so is through the systems rather than anything else.

Research methodology:

Population and sample:

Despite the fact that the universities' academic staffs are collectively representing a countable and ready-recorded research population, that's theoretically pushing toward the use of one of those probability samples, particularly the stratified random sample, there was a big problem in practically accomplishing the probability condition of the randomness. Unselecting to such a sampling option was due to the inconvenience of communicating with those very busy academic staffs. As a consequence it was alternatively depended upon the non-random sampling, or particularly the quota sample. So as to be able to meet at least the condition of distributing the sample equally between the two types of universities and then proportionally according to the detailed sub-sections within the two sections of the target population as being found in the reality of field-study. The sample size was 400 units (Field 2009), and the sampling unite was the PhD-holder academic staff-member.

Instrumentation:

Questionnaire was the instrument that depended upon for collecting the primary data in purpose of this research. It is designed to contain three main questions. One was covering the research phenomenon, it was asking about the university efficiency/deficiency in fulfilling the mission. The second was about re-assuring widely the research problem, it was asking about the efficiency/deficiency of the university concerning the alignment of staffs to their particular work-ambitions. The third was about the university efficiency/deficiency in institutionally empowering by the systems the staffs to be aligned to their work-ambitions.

In this, there were three sub-questions, which were covering the efficiency/deficiency of the university in using every single one of its three systems - education, research, and community-serving - in aligning academic staff members to their particular work-ambition. Worth mentioning to highlight that the other conditions of the questionnaire's validity and reliability were properly covered. The lowest value of alpha that's indicating the questionnaire reliability was (0.862) if item deleted and the square root statistically indicating its validity was (0.928).

The questionnaire was administered in terms of distributing and collecting both personally and by-mail according to the convenience, and the process of data collection takes about four to five months.

Research limits:

On the one hand, this research is academically focused on literally reviewing three main themes; the organization mission, the alignment of the staff in relation to their particular ambition, and the institutional empowerment of the staff. So any other topics are research irrelevant. On the other hand, it is practically covering eight of the universities, which are working in Egypt and UK as a field study. Four Egyptian universities those are; Cairo University, Alex University, Sohag University, and Menoufia University. In addition to four foreign universities those are; Hull University, Lincoln University, Leeds University and Bangor University. So any other workplaces are not empirically included in the research field study.

Research field study

Reality-based reassurance:

Based upon the wide investigation done by the use of questionnaire to the research population, through its representative sample, the concern in this portion is to re-assure within the reality of the field study, the actual existence of three research structural aspects. Those are; the research phenomenon, the research problem, and the relationship between the research problem and phenomenon.

Despite of being principally assured, in the phase of research exploratory study, that these three methodical aspects are hitting the reality in the organizations selected to be the research applied or field-study.

This crucial step is just looked at as a practical justification to continue in conducting such a type of problem-oriented research.

However the widened re-assurance that's further occurred by collecting the opinions of research sampling units was considered as a pre-requisite step for going into the process of finding out the reasons behind the research problem, in other words, it was methodologically required before practically involved in examining the research hypotheses.

- **Re-assuring the research phenomenon**

Concerning the question directed to verify once again the research phenomenon, that was to what extent you consider that your university is efficient/deficient in properly fulfilling its triple-field mission, which includes teaching, research, and community-serving. The respondents' answers have come, as distributed on a Likerttype five-cell scale, in case of both the Egyptian and foreign universities working in Egypt, as being shown in Table (5).

Committing with the comparative method that's practically adopted by this research, the phenomenon was twin followed up so as to clarify its two facets, the positive facet or the efficiency in fulfilling properly the university mission as well as the negative facet or

the deficiency in fulfilling properly the university mission. This was occurred in the two sections of the

research population, in both the foreign and Egyptian universities.

Table (5): the efficiency/ deficiency of universities working in Egypt concerning the fulfillment of their missions

S.sc.	The foreign universities represented in 4 universities and 200 sampling units						The Egyptian universities represented in 4 universities and 200 sampling units					
	V.E(1)	E(2)	N(3)	D(4)	V.D (5)	W.Av.	V.E (1)	E(2)	N(3)	D(4)	V.D (5)	W.A
Edu.	110	60	9	13	8	349/200	3	12	3	67	115	879/200
	55%	30%	4.5%	6.5%	4%	= 1.745	1.5%	6%	1.5%	33.5%	57.5%	=4.395
Res.	102	56	10	18	14	386/200	6	16	9	68	101	842/200
	51%	28%	5%	9%	7%	= 1.980	3%	8%	4.5%	34%	50.5%	=4.210
C.Ser.	99	62	15	13	11	375/200	10	12	4	74	100	842/200
	49.5%	31%	7.5%	6.5%	5.5%	=1.875	5%	6%	2%	37%	50%	=4.210
T.Av.	311/3	178/3	34/3	44/3	33/3	370/200	19/3	40/3	16/3	209/3	316/3	854/200
	=103.7	=59.3	=11.3	=14.7	=11	=1.850	=6.3	=13.3	=5.4	=69.7	=105.3	4.270
	51.85%	29.65%	5.65%	7.35%	5.50%		3.15%	6.65%	2.70%	34.85%	52.65%	

Source: based upon the primary data collected via the field-study VE = very efficient VD = very deficient

By the final row, in the right hand side of the Table (5) it was found that phenomenon was clearly appeared in its positive facet concerning the foreign universities. The efficiency of fulfilling the mission in this type of universities was statistically indicated by the responses of (163) sampling units which equal to (81.5%) of the (200) units, those allocated to such a sample section. While around (26) units or (12.85%) of same sample section, have oppositely gone with the deficiency of these universities concerning the same issue. The number of respondents who were having a neutral situation did not exceed (11) units or (5.5%). This positive tendency of the research phenomenon in the section of foreign universities is indicated twice again though accounting the weighted average to show an average value of (1.85) that's far less than the ranking value of the middle cell of the employed five-cell scale or (3) with a difference of (1.25).

In detail, the rows from (1) to (3) are highlighting the facet of efficiency concerning the fulfillment of every single one of the triple roles included in the universities' mission. The number of units who have supported the efficiency or positive facet of the phenomenon in detail has recorded (170), (158) and (161) sampling units or (85%), (78%) and (80.5%) of the target sample-section size, concerning the education, the research, and the community-serving in order. Opposing to those, the numbers of the individuals who said by the deficiency in fulfilling properly these roles were (21), (32), and (24) equal to (10.5%), (16%), and (12%) according to the same ordering. Respondents who have gone with the neutral case were represent (9), (10), and (15) units or (4.5%), (5%), and (7.5%) respectively as well. The weighted average value did not exceed (1.980).

On the other side, By the final row, in the left hand side of the Table (5) it was found that phenomenon was clearly appeared in its negative facet concerning the Egyptian universities. The deficiency of fulfilling the mission in this type of universities was statistically indicated by the responses of (175) sampling units which equal to (87.5%) of the (200) units, those allocated to such a sample section. While

around (20) units or (9.8%) of same sample section, have oppositely gone with the efficiency of these universities concerning the same issue. The number of respondents who were having a neutral situation did not exceed (6) units or (2.7%).

This negative tendency of the research phenomenon in the section of Egyptian universities is indicated twice again though accounting the weighted average to show an average value of (4.270) that's far greater than the ranking value of the middle cell of the employed five-cell scale or (3) with a difference of (1.27).

In detail, the rows from (1) to (3) are highlighting the facet of deficiency concerning the fulfillment of every single one of the triple roles included in the universities' mission. The number of units who have supported the deficiency or negative facet of the phenomenon in detail has recorded (182), (169) and (174) sampling units or (91%), (84.5%) and (87%) of the target sample-section size, concerning the education, the research, and the community-serving in order. Opposing to those, the numbers of the individuals who said by the efficiency in fulfilling properly these roles were (15), (22), and (22) equal to (7.5%), (11%), and (11%) according to the same ordering. Respondents who have gone with the neutral case were represent (3), (9), and (4) units or (1.5%), (4.5%), and (2%) respectively as well. The weighted average value exceeded (4.39).

• Re-assuring the research problem:

Alike what we have done in detail concerning the wide confirmation of the research phenomenon, the same steps were followed once again to re-verify the foundation of the research problem within the reality of the research field study. The questionnaire was included the question number two that was about "to extent the university is efficient/deficient in properly aligning staffs to their particular work-ambitions as a condition for properly fulfilling the universities' mission. The answers of the those staffs; who have been included as sampling units, in both the two types of universities, in relation to this question have statistically organized by the Table (6).

Table (6): the efficiency/deficiency of the foreign and Egyptian universities in properly aligning the staffs to their particular work-ambitions

S.sc.	The foreign universities represented in 4 universities and 200 sampling units						The Egyptian universities represented in 4 universities and 200 sampling units					
	V.E (1)	E (2)	N (3)	D (4)	V.D (5)	W.Av.	V.E (1)	E (2)	N (3)	D (4)	V.D (5)	W.A
Edu.	106	58	8	15	13	371/200	14	11	16	70	89	809/200
	53%	29%	4%	7.5%	6.5%	= 1.885	7%	5.5%	8%	35%	44.5%	=4.045
Res.	100	61	11	21	7	374/200	12	12	9	76	91	822/200
	50%	30.5%	5.5%	10.5%	3.5%	= 1.870	6%	6%	4.5%	38%	50.5%	=4.110
C.Ser.	92	80	5	12	11	370/200	21	18	7	72	82	776/200
	46%	40%	2.5%	6%	5.5%	=1.850	10.5%	9%	3.5%	36%	41%	=3.880
T.Av.	298/3	199/3	24/3	48/3	31/3	372/200	47/3	41/3	32/3	218/3	262/3	802/200
	=99.3	=66.3	=8	=16	=10.4	=1.868	=15.7	=13.7	=10.7	=72.7	=87.3	=4.011
	49.65%	33.15%	4%	7.35%	5.50%		7.85%	6.85%	5.35%	36.35%	43.65%	

Source: based upon the primary data collected via the research field-study E = efficient D = deficient N = neutral

As shown in the right hand side by the final row of the table (6), the research problem has taken the positive facet in the foreign universities, the number of staffs who have gone with considering the efficiency of this type of universities in aligning the staffs for their particular work-ambitions, that are come in the interest of the foreign universities' missions, was (166) sampling units or (82.8%) of the allocated number of sample section; or (200) individuals.

In contrast, the number of the staffs who found their universities deficient concerning the same subject was (26) individuals which is equal to (12.85%) of the sample section size. The neutral position is represented by just (8) individuals or (4%). This was further confirmed by the weighted average that was (1.868) which is less than ranking value of the scale's middle cell or (3) with a difference of (1.132).

In terms of the efficiency/deficiency of the foreign universities in aligning the staffs to their particular work-ambitions, in the different three aspects of the university mission, it was found that the number of staffs who are considering the foreign universities efficiency in the different cases was ranged between (161) individuals or (80.5%) and (172) individuals or (86%). On contrary the individuals' number in the other side was ranged between (7) or (3.5%) and (13) individuals or (6.5%). The number of staffs who have come in the neutral position did not go above (11) individuals or (5.5%). This means that the positive orientation which is taken by the problem in total is existed partially in detail as well, concerning the alignment of staff to their particular ambitions in education, research, and community-serving. The maximum value of the weighted average was (1.882) this was less than (3) or the rank value of the scale's middle cell.

In the left hand side of the final row in the Table (6), figures have totally indicated the negative facet of the research problem. the number of staffs who have gone with considering the deficiency of this type of universities in aligning the staffs for their particular work-ambitions, that are come in the interest of the universities' missions, was (160) sampling units or (80%) of the allocated number of sample section; or (200) individuals.

In contrast, the number of the staffs who found their universities efficient concerning the same subject was (30) individuals which is equal to (15%) of the sample section size. The neutral position is represented by just (11) individuals or (5.5%). This was confirmed by the weighted average that was (4.011) which is greater than ranking value of the scale's middle cell or (3) with a difference of (1.011).

In terms of the efficiency/deficiency of the governmental universities in aligning the staffs to their particular work-ambitions, in the different three aspects of the university mission, it was found that the number of staffs who are considering the governmental universities efficiency in the different cases was ranged between (154) individuals or (77%) and (167) individuals or (88.5%). Dissimilar to this, the number of individuals in the other side was ranged between (24) or (12%) and (39) individuals or (19.5%). The number of staffs who have come in the neutral position did not go above (16) individuals or (8%).

This means that the negative orientation which is taken by the problem in total is existed partially in detail as well, concerning the alignment of staff to their particular ambitions in education, research, and community-serving. The minimum value of the weighted average was (3.880) this was greater than (3) or the ranking value of the scale's middle cell.

In accordance with the above statistical readings to the practically collected data around the research problem, it could be recognized that the problem is existed in the reality of the universities as the research field study.

However it takes the positive facet in the foreign universities, which means that these universities are efficient in relation to the staffs' alignment to their particular work-ambitions, while it takes the negative facet in the Egyptian universities, which means that these universities are deficient regarding the staffs' alignment to their particular work-ambitions.

Based upon this reading, it could be argued that the alignment of people to their particular work-ambitions as one of the conditions required for properly fulfilling the organization mission was considered by the former or the foreign universities while unconsidered by the latter or the Egyptian

universities. This is going to be more explained by the next portion.

• **Re-assuring the problem-phenomenon connecting:**

In addition to the basic establishment to the research problem within the context of the exploratory study, there are two ways to depend upon to get the research problem re-assured once again. The first was to build directly upon the reality, that's expressed directly by the target respondents. This was occurred by asking these respondents directly through the questionnaire around the connection between the research phenomenon and problem. The second was to building upon analyzing the reality, that's occurred through utilizing the statistic in establishing sort of connection between the research phenomenon and

problem based upon the respondents' answers concerning the existence of each.

○ **Establishing by reality the problem-phenomenon connection:**

For doing so, the questionnaire was included a direct question that's numbered (3) to establish this relationship through the direct opinions of the sampling units in the two types of universities, the question was "regardless of your university efficiency/deficiency concerning both the proper fulfillment of the mission and the proper alignment of the staffs to their particular work ambitions, to what extent you may agree/disagree that there is a link between the latter issue and the former one". The answers have come as distributed on the research five-scale by the Table (7).

Table (7): verifying practically the phenomenon-problem connection through the direct respondents' opinions around both of them in conjunction.

