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Editorial

Journal of Education and Vocational Research (JEVR) provides an avenue for quality research in the ever-changing fields of Education and Vocational Research and related disciplines. Work submitted for publication consideration should not be limited by any narrow conceptualization of education and vocational research but comprises interdisciplinary and multi-facet approaches to education and vocational theories and practices as well as general transformations in the fields. The scope of the JEVR includes: subjects of educational technology, educational administration, educational planning, measurement and evaluation in education, developmental psychology, special education, distance learning, vocational education, technology-based learning, environmental education, business education, educational psychology, physical education, innovation, vocational training, knowledge management. Author(s) should declare that work submitted to the journal is original, not under consideration for publication by another journal and that all listed authors approve its submission to JEVR. It is JEVR policy to welcome submissions for consideration, which are original, and not under consideration for publication by another journal at the same time. Author (s) can submit: Research Paper, Conceptual Paper, Case Studies and Book Review. The current issue of JEVR comprises of papers of scholars from Uganda, UK, Nigeria, Pakistan and Malaysia. Corporate Social Responsibility in Cameroon: Practices and Environmental Impact, Number Manipulation Strategy: A Model of Experiential Instruction and Interest in Arithmetic Learning, The Effect of Risk and Uncertainty Factors on Managerial Decision Making, Staff Assignment Rotation and Project Sustainability and The Role of Communication in the Process of Forming Market-Oriented Party are some of the major practices and concepts examined in these studies. Journal received research submission related to all aspects of major themes and tracks. All the submitted papers were first assessed by the editorial team for relevance and originality of the work and blindly peer-reviewed by the external reviewers depending on the subject matter of the paper. After the rigorous peer-review process, the submitted papers were selected based on originality, significance, and clarity for the purpose. The current issue will, therefore, be a unique offer, where scholars will be able to appreciate the latest results in their field of expertise and to acquire additional knowledge in other relevant fields.

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PAPERS

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Corporate Social Responsibility in Cameroon: Practices and Environmental Impact

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Abstract: The purpose of this study is to examine how CSR is practiced by local businesses and their influence on environmental protection and sustainable growth in Cameroon. Grounded on the stakeholder theory, a multi-method data collection tool was used to collect data for qualitative analysis. A thematic content analysis was approached was used in this study to examine the CSR practices of 20 local businesses in Cameroon. Findings from the study revealed that the concept of corporate social responsibility is relatively new and local corporations are not fully equipped to address the needs of their stakeholders. Also, environmental concerns and community issues were not areas of concern to companies when adopting CSR strategies. Additionally, government intervention to enforce existing laws and regulations on environmental and social issues was lacking. The study implies that by neglecting environmental concerns local businesses are endangering the environment and failing to plan for sustainable growth. Besides expanding knowledge about the level of CSR awareness and practice in Cameroon by exposing the limitations of local companies in adopting CSR and the laxity of the government in enforcing the relevant laws and legislation. It is recommended, that to plan for sustainable development and environmental protection, the government should be more proactive in upholding laws and regulations related to environmental protection and businesses, being more ethical in their daily practices. CSR policies should also be codified to encourage and compel businesses on the need for environmental protection by requesting businesses produce mandatory CSR disclosures.

Keywords: *Corporate Social Responsibility, environmental protection, sustainable growth, thematic content analysis, Cameroon.*

1. Introduction

This history of CSR in developing countries remains few and developed especially for African countries (Olayisade & Awolusi, 2021; Visser, 2006). Visser (2006) in a review of literature spanning several years from 1995 to 2005 found out that of the 53 countries in the continent at the time there was existing literature for only 12 countries. This does not mean that CSR has not previously existed in developing countries. In many cases, there have been long-standing traditions of concerns for social justice that have been less visible internationally. Visser & Macintosh (1998) contend that the condemnation of unethical business practices is common in most of these countries and dates back several thousands of years. An argument can be made that this is partly due to the history of colonialism, fraud and corruption generally linked to multinational business operations in developing countries (Odunlami, Awosusi, & AwolusiI, 2017; Emezi, 2014). The recent trend of surrounding CSR is mainly because there has been much greater direct engagement by developing countries to address some social ills (Baxter, 2015). The question of business practices in developing countries has been closely linked to business ethics (Baxter, 2015; Verma, 2015).

As a matter of fact issues of sustainable development and environmental protection in developing countries characterized by poverty amid plenty, environmental negligence and poor management of resources lie at the heart of the CSR debate in developing countries. Several authors also argue that CSR Agenda in developing countries is highly influenced by the cultural context. This is because business practice in developing countries by foreign multinationals has always been seen to be predatory. To greenwash their activities foreign multinationals have often turned to philanthropy as a means of painting a good image of themselves. A study of CSR in the last decades in developing countries indicates that philanthropy tops most CSR initiatives with no regard for community engagement (Emezi, 2014; Visser 2006). To overcome the limitations of unscrupulous businesses practice, the current CSR discussion in developing countries is centered on the ethical approach which believes that businesses are accountable to all stakeholders (Verma, 2015; Omran, 2015).

