Factors Far Affecting beyond Just Traditionally Managing the Employees:
An Approach to (HR) Meta-Management (MM) by Grounded Theory (GT)

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Abstract: Do people in organizations have to be considered only as human resources? Or should they have to be dealt with as human beings as well? If you agree with the first half of this compound query, you are traditionally thinking that management theory is proportionally tend to be sufficient to deal with all the people's objectives. If you go to consider additionally the second half of the previous question, then you will think in organization's people out of being just employees. This research argues that managers have no way but to adopt the latter view, and whilst they are doing so, they should be aware that the context within which they are dealing with people is actually crossing over the limits of employees private and organizational objectives, to cover those people's communal purposes. In other words, people's backgrounds concerning the overall community issues, ambitions and goals are critically have emerged and clearly floated up to get enforced into the managers zone of work. In this, the research claims that management theory will not be that sufficient to allow managers to deal with the people widely extended ideological backgrounds that are conditionally affecting their work as well as workplaces. As an alternative, they have to be creatively able to utilize the whole body of knowledge in order to manage such ambitious goals of people. They have to use what to be called herein a meta-management (MM). However, getting correctly informed about the people's ideological backgrounds concerning the varied communal issues, managers have to go and directly ask those people. Since there will be too much vague and fake to build on a pre-set understanding to these ideological issues via the provided assumptions of management theory. That's why this research is highlighting the grounded theory (GT) as the method to use for originating the true theories which are actually based upon reality in considering what people think about and believe in. Due to the wide range of the employees ideologically communal backgrounds that have to be dealt with by the managers in different organizations, this research has been focused on those ideological backgrounds normally found and become more critically important by the mechanism of the development mobility, wherever it occurs in the world different countries, particularly in Egypt as a developing third world country. As a consequence, four issues were given the priority in this research; democracy concerning the political life, technology concerning the precedence of progress, capitalism concerning the economic welfare affairs, and the supremacy of law concerning the social control. The objective was to know how employees really think about and/or believe in these issues, to what extent this really governing and affect their work life, to what extent this thinking reflects on organizations, and what could be the additional task of managers in facing such a case. The research field study has empirically covered the Egyptian local community development societies (ELCDSs), those precisely based on the Lower Egypt governorates and the research population has contained a combination of non-top managerial and non-managerial staffs who are working there.

Key words:

Human resources, human beings, Meta management (MM), grounded theories (GT), democracy, technology, ruling of law, capitalism and globalization, development mobility.

Introduction

Despite the fact that managers of all organizations, on condition that they could be described as efficient and effective, have to make all the organization's tangibles and intangible aspects completely eye-witnessed and controlled, they used to be found unintentionally carelessto some governing ideological dynamics. Those are the factors somehow transmitted from the community environment to reside obligatory in the organization's zone of significanceat two levels.One is extensionally existed inside the brain of individuals, who normally come from the surrounding community environment to work as organizations' employees.This evidently could be shown in the perception and understanding that the employees adopt and/or stick with concerning their community main issues and/or ambitions. They want these issues to stay as unchanging pillars to their work community as well. The other is observably embodied in the form of the reflection done by these employees perception and understanding, to the main open community issues on their organization community.

In the third world countries, particularly those developing ones like Egypt, there is significant amount of the whole country people mobility toward four important factors of development. Those are democracy, capitalism, technology, and the ruling of law. People who come to work in organizations are far ambitious to get, the same four factors they are eagerly looking forward to for changing their common life-style, transferred to their work life-style as well. Given that, managers in Egypt-based

organizations are practically faced with employees who are internally involved in these four supreme common life-style pillars. Managers have no way but to deal seriously with those employees' ready built in four ideological components. Otherwise they will be the most nominated to have too much troubles in managing the organization's human resource (HR), which is the steam engine in third world organizations, those mainly based upon the intensity of the manpower.

Having such a four pillar-based background of the Egyptian open communitypeople, that's generally existed outside the restricted community of organizations, is probably something that seems to be easier for the politicians to deal with; since there is no prohibition for the latter to live in their people dreams. However things are not come alike for the managers when dealing with same people as employees within the organizations.

Managers in this condition are not only managing the human resource, the human resource affairs, or even the non-human resource but also their management domain is stretched to cover unusually their employees background, that's maximum could be realized as a commonsense; concerning the main ideologically governing issues, they are facing what could be called in this research a Meta management (MM) state.

Mangers are critically asked to consider in depth their employees perception and understanding to these life governing factors, particularly those factors continually emerged due to the development mobility, as the case faced by the organizations' managers in the developing third world countries. Managers have to have a new-fangled Meta management by the grounded theory (MMBGT) to investigate and deal with the open community based background of their employees.

Research Objectives:

In terms of the tackling method, it could be highlighted that this research is academically seeking to cover two objectives. On the one hand, using grounded theory method to understand the ideological background which signify the real perception and/or consideration of the employees, within the field study limits, concerning every single one of four issues which are; democracy, technology, capitalism, and ruling of law. On the other hand, making use of this real understanding to the people's ideological background for originating a meta-management approach through which managers could be able to utilize creatively new methods; which are not just based upon what is restrictively allowed to the management theory. Alternatively,

these new methods are going to be built on the true attributes of the workplace reality. This is far extending the flexibility of managers' action, through combining the reality based data with the wider whole body of knowledge, in dealing with each one of the employees' common espoused theories.

Research Theoretical Background:

- **Grounded Theory (GT):**

For a long period of time subsequent to the decade of sixties, quantitative methods were having an upper hand in the fields of research (Shenton, 2004 andStarks & Trinidad, 2007), while qualitative methods were not seen but as inadequate methods of verification (LaRossa, 2005 and Wasserman, Clair, & Wilson, 2009). As a consequence, there was a stream of methodology authors who have rivalry emerged and convincingly gone to defend the latter orientation (Patton, 2002 and Hsieh & Shannon, 2005). From those, were the two sociologistsGlaser and Strauss who originally developed the method of Grounded Theory (Strauss & Corbin, 1994and Scott, 2004).

In contrast with the theory that deductively could be derived from the grand theory of the accumulative literature (Goulding, 2002 and Gregory, 2010), grounded theory pointed out to a theory that's developed inductively from the corpus of collected data (Maxwell, 1996 & Crotty, 2003). As referred by the originators of the grounded theory method (Glaser, & Strauss, 1967 and Martin & Turner, 1986), the quality of the produced theory can be evaluated by the process through which a theory is constructed (Bryant & Charmaz, 2007 and Buckley & Warning, 2009). That's why they have considered some conditional steps to commit with for properly utilizing the realty-based data in building a dependable theory through such a kind of method (Harry, Sturges & Klingner, 2005, Charmaz, 2006 and Cho & Lee, 2014).

These conditional steps of processing data, while they have been stretched or briefly tackled in the relevant area of literature, are covering certain aspects; (1) proposing **substantive** or interest areas (Nusbaum & Chenitz, 1990 and Glaser, 1992), (2) using **open coding** and start simultaneously the discussion and analysis (Locke, 2001 and Tan, 2010), (3) establishing **axial coding** as a set of procedures to put data together for making connections between categories or proposing a coding paradigm (Glaser, 1978 and Kendall, 1999), (4) creating **selective coding** that's done after having what is thought to be the tentative core variable you selectively code data with the core variable or concept without bothering about concepts with little importance to the core and its sub-cores (Strauss & Corbin,1998 and Rennie,

2000), (5) making **theoretical coding** which is done by weaving the fractured concepts into hypotheses that work together as a model or theory for explaining the main concern of the participants (Miller & Fredericks, 1999 and Partington, 2000), (6) allowing **theoretical memoing** as the core stage of theorizing to write-up the ideas about substantive codes and their theoretically coded relationships as they emerge during coding, collecting, analyzing and memoing data (Johnson & Harris, 2002 and Glaser & Holton 2004), (7) **Sorting memos** which means putting fractured data back together to allow the memo-on-memos phenomenon so as to formulate and present to others a theory with rich ideas as well as strong connections (Glaser, 1978, 1992, 1998), (8) **writing up** at this stage the different categories are now related to each other and the core variable so the grounded theory product is close to be written based upon the sorted memo piles (Glaser, 2001 and Charmaz, 2006, 2008, 2009), (9) allowing **rewriting** or the relevant literature is woven in to put the theory in a scholarly context (Charmaz, 2000 and Hall & Callery, 2001), (10) **editing grounded theory product** in terms of the style, language, and acceptance (Thomas & James, 2006 andRalph, Birks & Chapman, 2015), (11) **examining the validity** of the product or new born theory in terms of the fit, relevance, workability, and modifiability (Glaser 1978,1998 and Lomborg & Kirkevold, 2003), (12) **submitting the theory** for publication (Thomas & James, 2006and Ralph, Birks, & Chapman, 2014).