S.sc. Sta.	Foreign and Egyptian universities represented in (4 universities and 200 sampling units) each.										W. average
	Definitely agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Absolutely disagree (5)		
	Foreign	Egyptian	Foreign	Egyptian	Foreign	Egyptian	Foreign	Egyptian	Foreign	Egyptian	
Edu.	113	105	62	55	8	11	8	12	9	17	723/400 =1.808
	56.5%	52.5%	31%	27.5%	4%	5.5%	4%	6%	4.5%	8.5%	
Res.	109	116	57	60	13	10	12	9	9	5	682/400 =1.705
	54.5%	58%	28.5%	30%	6.5%	5%	6%	4.5%	4.5%	2.5%	
C.Ser.	92	89	65	67	16	16	10	18	17	10	768/400 =1.920
	46%	44.5%	32.5%	33.5%	8%	8%	5%	9%	9.5%	5%	
T.Av.	314/3 =104.7	310/3 =103.3	184/3 =61.3	182/3 =60.7	37/3 =12.3	37/3 =12.3	30/3 =10.0	39/3 =13	35/3 =11.6	32/3 =10.7	724/400 =1.811
	52.3%	51.6%	30.7%	30.3%	6.15%	6.15%	5%	6.5%	6.15%	5.4%	
	52%		30.5%		6.15%		5.58%		5.77%		

Source: based upon the primary data collected via the research field-study

Based upon the approximation allowed by the total average, it could be concluded that, within the context of the specified field study and the investigated representing sample units, about (82.5%) of the whole sample size or (330) out of (400) individuals have gone, via their direct opinions, with considering the connection between the efficiency/deficiency of the universities working in Egypt in fulfilling the mission as properly required by them, and efficiency/deficiency of these universities in aligning staffs to their very particular work-ambitions. Conversely, around (11.5%) or (46) individuals out of the same sample size have unconsidered, via their direct responses, this connection. The rest of the sample units or (26) individual that's equal to (6%) have directly expressed neither agree nor disagree concerning such a connection. This means that the relationship between the research problem and phenomenon is proved by the opinions of the sample units through directly asking them about this relationship. The same direction was confirmed as well by the weighted average value that was (1.811), which located within the ranking values of agreement cells and pointed out to a difference of (1.189) less than (3) or the middle cell ranking value. Standard deviation value was.

Reading vertically the above displayed Table (7), in order to follow the connection between the research problem and the research phenomenon, in the two sections of the sample that are representing the foreign and Egyptian universities. It was found that this relationship is established in the foreign universities as well as the Egyptian ones. In the foreign universities the numbers of the respondents who have stood with the relationship existence versus those who have stood against its existence, were (166)out of (200) individuals or (83%) of the sample section versus (22) or (11%) of same sample section size. This proves the foundation of the relationship in terms of the foreign universities' sample representatives. In this sample section, since it has previously been established that both the research phenomenon and the research problem have come in the positive facet, as shown by the Table (6), it could be confirmed that the relationship in this case is taking the positive facet as well. This means that there is a relationship between the efficiency of the foreign universities concerning the proper fulfillment of their public mission and the efficiency of these universities regarding the alignment of their staffs to their particular work-ambitions. In the Egyptian universities the numbers of the respondents who have stood with the relationship existence versus those who have stood against its

existence, were (164) out of (200) individuals or (82%) of the sample section versus (24) or (12%) of same sample section size. This proves the foundation of the relationship in terms of the Egyptian universities' sample representatives. In this sample section, since it has previously been established that both the research phenomenon and the research problem have come in the negative facet, as shown by the Table (6), it could be confirmed that the relationship in this case is taking the negative facet as well. This means that there is a relationship between the deficiency of the Egyptian universities concerning the proper fulfillment of their public mission and the deficiency of these universities regarding the alignment of their staffs to their particular work-ambitions.

Reading horizontally the above demonstrated table (7), so as to recognize the connection between the research problem and phenomenon concerning every single one of the roles required by the universities within the context of its mission, it has found that relationship is established in the field of, education, research, and community-serving.

Since the agreement percentages were (83.75%) or (335) individuals, (85.50%) or (342) individuals, and (78.25%) or (313) individuals in order, versus the disagreement percentages those were (13.57%) or (55) individuals, (8.75%) or (35) individuals, and (13.75%) or (55) individuals respectively.

This means that the relationship is totally established by all the sample size, partially established by every single one of the sample sections, separately established concerning the three fields contained by the investigated phenomenon and problem, and two-facet established as well; positive in the case of the foreign universities and negative in the case of the Egyptian universities.

In other words it could be collectively said that, "there is a relationship between the efficiency/deficiency of the Egyptian universities concerning the fulfillment of their public mission and the efficiency/deficiency of these universities concerning the alignment of the staffs concerning their particular work-ambitions.

However, this could be comparatively expressed as" compared with, the positive facet, that's represented in the existence of a relationship between; the efficiency of the foreign universities in fulfilling their mission and the efficiency of these universities in aligning their staffs to their work ambitions, alternatively there is a negative facet that's represented in the existence of a relationship between; the deficiency of the Egyptian universities in fulfilling their mission and the deficiency of these universities

in aligning their staffs to their particular work-ambitions.

○ **Establishing by reality analysis the problem-phenomenon connection:**

Building upon the establishment of the statistical relationship between; on the one hand, the answers to first question, that was about confirming the existence of the research phenomenon or the universities' proper/improper fulfillment of the mission, and on the other hand, the answers to the second question, that was about verifying the foundation of the research problem or the universities' proper/improper alignment of the staffs to their particular work-ambitions. This was separately come about for both the staffs representing the foreign universities as well as the staffs representing the Egyptian universities.

As being shown by the Table (8), from the (200) target respondents or the part of the sample that's representing the population section of the foreign universities, the number of respondents who consider the connection between the research phenomenon and problem, that was indicated by the overall consensus/non-consensus had ranged between (168 and 181) respondents, equal to (84% to 90.5%) respectively. On contrary, the number of respondent who considered no connection was ranged between (19 and 32) individuals, equal to (9.5% and 16%) in order. This descriptively proved the connection between both the research phenomenon and problem.

Testifying the positive/ negative facet of such a connection, in terms of the foreign university sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the positive facet or in other words that the efficiency of these universities in properly fulfilling their missions is return to their efficiency in properly aligning their staffs to their particular work-ambitions had ranged between (129 and 141) respondents, equal to (64.5% to 70.5%) respectively. On contrary, the number of respondents who considered the negative facet or in other words that there is a deficiency in the foreign universities concerning the fulfillment of their mission and this return to the deficiency of these universities concerning the alignment of their staffs to their particular work ambitions, had ranged between (5 and 22) individuals, equal to (2.5% and 11%) in order. This means that in the foreign universities the research phenomenon together with the research problem is taking the positive facet. In other words it could be said that, within the context of the descriptive statistic, the foreign universities efficiency in properly fulfilling their mission is due to their efficiency in properly aligning their staffs to particular work-ambitions.

Table (8): verifying practically the problem-phenomenon connection in **foreign** universities through analyzing together the respondents' opinions concerning each.

S.	Proving descriptively the relationship					Proving analytically the relationship								
	Consensus of Agree (1,2)	Consensus of Disagree (3,4)	Consensus of Neutral (3)	Consensus of all (1,2,3,4,5)	Non Consensus of all (1,2,3,4,5)	The relationship			The denotation of relationship					
						Chi ² Pearson	Chi ² Likelihood ratio	Chi ² Liner by liner	B	F	T	R	R ²	
V.	F.%	F.%	F.%	F.%	F.%	V.P	V.P	V.P		V.P	V.P			
1	129 64.5	34 17	18 9	181 90.5	19 9.5	640.010 0.0	447.646 0.0	188.671 0.0	+0.9737	3616.86 0.0	60.1403 0.0		0.974	0.948
2	131 65.5	17 8.5	22 11	170 85	30 15	502.983 0.0	430.994 0.0	183.033 0.0	+0.9590	2269.77 0.0	47.6421 0.0		0.959	0.919
3	141 70.5	22 11	5 2.5	168 84	32 16	487.706 0.0	432.228 0.0	183.586 0.0	+0.9604	2358.26 0.0	48.5619 0.0		0.960	0.922

Source: the field study

Table (9): verifying practically the problem-phenomenon connection in **Egyptian** universities through analyzing together the respondents' opinions concerning each.

S.	Proving descriptively the relationship					Proving analytically the relationship								
	Consensus of Agree (1,2)	Consensus of Disagree (3,4)	Consensus of Neutral (3)	Consensus of all (1,2,3,4,5)	Non Consensus of all (1,2,3,4,5)	The relationship			The denotation of relationship					
						Chi ² Pearson	Chi ² Likelihood ratio	Chi ² Liner by liner	B	F	T	R	R ²	
V.	F.%	F.%	F.%	F.%	F.%	V.P	V.P	V.P		V.P	V.P			
1	40 20	145 72.5	2 1	187 93.5	13 6.5	523.082 0.0	432.004 0.0	185.468 0.0	+0.9654	2713.85 0.0	52.0946 0.0		0.965	0.932
2	27 13.5	140 70	10 5	177 88.5	23 11.5	536.718 0.0	424.684 0.0	186.582 0.0	+0.9682	2975.13 0.0	54.5448 0.0		0.968	0.937
3	36 18	141 70.5	10 5	187 93.5	13 6.5	640.004 0.0	461.439 0.0	192.009 0.0	+0.9822	5438.57 0.0	73.7467 0.0		0.982	0.964

Source: the field study

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the research problem and phenomenon in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each - (487.706) and (430.994) -was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. Accordingly it could be said that there is a significant relationship between the efficiency of the foreign universities in properly fulfilling the public mission entrusted by them and the efficiency of these universities in properly aligning their staffs to the particular work ambitions.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved through the establishment of the regression model as a causal one, as the lowest values of both (F) and (T) that were (2269.77) and (47.6421) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order. Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression model that's previously assured by the significance of all the values of both (F) and (T), but also the positive signals of (β) that was at minimum equal (+0.9590). In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering the lowest percentage

of the overall consensus that was (84%) versus the non-consensus that was (16%), in addition to the lowest value of the linear by linear (Chi^2) that was (183.033), which had come greatly significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength of this relationship, the minimum of both (R) and (R^2) values were (0.959) and (0.919), this proved that this relationship is very strong in terms of both the direction and form.

As a consequence it could be analytically said that there is a statistically indicated significant relationship between the efficiency of the foreign universities in properly fulfilling the public mission entrusted by them and the efficiency of these universities in properly aligning their staffs to the particular work ambitions.

On the other side, As being shown by the Table (9), from the (200) target respondents or the part of the sample that's representing the population section of the Egyptian universities, the number of the respondents who considered the connection between the research phenomenon and problem, that was indicated by the overall consensus/ non-consensus had ranged between (177 and 187) respondents, equal to (88.5% to 93.5%) respectively. On contrary, the number of respondents who considered no connection was ranged between (13 and 23) individuals, equal to (6.5% and 11.5%) in order. This descriptively proved the connection between both the research phenomenon and problem.

Testifying the positive/ negative facet of such a connection, in terms of the Egyptian universities' sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the negative facet or in other words that the deficiency of these universities in properly fulfilling their missions is return to their deficiency in properly aligning their staffs to their particular work-ambitions had ranged between (141 and 145) respondents, equal to (70.5.5% to 72.5%) respectively. On contrary, the number of respondents who considered the positive facet or in other words that there is inefficiency in the Egyptian universities concerning the fulfillment of their mission and this return to the efficiency of these universities concerning the alignment of their staffs to their particular work ambitions, had ranged between (27 and 40) individuals, equal to (13.5% and 20%) in order. This means that in the Egyptian universities the research phenomenon together with the research problem is taking the negative facet. In other words it could be said that, within the context of the descriptive statistic, the Egyptian universities deficiency in properly fulfilling their mission is due to their deficiency in properly aligning their staffs to the particular work-ambitions.

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the research problem and phenomenon in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each or (523.082) and (424.684) was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom.

Accordingly it could be said that there is a significant relationship between the deficiency of the governmental universities in properly fulfilling the public mission entrusted by them and the deficiency of these universities in properly aligning their staffs to the particular work ambitions.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved through the establishment of the regression model as a causal one, as the lowest values of both (F) and (T) that were (2713.85) and (52.0946) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order. Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression model that's previously assured by the significance of all the values of both

(F) and (T), but also the positive signals of (β) that was at minimum equal (+0.9654). In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering the lowest percentage of the overall consensus that was (88.5%) versus the highest percentage of non-consensus that was (11.5%), in addition to the lowest value of the linear by linear (Chi^2) that was (185.468), which had come greatly significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength of this relationship the minimum of both (R) and (R^2) values were (0.965) and (0.932), this proved that it was very strong in terms of both the direction and form.

As a consequence it could be analytically said that there is a statistically indicated significant relationship between the deficiency of the Egyptian universities in properly fulfilling the public mission entrusted by them and the deficiency of these universities in properly aligning their staffs to their own work ambitions.

As a consequence, it could be said that the relationship between the research problem and phenomenon is actually two-fold established. On the one hand, the positive facet that was occurred in the **foreign** university, since the efficiency in practicing the mission is return to the efficiency in aligning staffs to their particular work ambitions. On the other hand, the negative facet that was occurred in the Egyptian universities, since the deficiency in practicing the mission is return to the deficiency in aligning staffs to their work ambitions.

Going over to the main point, this research as problem-oriented one is practically focused on tackling an assured reality-based problem that's fairly justifying its conduction.

- **Testing the hypothesis (1)**

- Testing the hypothesis (1/1)

As being shown by the Table (10), from the (200) target respondents or the part of the sample that's representing the population section of the foreign universities, the number of respondents who considered the connection between on the one hand, the alignment/ non alignment of the teaching staffs to their particular work-ambitions and on the other hand, empowerment/non-empowerment of these staffs to be institutionally able for doing so through the adopted teaching system, was indicated by the overall consensus that was ranged between (144 and 182) respondents, equal to (72% and 91%) respectively. On contrary, the number of respondent who considered no connection in such an investigated relationship was indicated by the overall non-consensus that was ranged between (11 and 61) individuals, equal to (5.5% and 30.5%) in order. This descriptively proved

the connection between both the investigated variables of the hypothesis (1/1).

Testifying the positive/ negative facet of such a connection, in terms of the foreign university sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the positive facet, or in other words that the efficiency of these universities in properly aligning their staffs to their particular work-ambitions is return to their efficiency in institutionally empowering the staffs for doing so through the teaching system, was ranged between (117 and 150) respondents, equal to (58.5% and 75%) respectively. On contrary, the number of respondents who considered the negative facet, or in other words, that there is a deficiency in the foreign universities concerning the alignment of their staffs to their particular work ambitions due to the deficiency of these universities in institutionally empowering their staffs via the adopted teaching system for doing so, was ranged between (12 and 33) individuals, equal to (6% and 16.5%) in order.

This means that in the foreign universities, both the investigated variables of hypothesis (1/1) is taking the positive facet. In other words it could be said that, within the context of the descriptive statistic, the foreign universities efficiency in properly aligning their staffs to particular work-ambitions is due to their efficiency in institutionally empowering these staffs for doing so via the adopted teaching system.