This has lent credence to an ethical approach to corporate social responsibility which contends that organizations should not only be concerned with their growth but should consider the interests of other stakeholders that can be affected by their organizational objectives (Fontaine, 2013; Omran, 2015). This line of thought can be linked to Freeman's (1984) normative stakeholder theory which contends that businesses are part of the social, economic and environmental ecosystems around them and as such they must take responsibility for the impact of their activities (Goel & Ramanathan, 2014; Nikolova & Arsić, 2017). Goel and Ramanathan (2014) argue that it is the responsibility of businesses to manage the way they do business to mitigate social and environmental challenges associated with their activities. Empirical studies indicate that such an approach does not only improves corporate community relationships but provides stakeholders holders with the opportunity to participate and take ownership of environmental concerns and sustainable growth (Oginni & Omojowo, 2016; Baxter, 2015). However, empirical literature also suggests that most of the research done on CSR in developing countries has been mostly focused on the activities of multinationals with no input from local businesses (Sotamenou et al., 2013; Ndzi 2016). This has created a research gap where the CSR agenda in these countries is devoid of context as most CSR initiatives seem not to be adapted to local realities (Akwaowo & Swanson, 2016).

Given that ethical concerns have been raised about how businesses operate in developing countries (Akwaowo & Swanson, 2016; Oginni & Omojowo, 2016), this study approaches the concept of CSR in Cameroon a country in sub-Saharan Africa from a local perspective to examine the influence of CSR policies in the country and their impact on the environment. Anchored on (Freeman, 1984) stakeholder theory, the author seeks to analyze and evaluate the CSR concept as understood and practiced by local businesses in Cameroon and the resulting impact on the environment. Available research indicates that corporate social responsibility can contribute enormously to community development (Emezi, 2014). While evidence indicates that CSR policies have produced positive results in the developed world, emerging countries are still lagging especially in Africa (Jamali & Karam, 2018; Emezi, 2014). Existing literature points to the fact that Cameroon like many other developing countries has been slow in demanding greater responsibilities from business organizations (Jamali & Karam, 2018). The agenda on corporate social responsibility in developing countries is mostly driven by philanthropic gestures most often from multinationals with no planned strategies to mitigate developmental issues (Emezi, 2014; Ndzi, 2016). Furthermore, the evolution of CSR in the continent has met with several obstacles that have been attributed to contexts.

Such as weak government institutions, gaps in public governance and corruption (Prates et al., 2015; Akwaowo & Swanson, 2016; Ndzi, 2016). As a result, there are drawbacks and limitations in the manner in which CSR policies are implemented (Ndzi, 2016; Oginni & Omojowo, 2016). Furthermore, empirical literature also suggests that there are no planned strategies to build sustainable business ventures that take into consideration the needs of local communities (Baxter, 2015). There are also suggestions that environmental concerns are not a concern and do not occupy a place of choice when implementing CSR policies (Goel & Ramanathan, 2014). This has left local communities battling with issues of environmental degradation and corporate irresponsibility (Akwaowo & Swanson, 2016; Oginni & Omojowo, 2016). Fontaine (2013:110) contends that understanding the way a company views a phenomenon "alters the way the organization develops its value proposition and ultimately shapes how it employs this phenomenon in its business strategy". In other words, for local businesses to contribute to the CSR debate, it is important to review how they understand the CSR practice. The question then is how do local businesses in Cameroon view their role as partners in community development and sustainable growth? Secondly, how are CSR policies implemented in Cameroon and finally what is the impact of these policies on the environment? This study takes a look at the above-stated problems and tries to provide some answers.

As mentioned earlier the concept of CSR provides a medium for businesses to participate in mitigating some of the social and environmental challenges in the communities where they are implanted. This research work aims to examine the influence of CSR practice on environmental protection and sustainable growth in Cameroon. However, there are some specific objectives that the study wishes to explore which include:

- Examining how local businesses in Cameroon understand Corporate Social Responsibility.
- Examining how local businesses view their role in developing the communities in which they are implanted.

- Examining what policies local businesses have developed towards CSR and how these policies have impacted the environment.
- Discuss why local businesses need to embrace CSR as a development tool that can help mitigate environmental issues while at the same time building for sustainable growth.

Our focus is, therefore, oriented towards four fundamental questions:
R1: How do local businesses in Cameroon understand the concept of CSR?
R2: In what ways is CSR expressed and implemented in practice by Cameroonian businesses?
R3: What impact do such practices have on the immediate environment?
R4: Why is there a need for local businesses to embrace CSR as a development tool for environmental protection and sustainable growth?

According to existing empirical research conducted ethical business practices and CSR go hand in hand. Growing demand has increased in CSR in the quest to synchronize traditional business goals and social accountabilities (Sotamenou et al., 2013; Omran, 2015). According to Goel & Ramanathan (2014), ethical conduct supports the need for industries to incorporate social and environmental concerns as an important part of the business process. Furthermore, regions with high levels of poverty, environmental distress and socio-economic distress can incorporate CSR to help in mitigating societal problems (European Commission, 2011). As Sotamenou et al. (2013) indicate, for businesses to build sustainable growth and gain a competitive advantage they must understand the role they play as partners in community development. Therefore, further research is required to investigate the corporate conduct of local businesses in developing countries and their contribution to building sustainable growth. Moreover, existing research on CSR in emerging countries has mainly been centered on agendas developed in progressive countries and transposed to local multinationals (Demuijnck & Ngnodjom, 2013). The reliance on hypotheses and theories from developed nations is a result of failure to take into consideration the context in which CSR policies are accepted and executed by local businesses (Jamali & Karam, 2018). Consequently, there is a need for CSR research in developing economies to be centered on local businesses, as relating them to developed countries does not present the correct context of its applicability (Goel & Ramanathan, 2014). Thus, this thesis aims at filling some of the missing gaps in the literature on CSR practices in emerging economies and Cameroon to be more specific.