Based upon the incongruity of opinion lately occurred between Glaser and Strauss (Kools, McCarthy, Durham, & Robrecht, 1996and Thornberg, 2012) as the two originators of the grounded theory, the above mentioned traditional view that's built on the qualitative nature of such a method has widely faced by an emerging competitive view, that alternatively considered the capability of using the deductive research in addition to the inductive one when using grounded theory (Morse, Stern, Corbin, Bowers, Charmaz, & Clarke, 2009). The supporters of the latter view have gone to widening the ways of data collection to contain all the ways beyond just using the interview (Clarke, 2005 and Suddaby, 2006), which is mainly the method of qualitative research. They were greatly convinced with the dictum that "all is data" regardless of the nature, source, or even the instrument of collection (Strauss & Corbin, 1990 and Schreier, 2012). The expansion of the recent orientation has created a sufficient room for grounded theory to be used in quantitative research as well (Creswell, 2003 and Douglas, 2008). Survey has been widely verified, in some views, as a way of collecting data for producing a product or providing a theory by the use

of the grounded theory method (Raffanti, 2006). Yet it has come to the research reality that grounded theory could be a deductive as well as inductive method for conducting research (Patton, 2002 and Charmaz, 1994, 2000, 2009).

Although Strauss was one of the originators of the grounded theory (Glaser & Strauss, 1967), he has got the frontier position in splitting somehow from the traditional orientations taken by such a theory. This was obviously shown when he provides with Corbin another related approach in applying this method (Babchuk, 1997 and Corbin, & Strauss, 2008). They argued that grounded theory reaches farther than just being seen as a qualitative method, it combines a specific style or model of research with pragmatic speculation of action and some methodological guidelines (Clarke, 2005 and Kelle, 2007). They believe that the research principle behind grounded theory method is neither inductive nor deductive (Bryant, 2002 and Bowers & Schatzman, 2009), but it combines both of them in a way that may allow providing some logic reasoning (Lincoln & Guba, 1985 and Babchuk, 2009b).

The streams of authors who have been hesitated between the inductive and deductive nature of the grounded theory, (Babchuk, 2008, 2009a) in addition to those who believe in the combined principle on which it could be based, have actually allowed the opportunity for the emergence of the third version of grounded theory (Glaser, 2005 and Stern, 2009). It further considered the constructivist nature of this research method (Charmaz, 2000,Glaser, 2003, and Bryant, 2003).

However this later version that was rooted in pragmatism and relativist epistemology assumed that neither data nor theories are discovered (Bryant & Charmaz 2007a and Fendt & Sachs, 2008), but they are constructed by the researcher as a result of interactions with the field and participants (Charmaz, 2006 and XIE, 2009). Data are co-constructed by researcher and participants (Creswell, 2007), and colored by the researcher's perspectives, values, privileges, positions, interactions, and geographical locations (Dey, 1999 and Denzin, 2000).

Followers to this orientation have taken the middle ground position between those traditionally very realist and those postmodernist by assuming an "obdurate reality" (Urquhart, 2007), or believing in the existence of multiple realities and multiple perspectives to these realities (Merriam, 2009). Within this approach,

Thornberg (2011) has discussed the problems of delaying literature review until the end of the research process, and has gone to highlight how to use the allowed literature to support utilizing the

data-sensitive process in a constructive way, without forcing the literature on data (Martin & Gynnild, 2011 and Thornberg, 2012, 2014).

Herein the researcher is seeking the use of grounded theory method in the establishment of four original theories; a theory concerning every single one of the proposed issues. The theories are going to be grounded on the real views of the people who are covered by the research field study. This means that every theory is being built, for first time, on virgin or primary data that's directly collected from the investigated individuals around the certain issue. Therefore it is completely rooted in essence by the use of realty-based views, which are suggested in relation to the issue by those investigated units or participants.

In accordance with other methodologies (Tashakkori & Teddlie, 2000) it is too hard to take the common people opinions directly to constitute a finally confirmed concept or theory, even if you could seriously consider those necessarily required academic conditions. Despite of this, it could be argued that the condition in this case is different, we just need to know what people think and believe in concerning the certain issue (Glaser, 1978 and Hughes & D, 2000) in order to be able to get what they think about and believe in efficiently subjected to sort of management factor (Jorgensen, Remmen, & Mellado, 2006 and Oakland & Tanner, 2007). Thus, the practical necessities of the grounded theory method were given a priority to replace the academic confirmations of positivism (Pace, 2004 and Hansen & Kautz, 2005), that's most probably depend upon the ready-made theories and concepts provided by reviewing the literature in the particular field of knowledge (Hart, 1998 and Andrews, 2007).

In this research we are going to utilize all the perspectives to grounded theory that were historically allowed to the users of such a method; (1) we are inductively going to consider the very traditional (GT) way in building the theory (Straus and Glaser, 1967, Annells, 1996 and Christensen, 2007), (2) we are deductively going to verify the theory we reach via widely surveying the views around it (Strauss & Corbin, 1990 and Glaser, 2008), (3) we are constructively going to consider the effect of the co-interaction amongst the reality, context, participants, and researcher in getting the theory extra verified (Glaser, 1992, Clarke, 2005, Glaser, 2005a and Glaser & Holton (2005b).

- **Meta-Management (MM):**

As suggested by this research, the meta-management (MM) is an approach of creatively thinking out of just the certain body of knowledge allowed to the

management theory, for getting on course all the issues beyond what could be normally subject to the organization management. Or out of those things which are tangibly witnessed or even intangibly sensed within the organizations' workplace. It considers particularly the ideological factors that are widely transmitted with people from their open community to their organization community to reside deeply in their mind, and as a consequence, far perceivably direct and govern the employees' mentality or background and their way of thinking concerning the main life affecting aspects.

Despite of the considerable amount of vague and confusion that's historically faced by people when going to use the word "meta" before, lieutenant to, or in conjunction with the name of any of the knowledge disciplines; like saying meta-management (Van Gigch, 1991, Oskarsson & Malmborg, 2005,Foley, 2005, Maltz, Eugene & Zhang, 2007, and Sloman, 2010), the concept herein is clearly focused on the ideological background components of the employees, as originally open community members. It highlights that, these ideological and/or intellectual aspects should not be looked at as work-separable issues, which may be considered as management irrelevant, even if it apparently looks like this. It is concerned with the fact that although the publically ideological backgrounds are not representing the direct material on which the managers of organizations are working, they are positively emerged to get the maximum chunk in the employees' everyday talk, discussion and debate. Managers who look forward to future achievements have no way but to look backward as well, so as to consider the employees background components, zones, and sources (Dennett, 1996, Karapetrovic, & Willborn, 1998, Jorgensen, Remmen, & Mellado, 2006,Oakland & Tanner, 2007, Karapetrovic, 2008).

Despite the fact that, it is so hard to make sort of a complete aggregation to all the employees' ideological aspects, there is a sufficient room to identify what could be known as the highly perceived common interests. Those not only indicated by the talk of employees inside organization but also the talk of them as people within their whole open community.

In this case managers cannot be classified as external observers; rather they have to be an inherent part of this whole community (Minsky, 1987,Holdsworth, 2003, Rocha, Searcy & Karapetrovic, 2007 and Ortony, Clore & Collins, 2010), who are sharing other members, including their organization employees, the same background or ideological interests. This makes the task easier for the managers not only in terms of the identification of the main

ideological aspects to consider but also the ways they could use to deal with these aspects.

Worth mentioning to highlight that; first the issue the managers are asked to deal with is out of the empirically normal zoon of managing the organizations' human and nonhuman resources. It is relevant to employees but related to them as community members. Managers have to deal with something which is organization **Meta zone** just because it is extendedly affecting indoors or inside the organization's workplace, second, the subject or the material to work on is a background aspects and/or communal interests and this is **Meta context**, third, the theory they have to use is not the traditionally known management theory, but some differently creative thinking that's called by this research **Meta management.**

This research main argue is that when managers are about being out the normal zone of organization's reality, out of the context or material they are traditionally work on, and out of using the conventionally known donations of management theory to deal with the situation, they have to get themselves understood that they are facing with what is to be called herein a meta-management condition or (MM).

In Meta management managers have to find a creatively tailored ways to deal conveniently with the situation they are facing. In order to do so, they should not depend only upon their sensitivity, perception or even awareness of the situation given attributes, alternatively they have to go and ask, for hitting correctly the target reality. Grounded theory is the method to trust for creating an original theory that's built on a reality-based data reflecting the certain situation.

Research Conceptual Framework:

As pointed out by the Figure (1) managers of organizations are asked to consider performing two important tasks.

One is traditionally known, which is related to managing people as human resources to utilize efficiently and effectively the non-human ones. In such a case they are facing a proportionally visible state of the organizations' actual constitutions; the whole issue is relevant to what is inside the organization, since everything is easily perceived and encompassed. As the area to manage is relatively known, the context to work on is the restricted objectives of people as employees.

Within such a context managers have already had a common theory that's provided by the field literature review. By far they could go to use the common theory that allows focusing on everything. They can

use the management knowledge to deal with the employees' organizational objectives. In a word, managers' thinking is going to be through the use of management theory.

The other is additionally proposed by this research, which is related to managing what is beyond the organization's people, or the ideological backgrounds they may have, in such case managers are facing something invisible. The whole issue is relevant to what is latent inside people rather than what clearly inside the organization.