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the hypothesis (1/1) in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each - (408.996) and (326.990) - was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom.

Accordingly the null hypothesis (1/1) is rejected to accept alternatively that there is a significant relationship between the efficiency of the foreign universities in properly aligning their staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering the staffs for doing so through the adopted teaching system.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved through the establishment of the regression model as a causal one, as the lowest values of both (F) and (T) that were (1163.585) and (34.4797) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order.

Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression model that's previously assured by the significance of all the values of both (F) and (T), but also the positive signals of (β) that was at minimum equal (+0.9121).

In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering the lowest percentage of the overall consensus that was (72%) versus the non-consensus that was at maximum (30.5%), in addition to the lowest value of the linear by linear (Chi^2) that was (165.585), which had come significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength of this relationship, the minimum of both (R) and (R^2) values were (0.900) and (0.810), this proved that this relationship is very strong in terms of both the direction and form.

As a consequence it could be analytically accept that there is a statistically indicated significant relationship between the efficiency of the foreign universities in properly aligning their teaching staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering the staffs for doing so via the adopted teaching system.

o Testing the hypothesis (1/2)

As being shown by the Table (11), from the (200) target respondents or the part of the sample that's representing the population section of the Egyptian universities, the number of respondents who considered the connection between on the one hand, the alignment/non-alignment of the teaching staffs to their particular work-ambitions and on the other hand, the empowerment/non-empowerment of these staffs to be institutionally able for doing so via the adopted teaching system, was indicated by the overall consensus that was ranged between (147 and 191) respondents, equal to (73.5% and 95.5%) respectively. On contrary, the number of respondent who considered no connection in such an investigated relationship was indicated by the overall non-consensus that was ranged between (8 and 53) individuals, equal to (4% and 26.5%) in order. This descriptively proved the connection between both the investigated variables of the hypothesis (1/2).

Testifying the positive/ negative facet of such a connection, in terms of the Egyptian universities' sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the negative facet or in other words that the deficiency of the Egyptian universities in properly aligning their teaching staffs to their particular work-ambitions that's due to the deficiency of these universities in institutionally empowering their teaching staffs via the adopted

teaching system for doing so, was ranged between (120 and 152) respondents, equal to (60% and 76%) respectively. On contrary, the number of respondents who considered the positive facet or in other words that there is an efficiency in the Egyptian universities concerning the alignment of their staffs to their particular work ambitions is due to the efficiency of these universities in institutionally empowering their teaching staffs for doing so via the adopted teaching system, was ranged between (13 and 37) individuals, equal to (6.5% and 18.5%) in order.

This means that in the Egyptian universities, both the investigated variables of hypothesis (1/2) is taking the negative facet. In other words it could be said that, within the context of the descriptive statistic, the Egyptian universities deficiency in properly aligning their teaching staffs to their particular work-ambitions is due to their deficiency in institutionally empowering these staffs for doing so via the adopted teaching system.

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the hypothesis (1/2) in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each - (316.177) and (276.350) - was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom.

Accordingly the null hypothesis (1/2) is rejected to accept alternatively that there is a significant relationship between the deficiency of the Egyptian universities in properly aligning their teaching staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering these staffs for doing so via the adopted teaching system.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved through the establishment of the regression model as a causal one, as the lowest values of both (F) and (T) that were (1054.79) and (40.9555) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order.

Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression model that's previously assured by the significance of all the values of both (F) and (T), but also the positive signals of (β) that was at minimum equal (+0.8848). In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering the lowest percentage of the overall consensus that was (73.5%) versus the greatest percentage of non-

consensus that was (26.5%), in addition to the lowest value of the linear by linear (Chi^2) that was (154.834), which had come significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength of this relationship, the minimum of both (R) and (R^2) values were (0.882) and (0.778), this proved that this relationship is very strong in terms of both the direction and form.

As a consequence it could be analytically accept that there is a statistically indicated significant relationship between the deficiency of the Egyptian universities in properly aligning their teaching staffs to the particular work ambitions and the deficiency of these universities in institutionally empowering the teaching staffs for doing so via the adopted teaching system.

As a consequence, it could be said that the relationship between both the investigated variables that were considered in the hypothesis (1) is actually two-facet established. In the hypothesis (1/1), the positive facet was established in the foreign university, since there was an efficiency of these universities concerning the alignment of the teaching staffs to their particular work ambitions due to their efficiency in institutionally empowering their teaching staff for doing so via the adopted teaching system. In the hypothesis (1/2), the negative facet was established in the Egyptian universities, since there was a deficiency of these universities concerning the alignment of the teaching staffs to their particular work ambitions due to their deficiency in institutionally empowering their teaching staff for doing so via the adopted teaching system.

- Testing the hypothesis (2)
 - Testing the hypothesis (2/1)

As being shown by the Table (12), from the (200) target respondents or the part of the sample that's representing the population section of the foreign universities, the number of respondents who considered the connection between on the one hand, the alignment/ non alignment of the research staffs to their particular work-ambitions and on the other hand, empowerment/non-empowerment of these staffs to be institutionally able for doing so through the adopted research system, was indicated by the overall consensus that was ranged between (151 and 190) respondents, equal to (75.5% and 95%) respectively. On contrary, the number of respondent who considered no connection in such an investigated relationship was indicated by the overall non-consensus that was ranged between (10 and 50) individuals, equal to (5% and 25%) in order. This descriptively proved the connection between both the investigated variables of the hypothesis (2/1).

Table (10): the relationship between the efficiency /deficiency of the **foreign** universities in aligning the staffs to their particular work-ambitions and the efficiency/deficiency of these universities in institutionally empowering them for being freely able to do so via the currently adopted education system.

S.	Proving descriptively the relationship					Proving analytically the relationship					B	F	T	R	R ²
	Consensus of Agree (1,2)	Consensus of Disagree (3,4)	Consensus of Neutral (3)	Consensus of all (1,2,3,4,5)	Non Consensus of all (1,2,3,4,5)	The relationship			The denotation of relationship						
	F.%	F.%	F.%	F.%	F.%	Chi ² Pearson	Chi ² Likelihood ratio	Chi ² Limer by liner	V.P	V.P					
1	130	21	13	164	36	462.027	382.333	178.209	+0.9463	1697.21	41.1972	0.946	0.895		
2	119	25	16	160	40	489.515	391.366	178.363	+0.9467	1711.33	41.3682	0.947	0.896		
3	143	27	12	182	18	593.987	449.692	187.222	+0.9699	3147.61	56.1036	0.970	0.940		
4	117	19	8	144	56	408.996	363.227	173.019	+0.9324	1318.59	46.3124	0.932	0.869		
5	130	18	0	148	52	483.374	343.983	165.860	+0.9129	990.972	34.4797	0.913	0.833		
6	117	22	9	148	52	436.746	387.820	176.963	+0.9430	1590.02	39.8751	0.943	0.889		
7	136	24	17	177	23	580.476	412.088	183.447	+0.9601	2335.43	48.3263	0.960	0.921		
8	121	21	7	149	51	467.657	355.722	172.682	+0.9315	1299.15	36.0437	0.932	0.869		
9	120	25	14	159	41	484.130	392.306	178.332	+0.9466	1708.49	41.3338	0.947	0.896		
10	130	28	17	175	25	622.513	408.274	182.012	+0.9563	2121.42	46.0589	0.956	0.914		
11	130	22	13	165	35	490.587	420.177	182.657	+0.9580	2213.07	47.0432	0.958	0.917		
12	136	24	12	172	28	507.906	408.546	182.103	+0.9566	2133.89	46.1941	0.957	0.915		
13	138	23	23	184	16	589.859	466.967	190.049	+0.9772	4204.36	64.8410	0.977	0.955		
14	134	27	12	173	27	557.393	416.787	182.267	+0.9570	2156.81	46.4415	0.957	0.915		
15	135	26	10	171	29	520.975	392.874	179.863	+0.9507	1860.97	43.1390	0.951	0.903		
16	134	21	12	167	33	502.178	436.123	184.445	+0.9627	2509.24	50.0923	0.963	0.926		
17	138	27	9	174	26	573.961	405.055	181.488	+0.9549	2052.12	45.3003	0.955	0.912		
18	127	12	0	139	61	446.932	326.990	161.331	+0.9003	1848.01	49.1206	0.900	0.810		
19	139	19	11	169	31	489.194	422.965	182.997	+0.9589	2264.19	47.5835	0.959	0.919		
20	134	24	18	176	24	548.569	430.436	185.163	+0.9646	2649.75	51.4758	0.965	0.930		
21	136	26	14	176	24	560.857	410.406	182.993	+0.9589	2263.63	47.5776	0.959	0.919		
22	140	23	13	176	24	549.427	416.910	183.605	+0.9605	2361.40	48.5943	0.961	0.922		
23	141	27	9	177	23	575.637	422.857	183.682	+0.9607	2374.28	48.7266	0.961	0.923		
24	135	21	11	167	33	462.824	389.793	179.221	+0.9490	1794.17	42.3577	0.949	0.900		
25	132	22	10	164	36	463.385	386.915	178.598	+0.9473	1733.34	41.6334	0.947	0.897		
26	142	23	7	172	28	526.411	412.983	181.953	+0.9562	2113.46	45.9723	0.956	0.914		
27	133	21	10	164	36	503.873	370.384	175.106	+0.9380	1451.07	48.0930	0.938	0.879		
28	134	28	18	180	20	623.764	440.673	186.255	+0.9674	2893.61	53.7923	0.967	0.935		
29	138	23	9	170	30	479.386	396.432	179.989	+0.9510	1874.63	43.2970	0.951	0.904		
30	130	25	14	169	31	514.796	396.952	180.396	+0.9521	1919.97	43.8175	0.952	0.906		
31	137	27	9	173	27	558.712	400.062	180.741	+0.9342	2338.02	56.1265	0.951	0.903		
32	150	33	6	189	11	662.356	392.011	184.654	+0.9468	1715.20	41.4150	0.947	0.896		
33	140	21	5	166	34	524.422	396.955	178.196	+0.9462	1695.98	41.1823	0.946	0.895		
34	134	25	15	174	26	575.283	403.784	181.342	+0.9546	2033.45	45.0938	0.955	0.911		
35	131	24	6	161	39	509.341	358.271	172.612	+0.9313	1295.22	45.9892	0.931	0.867		
36	136	18	1	155	45	508.803	370.351	171.549	+0.9284	1237.38	45.1764	0.928	0.862		
37	130	22	14	166	34	474.079	378.573	177.949	+0.9456	1673.82	40.9123	0.946	0.894		
38	137	15	0	152	48	459.036	348.853	165.585	+0.9121	981.201	41.3241	0.912	0.832		
39	138	13	0	151	49	494.174	370.121	170.051	+0.9244	1163.11	44.1044	0.924	0.854		
40	139	27	14	180	20	632.472	432.973	185.605	+0.9657	2743.63	52.3797	0.966	0.932		

Source: the primary data collected through the field study

Table (11): the relationship between the efficiency /deficiency of the **Egyptian** universities in aligning the staffs to their particular work-ambitions and the efficiency/deficiency of these universities in institutionally empowering them for being freely able to do so via the currently adopted education system