2. Review of Related Literature

The available literature on corporate social responsibility is controversial and inconclusive as researchers are divergent on the constructs that inform the practice. In this section, a review of relevant literature to the study is conducted. The conceptual review assesses how the concept has been discussed by theorists and empirical researchers. The theoretical section takes a look at theories that inform the practice discussed in the context of the thesis. An empirical review of existing literature on CSR in Cameroon is also undertaken. A conclusive section summarizes the main issues from the literature review while identifying the gaps that need to be addressed to help mitigate some of the issues identified.

Conceptual Framework: The evolution of business activities beyond the scope of making a profit for shareholders has increasingly gained momentum over the years not only in business practice but in academics. Recent studies indicate that there is a significant recognition of the influence of business activities on society (Kolk, 2014), with ongoing debates on the role and obligations of business entities beyond those required by laws and regulations. With the recent business scandals such as those that contributed to the 2008 global recession, questions have been raised on how to regulate or deregulate businesses to protect stakeholders. To this end, there has been an increasing reliance on CSR to address some of the key issues of business ethics by strengthening the principles surrounding corporate governance and making companies more conscious of their responsibilities (Adda et al., 2016). The academic discussion on CSR has evolved in recent years from a minor field of study to a more complex and diverse framework. Most of the complexity emerges from the fact that the subject not only contains a lot of theories but also encompasses several often disputed approaches (Nikolova & Arsić, 2017). From empirical literature, early academicians like Friedman (1970) argued that corporations were only socially responsible for creating profits and other social activities were incompatible with their role.

Others like Bowen (1953) argued that CSR provided an alternative way of integrating societal concerns in business as opposed to the maximization of profit as the only operational concern. McGuire (1963) contended that there are other societal obligations placed on corporations other than those required by law and the need to make profits. Carroll (1979) expanded on this by indicating that firms can still make profits while obeying laws, being ethically responsible and being good corporate citizens. Recent approaches to CSR relates the concept to sustainable business development arguing that business activities should balance satisfying shareholders with undertaking social, environmental and economic responsibilities towards other stakeholders (Freeman, 1984). Over the years several frameworks have been developed to model the CSR concept as related to business practice. The earliest models such as that by the Committee for Economic Development (CED) (1971) based their work on the social contract theory which relied on the social interaction between businesses and the society to adopt the "three concentric circles" model. The model presented an inner circle synonymous with jobs, production and economic expansion. The intermediate circle was linked to issues like environmental conservation, hiring and employee relations management.

The outer circles included issues like poverty and urban development. Davis & Blomstrom (1975) also came up with the "widening circle" approach similar to CED's approach. However, this earlier model was embedded with limitations given that the frameworks did not indicate how corporations were going to play their role. To overcome such limitations Carroll (1979) expanded on the earlier models and suggested a more comprehensive three-dimensional approach to corporate social responsibility to include what should be considered as corporate social responsibility, what issues corporations need to address and the organizational philosophy to be adopted. This approach is modelled as a pyramid of four key responsibilities and forms the basis of generally accepted CSR concepts. The fundamental economic responsibility of the business to produce goods and services for consumption while employing members of the community formed the base of the pyramid. According to Carroll (1979), this was the most critical dimension because its failure would undermine the success of the other components. The second component was the legal responsibility of corporations to conform to societal law and regulations.

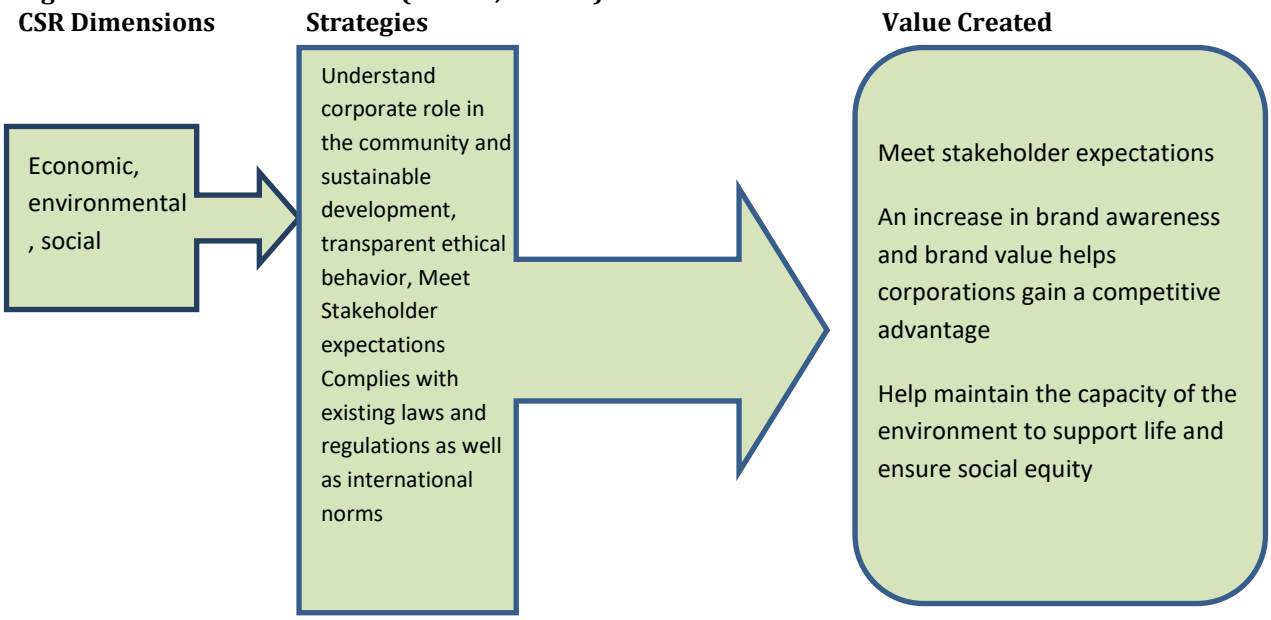
Closely linked to the second component is the third stratum of the pyramid which underscores the ethical responsibilities compelling businesses to do what is right and not limit themselves only to those responsibilities required by law. The fourth component is philanthropic responsibility. Often referred to as the discretionary responsibility, it acknowledges the responsibility of corporations to promote goodwill and human welfare through philanthropy. This model conceptualization model contends that corporations have ethical and discretionary (philanthropic) as well as legal and economic obligations (Carroll 1979). The focus is that CSR strategies have to address a wide spectrum of societal obligations while meeting the most fundamental economic and legal functions of business entities. Other theorists like Sotamenou et al. (2013), identified dimensions of CSR to include philanthropy, economic, environmental, and social as well as stakeholder engagement. As Chakraborty (2015:37) indicates, "the term CSR is viewed as an umbrella concept and is still searching for a universally accepted definition, which covers all the concepts related to sustainable, responsible, and ethical business behavior".