As so managers get to utilize the constants that are accumulatively formulated throughout the history, even if they are relatively changed by time, to manage the future ambitions, even if they are relatively restricted by the resources scarcity. They have to consider the emergence of such ideological backgrounds which occur due to the mechanism of the development mobility. Herein we are facing a proportionally invisible state of people's imagination.
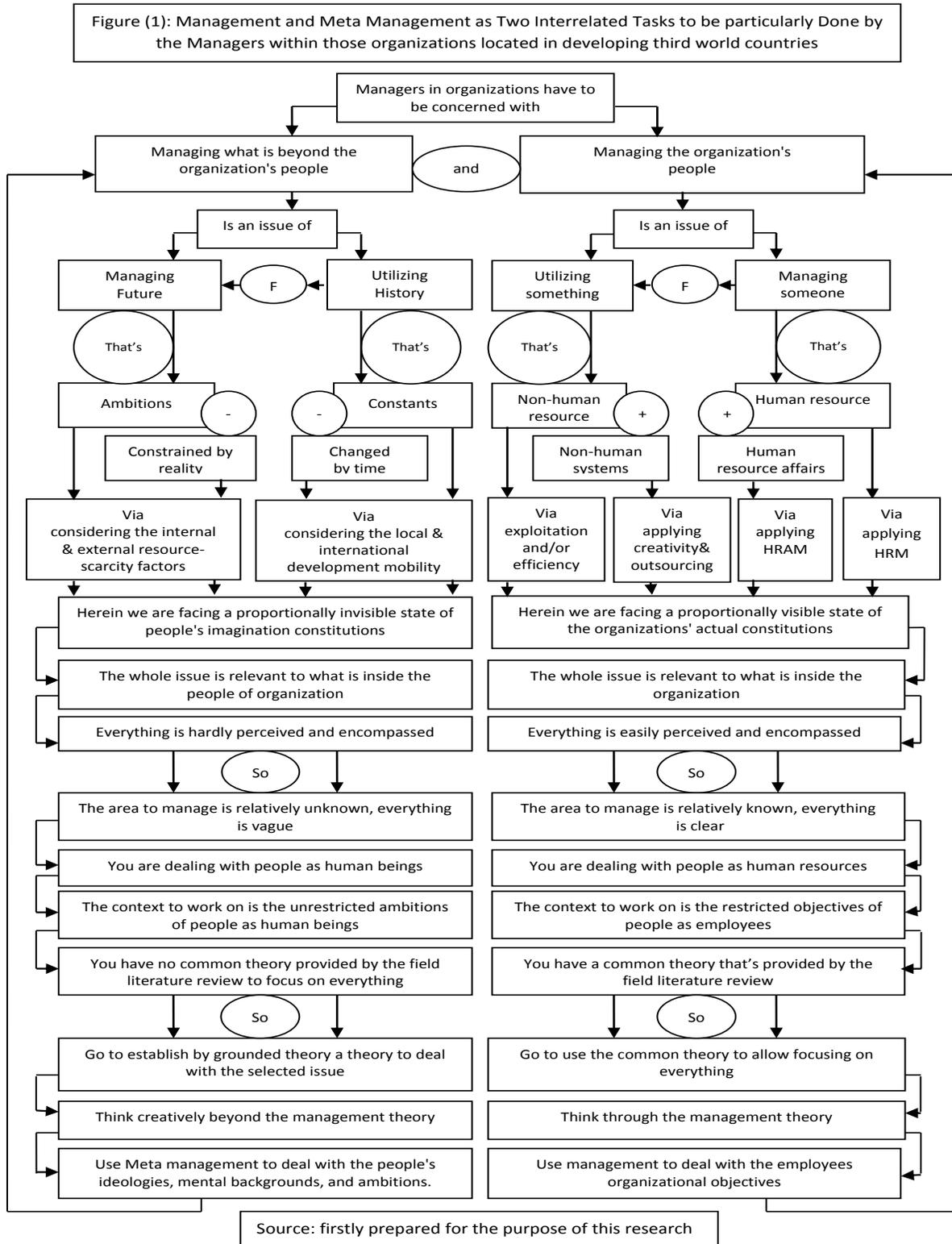
Since everything is hardly perceived or encompassed, the area to manage is relatively vague and unknown, the context to work on is the unrestricted ambitions of people, and the managers have no common theory provided by the management literature to focus on everything, they have to go and establish, through the grounded theory method (GT), a new product or reality-based theory concerning each of the people's communal issues. They have to think creatively beyond the management theory, in other words to use a meta-management (MM) to deal with the people's ideological backgrounds and ambitions.

Research Methodology Aspects:

Research Method:

Grounded theory (GT) was the method that's mainly depended upon in investigating the views of the research population units. This was occurred through the interview, as one of the qualitative instruments for fulfilling primary data collection. The objective was to reach, through the participants' views, an original theory concerning every single one of the research **four substantive issues; democracy, capitalism, technology, and law supremacy**.

Moreover, survey has supplementary employed as well - according to those streams lately emerged and accredited in using grounded theory method - so as to verify within a larger context the axes collectively constituting the content of each one of the four theories originally gotten by the grounded theory. In a word, the research was qualitatively conducted to reach real data based theories and quantitatively assured just for being extensively verified.

Figure (1): Management and Meta Management as Two Interrelated Tasks to be particularly Done by the Managers within those organizations located in developing third world countries

Research Population

The field study was focused upon the local community development societies (LCDSs), which are organized, in Egypt, to be supervised and/or controlled by the ministry of social affairs.

In first stage of the field study, the research interest was to target in particular ten of those assemblies geographically distributed to locate in the main cities of Menoufia Governorate; Shebin El-Kom the East, Shebin El-Kom the West, El-Bagour, Menouf, Ashmoon, Kuwesna, Berket El-Sabegh, El-Shohada, Tala, and El-Sadat.

The basic population, that's interviewed according to the conditions of grounded theory so as to reach the real theories around the research suggested substantive issues, was totally represented in 200 employees who embodied the different activities included in these assemblies' zone of work.

Every single one of the geographically distributed societies was group-represented by 20 interviewees. The interview was conducted to contain three phases, and every phase was stayed for 20 days; 2 days for the interviewees representing each one of those geographically based societies.

The day contains two sessions, and every session covered just two conditional steps of the grounded theory in about 2 hours.

Worth mentioning to clarify that there were sufficient intervals between the interviewing days. Table (1) below is showing in detail the (GT) interview action plan.

Table (1): Figure-based action plan of conducting the (GT) interviews concerning every single substantive issue

Interview execution / Substantive issues	Interview Phases or times	Number of societies covered per phase	Number of interviewees within the single society per phase	Days allocated for the single society per phase	Number of sessions within the day	GT steps covered in two day or in every phase	Days allocated for all societies Per phase	Days allocated for all societies in all phases
democracy	3	10	20	2	2	4	20	60
capitalism	3	10	20	2	2	4	20	60
technology	3	10	20	2	2	4	20	60
Law ruling	3	10	20	2	2	4	20	60

Source: prepared for the purpose of executing this research method

In the second stage of the field study, the research focus was to verify, somehow, the theory that was gotten by (GT) method concerning every single one of the research four issues.

The theories were item-expressed to be represented in ten items each. Then a questionnaire was designed to contain 40 items that are examined according to the Likert type scale. The extended population in this stage was classified into two sections; one is embodied in the 34675 employees who work in 6898 local community development assemblies those widely distributed everywhere in the Arab Republic of Egypt, and the other, was the heads of these assemblies.

Conditions were properly allowed for selecting a probability simple random sample of 500 to represent all the sections of such a previously identified population.

The objective was to know to what extent those workers have the same or different understanding to those theories initially gotten by the (GT) method around the research four substantive issues. On the other hand, the objective of investigating the assemblies' non-top managers was to know to what extent they are aware of the employees understanding or theories concerning every one of the research four issues as well.

Research Limits:

Academically,this research is concerned with two topics the grounded theory (GT) and the meta Management (MM), it considerers highlighting to what extent organizations' managers could utilize the former for properly identifying the latter approach that's necessarily completing the management body of knowledge in managing organization people backgrounds; in particular concerning the public community issues and ambitions.

So any other subjects but these two above mentioned topics is research theoretical domain irrelevant.

Practically, the field study of this research was only focused on the local community development societies working in ARE, and the units that are investigated within such a context were precisely represented in the employees or non-management staffs and non-top-management staffs of these assemblies, as a consequence any other organizations or units are out of the research empirical area.

Research Field Study:

A newborn theory of democracy as inductively provided by the grounded theory:

Fulfilling the systematically conditional steps of the grounded theory (GT) method, a new born product or theory of democracy was provided. This was according to the processing and/or pooling of the reality-based data, which are deeply reflecting - through an open interviews - the opinions and/or understanding of the people who are working in local community development societies (LCDSs); as one type of the organizations that's based in Egypt as a third world country.

This new born theory of democracy was to be inductively expressed in ten broad items as being shown by the following Exhibition (1).