S. V.	Proving descriptively the relationship					Proving analytically the relationship								
	Consensus of Agree (1,2)	Consensus of Disagree (3,4)	Consensus of Neutral (3)	Consensus of all (1,2,3,4,5)	Non Consensus of all (1,2,3,4,5)	The relationship			The denotation of relationship					
	F.%	F.%	F.%	F.%	F.%	Chi ² Pearson	Chi ² Likelihood ratio	Chi ² Liner by liner	B	F	T	R	R ²	
						V.P	V.P	V.P		V.P	V.P			
1	35	135	9	179	21	609.567	416.655	188.127	+0.9722	3426.09	58.5328	0.972	0.945	
	17.5	67.5	4.5	89.5	10.5	0.0	0.0	0.0		0.0	0.0			
2	21	146	0	167	33	515.296	419.860	183.292	+0.9597	2310.43	48.0669	0.960	0.921	
	10.5	73	0	83.5	16.5	0.0	0.0	0.0		0.0	0.0			
3	25	120	2	147	53	455.195	390.439	177.989	+0.9457	1677.35	40.9555	0.946	0.894	
	12.5	60	1	73.5	26.5	0.0	0.0	0.0		0.0	0.0			
4	22	133	0	155	45	483.574	435.379	174.942	+0.9376	1439.83	42.9451	0.938	0.879	
	11	66.5	0	77.5	22.5	0.0	0.0	0.0		0.0	0.0			
5	35	148	8	191	9	658.359	469.811	193.672	+0.9865	7197.82	84.8400	0.987	0.973	
	17.5	74	4	95.5	4.5	0.0	0.0	0.0		0.0	0.0			
6	28	138	5	171	29	489.932	391.828	184.237	+0.9621	2471.08	49.7100	0.962	0.925	
	14	69	2.5	85.5	14.5	0.0	0.0	0.0		0.0	0.0			
7	30	129	5	164	36	457.352	404.574	182.587	+0.9578	2202.78	46.9338	0.958	0.917	
	15	64.5	2.5	82	18	0.0	0.0	0.0		0.0	0.0			
8	14	140	0	154	46	436.966	362.464	175.036	+0.9378	1446.24	48.0294	0.938	0.879	
	7	70	0	77	33	0.0	0.0	0.0		0.0	0.0			
9	30	145	11	186	14	580.637	470.885	192.298	+0.9830	5681.63	75.3766	0.983	0.966	
	15	72.5	5.5	93	7	0.0	0.0	0.0		0.0	0.0			
10	33	134	11	178	22	608.204	416.176	187.608	+0.9709	3260.79	57.1033	0.971	0.942	
	16.5	67	5.5	89	11	0.0	0.0	0.0		0.0	0.0			
11	33	123	10	166	34	562.003	385.666	182.207	+0.9568	2148.36	46.3504	0.957	0.915	
	16.5	61.5	5	83	17	0.0	0.0	0.0		0.0	0.0			
12	23	124	0	147	53	491.882	400.984	179.418	+0.9495	1814.19	42.5934	0.950	0.901	
	11.5	62	0	73.5	26.5	0.0	0.0	0.0		0.0	0.0			
13	35	135	13	183	17	642.374	451.615	189.181	+0.9750	3814.94	61.7652	0.975	0.950	
	17.5	67.5	6.5	91.5	8.5	0.0	0.0	0.0		0.0	0.0			
14	33	128	2	163	37	522.822	455.046	183.275	+0.9596	2307.78	48.0394	0.960	0.920	
	16.5	64	1	81.5	18.5	0.0	0.0	0.0		0.0	0.0			
15	22	126	0	148	52	460.582	409.234	172.922	+0.9321	1312.93	46.2344	0.932	0.868	
	11	63	0	74	26	0.0	0.0	0.0		0.0	0.0			
16	23	147	8	178	22	509.493	435.616	187.930	+0.9717	3361.57	57.9790	0.972	0.944	
	11.5	73.5	4	89	11	0.0	0.0	0.0		0.0	0.0			
17	29	146	7	182	18	556.566	455.934	190.748	+0.9790	4577.26	67.6555	0.979	0.958	
	14.5	73	3.5	91	9	0.0	0.0	0.0		0.0	0.0			
18	36	144	10	190	10	316.177	276.350	154.834	+0.8820	2694.13	66.3464	0.882	0.778	
	18	72	5	95	5	0.0	0.0	0.0		0.0	0.0			
19	27	134	13	174	26	580.048	417.571	185.539	+0.9655	2729.14	52.2412	0.966	0.932	
	13.5	67	6.5	87	13	0.0	0.0	0.0		0.0	0.0			
20	14	139	1	154	46	489.138	387.591	179.233	+0.9490	1795.41	42.3723	0.949	0.900	
	7	69.5	0.5	77	23	0.0	0.0	0.0		0.0	0.0			
21	31	142	12	185	15	622.325	448.411	190.742	+0.9790	4573.57	67.6281	0.979	0.958	
	15.5	71	6	92.5	7.5	0.0	0.0	0.0		0.0	0.0			
22	25	131	4	160	40	458.164	359.390	170.841	+0.9265	1201.27	44.6594	0.927	0.858	
	12.5	65.5	2	80	20	0.0	0.0	0.0		0.0	0.0			
23	37	138	6	181	19	580.560	453.248	188.818	+0.9740	3671.93	60.5965	0.974	0.948	
	18.5	69	3	90.5	9.5	0.0	0.0	0.0		0.0	0.0			
24	30	120	4	154	46	447.159	372.440	175.812	+0.9399	1501.30	48.7466	0.940	0.883	
	15	60	2	77	23	0.0	0.0	0.0		0.0	0.0			
25	21	124	15	160	40	496.906	351.714	172.395	+0.9307	1283.00	45.8191	0.931	0.866	
	10.5	62	7.5	80	20	0.0	0.0	0.0		0.0	0.0			
26	18	163	11	192	8	466.892	356.570	174.771	+0.9371	1428.24	47.7920	0.937	0.878	
	9	81.5	5.5	96	4	0.0	0.0	0.0		0.0	0.0			
27	13	136	12	161	39	401.465	320.792	169.145	+0.9219	1121.78	43.4929	0.922	0.849	
	6.5	68	6	80.5	19.5	0.0	0.0	0.0		0.0	0.0			
28	31	129	8	168	32	527.742	377.146	182.868	+0.9586	2244.61	47.3773	0.959	0.918	
	15.5	64.5	4	84	16	0.0	0.0	0.0		0.0	0.0			
29	18	144	12	174	26	368.614	303.009	160.399	+0.8977	1822.75	48.6836	0.898	0.806	
	9	72	6	87	13	0.0	0.0	0.0		0.0	0.0			
30	22	147	1	170	30	502.698	421.767	184.474	+0.9628	2514.70	50.1467	0.963	0.927	
	11	73.5	0.5	85	15	0.0	0.0	0.0		0.0	0.0			
31	29	136	7	172	28	480.138	425.113	186.613	+0.9904	1347.21	49.5831	0.935	0.874	
	14.5	68	3.5	86	14	0.0	0.0	0.0		0.0	0.0			
32	34	136	9	189	11	579.865	334.874	178.851	0.9263	1197.40	44.6036	0.926	0.858	
	17	68	4.5	94.5	5.5	0.0	0.0	0.0		0.0	0.0			
33	28	128	2	158	42	455.396	352.544	178.710	+0.9476	1743.99	41.7611	0.948	0.898	
	14	64	1	79	21	0.0	0.0	0.0		0.0	0.0			
34	35	133	11	179	21	633.594	417.437	187.879	+0.9716	3345.33	57.8389	0.972	0.944	
	17.5	66.5	5.5	89.5	10.5	0.0	0.0	0.0		0.0	0.0			
35	28	136	7	161	39	505.007	393.229	184.262	+0.9622	2475.62	49.7556	0.962	0.925	
	14	68	3.5	80.5	19.5	0.0	0.0	0.0		0.0	0.0			
36	31	124	13	168	32	545.948	393.983	181.559	+0.9551	2061.16	45.4000	0.955	0.912	
	15.5	62	6.5	84	16	0.0	0.0	0.0		0.0	0.0			
37	23	133	23	179	21	452.693	372.409	178.180	+0.9462	1694.52	41.1646	0.946	0.895	
	11.5	66.5	11.5	89.5	10.5	0.0	0.0	0.0		0.0	0.0			
38	20	146	4	170	30	449.938	352.508	180.201	+0.9515	1897.97	43.5657	0.952	0.905	
	10	73	2	85	15	0.0	0.0	0.0		0.0	0.0			
39	22	150	12	184	16	449.757	325.678	167.548	+0.9175	1054.79	42.4776	0.918	0.841	
	11	75	6	92	8	0.0	0.0	0.0		0.0	0.0			
40	18	152	4	174	26	340.423	217.022	155.803	+0.8848	1714.15	46.7236	0.885	0.782	
	9	76	2	87	13	0.0	0.0	0.0		0.0	0.0			

Source: the data collected through the field study

Testifying the positive/ negative facet of such a connection, in terms of the foreign university sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the positive facet or in other words that the efficiency of these universities in properly aligning their research staffs to their particular work-ambitions is return to their efficiency in institutionally empowering the research staffs for doing so through the research system, was ranged between (120 and 148) respondents, equal to (60and 74%) respectively. On contrary, the number of respondents who considered the negative facet or in other words that there is a deficiency in the foreign universities concerning the alignment of their research staffs to their particular work ambitions that's return to the deficiency of these universities in institutionally empowering their research staffs via the adopted research system for doing so, was ranged between (13 and 30) individuals, equal to (6.5% and 15%) in order.

This means that in the foreign universities, both the investigated variables of hypothesis (2/1) is taking the positive facet. In other words, it could be said, that within the context of the descriptive statistic, the foreign universities efficiency in properly aligning their research staffs to particular work-ambitions is due to their efficiency in institutionally empowering these research staffs for doing so via the adopted research system.

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the hypothesis (2/1) in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each - (398.380) and (302.764) - was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom.

Accordingly the null hypothesis (2/1) is rejected to accept alternatively that there is a significant relationship between the efficiency of the foreign universities in properly aligning their research staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering the research staffs for doing so through the adopted research system.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved, through the establishment of the regression model, as a causal one; as the lowest values of both (F) and (T) those were (1172.79) and (40.4704) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order.

Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression model that's previously assured by the significance of all the values of both (F) and (T), but also the positive signals of (β) that was at minimum equal (+0.8718).

In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering the lowest percentage of the overall consensus that was (75.5%) versus the non-consensus that was at maximum (25%), in addition to the lowest value of the linear by linear (Chi^2) that was (151.275), which had come greatly significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength of this relationship, the minimum of both (R) and (R^2) values were (0.872) and (0.760), this proved that this relationship is very strong in terms of both the direction and form.

As a consequence it could be analytically accept that there is a statistically indicated significant relationship between the efficiency of the foreign universities in properly aligning their research staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering the research staffs for doing so via the adopted research system.

○ Testing the hypothesis (2/2)

As being shown by the Table (13), from the (200) target respondents or the part of the sample that's representing the population section of the Egyptian universities, the number of respondents who considered the connection between on the one hand, the alignment/non-alignment of the research staffs to their particular work-ambitions and on the other hand, the empowerment/non-empowerment of these staffs to be institutionally able for doing so via the adopted research system, was indicated by the overall consensus that was ranged between (154 and 190) respondents, equal to (77% and 95%) respectively. On contrary, the number of respondent who considered no connection in such an investigated relationship was indicated by the overall non-consensus that was ranged between (10 and 46) individuals, equal to (5% and 23%) in order. This descriptively proved the connection between both the investigated variables of the hypothesis (2/2).

Testifying the positive/ negative facet of such a connection, in terms of the Egyptian universities' sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the negative facet or in other words that the deficiency of the Egyptian universities in properly aligning their research staffs to their particular work-ambitions is return to the deficiency of these universities in institutionally

empowering their research staffs for doing so via the adopted research system, was ranged between (124 and 153) respondents, equal to (62% and 76.5%) respectively. On contrary, the number of respondents who considered the positive facet, or in other words, that there is an efficiency in the Egyptian universities concerning the alignment of their research staffs to their particular work ambitions that's return to the efficiency of these universities in institutionally empowering their research staffs for doing so via the adopted research system, was ranged between (11 and 37) individuals, equal to (5.5% and 18.5%) in order. This means that in the Egyptian universities, both the investigated variables of hypothesis (2/2) is taking the negative facet. In other words it could be said that, within the context of the descriptive statistic, the Egyptian universities deficiency in properly aligning their research staffs to their particular work-ambitions is due to their deficiency in institutionally empowering these staffs for doing so via adopted research system.

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the hypothesis (2/2) in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each - (284.692) and (251.867) - was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom.

Accordingly the null hypothesis (2/2) is rejected to accept alternatively that there is a significant relationship between the deficiency of the Egyptian universities in properly aligning their research staffs to the particular work ambitions and the deficiency of these universities in institutionally empowering the research staffs for doing so via the adopted research system.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved, through the establishment of the regression model, as a causal one; as the lowest values of both (F) and (T) that were (1032.62) and (40.6000) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order.

Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression model that's previously assured by the significance of all the values of both (F) and (T), but also the positive signals of (β) that was at minimum equal (+0.8269).

In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering

the lowest percentage of the overall consensus that was (77%) versus the non-consensus that was (23%) at maximum, in addition to the lowest value of the linear by linear (Chi^2) that was (136.086), which had come greatly significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength of this relationship, the minimum of both (R) and (R^2) values were (0.827) and (0.683), this proved that this relationship is very strong in terms of both the direction and form.

As a consequence it could be analytically accept that there is a statistically indicated significant relationship between the deficiency of the Egyptian universities in properly aligning their research staffs to the particular work ambitions and the deficiency of these universities in institutionally empowering the research staffs for doing so via the adopted research system.

As a consequence, it could be said that the relationship between both the investigated variables that were considered in the hypothesis (2) is actually two-facet established. In the hypothesis (2/1), the positive facet was established in the foreign university, since there was an efficiency of these universities concerning alignment of the research staffs to their particular work ambitions due to their efficiency in institutionally empowering their research staffs for doing so via the adopted research system. In the hypothesis (2/2), the negative facet was established in the Egyptian universities, since there was a deficiency of these universities concerning the alignment of the research staffs to their particular work ambitions due to their deficiency in institutionally empowering their research staff for doing so via the adopted research system.

• Testing the hypothesis (3)

○ Testing the hypothesis (3/1)

As being shown by the Table (14), from the (200) target respondents or the part of the sample that's representing the population section of the foreign universities, the number of respondents who considered the connection between on the one hand, the alignment/ non alignment of the community-serving staffs to their particular work-ambitions and on the other hand, empowerment/non-empowerment of these staffs to be institutionally able for doing so through the community-serving system, was indicated by the overall consensus that was ranged between (151 and 186) respondents, equal to (75.5% to 93%) respectively. On contrary, the number of respondent who considered no connection in such an investigated relationship was indicated by the overall non-consensus that was ranged between (14 and 49) individuals, equal to (7% and 24.5%) in order. This

descriptively proved the connection between both the investigated variables of the hypothesis (3/1).

Table (12): the relationship between the efficiency /deficiency of the foreign universities in aligning the staffs to their particular work-ambitions and the efficiency/deficiency of these universities in institutionally empowering them for being freely able to do so via the currently adopted research system