CSR, Environmental Concerns and Sustainability: Existing empirical research on CSR for the vast majority tends to agree that there is international consensus to encourage the implementation of practices that address environmental and societal issues (Misztal & Kaczmarek, 2014). Around the world, many corporations have come to realize the importance of environmental initiatives in business sustainability (Emezi, 2014). Environmental strategies like industrial ecology, energy efficiency, pollution prevention and waste management are emerging at the forefront of corporate priorities across the globe. To facilitate long-term growth, firms are also being encouraged to engage in environmental CSR initiatives. Following this framework, environmental laws and regulations are being developed into standards such as the ISO 140000 that companies need to adhere to mitigate environmental issues. However, there seem to be major challenges facing such initiatives. Issues such as poverty in some countries, income inequality, unsustainable consumption and climate change.

This has led to the debate on the contributions that CSR can make in improving the social, environmental and economic conditions of people within communities. Focusing on the Cameroonian context, empirical literature points to the fact that local businesses are yet to understand and fully embrace CSR concepts

(Emezi, 2014; Ndzi, 2016). Furthermore, businesses are not interested in mitigating environmental issues related to their activities (Baxter, 2015; Ndzi, 2016). However, CSR in the country is evolving beyond the traditional practice of corporate philanthropy and starting to embrace community relations and sustainability (Emezi, 2014; Singh et al., 2017). Companies are now expected to go beyond legal and economic compliance and earn their 'license to operate by engaging in activities that are deemed to provide a beneficial impact (Adda et al., 2016; Baxter, 2015). Economic, environmental and social responsibilities related to business activities are issues that need to be resolved if emerging countries like Cameroon are to attain their objectives of building for sustainable growth (Emezi, 2014). The suggestion is that corporations in Cameroon need to integrate environmental and sustainability dimensions into their corporate strategies. This can be conceptualized through a model which advocates that firms create value through the different CSR dimensions.

Figure 1: Value Creation Model (Source, Author)



In the above approach, businesses simultaneously strive to satisfy environmental, economic and social concerns by creating value for all stakeholders. This gives corporations the capacity to engage with a multitude of stakeholders and address sustainable development issues (Emezi, 2014). Through the value creation model, corporate success and social welfare are interdependent and provide firms with opportunities for building social value propositions into corporate strategy, thereby building sustainability.

Theoretical Framework: Garriga & Mele (2004:1) indicate that "the Corporate Social Responsibility field presents not only a landscape of theories but also a proliferation of approaches, which are controversial, complex and unclear". These theories are often related and focused on the four dimensions of environmental, social, economic, and philanthropy (Omran, 2015). Montiel & Delgado-Ceballos, (2014) argue that the usefulness of each theory depends on the purpose and context. Fernando et al. (2014) indicate that three mainstream theories underline current CSR practices, namely institutional theory, stakeholder theory and legitimacy theory.

An Institutional Theory of CSR: The institutional theory views businesses as passive recipients of institutional pressure and argues that the engagements of firms are guided by their institutional context (Awolusi, 2021; Olayisade & Awolusi, 2021). Brammer et al. (2012) concede that businesses often respond to the demands of corporate responsibility by broadening and reshaping most of the institutions that govern their economic, social and political systems. In this case, corporate behavior is influenced by institutional conditions such as laws and regulations both private and public, monitoring of corporate behavior by non-governmental and other compliance institutions, associative behaviors and stakeholder dialogue (Campbell, 2007). This implies that corporations are concerned about social relationships, coexisting with other

associations and institutional compliance. To be successful businesses must therefore adopt socially responsible behavior (Brammer et al., 2012).