Exhibition (1): A theory of democracy as being understood by the people in Egyptian local community development societies

1. *Democracy is practically having a few to many definitions that are commonly indicating no precise meaning to the people in the third world countries. It has become applicably useless to people due to the overlapping and/or confusion occurs when having the same meaning in defining many other ideologies.*
2. *Democracy has just one acceptable concept that's gone to clear cut the jungle of definitions provided everywhere in literature as well as reality concerning it. This concept is the one that's really establishing democracy as a tangibly usable entity in people's life.*
3. *Democracy as a concept is hub-revolving around three indicative words; sharing equally in making/taking decisions. Since people has no preference to others owing to their position, power or wealth.*
4. *Democracy according to the middle word has two levels to apply. One is the level of making decision and this is occurring when people's role is restricted within the context of providing data to the decision takers. The other is brought about when people allowed the capability of directly involved in voting on or really taking the decision.*
5. *Democracy's first level of participation is the most appropriate one to apply on the people in third world countries, while the second level of contribution is the most suitable to be applied on people in more progressed world countries.*
6. *Democracy in terms of its nature as a sharing process has two governing conditions. One is a right to be given by the authority – at whatever the level - which is allowing people to express their opinions. The other is a duty to be done or positively exerted by the people for getting qualified to be really able to express properly their opinion.*
7. *Democracy is going to be practically a fake practice if people lose the second condition or when people are not qualified to express their opinion. This occurs even if they are easily got the first condition or the right to express freely their opinions; losing the second condition is automatically means losing the first one.*
8. *Democracy real establishment and prevalence is the responsibility of people rather than governors. This is because of their responsibility concerning the very governing condition of participation, or self-qualification for expressing their opinion.*
9. *In order to recognize such a kind of responsibility people have to stop making projection on the authority and go to make a comparison with those who have qualified themselves to such an issue, despite they have the same life circumstances.*
10. *Governors should go to ask and motivate their people to qualify themselves for utilizing democracy. Since this ideology is a not fitting type of political life as long as people relatively missing the condition of qualification to express opinion.*

Source: reality-based primary data collected from research field study by GT method.

People narratively said that; they come to organization with a belief that democracy is not that fitting type for political life in the third world countries, like Egypt, as long as the required conditions are actually missing. However they consider that the full conditions of democracy, particularly the governing condition of people's qualification for expressing their opinion, are insufficiently found in these developing countries.

In their view this does not mean to stop looking forward to have democracy in these countries when real underpinnings could be allowed. The responsibility for having such conditions is lying on people before the authority holders. Democracy is not a really applicable ideology on condition that people are ignorant, unaware or even insufficiently cultured.

People believe in applying democracy when they become sufficiently confident concerning the utility or positive effect gained behind it. Moreover, wherever they are able to apply it correctly. They have gone to say that whenever this is really accomplished in the future, they are going to stay using it just as a logic method for having consensus around problematic issues, and not more.

A newborn theory of democracy as deductively confirmed by an extended survey:

In order to get the newborn theory of **democracy** more verified, through getting more comprehensively public view, it was necessarily to subject the ten items inductively shown above by the Exhibit (1) – those are initially expressed the (ELCDSs) employees' particular understanding concerning such a substantive issue - to an extended survey.

Table (2) was included together all the steps that are statistically followed in detail so as to confirm the **correction, consensus, significance, validity, and reliability** concerning every single one of those ten items that are gotten before by the (GT) method to reflect the relatively new homegrown understanding todemocracy.

Table (2): A newborn theory of democracy as deductively confirmed by surveying extensively the views of Egyptian (LCDSs) staffs

ST VA	F& P										W Average	FWA St.D	FA Weights	FA Rank	Val. IT corr.	Rel. Alpha if ID	Val sqrt(rel)
	F (1)	%	F (2)	%	F (3)	%	F (4)	%	F (5)	%							
A1	39	7.8	61	12.2	51	10.2	138	27.6	211	42.2	3.842	1.301	0.961	7.000	0.950	0.981	0.990
A2	37	7.0	35	7.0	40	8.0	158	31.6	232	46.4	4.034	1.207	0.978	1.000	0.972	0.980	0.990
A3	42	8.0	58	11.2	42	8.0	129	25.8	231	46.2	3.902	1.321	0.956	9.000	0.946	0.981	0.990
A4	38	7.6	50	10.0	101	20.2	161	32.2	150	30.0	3.670	1.217	0.968	4.000	0.956	0.980	0.990
A5	34	6.8	34	6.8	32	6.4	209	41.8	191	38.2	3.978	1.154	0.970	3.000	0.961	0.980	0.990
A6	43	8.6	76	15.2	104	20.8	116	23.2	161	32.2	3.552	1.309	0.960	8.000	0.944	0.981	0.990
A7	35	7.0	65	13.0	140	28.0	123	24.6	137	27.4	3.524	1.217	0.954	10.000	0.937	0.981	0.990
A8	29	5.8	30	6.0	31	6.2	172	34.4	238	47.6	4.120	1.135	0.968	5.000	0.961	0.980	0.990
A9	27	5.4	38	7.6	116	23.2	147	29.4	172	34.4	3.798	1.152	0.966	6.000	0.953	0.980	0.990
A10	30	6.0	41	8.2	82	16.4	165	33.0	182	36.4	3.856	1.174	0.975	2.000	0.965	0.980	0.990

Total (rel) or (alpha) if I not del = 0.983   Total (val) or (alpha sqrt) if I not del = 0.991

Source: Based upon field study

In accordance with the five-cell scale that's used herein to classify the respondents' views proportionally amongst the levels of agreement/disagreement, the statistical processing of data has descriptively gone to show that; the least collective number of people's responses that are fallen in the two scale cells value-ranked as (4 and 5) to express agreement was (260) equal to (52.0%). While the greatest collective number of people's responses that are lied in the two scale cells value-ranked as (1 and 2) to express disagreement was (119) equal to (23. 8%). This descriptively proves the individual and total correctness of all the ten items of the newborn theory - that's originally provided by the grounded theory method (GT) around democracy - in terms of the vast majority of (ELCDSs) employees.

This result was proved twice again by the minimum value of the weighted average which was (3.524) to show the big tendency of respondents' opinion toward the agreement around the provided ten items, since this value was exceeding the middle cell rank value or (3) with about (0.524).

Furthermore, there was a considerable direction of homogeneity and/or consensus amongst the opinions of sample investigated individuals concerning every single one of the deductively re-testified ten items. This could be clarified by the low values that are ranged between (1.135) and (1.321) to show the little bit St.D from the weighted average values that are ranged between (3.524) and (4.120).

In order to show the priority or level of significance that's separately given to the different ten items of the new provided GT-based democracy; through one item compared with others, it was depended upon the weights of factor analysis to make sort of significance-based arrangement of items. The factor analysis greatest and lowest values were respectively shown as (0.978) and (0.954) to arrange comparatively, for example, the items coded (A2) and (A7) at the first and tenth positions in order.

More details about the peoples view concerning all the items priority ordering could be seen by the same Table (2).

For statistically proving the validity of the newborn theory around democracy, it was important to testify to what extent the items included within such a theory, are collectively and interdependently constituting a valid measure to the opinions of the investigated sampling units concerning the issue of democracy. Item-group correlation was the statistically preferable option to prove to what extent there is a consistency amongst the provided items. In this, the lowest value of the item-group correlation was (0.937). This validity was additionally verified by the square root of alpha, if item not deleted, to show a value of (0.991).

The reliability of the theory was established as well by verifying that the total value of Chronbach alpha whether no item is deleted, is greater than its individual values if any item is deleted. The total value of alpha if all the items are included was (0.983) while the highest value if alpha if item is excluded was (0.981).

Worth mentioning to consider that, proving the validity and reliability of the measure that's actually represented in those items constituting the GT- based newborn theory of homegrown democracy, is logically and evidently fair enough to prove the validity and reliability of such a theory.

A newborn theory of capitalism as inductively provided by the grounded theory:

Fulfilling the systematically conditional steps of the grounded theory (GT) method, a newborn product or theory of capitalism was provided. This was according to the processing and/or pooling of the reality-based data, which are deeply reflecting - through an open interviews - the opinions and/or understanding of the people who are working in local

community development societies (LCDSs); as one type of the organizations that's based in Egypt as a third world country.

This new born theory of capitalism was to be inductively expressed in ten broad items as being shown by the following Exhibition(2).

Exhibition (2): A theory of capitalism as being understood by the people in Egyptian local community development societies

1. *Capitalism is a dual-base ideology, that's definitely considering no limit for the individual wealth as well as the country wealth.*
2. *Capitalism ideology allows people as well as countries to get the maximum amount of wealth through free markets, free competition, and free mechanism of supply and demand.*
3. *Capitalism is not sufficiently considering the poor countries right in development, it does not even allow the opportunity for these countries to do so, despite of the deceptive claims of striving to help these countries.*
4. *Capitalism has legalized the transferring of wealth and/or resources from one country to another; this has extended to be known as globalization.*
5. *Capitalism has used globalization as a way to keep the whole world's wealth and/or resources in the greater nations hand at the expense of the smaller nations.*
6. *Capitalism has used the internationally unique structure organizations like united nation, global bank, international trade organization and international monetary fund, which are basically established for the economic function of donation and prevention, so as to keep controlling the world's wealth through globalization.*
7. *Capitalism has employed the market globalization to make a dominance and monopoly on markets everywhere all over the world, look how people in all the world counties have obligatory become customers to Microsoft.*
8. *Capitalism has employed production-site globalization to have the economic advantage and competitiveness in the markets of the small countries, look how the American, European and Japanize cars have not leave any room for the domestic cars produced by the other countries.*
9. *Capitalism has used nationality globalization through sending international and multinational organization to third world countries to keep transferring the wealth from poor countries to rich ones.*
10. *Capitalism has extended the different long arms of globalization to keep the economic ordering of the countries for the benefit of the controlling super powers and its historically known allies.*

Source: reality-based primary data collected from research field study by GT method.

People narratively said; that although capitalism was extremely useful for those big countries, which are historically adopted it, it has actually provided unfair base of distributing the world wealth and resources. This could be effortlessly considered when reviewing the misery economic state of the third world counties.