S. V.	Proving descriptively the relationship						Proving analytically the relationship									
	Consensus Of Agree (1,2)		Consensus Of Disagree (3,4)		Consensus Of Neutral (3)		Consensus of all(1,2,3,4,5)		NonConsensus of all(1,2,3,4,5)		The relationship			The denotation of relationship		
	F. %	F. %	F. %	F. %	F. %	F. %	F. %	F. %	Chi ² Pearson V.P	Chi ² Likelihoodratio V.P	Chi ² Liner byliner V.P	B	F V.P	T V.P	R	R ²
1	138	14	10	162	38	19	81	38	486.238	368.623	170.256	+0.9249	1172.79	44.2460	0.925	0.855
2	125	25	15	165	35	17.5	82.5	35	453.731	400.700	178.513	+0.9471	1725.32	41.5370	0.947	0.897
3	142	28	20	190	10	5	95	10	679.894	503.305	192.906	+0.9845	6267.88	79.1700	0.985	0.969
4	142	20	16	178	22	11	89	22	543.598	465.140	188.262	+0.9726	3471.44	58.9190	0.973	0.946
5	128	19	14	161	39	19.5	80.5	39	474.335	415.868	182.069	+0.9565	2129.28	46.1441	0.957	0.914
6	142	27	21	190	10	5	95	10	672.000	479.801	192.320	+0.9830	5701.04	75.5052	0.983	0.966
7	130	14	8	152	48	24	76	48	453.960	388.070	177.537	+0.9445	1637.85	40.4704	0.945	0.892
8	135	28	19	182	18	9	91	18	656.733	437.398	186.715	+0.9686	3009.55	54.8593	0.969	0.938
9	144	16	6	168	32	16	84	32	469.520	418.033	180.971	+0.9536	1987.53	44.5818	0.954	0.909
10	143	19	6	168	32	16	84	32	500.504	413.367	180.671	+0.9528	1951.76	44.1787	0.953	0.907
11	139	26	21	186	14	7	93	14	628.404	469.852	190.461	+0.9783	4416.67	66.4581	0.978	0.957
12	137	22	14	173	27	13.5	86.5	27	536.537	399.911	181.190	+0.9542	2014.44	44.8825	0.954	0.910
13	127	27	18	172	28	14	86	28	615.795	398.102	179.899	+0.9507	1864.90	43.1845	0.951	0.904
14	138	17	3	158	42	21	79	42	458.325	372.560	174.252	+0.9357	1394.13	47.3381	0.936	0.875
15	127	16	8	151	49	24.5	75.5	49	493.402	430.515	181.918	+0.9561	2108.72	45.9208	0.956	0.914
16	141	23	12	176	24	12	88	24	512.832	425.608	184.436	+0.9627	2507.54	50.0753	0.963	0.926
17	139	13	8	160	40	20	80	40	443.126	380.822	176.514	+0.9418	1554.32	49.4249	0.942	0.887
18	125	15	10	150	50	25	75	50	665.417	302.764	151.275	+0.8718	1627.61	45.0522	0.872	0.760
19	128	21	16	165	35	17.5	82.5	35	503.104	366.935	175.200	+0.9382	1457.60	48.1785	0.938	0.880
20	138	26	19	183	17	8.5	91.5	17	644.107	439.294	187.421	+0.9704	3204.94	56.6122	0.970	0.941
21	135	14	11	160	40	20	80	40	424.989	325.734	159.416	+0.8950	1797.42	48.2386	0.895	0.801
22	128	26	10	164	36	18	82	36	556.480	367.504	174.321	+0.9359	1398.63	47.3983	0.936	0.875
23	132	27	10	169	31	15.5	84.5	31	579.324	386.315	177.870	+0.9454	1666.79	40.8263	0.945	0.893
24	143	24	17	184	16	8	92	16	578.532	467.915	189.585	+0.9760	3987.13	63.1437	0.976	0.952
25	125	30	11	166	34	17	83	34	488.446	411.476	179.489	+0.9497	1821.48	42.6788	0.950	0.901
26	144	27	8	179	21	10.5	89.5	21	518.762	348.815	171.677	+0.9288	1244.12	45.2721	0.929	0.862
27	141	25	12	178	22	11	89	22	603.107	430.636	184.782	+0.9636	2573.31	50.7278	0.964	0.928
28	131	28	23	182	18	9	91	18	630.610	451.744	187.068	+0.9695	3104.34	55.7166	0.970	0.940
29	137	21	13	171	29	14.5	85.5	29	522.919	455.418	186.588	+0.9683	2976.75	54.5596	0.968	0.937
30	131	27	25	183	17	8.5	91.5	17	638.435	452.424	188.596	+0.9735	3589.20	59.9099	0.974	0.947
31	140	20	7	167	33	16.5	83.5	33	492.764	394.187	178.887	+0.9481	1761.12	41.9657	0.948	0.898
32	138	19	14	171	29	14.5	85.5	29	522.714	456.582	186.701	+0.9686	3005.79	54.8251	0.969	0.938
33	122	25	16	163	37	18.5	81.5	37	398.380	310.782	161.499	+0.9008	1852.70	49.2011	0.901	0.811
34	128	24	3	155	45	22.5	77.5	45	515.345	347.108	168.694	+0.9207	1102.15	43.1987	0.921	0.847
35	120	28	16	164	36	18	82	36	491.305	387.735	175.517	+0.9391	1479.94	48.4700	0.939	0.881
36	138	18	10	166	34	17	83	34	481.927	361.861	168.183	+0.9193	1080.59	42.8724	0.919	0.845
37	148	24	12	184	16	8	92	16	515.168	395.928	180.459	+0.9522	1927.21	43.9000	0.952	0.906
38	137	28	16	181	19	9.5	90.5	19	455.596	402.081	180.318	+0.9519	1911.16	43.7168	0.952	0.906
39	139	27	18	184	16	8	92	16	632.245	445.959	188.200	+0.9724	3450.58	58.7416	0.972	0.945
40	144	19	11	174	26	13	87	26	427.018	315.473	162.312	+0.9031	1875.99	49.5972	0.903	0.815

Source: primary data collected via the field study

Table (13): the relationship between the efficiency /deficiency of the **Egyptian** universities in aligning the staffs to the particular work-ambitions and the efficiency/deficiency of these universities in institutionally empowering them for being freely able to do so via the currently adopted research system

S. V.	Proving descriptively the relationship					Proving analytically the relationship								
	Consensus Of Agree (1,2)	Consensus Of Disagree (3,4)	Consensus Of Neutral (3)	Consensus of all (1,2,3,4,5)	Non Consensus of all (1,2,3,4,5)	The relationship			The denotation of relationship					
	F.%	F.%	F.%	F.%	F.%	Chi ² Pearson	Chi ² Likelihood ratio	Chi ² Liner by liner	B	F	T	R	R ²	
	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P			
1	11	143	10	164	36	526.119	395.452	175.661	+0.9395	1490.27	48.6040	0.940	0.882	
	5.5	71.5	5	82	18	0.0	0.0	0.0		0.0	0.0			
2	34	128	11	173	27	590.082	403.658	185.666	+0.9659	2757.00	52.5071	0.966	0.932	
	17	64	5.5	86.5	13.5	0.0	0.0	0.0		0.0	0.0			
3	17	144	9	170	30	478.412	416.600	185.306	+0.9649	2679.37	51.7626	0.965	0.931	
	8.5	72	4.5	85	15	0.0	0.0	0.0		0.0	0.0			
4	29	123	5	157	43	484.777	359.933	179.419	+0.9495	1814.35	42.5952	0.950	0.901	
	14.5	61.5	2.5	78.5	21.5	0.0	0.0	0.0		0.0	0.0			
5	25	125	9	159	41	450.562	357.245	179.616	+0.9500	1834.80	42.8346	0.950	0.902	
	12.5	62.5	4.5	79.5	20.5	0.0	0.0	0.0		0.0	0.0			
6	26	140	5	171	29	469.244	392.814	184.315	+0.9623	2485.26	49.8523	0.962	0.926	
	13	70	2.5	85.5	14.5	0.0	0.0	0.0		0.0	0.0			
7	27	121	11	159	41	485.461	364.058	179.974	+0.9509	1872.98	43.2780	0.951	0.904	
	13.5	60.5	5.5	79.5	20.5	0.0	0.0	0.0		0.0	0.0			
8	18	145	12	175	25	385.757	304.176	169.191	+0.9220	1123.83	43.5236	0.922	0.850	
	9	72.5	6	87.5	12.5	0.0	0.0	0.0		0.0	0.0			
9	24	139	8	171	29	407.485	338.458	177.027	+0.9433	1595.23	59.9403	0.943	0.889	
	12	69.5	4	85.5	14.5	0.0	0.0	0.0		0.0	0.0			
10	14	142	19	175	25	388.428	304.961	164.826	+0.9100	955.004	30.9031	0.910	0.828	
	7	71	9.5	87.5	12.5	0.0	0.0	0.0		0.0	0.0			
11	32	122	13	167	33	564.116	385.163	182.388	+0.9573	2174.00	46.6262	0.957	0.916	
	16	61	6.5	83.5	16.5	0.0	0.0	0.0		0.0	0.0			
12	23	142	4	169	31	464.315	393.345	181.277	+0.9544	2025.27	45.0030	0.954	0.910	
	11.5	71	2	84.5	15.5	0.0	0.0	0.0		0.0	0.0			
13	25	140	15	180	20	441.439	380.537	181.681	+0.9554	2077.16	45.5759	0.955	0.912	
	12.5	70	7.5	90	10	0.0	0.0	0.0		0.0	0.0			
14	18	130	10	158	42	336.786	283.372	156.280	+0.8861	1724.33	46.9134	0.886	0.785	
	9	65	5	79	21	0.0	0.0	0.0		0.0	0.0			
15	17	125	12	154	46	420.111	344.887	175.679	+0.9395	1491.60	48.6213	0.940	0.882	
	8.5	62.5	6	77	23	0.0	0.0	0.0		0.0	0.0			
16	37	133	15	185	15	568.258	437.286	186.652	+0.9684	2993.14	54.7096	0.968	0.937	
	18.5	66.5	7.5	92.5	7.5	0.0	0.0	0.0		0.0	0.0			
17	33	137	7	177	23	535.355	406.677	186.921	+0.9691	3064.06	55.3540	0.969	0.939	
	16.5	68.5	3.5	88.5	11.5	0.0	0.0	0.0		0.0	0.0			
18	31	141	11	183	17	508.300	360.780	180.877	+0.9533	1976.23	44.4548	0.953	0.908	
	15.5	70.5	5.5	91.5	8.5	0.0	0.0	0.0		0.0	0.0			
19	19	144	16	179	21	356.790	294.432	158.240	+0.8917	1768.68	47.7252	0.892	0.795	
	9.5	72	8	89.5	10.5	0.0	0.0	0.0		0.0	0.0			
20	20	135	15	170	30	434.201	371.552	180.213	+0.9516	1899.36	43.5817	0.952	0.905	
	10	67.5	7.5	85	15	0.0	0.0	0.0		0.0	0.0			
21	12	148	18	178	22	375.758	296.640	165.359	+0.9115	1973.25	41.1969	0.912	0.830	
	6	74	9	89	11	0.0	0.0	0.0		0.0	0.0			
22	23	140	19	182	18	470.708	367.117	177.126	+0.9434	1603.33	40.0416	0.943	0.890	
	11.5	70	9.5	91	9	0.0	0.0	0.0		0.0	0.0			
23	18	147	10	175	25	441.271	339.908	170.594	+0.9258	1189.13	44.4837	0.926	0.857	
	9	73.5	5	87.5	12.5	0.0	0.0	0.0		0.0	0.0			
24	33	137	14	184	16	568.319	404.640	187.113	+0.9696	3116.92	55.8294	0.970	0.940	
	16.5	68.5	7	92	8	0.0	0.0	0.0		0.0	0.0			
25	30	145	15	190	10	466.330	374.150	178.709	+0.9476	1743.90	41.7600	0.948	0.898	
	15	72.5	7.5	95	5	0.0	0.0	0.0		0.0	0.0			
26	18	137	18	173	27	406.944	317.061	169.542	+0.9230	1139.60	43.7579	0.923	0.851	
	9	68.5	9	86.5	13.5	0.0	0.0	0.0		0.0	0.0			
27	15	150	20	185	15	461.816	355.458	170.968	+0.9268	1207.62	44.7509	0.927	0.859	
	7.5	75	10	92.5	7.5	0.0	0.0	0.0		0.0	0.0			
28	26	144	8	178	22	446.418	358.67	177.668	+0.9448	1649.09	40.6090	0.945	0.892	
	13	72	4	89	11	0.0	0.0	0.0		0.0	0.0			
29	32	126	16	174	26	522.137	373.111	182.703	+0.9581	2219.81	47.1148	0.958	0.918	
	16	63	8	87	13	0.0	0.0	0.0		0.0	0.0			
30	18	151	17	186	14	589.115	331.027	174.855	+0.9373	1433.95	47.8675	0.937	0.878	
	9	75.5	8.5	93	7	0.0	0.0	0.0		0.0	0.0			
31	15	148	12	175	25	437.495	338.276	170.168	+0.9247	1168.64	44.1853	0.925	0.855	
	7.5	74	6	87.5	12.5	0.0	0.0	0.0		0.0	0.0			
32	20	142	13	175	25	453.071	334.818	170.166	+0.9607	1168.52	44.1837	0.925	0.855	
	10	71	6.5	87.5	12.5	0.0	0.0	0.0		0.0	0.0			
33	29	135	6	170	30	477.538	366.502	181.283	+0.9544	2026.06	45.0117	0.954	0.910	
	14.5	67.5	3	85	15	0.0	0.0	0.0		0.0	0.0			
34	19	143	16	178	22	374.003	311.360	160.137	+0.8970	1815.87	42.5634	0.897	0.804	
	8.5	72.5	8	79	11	0.0	0.0	0.0		0.0	0.0			
35	18	152	9	179	21	442.269	359.982	172.952	+0.9322	1314.72	46.2590	0.932	0.869	
	9	76	4	89.5	10.5	0.0	0.0	0.0		0.0	0.0			
36	34	136	12	182	18	619.079	421.353	186.947	+0.9692	3071.11	55.4176	0.969	0.939	
	17	66	6	91	9	0.0	0.0	0.0		0.0	0.0			
37	21	135	14	170	30	430.963	359.850	179.596	+0.9499	1832.66	42.8096	0.950	0.902	
	10.5	67.5	7	85	15	0.0	0.0	0.0		0.0	0.0			
38	14	163	9	186	14	410.601	367.558	180.216	+0.9516	1899.71	43.5857	0.952	0.905	
	7	81.5	4.5	93	7	0.0	0.0	0.0		0.0	0.0			
39	30	128	7	165	35	469.630	352.441	180.025	+0.9511	1878.62	43.3430	0.951	0.904	
	15	64	3.5	82.5	17.5	0.0	0.0	0.0		0.0	0.0			
40	17	146	13	176	24	498.824	265.222	150.347	+0.8692	1611.86	44.7358	0.869	0.755	
	8.5	73	6.5	88	12	0.0	0.0	0.0		0.0	0.0			

Source: primary data collected via the field study

Testifying the positive/ negative facet of such a connection, in terms of the foreign university sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the positive facet or in other words that the efficiency of these universities in properly aligning their community-serving staffs to their particular work-ambitions is return to their efficiency in institutionally empowering the community-serving staffs for doing so through the community-serving system, was ranged between (122 and 149) respondents, equal to (61% to 74.5%) respectively. On contrary, the number of respondents who considered the negative facet or in other words that there is a deficiency in the foreign universities concerning the alignment of the community-serving staffs to their particular work ambitions that's return to the deficiency of these universities in institutionally empowering their community-serving staffs via the adopted community-serving system for doing so, was ranged between (14 and 38) individuals, equal to (7% and 19%) in order.

This means that in the foreign universities, both the investigated variables of hypothesis (3/1) is taking the positive facet. In other words it could be said that, within the context of the descriptive statistic, the foreign universities efficiency in properly aligning their community-serving staffs to particular work-ambitions is due to their efficiency in institutionally empowering the community-serving staffs for doing so via the adopted community-serving system.

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the hypothesis (3/1) in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each - (438.033) and (338.048) - was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. Accordingly the null hypothesis (3/1) is rejected to accept alternatively that there is a significant relationship between the efficiency of the foreign universities in properly aligning their community-serving staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering the community-serving staffs for doing so through the adopted community-serving system.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved through the establishment of the regression model as a causal one, as the lowest values of both (F) and (T) that were (1112.97) and (39.3277) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of

confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order.

Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression model that's previously assured by the significance of all the values of both (F) and (T), but also the positive signals of (β) that was at minimum equal (+0.9221). In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering the lowest percentage of the overall consensus that was (75.5%) versus the non-consensus that was (24.5%) at minimum, in addition to the lowest value of the linear by linear (Chi^2) that was (183.033), which had come greatly significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength of this relationship, the minimum of both (R) and (R^2) values were (0.921) and (0.848), this proved that this relationship is very strong in terms of both the direction and form. As a consequence it could be analytically accept that there is a statistically indicated significant relationship between the efficiency of the foreign universities in properly aligning their community-serving staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering the community-serving staffs for doing so via the adopted community-serving system.

o Testing the hypothesis (3/2)

As being shown by the Table (15), from the (200) target respondents or the part of the sample that's representing the population section of the Egyptian universities, the number of respondents who considered the connection between on the one hand, the alignment/non-alignment of the community-serving staffs to their particular work-ambitions and on the other hand, the empowerment/non-empowerment of the community-serving staffs to be institutionally able for doing so via the adopted community-serving system, was indicated by the overall consensus that was ranged between (155 and 191) respondents, equal to (77.5% to 95.5%) respectively. On contrary, the number of respondent who considered no connection in such an investigated relationship was indicated by the overall non-consensus that was ranged between (9 and 45) individuals, equal to (4.5% and 22.5%) in order. This descriptively proved the connection between both the investigated variables of the hypothesis (3/2).