Legitimacy Theory of CSR: The legitimacy theory draws its strength based on a social contract between organizations and communities in with they operate (Awolusi, Pelser, & Adelekan, 2016; Omran, 2015). Legitimacy is defined by Dowling & Pfeffer (1975:122) as "a condition or status which exists when an entity's value system is congruent with the value system of the larger social system of which the entity is a part. When a disparity, actual or potential, exists between the two value systems, there is a threat to the entity's legitimacy". As a result, companies adopting a legitimacy theory voluntarily act on the activities that they perceive are expected of them by the communities in which they operate (Deegan 2002). Under such circumstances, the organization's survival depends on its perception by the society, and if society is not satisfied with the organization's operations the contract is revoked. This forces businesses to be more responsive and responsible towards the communities in which they operate (Dowling & Pfeffer, 1975).

The Stakeholder Theory: The stakeholder theory of CSR argues that to succeed, an ethical and pragmatic business must assume the vast interests of stakeholders and not limit itself to the interest of shareholders alone (Awosusi & Awolusi, 2014; Freeman 1984, Garriga & Mele, 2004). Proponents of this theory contend that businesses do not only have economic and legal responsibilities. They also have an ethical responsibility to all individuals and groups that contribute to the corporation's activities and growth. In this case, the business should also be responsible for those who could benefit from or are harmed by the company's activities. Another argument is that though maximizing the profit of shareholders is justified, social obligations are a strategic instrument for developing a competitive advantage (Emezi, 2014). Brammer et al. (2012) argue that the three theories have similarities, are complementary and can be linked to explain the CSR practice from a multi-theoretical approach. However, the author argues that stakeholder holder theory is more suitable for developing countries. Companies can target their CSR strategies towards those stakeholders by drawing inspiration from the ethical approach to mitigate some societal issues. In countries like Cameroon facing enormous environmental and social challenges, these companies can be enabled to function as agents of sustainable growth and development by being more responsible. Proponents of the ethical approach to CSR argue that a firm's interests and that of the society at large are closely linked together.

As such firms can mitigate some of the potential existential conflicts, by creating a "win-win" situation for both parties (Goel & Ramanathan, 2014). By becoming more conscious of the effects of the activities within the community, firms can achieve better results by improving their social engagements. Emezi (2014) argues that businesses and communities prosper in conjunction when companies meet their obligations towards those affected by their activities. Singh et al. (2017) indicate that when developing business strategies corporations in developing countries must take into consideration their roles as participants in sustainable development and environmental protection. Ndzi (2016) suggests that corporations can achieve legitimacy by getting accreditations in environmental programs and implementing industry standards such as ISO 14000. Kolk (2014) suggests that despite the lack of conclusive evidence indicating that a firm's value is directly impacted by its engagement in the community, evidence points to the fact that by issuing CSR reports firms in developed countries gain goodwill with regulators and government agencies, setting them on the path to achieving sustainability. Emezi (2014) contends that corporations with good corporate policies on governance generally create more value for their shareholders and communities thereby ensuring sustainable growth and at the same time helping mitigate environmental concerns (Oladejo & Awolusi, 2017).

Empirical Framework: There has been comprehensive research on CSR carried out in most developed nations such as the United States and other European nations. Nevertheless, studies in developing countries such as Cameroon are still at the conception stage due to the novelty of the idea (Ndzi, 2016). In a research study conducted by Ogini & Omojowo (2016) on CSR in Cameroon, Corporate Social Responsibility policies and practices were classified into three main sets (social, economic and environmental). The study alleged that industries in the country are yet to recognize that adopting CSR policies will enable them to gain a competitive edge over their rivals. Adda et al. (2016) indicate that corporate social responsibility in Africa is driven by large multinationals. There is no input from locals as agendas from developed countries are simply transposed at local levels (Emezi, 2014).

Empirical literature also indicates that the main vehicle for CSR in the country is philanthropy. A qualitative review conducted by Ndzi (2016:151) on the prospects of people living around ENEO, a power supply company in Cameroon, concluded that "businesses endorse the practice of CSR mainly through charitable projects in health, education and poverty eradication. Several businesses are engaged in development initiatives as an income-generating source and a platform for employment". Findings from the research concluded that CSR practices are inadequate and inept to have any substantial impact on the needs of the local population. A study by Akwaowo & Swanson (2016) to assess the role of Foreign Direct Investors (FDI) in the eradication of poverty in Nigeria, Ghana and Cameroon through Corporate Social Responsibility argues that multinational companies still battle with difficulties in their quest to reduce poverty in host countries. This is due to the reliance on western business agendas which are majorly selfish (Emezi, 2014; Ndzi, 2016). The institutional context has been suggested in available literature as a major drawback to the evolution of CSR in the country (Ogini & Omojowo, 2016; Emezi, 2014). A study done by Demuijnck & Ngnodjom, (2013) using a hermeneutical approach based on interviews, aimed at gaining insight on how local small and medium-size businesses define and understood corporate responsibility concluded that there were no formalized CSR guidelines in place.

Furthermore, entrepreneurs are unable to act on the strategies due to a lack of awareness on the subject, matter fraud and inadequate legal frameworks and policies. The lack of regulation and public policy on corporate responsibility is one of the key challenges facing entrepreneurs in Cameroon (Ndzi, 2016; Demuijnck & Ngnodjom, 2013; Sotamenou, 2014). According to Emezi (2014), it is the government's responsibility to improve the functionality of CSR by creating a conducive environment. However, most developing countries find it impracticable (Oginni & Omojowo, 2016). To "understand the institutional setting and elements that are driving CSR practices in various African countries", Sotamenou et al. (2013) arrive at an institutional theory and conclude that in African countries CSR is "mainly compelled by the prerequisite to adapt to societal standards or copy the 'best practice' for validity reasons". Though the study is related to research conducted in Kenya, it can be effectively transcribed to other developing nations such as Cameroon. Researchers claim that governments in developing countries to induce foreign investment often refuse to enforce standards and regulations related to corporate responsibility (Emezi, 2014; Kolk, 2014). The disregard for policies related to environmental policies is an alternative dimension through which corporate responsibility in Cameroon is perceived. In our literature inquiries, inadequate studies related to the topic were established.