Globalization was the instrument that was used to firm and intensify the static or unmovable economic retardation of the third world. In order to justify the bad case of the economy in the third world countries, that's caused by globalization, there are three axes worthy highlighting.

(1) For establishing the economic justice in the third world countries, which usually have a poor governmental budget, the best unit to use for building the wall of economy in these countries is the small project. So as to allow the big number of people having a sufficient amount of money in hand, just for securing a source for continuous everyday expenditures.

(2) In the second world countries that are collectively represented in Europe, the economic planners have considered that third of the community number are trapped for around third of their age as student in education stage, that's why they stay poor and economically

When the big first world countries want to cooperate with the third world countries, they normally consider the former interest. They send those big corporations in the form of international and multinational organization to the third world

undependable until being included in the real workforce.

This was an appropriate reason for a family based economy; old people who have money and inversely have no effort have to cooperate with those relatives from young people who have an effort while have no money. That's why partnership based company was the unit to depend upon for building the economy in these countries.

(3) In the first world countries of economy super power like United States the economic planners have liberalized community from the traditional systems of education that are adopted in Europe. People in USA can learn either day or night, through regular or open learning system, continually or intermittent, in technical or general courses, while they are young, adult or even aged. This flexibility in education system has allowed a parallel flexibility in working system.

That's why both young and adult people have relatively got an amount of money or wealth. All the community members are able and agree to go for investment through sharing. As a consequence corporation was the most fitting unit to build the wall of economy.

countries, which rather in real need for the small projects.

This turn the economy of these poor countries into the extreme case, in which there is a small rich class for a big poor one while there is no middle class. Herein the economic and social case is driving toward a political instability and revolutions that are

consequently result in more complicated economic situations of poverty. Then they have no way but to go to the big countries begging for life saving loans, to have yes or no and neither of the two answers - when seeing conditions - is better than the other.

A newborn theory of capitalism as deductively confirmed by an extended survey:

In order to get the newborn theory of **capitalism** more verified, through getting more comprehensively public view, it was necessarily to subject the ten items inductively shown above by the Exhibit (2) – those are initially expressing the (ELCDSs) employees' particular understanding concerning such a substantive issue - to an extended survey. Table (3) was included together all the steps that are statistically followed in detail so as to confirm the **correction, consensus, significance, validity, and reliability** concerning every single one of those ten items that are gotten before by the (GT) method to reflect the relatively new homegrown understanding to capitalism.

In accordance with the five-cell scale that's used herein to classify the respondents' views proportionally amongst the different levels of agreement/disagreement, the statistical processing of data has descriptively gone to show that; the least collective number of people's responses that are fallen in the two scale cells value-ranked as (4 and 5) to express agreement was (307) equal to (61.4%). While the greatest collective number of people's responses that are lied in the two scale cells value-ranked as (1 and 2) to express disagreement was (156) equal to (31.3%).

This descriptively proves the individual and total correctness of all the ten items of the newborn theory - that's originally provided by the grounded theory method (GT) around capitalism - in terms of the vast majority of ELCDSs' employees.

This result was proved twice again by the minimum value of the weighted average which was (3.590) to show the big tendency of respondents' opinion toward the agreement around the provided ten items, since this value was exceeding the middle cell rank value or (3) with about (0.590).

Table (3): A newborn theory of capitalism as deductively confirmed by surveying extensively the views of Egyptian (LCDSs) staffs

ST VB	F (1)	%	F (2)	%	F (3)	%	F (4)	%	F (5)	%	W Average	FWA St.D	FA Weights	FA Rank	Val. IT corr.	Rel. Alpha if ID	Val sqrt(rel)
B1	37	7.4	119	23.9	30	6.0	140	28.0	174	34.8	3.590	1.364	0.955	10.000	0.946	0.994	0.997
B2	59	11.8	42	8.4	51	10.2	160	32.0	188	37.6	3.752	1.348	0.986	2.000	0.983	0.993	0.997
B3	31	6.2	48	9.2	32	6.4	185	37.0	208	41.2	3.978	1.185	0.970	9.000	0.962	0.994	0.997
B4	40	8.0	54	10.8	53	10.6	138	27.6	215	43.0	3.868	1.294	0.980	4.000	0.975	0.993	0.997
B5	39	7.8	82	16.4	72	14.4	139	27.8	168	33.6	3.630	1.306	0.975	7.000	0.971	0.993	0.997
B6	49	9.8	59	11.8	67	13.4	173	34.6	152	30.34	3.640	1.291	0.977	6.000	0.972	0.993	0.997
B7	30	6.0	29	5.8	76	15.2	177	35.4	188	37.6	3.928	1.139	0.980	5.000	0.974	0.993	0.997
B8	27	5.4	37	7.4	58	11.2	210	42.0	170	34.0	3.918	1.109	0.973	8.000	0.965	0.994	0.997
B9	38	7.6	70	14.0	42	8.4	165	33.0	185	37.0	3.778	1.285	0.989	1.000	0.987	0.993	0.996
B10	34	6.8	50	10.0	34	6.8	197	39.4	185	37.0	3.898	1.201	0.980	3.000	0.974	0.993	0.997
Total (rel) or (alpha) if I not del = 0.995							Total (val) or (alpha sqrt) if I not del = 0.997										

Source: Based upon field study

Furthermore, there was a considerable direction of homogeneity and/or consensus amongst the opinions of sample investigated individuals concerning every single one of the re-testified ten items. This could be clarified by the low values, which are ranged between (1.109) and (1.364) to show the little bit St.D from the weighted average values that are ranged between (3.590) and (3.978). In order to show the priority or level of significance that's separately given to the different ten items of the new provided GT-based capitalism theory; though one item compared with others, it was depended upon the weights of factor analysis to make sort of significance-based arrangement of items. The factor analysis greatest

and lowest values were (0.989) and (0.955) to arrange comparatively, for example, the items coded (B9) and (B1) at the first and tenth positions in order. More details about the peoples view concerning all the items priority ordering could be seen by the same Table (3).

In order to prove statistically the validity of the newborn theory around capitalism, it was important to testify to what extent the items included within such a theory, are collectively and interdependently constituting a valid measure to the opinions of the investigated sampling units concerning the issue of capitalism. Item-group correlation was the statistically preferable option to prove to what extent

there is a consistency amongst the provided items. In this, the lowest value of the item-group correlation was (0.946). This validity was additionally verified by the square root of alpha, if item not deleted, to show a value of (0.997). The reliability of the theory was established as well by verifying that the total value of Chronbach alpha whether no item is deleted, is greater than its individual values if any item is deleted. The total value of alpha if all the items are included was (0.995) while the highest value if alpha if item is excluded was (0.994). Worth mentioning to consider that, proving the validity and reliability of the measure that's actually represented in those items constituting the GT- based newborn theory of homegrown capitalism, is logically and evidently fair enough to prove the validity and reliability of such a theory.

A newborn theory of law supremacyas inductively provided by the grounded theory:

Fulfilling the systematically conditional steps of the grounded theory (GT) method, a newborn product or theory of the law dominance was provided. This was according to the processing and/or pooling of the reality-based data, which are deeply reflecting - through an open interviews - the opinions and/or understanding of the people who are working in local community development societies (LCDSs); as one type of the organizations that's based in Egypt as a third world country.

This new born theory of law supremacy was to be inductively expressed in ten broad items as being shown by the Exhibition (3).

Exhibition (3): A theory of law ruling as being understood by the people in Egyptian local community development societies

1. *In the very early age, when people were created they have been lift to be governed by the instinct law. If someone goes to attack the other, the latter is going to do the same against him. In order to avoid falling in troubles, people found that similar response or reaction was fairly a justification to stop attacking each other. This was a proper resolution due to the human community size in the early ages.*
2. *By the enlargement of the human community , people have discovered that there is an exceptional case to the instinct law, when the stronger people go to attach the weaker ones, the latter cannot do the same, and they have no way to get their right. Herein people have seriously gone to search for alternative, and then they found their missing hope in applying the customary law. They have to get satisfied by selecting some individuals to be their socially preferable arbitrators who can dissolve the problematic issues occur amongst them.*
3. *By the time people have discovered as well, that there is exceptional case to the customary law, some parties split out of the arbitrators' word, they found that they did not have to commit to such a word as long as there is no force to obligate them for doing so. Commitment toward arbitrators has become just an ethical issue around which people may come to argue and reargue.*
4. *When people fall in a mess concerning the issue of social precision, fortunately religions have been allowed to them by god. Now the teachings of the different religions have been come to align and control the duties and rights of people toward each other. The social controlling issue has become a decentralized one. It is actually established at the level of the community individuals, the governing factor then is the conscious of people. Now they have been clearly informed by god via the religion they believe in, what is allowed and prohibited in relation to others.*
5. *Even though, the community people everywhere have been classified into believers and non-believers, so the latter ones have no reason to commit with the religious teachings concerning the social alignment. On the other hand some of the former ones have negatively exploited the postponed reaction or punishment promised by god for those who make wrong behaviors toward others. However, there has always been a room for some community groups and individuals in order not to commit with the religious teachings regarding such an issue.*
6. *Herein people get comprehended the value of being created by god as thinking organisms; they have considered why they are mentally entrusted in the responsibility of worshiping god. So there is normally a room for using the human brain to develop additional laws as long as some people find an opportunity to behave toward others in a socially wrong way. Now there is a logic and religious legitimacy to develop by the head and hand of people some life affairs governing laws.*
7. *Nowadays the different countries have had different levels of the man-made laws; constitutions, laws, bylaws, rules, and regulations. The governments in these countries are asking people all the time to subject to the dominance of all these laws. This call has gone to be practically one of the criteria to govern on the countries' level of progress and modernization.*
8. *In general, people have no problem with the call for the power or dominance of the man-made law, as long as is does contradict with the original and bigger contexts that are early found to govern, direct and align the socially interactive behavior of people in life; those are the instinct laws, the customary laws, and the religion laws.*
9. *People are going to reject the man-made law, if it oppositely comes to have a contradiction with the instinct, customary, or religion laws, or at least one of those, the rejection amount is expected to come proportionally parallel with the amount of this contradiction. The amount of rejection is most likely comes proportional in accordance with sort and field of contradiction in relation to each one of those early bigger governing contexts.*
10. *Based upon reality, the rejection to the man-made law dominance is going to reach the top whenever there is a contradiction with the religion teachings.*

Source: reality-based primary data collected from research field study by GT method.