Testifying the positive/ negative facet of such a connection, in terms of the Egyptian universities' sampling units, it was found from the agreement/disagreement consensus that the number of respondents who considered the negative facet, or in other words, that the deficiency of the Egyptian

universities in properly aligning their community-serving staffs to their particular work-ambitions is return to the deficiency of these universities in institutionally empowering the community-serving staffs via the adopted community-serving system for doing so, was ranged between (129 and 141) respondents, equal to (64.5% to 70.5%) respectively. On contrary, the number of respondents who considered the positive facet, or in other words, that there is an efficiency in the Egyptian universities concerning the alignment of their community-serving staffs to their particular work ambitions that's return to the efficiency of these universities in institutionally empowering the community-serving staffs for doing so via the adopted community-serving system, was ranged between (5 and 22) individuals, equal to (2.5% and 11%) in order. This means that in the Egyptian universities, both the investigated variables of hypothesis (3/2 is taking the negative facet. In other words, it could be said that within the context of the descriptive statistic, the Egyptian universities deficiency in properly aligning the community-serving staffs to particular work-ambitions is due to their deficiency in institutionally empowering the community-serving staffs for doing so via the adopted community-serving system.

The above cross-tab based relationship, that's descriptively established by the level of consensus around the two investigated variables of the hypothesis (3/2) in conjunction, is analytically proved as well. This was through calculating the values of Pearson and likelihood (Chi^2), which were totally come as significant, since the (P) of the minimum value of each - (487.706) and (430.994) - was (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom.

Accordingly the hypothesis (3/2) is accepted, to confirm that there is a significant relationship between the deficiency of the Egyptian universities in properly aligning their community-serving staffs to the particular work ambitions and the efficiency of these universities in institutionally empowering the community-serving staffs for doing so via the adopted community-serving system.

Furthermore, the indication of this relationship was proved in different aspects as well. In terms of the type, it was proved, through the establishment of the regression model, as a causal one; as the lowest values of both (F) and (T) that were (2269.77) and (47.6421) respectively had come highly significant, since the probability of both was (0.0), at (95%) degree of confidence, (5%) level of significance and (1,198) and (199) degrees of freedom in order.

Regarding the direction, such a relationship is proved as a proportionally direct one; this was indicated not only by the fitness of the regression

model that's previously assured by the significance of all the values of both (F) and (T), but also the positive signals of (β) that was at minimum equal (+0.9590).

In relation to the form, it was proved as a linear relationship this was twin-confirmed by considering the lowest percentage of the overall consensus that was (84%) versus the non-consensus that was (16%), in addition to the lowest value of the linear by linear (Chi^2) that was (183.033), which had come greatly significant with a probability or (P) equal (0.0), at (95%) degree of confidence, (5%) level of significance and (16) degrees of freedom. On the subject of the strength, the minimum of both (R) and (R^2) values were (0.959) and (0.919), this proved that this relationship is very strong in terms of both the direction and form.

As so, it could be analytically accept that there is a statistically indicated significant relationship between the deficiency of the Egyptian universities in properly aligning their community-serving staffs to the particular work ambitions and the deficiency of these universities in institutionally empowering the community-serving staffs for doing so via the adopted community-serving system.

As a consequence, it could be said that the relationship between both the investigated variables that were considered in the hypothesis (3) is actually two-facet established. In the hypothesis (3/1), the positive facet was established in the foreign university, since there was an efficiency of these universities concerning alignment of the community-serving staffs to their particular work ambitions due to their efficiency in institutionally empowering the community-serving staff for doing so via the adopted community-serving system. In the hypothesis (3/2), the negative facet was established in the Egyptian universities, since there was a deficiency of these universities concerning the alignment of the community-serving staffs to their particular work ambitions due to their deficiency in institutionally empowering the community-serving staff for doing so via the adopted community-serving system.

Overall discussion

Statistically-guided comment:

By verifying statistically the phenomenon existence in the reality of the research applied field, the true problem actually causing it, and the hypothetical reasons that are latent behind such a problem, it could be argued that this research in accordance with the context or ontology, within which it has scholarly and practically been tackled, resulted in some comparative issues concerning both the cases of the foreign and Egyptian universities. This could be interpretively described as well as analytically expressed as shown by the following Exhibition (1).

Table (14): the relationship between the efficiency /deficiency of the **foreign** universities in aligning the staffs to the particular work-ambitions and the efficiency/deficiency of these universities in institutionally empowering them for being freely able to do so via the currently adopted community-serving system

S. V.	Proving descriptively the relationship					Proving analytically the relationship								
	Consensus of Agree (1,2)	Consensus of Disagree (3,4)	Consensus of Neutral (3)	Consensus of all (1,2,3,4,5)	Non Consensus of all (1,2,3,4,5)	The relationship			The denotation of relationship					
	F.%	F.%	F.%	F.%	F.%	Chi ² Pearson	Chi ² Likelihood ratio	Chi ² Liner by liner	B	F	T	R	R ²	
	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P	V.P			
1	140	27	16	183	17	608.394	454.657	188.302	+0.9727	3485.40	59.0373	0.973	0.946	
	70	13.5	8	91.5	00	0.0	0.0	0.0		0.0	0.0			
2	126	25	9	160	40	464.312	351.719	173.028	+0.9324	1319.13	46.3198	0.932	0.869	
	63	12.5	4.5	80	20	0.0	0.0	0.0		0.0	0.0			
3	135	25	13	173	27	535.591	397.453	180.983	+0.9536	1988.99	44.5981	0.954	0.909	
	67.5	12.5	6.5	86.5	13.5	0.0	0.0	0.0		0.0	0.0			
4	138	20	6	164	36	495.471	382.922	176.581	+0.9419	1559.59	49.4917	0.942	0.887	
	69	10	3	82	18	0.0	0.0	0.0		0.0	0.0			
5	128	19	10	157	43	441.645	343.174	170.360	+0.9252	1177.81	44.3192	0.925	0.856	
	64	9.5	5	78.5	21.5	0.0	0.0	0.0		0.0	0.0			
6	149	14	18	181	19	478.821	404.487	175.687	+0.9396	1492.16	48.6285	0.940	0.882	
	74.5	7	9	90.5	9.5	0.0	0.0	0.0		0.0	0.0			
7	129	22	14	155	45	470.638	377.844	177.755	+0.9451	1656.65	40.7020	0.945	0.893	
	64.5	11	7	77.5	22.5	0.0	0.0	0.0		0.0	0.0			
8	128	18	10	156	44	477.931	424.849	182.114	+0.9566	2135.43	46.2107	0.957	0.915	
	64	9	5	78	22	0.0	0.0	0.0		0.0	0.0			
9	123	25	13	161	39	485.696	357.099	174.025	+0.9351	1379.70	47.1443	0.935	0.874	
	61.5	12.5	6.5	80.5	19.5	0.0	0.0	0.0		0.0	0.0			
10	139	27	16	182	18	616.422	436.943	186.821	+0.968	3037.38	55.1124	0.969	0.938	
	69.5	13.5	8	91	9	0.0	0.0	0.0		0.0	0.0			
11	140	19	12	171	29	453.054	395.420	178.812	+0.9479	1753.78	41.8782	0.948	0.898	
	70	9.5	6	85.5	14.5	0.0	0.0	0.0		0.0	0.0			
12	135	28	22	185	15	674.932	455.710	189.025	+0.9746	3752.37	61.2566	0.975	0.949	
	67.5	14	11	92.5	7.5	0.0	0.0	0.0		0.0	0.0			
13	132	18	6	156	44	480.225	411.719	178.409	+0.9468	1715.63	41.4202	0.947	0.896	
	66	9	3	78	22	0.0	0.0	0.0		0.0	0.0			
14	126	23	11	160	40	484.534	371.348	175.495	+0.9390	1478.32	48.4490	0.939	0.881	
	63	11.5	5.5	80	20	0.0	0.0	0.0		0.0	0.0			
15	128	26	12	166	34	515.896	370.994	176.089	+0.9406	1521.82	49.0106	0.941	0.884	
	64	13	6	83	17	0.0	0.0	0.0		0.0	0.0			
16	125	38	10	173	27	470.850	367.348	172.966	+0.9322	1315.48	46.2695	0.932	0.869	
	62.5	19	5	86.5	13.5	0.0	0.0	0.0		0.0	0.0			
17	137	27	14	178	22	583.639	421.427	184.155	+0.9619	2456.25	49.5606	0.962	0.925	
	68.5	13.5	7	89	11	0.0	0.0	0.0		0.0	0.0			
18	136	17	8	161	39	447.604	368.714	174.885	+0.9374	1435.95	47.8939	0.937	0.878	
	68	8.5	4	80.5	19.5	0.0	0.0	0.0		0.0	0.0			
19	130	24	14	168	32	466.697	404.805	176.322	+0.9412	1539.52	49.2367	0.941	0.886	
	65	12	7	84	16	0.0	0.0	0.0		0.0	0.0			
20	140	27	19	186	14	639.293	463.452	189.704	+0.9763	4040.78	63.5671	0.976	0.953	
	70	13.5	9.5	93	7	0.0	0.0	0.0		0.0	0.0			
21	144	21	14	179	31	534.498	466.613	187.786	+0.9714	3315.68	57.5820	0.971	0.943	
	72	10.5	7	89.5	15.5	0.0	0.0	0.0		0.0	0.0			
22	142	22	18	182	18	541.965	429.232	185.335	+0.9650	2685.59	51.8227	0.965	0.931	
	71	11	9	91	9	0.0	0.0	0.0		0.0	0.0			
23	133	21	15	169	31	498.194	413.666	182.478	+0.9575	2186.94	46.7648	0.958	0.916	
	66.5	10.5	7.5	84.5	15.5	0.0	0.0	0.0		0.0	0.0			
24	126	26	9	161	39	482.379	354.667	173.402	+0.9334	1341.26	46.6232	0.933	0.871	
	63	13	4.5	80.5	19.5	0.0	0.0	0.0		0.0	0.0			
25	122	20	23	165	35	456.068	393.261	178.319	+0.9466	1707.23	41.3187	0.947	0.896	
	61	10	11.5	82.5	17.5	0.0	0.0	0.0		0.0	0.0			
26	133	20	17	170	30	511.693	435.511	183.826	+0.9611	2398.73	48.9769	0.961	0.923	
	66.5	10	8.5	85	15	0.0	0.0	0.0		0.0	0.0			
27	125	27	12	164	36	525.183	366.491	175.088	+0.9379	1449.79	48.0761	0.938	0.879	
	62.5	13.5	6	82	18	0.0	0.0	0.0		0.0	0.0			
28	141	27	14	182	18	629.701	441.113	186.973	+0.9693	3078.19	55.4814	0.969	0.939	
	70.5	13.5	7	91	9	0.0	0.0	0.0		0.0	0.0			
29	140	17	10	167	33	475.530	386.854	176.415	+0.9415	1546.67	39.3277	0.942	0.886	
	70	8.5	5	83.5	16.5	0.0	0.0	0.0		0.0	0.0			
30	139	21	6	166	34	519.927	392.255	177.835	+0.9453	1663.70	40.7885	0.945	0.893	
	69.5	10.5	3	83	17	0.0	0.0	0.0		0.0	0.0			
31	125	20	11	156	44	450.839	338.048	169.232	+0.9221	1125.67	43.5510	0.922	0.850	
	62.5	10	5.5	78	22	0.0	0.0	0.0		0.0	0.0			
32	129	21	17	167	33	491.409	401.506	180.882	+0.9533	1976.79	44.4611	0.953	0.908	
	64.5	10.5	8.5	88.5	16.5	0.0	0.0	0.0		0.0	0.0			
33	130	27	11	168	32	578.488	381.771	177.047	+0.9432	1596.85	49.9606	0.943	0.889	
	65	13.5	5.5	84	16	0.0	0.0	0.0		0.0	0.0			
34	134	16	2	152	48	438.033	350.555	169.976	+0.9242	1159.60	44.0530	0.924	0.854	
	67	8	1	76	24	0.0	0.0	0.0		0.0	0.0			
35	128	20	12	160	40	453.736	378.977	177.440	+0.9442	1629.59	40.3681	0.944	0.891	
	64	10	6	80	20	0.0	0.0	0.0		0.0	0.0			
36	140	25	10	175	25	522.284	419.523	183.214	+0.9595	2298.09	47.9384	0.960	0.920	
	70	12.5	5	87.5	12.5	0.0	0.0	0.0		0.0	0.0			
37	131	20	14	165	35	529.958	442.550	182.779	+0.9583	2231.08	47.2343	0.958	0.918	
	65.5	10	7	82.5	17.5	0.0	0.0	0.0		0.0	0.0			
38	133	16	2	151	49	447.732	348.340	168.944	+0.9213	1112.97	43.3612	0.921	0.848	
	66.5	8	1	75.5	24.5	0.0	0.0	0.0		0.0	0.0			
39	127	27	15	169	31	548.681	398.962	180.141	+0.9514	1891.34	43.4895	0.951	0.905	
	63.5	13.5	7.5	84.5	15.5	0.0	0.0	0.0		0.0	0.0			
40	133	26	11	170	30	522.391	380.300	177.787	+0.9451	1659.45	40.7364	0.945	0.893	
	66.5	13	5.5	85	15	0.0	0.0	0.0		0.0	0.0			

Source: primary data collected via the field study

Table (15): the relationship between the efficiency /deficiency of the **Egyptian** universities in aligning the staffs to the particular work-ambitions and the efficiency/deficiency of these universities in institutionally empowering them for beingfreely able to do so via the currently adopted community-serving system