Sotamenou et al. (2013), embarked on qualitative research to gauge the environmental practices of managers in 277 small and medium-sized enterprises (SMEs) in Cameroon. The findings established that only 18% of the managers had effected policies targeting environmental protection and only 12% of these companies had conducted environmental protection studies. A study by Baxter (2015) on CSR practices by Chinese industries in Cameroon established that these companies had not developed any environmental policies or these policies were fairly unidentified. Many industries in the country have total disregard for environmental protection policies. However, there was no suggestion on the bearing this had on the local environment. Studies indicate that socioeconomic disparities and the undesirable impact of business activities on the environs are prevalent in developing countries, obstructing the sustainable development of the host countries (Torrico et al., 2018). A variety of issues emerged from the literature review of CSR in Cameroon. First and foremost the CSR practice is virtually a new concept in the country. Hence, it is difficult for a business to comprehend it fully. Secondly, there is an absence of resilient government administration, which can be a great platform for companies to build on. Subsequently, companies keen to adopt favorable policies are sometimes held captive by social ills such as corruption, and lack of guidelines that can help them understand better the needs of local communities.

Furthermore, western multinational initiatives on CSR were the major concern of the majority of previous research, work. There was minimal input from local businesses. While some of the research was realistic, recommendations were made on theoretical constructs and hypotheses from a western view. Finally, there is scanty research linked to environmental conservation and pollution in developing countries and Cameroon in particular (Ndzi 2016; Demuijnck & Ngnodjom, 2013). The related studies conducted on the topic failed to substantiate the impact on the local environment. Research on the intersection between CSR practices, sustainable growth and the environmental impact is not enough or absent. While conducting the empirical

literature it is clear that there are existing gaps in the literature on the subject of corporate social responsibility in Cameroon. As Demuijnck & Ngnodjom (2013) indicate, research on corporate social responsibility has largely been focused on multinationals with little or no input from local perspectives, making it difficult to understand CSR from a local context. Secondly, even when such literature exists, there has been a tendency to interpret findings without taking into consideration the context (Ndzi, 2016; Emezi, 2014) with assumptions mainly drawn from the context of developed countries. Additionally, the issue of environmental protection and sustainable development has not been sufficiently addressed by researchers (Sotamenou et al., 2013; Baxter 2015). This thesis is an effort to contribute to bridging the existing gaps between what has been done and what needs to be done to improve the understanding and practice of corporate social responsibility in Cameroon.

3. Methodology

The underlying assumption is that local corporations in Cameroon are not building for sustainable growth by neglecting environmental concerns in their day-to-day activities. Due to the nature of our research that seeks the opinion of the local business on CSR and environmental policies, the logical paradigm is focused on the interpretative model. The interpretive worldview holds that knowledge is considered valid when it is formulated through social paradigms that are conveyed by the research participants (Myers, 2008). It offers the investigator an epistemological method with a better space to recognize humans as communal actors and likewise helps us to understand the world to address matters of influence, particularly in circumstances where there are several socially created certainties (Creswell, 2012). The reality, in this case, is context-driven since our purpose is to comprehend corporate responsibility in Cameroon through the outlook of the local businesses. Our investigation approach is thus inductive. Baxter (2015) opposes that the inductive approach is generally meant for qualitative research methods since clarifications can be found from the data and the theoretical framework used to support empirical findings. With this method, theory can be developed after an analysis of the data collected.

This method affords flexibility provided that it does not limit the researcher to pre-defined data (Zalaghi & Khazaei, 2016). This suits our research objective which is to gain new insight into CSR concepts and practice in Cameroon. Kawulich (2012) contends that an interpretative paradigm typically utilizes a qualitative methodology. According to Creswell (2012) "a qualitative study is defined as an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed views of informants, and conducted in a natural setting". Bryman & Bell (2011) oppose that, the goal of qualitative research is to discover patterns that emerge after close observation, careful documentation, and thoughtful analysis of the research data. This methodology is conducive for this thesis because it provides meanings and contexts to events, necessary to understand findings that can be used towards valuable theoretical interpretations (Baxter 2015:556). The researchers assume that this research method is better suited for contextual research analysis it can be used to illustrate the participant's views without changing the outcome (Baxter 2015). Additionally, empirical literature suggests that qualitative research can be used to address social issues and advocate for social changes (Creswell, 2012), thus aligning with a key objective of this study.

This study uses a multi-method design in which two or more types of qualitative data collection methods are used together to form essential components of the study. In such cases, multiple sources of evidence are required with data needing to converge. This allows for a more holistic approach and understanding of the phenomenon in question (Creswell, 2012). This is a method of research often used to study complex social phenomena recommended by scholars from several disciplines (Newman & Benz, 1998; Creswell, 2012; Brewer & Hunter, 1989). The choice of a multi-method design for this thesis was because it can provide an insightful view of the phenomenon which can help the researcher investigate the research questions. The researchers' choice of multiple methods was because they complement each other and also to overcome limitations of a single research method. Mingers (2001:241) argues that "different research methods (especially from different paradigms) focus on different aspects of reality and therefore a richer understanding of a research topic will be gained by combining several methods in a single piece of research or research program". For this study, two research methods interviews and questionnaires were chosen.