People narratively said that; they feel brainy or intellectually humiliated when the deviation of the man-made law is from the intrinsic laws. They feel socially shy and embarrassing when such a deviation is from the customary law. They feel consciously disseminated and may be guilty when the deviation is from the god instructions or the religion teachings. Whether people face with the situation of contradiction between the man-developed law and those other early governing contexts, they will find all the ways to escape from subjecting to it. This could be occurred either visibly or invisibly, until reaching a position in which these laws become commonly ignorable and consequentlydisrespected.

A newborn theory of law supremacyas deductively confirmed by an extended survey:

In order to get the newborn theory of **ruling law**more verified, through getting more comprehensively public view, it was necessarily to subject the ten items inductively shown above by the Exhibit (3) – those are initially expressing the (ELCDSs) employees' particular understanding concerning such a substantive issue - to an extended survey.

Table (4) was included together all the steps that are statistically followed in detail so as to confirm the **correction, consensus, significance, validity, and reliability** concerning every single one of those ten items that are gotten before by the (GT) method to reflect the relatively new homegrown understanding to the law dominance.

Table (4): A newborn theory of law supremacy as deductively confirmed by surveying extensively the views of Egyptian LCDS staffs

ST	F& P										W	FWA	FA	FA	Val.	Rel.	Val
VB	F (1)	%	F (2)	%	F (3)	%	F (4)	%	F (5)	%	Average	St.D	Weights	Rank	IT corr.	Alpha if ID	sqrt(rel)
C1	39	7.8	29	5.8	34	6.8	150	30.0	248	49.6	4.078	1.223	0.973	9.000	0.966	0.994	0.997
C2	40	8.0	47	9.4	41	8.2	171	34.2	201	40.2	3.892	1.254	0.987	1.000	0.984	0.994	0.997
C3	44	8.8	57	11.4	37	7.4	178	35.6	184	36.8	3.802	1.286	0.985	2.000	0.982	0.994	0.997
C4	24	4.8	31	6.2	54	10.8	204	10.8	187	37.4	3.998	1.079	0.973	8.000	0.967	0.994	0.997
C5	33	6.6	52	10.4	30	6.0	145	29.0	240	48.0	4.014	1.246	0.980	5.000	0.974	0.994	0.997
C6	47	9.4	53	10.6	48	9.6	163	32.6	189	37.8	3.788	1.305	0.984	3.000	0.981	0.994	0.997
C7	31	6.2	49	9.8	42	8.4	157	31.4	221	44.2	3.976	1.216	0.982	4.000	0.977	0.994	0.997
C8	43	8.6	63	12.6	52	10.4	164	32.8	178	35.6	3.742	1.294	0.977	7.000	0.972	0.994	0.997
C9	53	10.6	42	8.4	34	6.8	206	41.2	165	33.0	3.776	1.281	0.979	6.000	0.974	0.994	0.997
C10	28	5.6	29	5.8	36	7.2	110	22.0	297	59.4	4.238	1.161	0.954	10.000	0.943	0.995	0.997
Total (rel) or (alpha) if I not del = 0.995											Total (val) or (alpha sqrt) if I not del = 0.997						

Source: Based upon field study

In accordance with the five-cell scale that's used herein to classify the respondents' views proportionally amongst the levels of agreement/disagreement, the statistical processing of data has descriptively gone to show that; the least collective number of people's responses that are fallen in the two scale cells value-ranked as (4 and 5) to express agreement was (352) equal to (70.4%). While the greatest collective number of people's responses that are lied in the two scale cells value-ranked as (1 and 2) to express disagreement was (106) equal to (21.2%). This descriptively proves the individual and total correctness of all the ten items of the newborn theory - that's originally provided by the grounded theory method (GT) around law supremacy - in terms of the vast majority of (ELCDSs) employees. This result was proved twice again by the minimum value of the weighted average which was (3.742) to show the big tendency of respondents' opinion toward the agreement around the provided ten items, since this value was exceeding the middle cell rank value or (3) with about (0.742).

Furthermore, there was a considerable direction of homogeneity and/or consensus amongst the opinions of sample investigated individuals concerning every single one of the re-testified ten items. This could be clarified by the low values, which are ranged between (1.079) and (1.305) to show the little bit St.D from the weighted average values that are ranged between (3.742) and (4.238). In order to show the priority or

level of significance that's separately given to the different ten items of the GT-based law supremacy new provided theory; though one item compared with others, it was depended upon the weights of factor analysis to make sort of significance-based arrangement of items. The factor analysis greatest and lowest values were (0.987) and (0.954) to arrange comparatively, for example, the items coded (C2) and (C10) at the first and tenth positions in order. More details about the peoples view concerning all the items priority ordering could be seen by the same Table (4).

In order to prove statistically the validity of the newborn theory around law supremacy, it was important to testify to what extent the items included within such a theory, are collectively and interdependently constituting a valid measure to the opinions of the investigated sampling units concerning the issue of law supremacy. Item-group correlation was the statistically preferable option to prove to what extent there is a consistency amongst the provided items. In this, the lowest value of the item-group correlation was (0.943).

This validity was additionally verified by the square root of alpha, if item not deleted, to show a value of (0.997). The reliability of the theory was established as well by verifying that the total value of Chronbach alpha whether no item is deleted, is greater than its individual values if any item is deleted. The total value of alpha if all the items are included was

(0.995) while the highest value if alpha if item is excluded was (0.994). Worth mentioning to consider that, proving the validity and reliability of the measure that's actually represented in those items constituting the GT- based newborn theory of homegrown law supremacy, is logically and evidently fair enough to prove the validity and reliability of such a theory.

A newborn theory oftechnologyas inductively provided by the grounded theory:

Fulfilling the systematically conditional steps of the grounded theory (GT) method, a newborn product or theory of the technology was provided. This was according to the processing and/or pooling of the reality-based data, which are deeply reflecting - through an open interviews - the opinions and/or understanding of the people who are working in local community development societies (LCDSs); as one type of the organizations that's based in Egypt as a third world country. This new born theory of technology was to be inductively expressed in ten broad items as being shown by the Exhibition (4).

Exhibition (4): A theory of technology as being understood by the people in Egyptian local community development societies

1. *In order to get more progressed over others, countries have always been striving to get nationally a tangible achievement that's being clearly witnessed by their people, so as to make their people able to have a platform or base to build accumulatively upon for accomplishing more and more. They have considered that the success in undertaking the intangible objects and/or spiritual values is not that sufficient to motivate people for development.*
2. *Building upon considering the tangible orientation or materialism, industry and/or manufacturing was far accredited by most of the countries, as the field to work on for attaining superiority and getting a distinguishing level of people's life over others. In particular, this was historically confirmed by those countries which are currently categorized as the world frontiers and pioneers of the industry.*
3. *The race of competition amongst the world countries has started with no end for turning to the industrialization of everything; this has practically gone to reach the level of getting the world countries classified into industrial and non-industrial ones. For such a reason countries were and still completely involved in finding the tools and techniques that may allow them to get distinguished in fulfilling that task.*
4. *There was no way but to utilize the accumulative body of the whole knowledge, particularly the disciplines of basic sciences, to search for ways and techniques that could be widely applied in the field of industry and manufacturing. A wide trend of thinkers, scientists, and professional practitioners were completely involved in performing that task; it was a matter of either lives or die, to be or not to be.*
5. *The process of turning knowledge and basic sciences into mechanisms, instruments, machines, devices, tools, and communication means, to be used in industry was scholarly and practically known as technology. But the latter concept has been extended, in some views, to contain all the sciences' applications that really contribute in getting peoples' all life affairs more progressed and modernized. Even though, the narrow concept of technology as the knowledge applications for developing industry still the most adopted one.*
6. *By this transformation, Europe, United States, and some of their historical and current imitators and competitors have settled deeply everywhere the materialistic nature of the western civilization. This happened due to the major value they have given to the establishment of the biggest industry bases through using the technology precedence tool.*
7. *Despite of the fact that the investment in technology for building those big industrial companies was, actually aligning on one hand, with the extreme nature of the call for adopting the ideology of capitalism and on the other hand, with nature of the need for self-protection against other hostile states' coverts, it has really come on the account of the life humanities and spiritual values, these issues have not given but the least priority.*
8. *In the third world countries, like Egypt, in which people are driven by the ambition of looking forward to reach the position of the progressed western countries, there is unlike case. Humanities and spiritual aspects still positioned at the top of the priorities, most of the organizations still labor intensified rather than machinery intensified ones, and works are properly containing simple duties that are fairly understood to the people for getting a satisfactorily low income.*
9. *When technology come to these countries, it falsely gives an apparent type of progress and modern western life, but this could not considered as true. People used to be self-deceived by being just a market for the big courtiers easily transferring technology such as; home-serving products, cars, satellites, mobiles, computers, and internet. But they cannot utilize the heavy technology or get its knowhow. Even if they could do, they will face with financial as well as efficiency problem of application or putting this important technology into effect.*
10. *People in those developing countries are actually torn between on one hand, following the successfully true experiment of the western industrial civilization that's mainly based upon technology precedence and on the other hand, being sticky with their humanities and spiritual values that are far lost in these western countries. The problem getting worse when being threatened of displacement from their workplaces due to the deficient replacement occur by using technology instead of people.*

Source: reality-based primary data collected from research field study by GT method.