S. V.	Proving descriptively the relationship					Proving analytically the relationship								
	Consensus of Agree (1,2)	Consensus of Disagree (3,4)	Consensus of Neutral (3)	Consensus of all (1,2,3,4,5)	Non Consensus of all (1,2,3,4,5)	The relationship			The denotation of relationship					
	F.%	F.%	F.%	F.%	F.%	Chi ² Pearson	Chi ² Likelihood ratio	Chi ² Liner by liner	B	F	T	R	R ²	
1	19	124	12	155	45	367.234	298.163	159.900	+0.8963	1809.73	48.4558	0.896	0.803	
	9.5	62	6	77.5	22.5	0.0	0.0	0.0		0.0	0.0			
2	25	139	16	180	20	492.810	382.175	178.618	+0.9474	1735.23	41.6561	0.947	0.897	
	12.5	69.5	8	90	10	0.0	0.0	0.0		0.0	0.0			
3	30	136	7	173	27	492.453	373.272	182.747	+0.9582	2226.32	47.1838	0.958	0.918	
	15	68	3.5	86.5	13.5	0.0	0.0	0.0		0.0	0.0			
4	32	135	9	176	24	575.929	404.630	186.276	+0.9675	2898.68	53.8394	0.968	0.936	
	16	67.5	4.5	88	12	0.0	0.0	0.0		0.0	0.0			
5	16	139	14	179	21	443.392	349.231	175.378	+0.9387	1470.03	48.3410	0.939	0.881	
	8	64.5	7	89.5	10.5	0.0	0.0	0.0		0.0	0.0			
6	25	129	13	167	33	451.307	358.882	178.933	+0.9482	1765.58	42.0188	0.948	0.899	
	12.5	64.5	6.5	83.5	16.5	0.0	0.0	0.0		0.0	0.0			
7	21	145	14	180	20	469.698	381.118	173.686	+0.9342	1358.57	46.8589	0.934	0.872	
	10.5	72.5	7	90	10	0.0	0.0	0.0		0.0	0.0			
8	19	143	12	174	31	346.911	290.960	157.024	+0.8882	1740.68	47.2155	0.888	0.789	
	9.5	71.5	6	87	15.5	0.0	0.0	0.0		0.0	0.0			
9	12	153	15	180	20	284.692	251.867	136.086	+0.8269	1428.28	40.6951	0.827	0.683	
	6	76.5	7.5	90	10	0.0	0.0	0.0		0.0	0.0			
10	21	151	11	183	17	424.766	323.385	170.463	+0.9255	1182.73	44.3909	0.926	0.856	
	10.5	75.5	5.5	91.5	8.5	0.0	0.0	0.0		0.0	0.0			
11	23	135	18	176	24	424.907	325.538	169.736	+0.9235	1148.44	43.8887	0.924	0.852	
	11.5	67.5	9	88	12	0.0	0.0	0.0		0.0	0.0			
12	28	129	12	169	31	513.883	369.890	180.614	+0.9526	1945.05	44.1027	0.953	0.907	
	14	64.5	6	84.5	15.5	0.0	0.0	0.0		0.0	0.0			
13	16	150	13	179	21	466.021	356.004	174.805	+0.9372	1430.55	47.8226	0.937	0.878	
	8	75	6.5	89.5	10.5	0.0	0.0	0.0		0.0	0.0			
14	27	136	8	171	29	468.037	355.220	178.629	+0.9474	1736.29	41.6689	0.947	0.897	
	13.5	68	4	85.5	19.5	0.0	0.0	0.0		0.0	0.0			
15	33	131	9	173	27	556.163	377.654	182.866	+0.9586	2244.20	47.3730	0.959	0.918	
	16.5	65.5	4.5	86.5	13.5	0.0	0.0	0.0		0.0	0.0			
16	37	136	13	186	14	697.899	460.898	191.145	+0.9800	4818.74	59.4172	0.980	0.960	
	18.5	68	6.5	93	7	0.0	0.0	0.0		0.0	0.0			
17	18	140	12	170	30	454.923	377.095	179.501	+0.9497	1822.77	42.6939	0.950	0.902	
	9	70	6	85	15	0.0	0.0	0.0		0.0	0.0			
18	17	141	10	168	32	351.399	294.691	158.429	+0.8922	1773.20	47.8066	0.892	0.796	
	8.5	70.5	5	84	16	0.0	0.0	0.0		0.0	0.0			
19	19	133	12	164	36	427.196	329.230	166.982	+0.9160	1032.62	42.1345	0.916	0.839	
	9.5	66.5	6	82	18	0.0	0.0	0.0		0.0	0.0			
20	30	148	13	191	9	585.739	415.879	185.541	+0.9655	2729.63	52.2459	0.966	0.932	
	15	74	6.5	95.5	4.5	0.0	0.0	0.0		0.0	0.0			
21	16	139	15	170	30	348.035	319.763	152.964	+0.8767	1657.90	45.6496	0.877	0.768	
	8	69.5	7.5	85	15	0.0	0.0	0.0		0.0	0.0			
22	31	150	10	191	9	435.002	347.566	178.342	+0.9466	1709.35	41.3443	0.947	0.896	
	15.5	75	5	95.5	4.5	0.0	0.0	0.0		0.0	0.0			
23	25	130	11	166	34	418.187	343.094	177.659	+0.9448	1648.36	40.6000	0.945	0.892	
	12.5	65	5.5	83	17	0.0	0.0	0.0		0.0	0.0			
24	14	136	8	158	42	350.992	296.900	160.248	+0.8973	1818.79	48.6145	0.897	0.805	
	7	68	4	79	21	0.0	0.0	0.0		0.0	0.0			
25	11	129	16	156	44	289.721	251.967	137.758	+0.8320	1445.38	41.1041	0.832	0.692	
	5.5	64.5	8	78	22	0.0	0.0	0.0		0.0	0.0			
26	14	142	15	171	29	306.115	281.645	149.365	+0.8663	1595.83	44.4097	0.866	0.750	
	7	71	7.5	85.5	14.5	0.0	0.0	0.0		0.0	0.0			
27	30	149	12	191	9	583.169	461.216	190.275	+0.9778	4318.17	55.7128	0.978	0.956	
	15	74.5	6	95.5	4.5	0.0	0.0	0.0		0.0	0.0			
28	22	138	30	190	10	530.230	394.641	178.460	+0.9469	1720.32	41.4767	0.947	0.896	
	11	69	15	95	5	0.0	0.0	0.0		0.0	0.0			
29	25	146	17	188	22	492.894	421.331	184.279	+0.9623	2478.66	49.7861	0.962	0.926	
	12.5	73	8.5	94	11	0.0	0.0	0.0		0.0	0.0			
30	26	130	27	183	17	396.429	333.731	174.654	+0.9368	1420.45	47.6888	0.937	0.877	
	13	65	13.5	91.5	8.5	0.0	0.0	0.0		0.0	0.0			
31	16	135	14	165	35	305.513	275.441	148.310	+0.8632	579.320	44.0690	0.863	0.745	
	8	67.5	7	82.5	17.5	0.0	0.0	0.0		0.0	0.0			
32	13	139	19	171	29	318.592	294.465	150.774	+0.8704	619.036	44.880	0.870	0.757	
	6.5	69.5	9.5	85.5	14.5	0.0	0.0	0.0		0.0	0.0			
33	24	145	14	181	19	556.032	435.736	190.200	+0.9776	4279.80	55.4201	0.978	0.955	
	12	72.5	7	9.5	9.5	0.0	0.0	0.0		0.0	0.0			
34	20	140	13	173	17	433.357	322.586	166.684	+0.9152	1021.29	41.9576	0.915	0.837	
	10	70	6.5	86.5	8.5	0.0	0.0	0.0		0.0	0.0			
35	17	129	18	164	36	426.066	336.816	167.620	+0.9177	1057.68	42.5219	0.918	0.842	
	8.5	64.5	9	84	18	0.0	0.0	0.0		0.0	0.0			
36	20	131	22	173	27	595.316	405.619	184.006	+0.9615	2429.89	49.2940	0.962	0.924	
	10	65.5	11	86.5	13.5	0.0	0.0	0.0		0.0	0.0			
37	19	135	8	162	38	403.723	317.821	167.806	+0.9182	1065.14	42.6365	0.918	0.843	
	9.5	67.5	4	81	19	0.0	0.0	0.0		0.0	0.0			
38	37	134	11	182	18	630.889	448.367	189.319	+0.9753	3872.05	62.2258	0.975	0.951	
	18.5	67	5.5	91	9	0.0	0.0	0.0		0.0	0.0			
39	16	133	19	168	32	323.358	284.132	154.995	+0.8825	697.410	46.408	0.883	0.778	
	8	66.5	9.5	84	16	0.0	0.0	0.0		0.0	0.0			
40	29	132	10	171	29	479.529	367.669	180.375	+0.9520	1917.60	43.7904	0.952	0.906	
	14.5	61	5	85.5	14.5	0.0	0.0	0.0		0.0	0.0			

Source: primary data collected via the field study

Exhibition (1) A discussion to show an ontology-based comparison between both the sections of the research field-study

Methodological Axes		Level of discussion	In foreign universities	In Egyptian universities
Research Phenomenon		By research Interpretive description	It is proved as true, the efficiency of the foreign universities concerning the proper fulfillment of their public mission.	It is proved as true, the deficiency of the Egyptian universities concerning the proper fulfillment of their public mission.
		By researcherAnalytical View	These universities are sufficiently aware of considering this as an urgent reason for being competitively existed, succeeded, developed and long stayed.	These universities are insufficiently aware of considering this as an urgent reason for being competitively existed, succeeded, developed and long stayed.
Research Problem		By researchInterpretive description	It is proved as true that the academic staffs supported by the other staffs in these universities are efficiently aligned to their particular work ambitions and/or objectives.	It is proved as true that the academic staffs supported by the other staffs in these universities are deficiently aligned to their particular work ambitions and/or objectives.
		ByresearcherAnalytical view	These universities are sufficiently believed that the particular work ambitions of the staffs are normally come in the interest of the universities' ambitions, particularly concerning their public mission. They consider that the goals of staffs are representing a conditional phase of attaining the organization goals. This is due to the awareness concerning the identical nature of the individual-organization activity.	These universities are insufficiently believed that the particular work ambitions of the staffs are no way come in the interest of the universities ambitions concerning their public mission. They consider that the goals of staffs are not necessarily a conditional phase of attaining the organization goals. This is due to the unawareness of identical nature of the individual-organization activity.
Research Hypotheses	Hypo. (1)	By researchInterpretive description	It is proved as true that these universities efficiency in institutionally empowering the teaching staffs via the currently adopted teaching system is a reason for their efficiently in getting the teaching staffs properly aligned to their particular teaching ambitions that serve the whole university sub-mission of teaching.	It is proved as true that these universities deficiency in institutionally empowering the teaching staffs via the currently adopted teaching system is a reason for the deficiency in getting teaching staffs properly aligned to their particular teaching ambitions that serve the interest of whole sub-mission of teaching.
		By researcherAnalytical view	These universities are greatly considering that when their teaching staffs are automatically and freely allowed via a permanently established teaching system to get and/or prove their particular teaching ambitions, they definitely providing an increasing positive development and support to the teaching role of the whole university. They consider no development but through having a tolerant system. In their view, the one who personally could prove himself as a good teaching staffs is an additional share in the organization deposit of teaching.	These universities considered that their teaching staffs shouldn't be left for freely getting attained their particular teaching ambition through a permanently established teaching system. They believe that teaching staffs have to wait for having an authorized permission from the top management before being able to make any development in the regular teaching aspects. In their view, the one who personally could prove himself as a good teaching-staff does not conditionally support the organization sub-mission of teaching.
	Hypo. (2)	By researchInterpretive description	It is proved as true that these universities efficiency in institutionally empowering staffs via the currently adopted research system is a reason for their efficiency in properly getting the staff aligned to their particular research ambitions that serve the whole university sub-mission of research.	It is proved as true that these universities deficiency in institutionally empowering staffs via the currently adopted research system is a reason for deficiency in properly getting the staff aligned to their particular research ambitions that serve the whole university sub-mission of research.
		By researcherAnalytical view	These universities are effectively considering that their reputation as research entities is a tautology of their reputable research-staffs. That's why it was important to encourage having a very open research system that's allowing all the staffs in the different fields of research interest to move easily through the research ideas, proposals, prescriptions, full conducted peace of research work, and research links in and out, to enrich the benefit and value of research. Research and inter disciplinary research is no way an international issue to be considered by the university all the time; they have to be original research generators, or at least research up to date.	These universities are ineffectively considering that their reputation as research entities is a tautology of their reputable research-staffs. That's why they do not sufficiently encourage having a very open research system that allows all the staffs in the different fields of research interest to move easily through research both in and out. They are mostly involved in the task of research followers rather than research originators. They consider that it is fair enough to be readers instead of authors of the important research. Too many constrains are faced by the researchers, coming in the front of these sanctions are the funding and/or sponsoring and international cooperation.
	Hypo. (3)	By researchInterpretive description	It is proved as true that these universities efficiency in institutionally empowering staffs via the currently adopted community-serving system is a reason for their efficiency in properly getting the staff aligned to their particular community-serving ambitions that serve the whole university sub-mission of community-serving.	It is proved as true that these universities deficiency in institutionally empowering staffs via the currently adopted community-serving system is a reason for the deficiency in properly getting the staff aligned to particular community-serving ambitions that serve the whole university sub-mission of community-serving.
		By researcherAnalytical view	These universities are -to the largest extent - organizations that are established to be originally oriented by the environment. They completely believe in urbanization and enlightening role that they have to play for getting the diversified and sustaining objective of development properly occurred. Not only at the local or surrounding environment level but also within the bigger context that nationally, regionally, internationally and globally extended everywhere all over the world. These universities have considered that gaining self as well as others accreditation is attained via the effect that they could environmentally achieve. Consistent with this view the university is an effective instrument for the whole global community benefit rather than being just trapped in the education and research roles.	These universities, despite of the community-serving role that's clearly included in its announced missions, are actually confined within the education role. They have formally considered representing the environmental role in their organizational structure, but they did not actually give such a role a satisfactory amount of interest. They are more directed by the very restricted role of just educating students, even though the education role is not fulfilled according to the environment needs, or in other words according to a policy that makes the graduates in terms of the qualifications and skills fitting to the in and out labor markets. They are insufficiently aware by the community-serving role that they can perform via the free hand of its staffs in fulfilling such a sub-mission

Source: firstly prepared for the purpose of this research.

A suggested model:

Further to what has initially been gone to when theoretically founding the basis of this research hypotheses, and within the context of what is actually concluded as a result of conducting both the research exploratory and then detailed field studies, for statistically examining the correctness of these hypotheses, an overall discussion that's based upon utilizing the examined interrelationships between the research axial-variables was to be provided. In this, it was preferable to make the comment via originating an evolutionary-conceptual model, so as to understand the conclusions and apply the recommendations of this research, rather than using marginally just some torn words, so as to provide sort of an easily understood guide to the research issue.

For deeming the easier, this model was graphically articulated by the Figure (1). The focal variables were backward organized from the dependent variable or phenomenon, that's return to intermediate variable or research problem, and the independent that's in turn represented the hypothetical reasons of the problem.