Creswell (2012) indicates that primary data in the qualitative research process can be collected through questionnaires and/or interviews. The choice of questionnaires by the researcher is because this method of data collection is fast, cost-efficient, and data collected is more objective compared with other research methods (Ponto, 2015). It is an appropriate choice when the researcher's aim to explore often contested topics. Alshenqeeti (2014:36) argues that "as a data collection method researchers can use interviews in cases where the issues concerned are very specific, leading to more focused and constructive suggestions. He further contends that "researchers often find interviews useful to provide detailed descriptions of individuals and events in their natural settings". Creswell (2012) also argues that interviews are conducive to gathering detailed data from a few participants. The target populations for this research were local industries located within the Bonaberi industrial zone in Douala the economic capital of Cameroon. The suitability of this zone was due to the concentration of industries within the locality that is majorly associated with industrial waste and environmental degradation (Tematio, 2012). However, this population can be assumed as a representation of most businesses in Cameroon.

According to Wilfred et al. (2018), environmental health remains the main concern in Cameroon as dumping of industrial waste and chemical leaks into open fields are a common occurrence. Twenty (20) local businesses participated in the process based on selective sampling. Based on intent, purposive sampling was conducted and as a result, the researcher selected businesses whose activities were confined within the borders of the country. It should be noted that in line with the authors' aim to examine the concept through the lens of local businesses, no multinational was selected for the study since empirical literature indicates most CSR initiatives in Africa are by multinationals (Emezi, 2014; Baxter, 2015; Ndzi, 2016). Most of the respondents solicited for the process were senior executives who by the positions could have valuable knowledge about the CSR initiatives of their companies. This method of sampling is particularly useful in qualitative research because it is time and cost-effective and ideal for exploratory research design (Taherdoost, 2016). Secondly, the choice of questionnaires was to make sure that everyone in the sample answered the same questions, making it a very reliable method of research. However in addition to volunteer bias, the findings though valid might not necessarily be representative.

As earlier indicated, two data collection methods are used in this study. For the first instrument, a set of structured questions were mailed to participants with instructions to answer the questions and return the questionnaire. The structured questions were designed based on the research objectives, with questions regarding their CSR initiatives and whether these initiatives were directed towards environmental concerns and sustainable growth. Additionally, follow-up unstructured phone interviews were conducted to clarify unclear answers provided on the questionnaires (Awolusi & Atiku, 2019; Singleton & Straits, 2009). Baxter (2015) indicates that when conducting research it is important to address issues of ethics and privacy. To address these, the researcher ensured steps were taken to maintain participants' rights and ensure that their privacy was not intruded upon by providing them with a form stipulating the purpose of the study and how confidentially was guaranteed. The researcher also made sure that the informed consent of participants was received in writing. The research instruments were designed following the problem identification and establishing of the research objectives. The Peterson (2000) model was used where existing literature was reviewed and research questions developed, a method known as "classifications of questions".

The questionnaires were self-completed (See Appendix A). The questionnaires were sent to the participant by mail since it was more convenient due to the various engagements of participants. This was preceded by an unstructured phone interview to allow the researcher to develop a keen understanding of the phenomenon and for the respondents to provide more explanations if the answers they provided on the questionnaire were vague (Baxter, 2015). The data collected was analyzed using content analysis. Griffiths (2016:30) argues that "content analysis of replies to closed questions in questionnaires can be undertaken to understand remarks that may explain the responses". Bengtsson (2016:8) indicates that "the purpose of content analysis is to organize and elicit meaning from the data collected and to draw realistic conclusions from it". According to Sandelowski & Barroso (2003), when conducting qualitative research using an inductive approach in phenomenology, thematic content analysis is suitable for research where a low level of interpretation will be employed. In this work, open coding was used to collate codes into potential themes, themes were then reviewed and a thematic map was generated.

This involves discovering themes in the interview transcripts and attempting to verify, confirm and qualify them by searching through the data and repeating the process to identify further themes and categories. A review was done to check if the themes work about the coded extracts and the entire data set. Clear definitions and names for each theme were then generated. An analysis was then done for selected extracts, relating the analysis to the research question and literature. A report of the analysis was then produced. This was done using Microsoft Word and Microsoft Excel software. This method was chosen as it is extremely low-cost and suitable for the project because of the small quantity of data used. However, it is probably not suitable for bigger or longer-term projects, where codes continually evolve and you can't easily rename a code and have the change reflected. The researcher's choice of this method is because it is inductive and can be used to make faithful inferences. Griffiths (2016) argues that inductive content analysis can be used where there are limited previous theories or research findings. Literature indicates that for the results to be reliable, the study should be replicated.

In the case of the present research, this is problematic as the environmental setting and social context in which the study was conducted are constantly mutating (Bryman & Bell, 2011). Another drawback is that given the interpretative research paradigm, the results are based on the interpretation of the researcher rather than facts. That being said, efforts were made by the researcher to limit bias and anchor the work on existing theories and empirical literature to make it reliable (Cohen et al., 2007). Furthermore, when conducting research we found that this research work aligned with other research conducted on CSR in Cameroon by Demuijnck & Ngnodjom (2013) and Sotemenou (2013) making it reliable. Evaluating the validity of research is to ascertain its trustworthiness and credibility (Bryman & Bell, 2011). Literature indicates that a research study should be valid when credible scientific publications and literature sources can be used to ascertain the research work. Given the nature of this research work which is based on interpretation rather than facts, it becomes relatively difficult to meet the stated benchmarks. That being said, efforts have been made in the study to relate and support the work with credible existing literature. Furthermore our research approach and choice of methods is to enhance the credibility of the study (Yin, 2014).