People narratively said that; the success of the western countries in using the precedence of technology in building their great materialistic civilization was a function of two integrated governing factors. First, these countries were the creators and/or makers of technology; this allows a big amount of independency concerning the understating and cleverness in applying it. Second,

the process of creating and applying technology has properly come parallel to enable these countries to apply gradually the technology in realty of organizations and general life. These two factors were the underpinnings of avoiding the side effects of transforming life from the manual to automated state.

Third world countries do not the makers of technology; they are alternatively the importers of it.

They have no option but to be just dependent followers to those who create and experimentally represent the frontier and pioneer of applying it. This is not easy come. Furthermore, these developing do not have the welfare of gradually applying technology to avoid the social and work side effects of going into executing this step. They apply the technology as being exported by the progressed home country; this is most probably unselectively occurring in terms of both the type and the level of technology.

As a consequence, they are suffering a field as well as a level imbalanced application of technology; according to allowance. So they are partially facing the side effects of the radical change and sometimes waiting for long before having the technology required to face the side effects of lagging in using technologyas well.

A newborn theory of technology as deductively confirmed by an extended survey:

In order to get the newborn theory of **technology** more verified, through getting more comprehensively public view, it was necessarily to subject theten items inductively shown above by the Exhibit (4) – those are initially expressing the (ELCDSs) employees' particular understanding concerning such a substantive issue - to an extended survey.

Table (5) was included together all the steps that are statistically followed in detail so as to confirm the **correction, consensus, significance, validity, and reliability** concerning every single one of those ten items that are gotten before by the (GT) method to reflect the relatively new homegrown understanding to technology.

Table (5): A newborn theory of technology as deductively confirmed by surveying extensively the views of Egyptian LCDS staffs

ST VB	F& P										W Average	FWA St.D	FA Weights	FA Rank	Val. IT corr.	Rel. Alpha if ID	Val sqrt(rel)
	F (1)	%	F (2)	%	F (3)	%	F (4)	%	F (5)	%							
D1	31	6.2	58	11.6	56	11.2	155	31.0	200	40.0	3.870	1.233	0.986	6.000	0.983	0.995	0.998
D2	38	7.2	55	11.0	68	13.8	163	32.6	178	35.6	3.784	1.240	0.979	8.000	0.974	0.995	0.998
D3	48	9.6	51	10.2	29	5.8	183	37.8	189	37.8	3.828	1.297	0.990	3.000	0.987	0.995	0.997
D4	56	11.2	62	12.4	76	15.2	86	17.2	220	44.0	3.704	1.419	0.962	10.000	0.953	0.995	0.998
D5	45	9.0	35	7.0	37	7.4	222	44.4	161	32.2	3.838	1.209	0.971	9.000	0.964	0.995	0.998
D6	57	11.4	42	8.4	34	6.8	171	34.2	196	39.2	3.814	1.338	0.990	2.000	0.988	0.995	0.997
D7	34	6.8	53	10.6	27	5.4	194	38.8	192	38.4	3.914	1.212	0.986	5.000	0.982	0.995	0.998
D8	40	8.0	55	11.0	39	7.8	148	29.6	218	43.6	3.898	1.291	0.988	4.000	0.985	0.995	0.997
D9	41	8.2	36	7.2	30	6.0	186	37.2	207	41.4	3.964	1.225	0.981	7.000	0.976	0.995	0.998
D10	43	8.6	59	11.8	32	6.4	166	33.2	200	40.0	3.842	1.299	0.991	1.000	0.989	0.995	0.997
Total (rel) or (alpha) if I not del = 0.996											Total (val) or (alpha sqrt) if I not del = 0.998						

Source: Based upon field study

In accordance with the five-cell scale that's used herein to classify the respondents' views proportionally amongst the levels of agreement/disagreement, the statistical processing of data has descriptively gone to show that; the least collective number of people's responses that are fallen in the two scale cells value-ranked as (4 and 5) to express agreement was (306) equal to (61.2%). While the greatest collective number of people's responses that are lied in the two scale cells value-ranked as (1 and 2) to express disagreement was (118) equal to (23.6%). This descriptively proves the individual and total correctness of all the ten items of the newborn theory - that's originally provided by the grounded theory method (GT) around technology - in terms of the vast majority of ELCDS employees.

This result was proved twice again by the minimum value of the weighted average which was (3.704) to show the big tendency of respondents' opinion toward the agreement around the provided ten items,

since this value was exceeding the middle cell rank value or (3) with about (0.704).Furthermore, there was a considerable direction of homogeneity and/or consensus amongst the opinions of sample investigated individuals concerning every single one of the re-testified ten items. This could be clarified by the low values that are ranged between (1.209) and (1.419) to show the little bit St.D from the weighted average values that are ranged between (3.704) and (3.914). In order to show the priority or level of significance that's separately given to the different ten items of the GT-based technology new provided theory; though one item compared with others, it was depended upon the weights of factor analysis to make sort of significance-based arrangement of items. The factor analysis greatest and lowest values were respectively shown as (0.991) and (0.962) to arrange comparatively, for example, the items coded (D10) and (D4) at the first and tenth positions in order. More details about the peoples view concerning all

the items priority ordering could be seen by the same In order to prove statistically the validity of the newborn theory around technology, it was important to testify to what extent the items included withinsuch a theory, are collectively and interdependently constituting a valid measure to the opinions of the investigated sampling units concerning the issue of technology. Item-group correlation was thestatistically preferable option to prove to what extent there is a consistency amongst the provided items. In this, the lowest value of the item-group correlation was (0.953). This validity was additionally verified by the square root of alpha, if item not deleted, to show a value of (0.998). The reliability of the theory was established as well by verifying that the total value of Chronbach alpha whether no item is deleted, is greater than its individual values if any item is deleted. The total value of alpha if all the items are included was (0.996) while the highest value if alpha if item is excluded was (0.995).

Worth mentioning to consider that, proving the validity and reliability of the measure that's actually represented in those items constituting the GT- based newborn theory of homegrown technology, is logically and evidently fair enough to prove the validity and reliability of such a theory.

Overall Discussion:

Completing the third step of the grounded theory method, that's constructively going to consider the effect of the co-interaction amongst the reality, context, participants, and researcher in getting the theory extra verified. It could be argued that the states, when looking forward to achieve progress, are going to espouse the same thought or ideology that's previously adopted by those countries which have successfully had an effective practice in achieving the goal of development. United States of America has come to espouse and follow the same path and experiment of Europe in getting revolutionary changed to advancement.

Liberalizationwas the settled platform, through which the western culture has been launched. **Magna Carta** or the big seminal document of legitimacy and legislation, that have come to set people free of the church men unfair instructions and their misleading performance in using the Christianity teachings, was the major constitution that makes liberalization result in four guiding paths for the development of the western countries.

Democracy was for political life development, capitalism was for economy development, law supremacy was for the social aligning and controlling

Table (5).

development, and technology precedence was for the industry and materialistic life development.

These four underpinnings of liberalization were representing the main components of the people's development mentality, both as community members to be considered by politicians and as organization members to be considered by managers. In other words, these four components were governing the background and mentality of the progress makers outside and inside the organizations.

Third world countries that have the permanent dream of being one day like western countries have no way but follow the same rod map, not only politicians have to consider these four components of their people background   but also managers have to cross over the limit of the traditional management of HR, HR affairs, and non HR affairs to the Meta management of the people's mentality and/or background components, those have previously been mentioned as the development inspiring factors in the western experience.

This research has been conducted to highlight a new duty that should be urgently added to the job of the managers in organizations. Manager should be aware generally of the issues that are apparently may look as work irrelevant while they are indirectly affecting the work performance efficiency and effectiveness, due to their inspirable nature from the employees' development mentality.

It was important to attract the attention of managers to have generally a well understanding to those rooted and deeply back-mind-setting issues, which are affecting the developmental mentality of their subordinates, and to be careful as well in considering all the historical stereo typing that are traditionally followed in constituting such a developmental mentality and/or understanding.

This research was substantially conducted to drag the attention to a general base that has to be considered by the organizations' managers concerning all the back-mind-setting issues affecting the people, and as a consequence the organizations, performance toward accomplishing the progress and development. This was the research focal point, even if it has only gone to highlight those issues historically relevant to development as actually indicated by the western experiment.