The phenomenon was around the universities' efficiency/deficiency in properly fulfilling the mission as publically required by them. The problem behind this was around the universities' efficiency/deficiency in properly aligning people to their particular work ambitions. The hypotheses were about the universities' efficiency/deficiency in properly empowering the staffs through the established systems to be able to do so.

In terms of the staffs' alignment we considered two types. The first is relevant to the staffs' alignment to their particular or private work-ambitions. This contains three different situations. (1) The case in which the ambitions of the staffs come against or on the account of the benefit of the organization. And this is called the case of interest non-consensus. Herein the organization is asked for not aligning its people to such a type of ambitions, it is alternatively asked to prevent the staff from looking forward or reaching to the fulfillment of these ambitions. (2) The case in which the ambitions of the staffs is coming for the benefit of the staffs but it is not against the benefit of the organization, it could be considered as just useless, irrelevant or neutral for the latter, herein organizations are optionally allowed to align or do not align the organization staffs to such a kind of personal ambitions. Rationally, it is not recommended for the organizations to work for useless or nothing. Whether it is seen to move toward fulfilling these ambitions, just for indirectly getting the probable reflection of the staffs being comfort, everything should be precisely well estimated. Otherwise organizations are still keeping the big no in dealing with these ambitions.

(3) The case in which the ambitions of the staffs come simultaneously for the benefit of both the staffs and the organization. This most likely occurred due to the nature of the organization's activity, that's making the personal ambitions of people concerning the performance of their work tasks is directly comes in the interest of the organizations public ambitions concerning the fulfillment of their mission. Herein the organizations have to have a very big yes for this case of interest consensus. This is the case we are embark upon in this research, the university ambitions in properly fulfilling its triple-fold mission is conditionally come as a tautology of the staffs ambitions in properly fulfilling their work-tasks. In other words, when staffs are getting empowered to have properly their teaching, research, and community-serving tasks as it should hopefully done, university will be naturally able to fulfill its mission as positively required.

The second is relevant to directly aligning the staffs to the organizations' ambitions, and this type of alignment is classically fallen into the organizations' interest. It used to be clearly reflected by the different phases or steps of the organization strategic planning. Those are; the philosophy, vision, mission, strategy, policy, programs, procedures, tactics, and techniques. Although this research is basically interested in the first type of aligning staffs, it does consider the third form of this type that's representing a positive area of integration between aligning people to their personal ambitions and the organizations ambition as well. It is going to highlight this area as a point of ambition-integration instead of being left as staff-to-organization buffer zone or an area of ambition conflict.

On the subject of the empowerment, this research is generally considering that getting people aligned to their particular work-ambitions is resulted from being empowered for doing properly their detailed tasks. It argues that the empowerment of people may occur in the organization at three levels.

First, is the level of empowerment which is occurred when organizations get involved only in searching for and employing those who are innately empowered; either physically, intellectually or both. Sometimes they consider, for some reason, those staffs who are not only physically or intellectually qualified but also those who are physically and intellectually talent. When doing so, organizations are just partially allowing the lowest level of empowerment.

This sort of minimum empowerment is gotten by the people internal or self-sourced capabilities. The other part of minimum empowerment could be non-innately occurred or externally-sourced. It is happened when organizations' management work on getting the staffs technically prepared. Through education to give

people specialized information or general knowledge or even through training to make people gain the skills

and experience that are necessarily required for properly performing the work.

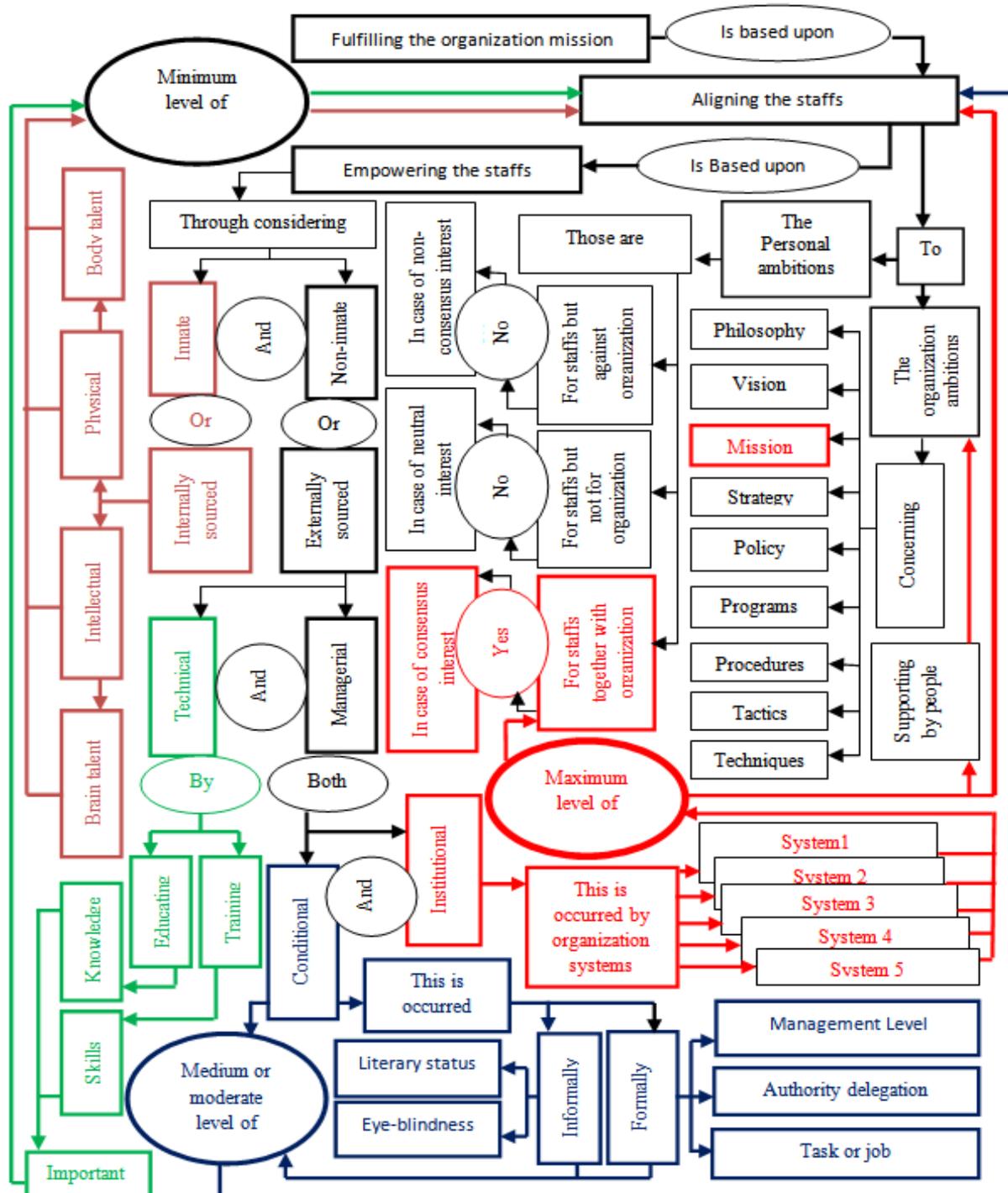


Figure (1): aligning people to their particular work-ambitions for aligning organizationstotheir public mission-ambitions
 Source: it is originally prepared for the purpose of this research

Seeking the foundation of the physical and intellectual staffs further to the work on qualifying them through education and training is just

representing together the minimum level of empowering the organization staff. The green and brown outlined areas in the right hand side of the

Figure (1) that's ended by the black outlined circle is graphically showing an articulation of this level of empowerment.

Second, is the level of empowerment, which is established or sourced by the organization management, it used to be appear in two forms; The formal and informal empowerment of staff, that's hanged of the condition of the management desire and donation. The formal management-based empowerment is gradually given to individuals by (1) the nature and importance of the task or job entrusted by them, (2) the authority given or delegated to some people, (3) the position or managerial level within the organization structure. The informal management-based empowerment is traditionally represented on the one hand, in the literal status that's being given to some people within the organization regardless of their formal position, and on the other hand on, the management eye-blindness concerning the decisions, behaviors, actions, and reactions that are free hand made by some peoples inside the organization out of the normal formalities that are normally used to govern the work performance. Both the formal and informal management-based forms of people empowerment are allowing together just a moderate or medium level of empowerment. Since management as a running-board, by the end of the day, cannot empower someone out of what is originally allowed to them.

Accordingly this kind of empowering people is border-lined by the capability of management as an administratively responsible authority. But, there is a query to suggest, in case of considering the foundation of a bigger authority that is governing both the management-board as well as the organization staffs; herein we have to look forward to a higher level of empowering staffs for being aligned to their ambitions and the organization ambitions as well. That's why this type of empowerment is just located in the moderate or medium level, in terms of aligning people to their work-related ambitions, worth mentioning that this type of empowerment is highlighted by the bottom part of the Figure (1) that's blue color outlined.

Third, is the level of empowerment, which is established or sourced by what could be strategically called the overall, constitutional or institutional management of the organization? It could be allowed to the management staffs and the non-managerial staffs by the effect of the organization workable systems. Such as the education system, the research system, and the community-serving system, in the case of the universities; as the organizations which are consisting the components of the field study in this research.

Empowering the staff could be highly occurred at the maximum by the organization whole systems.

Following the permanently established systems means that there is no conditional reason to use the management running-board as a reference to the staffs' decisions and behaviors. It is a case that's shaped-like the citizen constitutional powers or rights that are empowering people even in the face of the ruling government. By systems staffs are going to be empowered without waiting for any permission or having an approval from the organization management-board.

This maximum level of staffs' empowerment is effectively utilized when it feeds the alignment of staffs in the case of both the staffs and organization ambition-agreement or the area of interest-consensus. Herein it could be argued that aligning people to their private task-ambitions is going to be in the interest of aligning the whole organizations to their ambitions concerning their public missions. It is the type of systems-based or constitution-based or even what we prefer to call it, the institutional empowerment.

In universities, whereas people or staffs together with their organizations are having a crossing or consensus interest in teaching and qualifying the students, in conducting the good research, and in properly serving the community, the best they can do concerning the fulfillment of their own ambitions in these areas, the best the universities' capability to fulfill their ambitions concerning the missions they have. That's why the university staffs should institutionally top-empowered by the systems for being aligned to their own work-ambitions.

Accordingly, it could be argued that the development of the universities' organizational performance, that's basically directed to its environment, is highly recommended to start with fitting properly the main systems; as the big vessels they have for containing the whole work they do, and then fitting properly the people level of empowerment by these systems for being aligned to their work tasks. This type of institutional empowerment was tinted in red color in the focal area that extended to cover in part the left-hand side of the Figure (1).

In short, the argumentative suggestion that's provided by this research evolutionary academic conceptual framework and practically examined hypothetical model, could be summarized in the say that "as long as we consider that there is an area of interest-consensus between the staffs and the organizations in which they work, due to the organizations' nature of activity, the capability of organizations in properly fulfilling the public mission entrusted by them is going to be a function in getting the staffs properly aligned, not only to the organization strategic ambitions but also to their particular work-ambitions; as the latter in this case is coming in the interest of the former. However, the alignment of

people to their ambitions is going to be in turn a function as well in empowering these people at three levels; 1) basically or at minimum, by considering the physical, intellectual characteristics of people supported by the education and training, 2) moderately or at medium level by allowing them to have the conditionally formal and informal givens of management, 3) highly or at maximum, by institutionally utilizing the power of the organizations' systems".

Conclusions

Within the context of the conducted comparative study, that's methodologically interested in assuring the real foundation of the research phenomenon and problem, and investigating the correction of the hypothetical reasons behind the problem, in both the Egyptian and foreign universities, it could be concluded that comparison has resulted in two contradicting situation.:

Conclusion (1)

- According to the academic staffs' views the foreign universities are properly fulfilling their missions.

- According to the academic staffs views the efficiency of the foreign universities in fulfilling their mission is return to the efficiency in aligning properly the staffs to their particular work-ambitions, which are coming in the interest of the different aspects of that mission, in other words in the interest of the three roles included in such a mission; the education, the research and the community-serving.

- According to the academic staffs views the efficiency of the foreign universities in aligning properly the staffs to their particular work-ambitions that are coming in the interest of the three main aspects of their mission is return to their efficiency in empowering people institutionally by the established systems for doing so.

Conclusion (2)

- According to the academic staffs' views the Egyptian universities are improperly fulfilling their missions.

- According to the academic staffs views the deficiency of the Egyptian universities in fulfilling their mission is return to the deficiency in aligning properly the staffs to their particular work-ambitions, which are coming in the interest of the different aspects of that mission; the education, the research and the community-serving.

- According to the academic staffs views the deficiency of the Egyptian universities in aligning properly the staffs to their particular work-ambitions that are coming in the interest of the three main aspects of their mission is return to their deficiency in

institutionally empowering staffs by the established systems for doing so.

Recommendations

In the form of broad lines to an action plan, the recommendation of this research could be step-by-step shown as follows:

Recommendation (1)

- The Egyptian universities have to consider the importance of specifying three areas for interest:

- For staff but against the organization area of interest; this is against the organization mission.

- For staff but not for the organization area of interest; this is useless for the organization mission.

- For staff and for the organization area of interest; this is for the benefit of organization mission.

Recommendation (2)

- The Egyptian universities have to consider adopting different actions for the different situations they face:

- Rejecting completely getting people aligned to their ambitions in the first case.

- Behaving optionally to accept or reject getting people aligned to their ambitions in the second case.

- Supporting completely getting people aligned to their ambitions in the third case, whenever there is a benefit to organization.

Recommendation (3)

- The Egyptian universities have to consider that the fulfillment of aligning staffs to their ambitions in the third case should be gradually occurred at three levels:

- Aligning people to their work-ambitions at the lowest level of empowerment that's based upon the intellectual and physical competencies and talents of people, those are technically supported by the education and training.

- Aligning people to their work-ambitions at the medium level of empowerment that's conditionally based upon the management formal and informal allowances, permissions, and donations.

- Aligning people to their work-ambitions at the highest level of empowerment that's institutionally-based upon the properly established systems.

Recommendation (4)

- The Egyptian universities have to consider that the university fulfillment to the highest level of empowering people for being aligned to their ambitions, should be gradually occurred at three levels:

- Getting the main systems properly established based upon the extended understanding that's previously provided by the suggested model.

○ Getting the staff properly utilized these systems for being institutionally top aligned to their ambitions. This may include sort of creating awareness of, training on, and motivating people to utilizing these systems.

○ Showing to what extent the people's alignment to their particular work ambitions through institutionally empowering them, is coming in the interest of the organization alignment to its whole public mission.

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