As long as managers are faced everywhere, in different countries, with a relatively different communal as well as organizational environment, they have to depend upon the corpus of reality-based data. They have to go and ask, observe, inhabit, to know the reality around people's background or way of thinking in development, without being just oriented by any of the previously theoretical concepts

about that issue. In other words they have to use the grounded theory method to be able to get the different new product, concept or theory concerning the certain development issue.

Usinggrounded theory method to know about the third world particular theory, concept, and understanding around democracy, we found Egyptian people saying that; we believe in democracy when it has an actual effect in our real life. This is will not happened except by allowing it to be a permanent deed for decision sharing; whatever the level of decision. This in turn will never occur but through the existence of the certain underpinning conditions of participation; the right given by authority to people in order to express their opinion and the duty that should be made by people for being self-qualified to express their opinion. In terms of such conditions, democracy even if it is a common responsibility of two parties; one is the authority holders and the other is the people, the latter party has the governing condition, since what could be the value of having the opportunity to express your opinion while you are not qualified to do so. When democracy is really established we are intellectually considering it within the limits of employing logically the mental thinking to get the state of people's consensus. We are not ready to consider democracy in a bigger context; it should not come to replace our already espoused beliefs.

Usinggrounded theory method to know about the third world particular theory, concept, and understanding around capitalism, we found Egyptian people saying that; we accept the ideology and applications of capitalism as long as it does not unfairly deploy the globalization as an instrument to collect the world resources of all the countries to be only in the hand of those bigger counters, which are historically classified as the initial makers and protectors of capitalism. However, when these big and progressed countries send via adopting capitalism the globalization strong arms in the form of internationally unique-structured organizations, multi-nationally organized companies, local-site transferred companies, market invaders extremely big companies, just to threat the economic and social life of the small third world countries, were are refusing it. What is to be done when finding these organizations permanently work on taking the money from the pocket of the poor people in the country to put it in the pocket of those rich people inside the same country, creating an extreme case of very small rich class and very big poor class with no or hidden intermediate class, to result in social abhorring and then political instability or revolutions. What is to be done when these organization go extremely in applying capitalism by taking the money from the

pocket of the very poor people inside the third world poor countries to be put in the pocket of the very rich people inside the first world rich countries. The acceptance of capitalism is a condition in fair distribution to the whole world wealth on different countries.

Usinggrounded theory method to know about the third world particular theory, concept, and understanding around ruling the law, we found Egyptian people saying that; no one can have an objection to find the social life or the interaction behavior amongst people is precisely controlled by law. It is the well-organized way for most efficiently keeping all the community people rights. The problem emerge when these laws, as a man-made ones, come to be in conflict with those systems that have historically had wider horizons in working on the interactive social behaviorcontrol. It is not that forgiven to have a developed law that contradicts with the instinct law, the customary law, or the religion law. This orientation taken in Egypt is relatively unlike the situation adopted by the western countries' people in considering the positivism law, since the latter have gone to subject smoothly to the man-made law in every single field of their life.

Usinggrounded theory method to know about the third world particular theory, concept, and understanding around the technology, we found Egyptian people saying that; technology is welcomed if it does not generally come on the account of humanities and spiritual values that we are espoused for long in our early found civilization. Technology is far applauded as long as it does not come to displace employees from their workplaces. It is much-admired whether there is no laziness and lagging in making people well encourage and trained not only in using technology but also in overcoming the phobia of its effect. It will be highly appreciated when it does not have a randomly selective hand of development, that's focused on the marginal rather than the substantial aspects. It will be more greeted if it is not employed in terms of its negative facet of threatening the stability of the third world communities via unreasonably agitating the revolutions.

To sum up, the liberalism four calls; democracy, capitalism, law supremacy, and technology, were the underpinnings of the western development and progress at the level of both the community people and the organizations' people or employees as well.

These four underpinning were practically transferred to the organizations managers as well as employees to be really the head and hand of working the organizations in accomplishing the development and progress. Mangers were completely aware - within the context of their emerging motion of liberalism – with the mentality and background of their

employees. They consider understanding the employees' mentality content as a pre-requisite for the managers' capability to manage these employees toward attaining the organizations' goals, which are in essence the community development goals.

Managers in western organizations have considered that there is something behind the traditional management of their employees' affairs and even the materials' affairs; it is the mentality and background of the organizations' people that they have to deal with in order to be able to manage the individuals and materials. Meta management (MM) of people or human beings' background and mentality has become a condition for being even traditionally able to manage people or employees in organization.

The mobility of Egypt toward achieving development has no way but to be based upon the ideology of capitalism, so as to utilize the preceding experiment and/or experience of the earlier developed western countries. In other words, they have to know that using people both outside; at the level of the whole Egyptian community and inside; at the level of the varied organizations' communities, in attaining development is a condition of the people's adoption to the four common liberal underpinnings; democracy, capitalism, law ruling, and technology.

Doing so, at the level of the Egyptian organization, managers have to be aware that people in Egypt have particularly had their own different theory, concerning every single one of these testified west development pillars. Therefore, the mentality and/or background of the Egyptian employees, in terms of their understanding to these four developmental pillars, have to be reconsidered. Otherwise, these pillars may inversely turn to be invisible factors that are strongly hindering the accomplishment of the organizational goals and subsequently the whole community development purpose.

This research argues that as long as managers have to utilize employees inside organization, as makers of development everywhere in different workplaces, to accomplish by the end of the day what is called value-added or partially sharing in fulfilling the country development objectives, they have to peer in mind that there are some factors governing the employees' mentality which have to be meta managed (MM). In order to get the truth in terms of the type and nature concerning the governing factors that have to be meta-managed they have to utilize (GT) method.

Hence, this research was an **originally advanced step** to highlight that, within the context of the overall striving toward development; organizations should consider that the mentality and/or background

of their employees have to be Meta managed **(MM)** by managers as condition for being able to manage people toward the organizations' objectives. In order to get the employees' background and mentality Meta-managed, managers have to use the grounded theory Method **(GT)** so as to get the right theory or the particular concept of employees - that's depend upon the reality-based data everywhere in organizations' workplaces - concerning the underpinnings of development.

The essential focus of this research subject was to provide an approach to **Meta Management by Grounded Theory(MMBGT)** to investigate the real factors governing the employees' mentality or way of thinking. Not only concerning the four backbones of development that are herein collectively represent the example deployed via this research subject to highlight the approach of (MM), but also generally in relation to any of the outspread different issues that may have a governing effect in people's progress mentality.

Conclusion and recommendations:

Through the three procedural steps of (GT) method that are focusing upon; first, the inductive producing of the newborn theories, second, the deductive confirmation to their real homegrown type of foundation, and third, the analytical support done to these theories by researcher inhabitation-based views, it could be concluded that:

- Organizationshave to depend upon people as locomotives to agitate the country mobility toward development,so they have no way but to consider Meta Managing (MM) the people's communal ambitions, interests, and thoughts concerning the country development.
These communal backgrounds are most likely transferred with people – to formulate their deep mentality as employees - in different workplaces.
- Managers have to find the way to be able to Meta-manage people particularly within the context of the organizational objectives. In this, they should not ignore the experience of the western countries which have gone to more advanced steps in development; they should consider the underpinnings accredited by these countries to reach such a development. They have to take into account that the western liberal underpinnings (democracy, capitalism, law ruling and technology) are going to be the most likely nominated historical references to the people in those third world countries which looking forward to reach the same level of development.

- People in developing countries are actually espousing - with a certain deviation - the concept of each one of the four underpinnings or theories that were previously adopted by the western developed countries. By using the grounded theory method (GT), to collect the reality-based data, for dual investigating the views of the people working in the Egyptian local community development societies (ELCDSs), around the four liberal underpinnings of the western countries experience of development, it has come to reality that Egyptian people have their own different theory or understanding concerning every single one of these underpinnings, in the latter view:

  ▪ Democracy is ok as long as people have the core condition of being qualified to express their opinion, otherwise it will be falsely applied.
  ▪ Capitalism is ok as long as globalization is not used as an instrument for unfair distribution of the world resources and/or wealth for the interest of the rich countries on the account of the poor ones.
  ▪ Supremacy of the positive law is ok as long as it does not oppose the instinct law, customary law, and religion law as the bigger circles or contexts of governing the interactive social behavior.
  ▪ Technology is ok as long as it does not come at the expense of the humanities or spiritual values and the people's opportunity to get work.

As so it is recommended for the organizations to have a structural unit or at least a permanent committee or work group in order to work enduringly on using grounded theory method **(GT)**, to supply the top management of the reality-based data reflecting the theories, which are actually adopted by the employees concerning all the issues that are affecting their performance toward development - or in other words achieving the organizations' objectives. This is important to allow the former to practice the Meta management **(MM)** to people as community members as a pre-requisite condition for managing them as employees or organization community members. It is also suggested to call this unit **(MMBGTU)**.

Further research topic:

- Meta managing (MM) by grounded theory (GT) the gap between the people's real and expected role.
- Meta managing (MM) by grounded theory (GT) the organizations/environment interaction horizons.
- Meta managing (MM) by grounded theory (GT) the sensitive issues in interpersonal relations.
- Meta managing (MM) by grounded theory (GT) the personnel objectives behind the work.

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