4. Results and Discussion of Findings

Demographic Data Analysis: For the research, work themes were chosen for our research objectives. The summary table below identifies the chosen themes captured and the number of participants who indicated that they had addressed the issue. All names have been changed to protect participant information and confidentiality.

Table 1

Themes	Meaning	Frequency
Knowledge of CSR	Know the concept or practice	18
Promotion of CSR	Have policies or teams in place to promote the CSR practice.	8
Philanthropy	The practice of CSR is limited to philanthropy.	5
Stakeholder engagement	Engage in dialogue with all members of society and reflect outside opinions in business activities while continuously examining their actions to ensure that they meet society's demands and expectations.	4
Address environmental issues	Provide environmentally conscious products and services.	4
Sustainability	Manage resource usage and supply over time	4
Government support	Government initiatives to encourage or constraint businesses to meet community needs and environmental protection	3
Readiness to embrace CSR	Willingness to embrace CSR	10

Results: Working with the interviews of some business representatives about CSR in Cameroon, it was important to look at the data and identify specific themes that informed the research agenda and examine the response from participants. After categorizing and processing the matrices, the following information was captured for each theme.

Knowledge of CSR: This theme captured participants' knowledge of the CSR concept. It was clear that most respondents had some knowledge of the concept. 90% of respondents 18 out of 20 acknowledge that they had some knowledge about the topic. However, a majority indicated that it was relatively new for them. As respondent A16 states: "This is a new concept which was presented at a seminar I attended a few months ago". The respondents did not however indicate if they are willing to further their understanding of the topic.

Promotion of CSR: With regards to the promotion of CSR, less the 50% of the respondents indicated they had policies in place to promote CSR. The practice is still gaining momentum in the country. Participant A1 contends "My board has started pushing for us to adopt a more socially conscious business approach", while participant A16 indicates "We do have CSR initiatives as part of our corporate strategy. However, there is limited funding for such initiatives".

Philanthropy: On the themes theme of philanthropy, most businesses leaders associated CSR with philanthropy. Few companies understood CSR as a means of satisfying the needs of all stakeholders. There were a limited number of companies 20 % that indicated they had that incorporated all stakeholders' needs into their CSR policies. However most attributed their participation to mainly greenwashing activities as a means to acquire legitimacy in the public. CSR initiatives in this case are not designed to produce profits or directly improve business performance but corporate image. For example participant, A12 indicated "we often donate money or equipment to schools".

Stakeholder Engagement: On the theme of stakeholder engagement, some participants (20%) indicated that they "do engage with stakeholders to find out what social actions matter to them and see what activities can fit in" (A12)".

Environmental Protection and Sustainability: Sustainability was another theme addressed in the analysis. Only 20% of participants had policies directed towards the sustainable management of resources. Respondent A7 for example argued that "given that the more pressure to develop environmentally-conscious programs. Most of our activities not geared towards providing environmentally conscious products and services" A17 indicated that "We try to minimize the environmental impact in our production activities".

Government Support: A majority indicated the lack of support from the government as one of the issues hampering the promotion of CRS initiatives. Some participants indicated that "the government sometimes intervenes to make environmental protection standards where followed (A6)". However, "companies did not do no more than address issues not enforced by regulations" (A13).

Readiness to Embrace CSR: Despite advances made in the promotion of CSR initiatives in Cameroon, many companies were not ready to embrace CSR without some form of encouragement or regulations requiring them to do so. Companies seem less interested in totally integrating CSR within their business strategies and goals. This was evident from the responses of participants.

Discussion of Findings: In this study as with similar empirical literature on CSR in Cameroon (Ndzi, 2016; Baxter, 2015; Sotamenou, 2014) the most vital finding is poor scores on CSR awareness. It has emerged that the concept is still gaining ground in the country, with state and private entities not doing enough towards engaging companies on CSR initiatives. A significant majority of corporate initiatives lack effective CSR policies as well as teams to deal with social responsibility matters. Moreover, the main CSR method through philanthropy reinforces the idea that most companies are mainly fascinated by making substantial profits at the expense of social responsiveness (Ndzi, 2016). In practice, most of what is labelled as "CSR" is mostly driven by the concerns of legitimacy (Demuijnck & Ngnodjom, 2013; Sotamenou, 2014). This has resulted in CSR practices that are largely derived from multinationals and transposed to local businesses (Baxter, 2015). However, there are increasing concerns that the "one size fits all" approach to CSR is ineffective.

In mitigating social challenges and building for sustainable growth (Emezi, 2014). The challenge then for local authorities and businesses is to shape CSR agenda that is responsive to the local, context. Despite advances made in the development of CSR initiatives in Cameroon, we find that there is a need to address environmental issues as there is limited to no interest in environmental protection and community engagement initiatives (Ndzi, 2016; Emezi 2014). Communities have aped this trend by engaging in activities that undermine environmental sustainability (Abia et al., 2018). Likewise, it is worth noting that the government has not empowered local authorities to undertake initiatives that touch on environmental matters (Baxter, 2015). Laws and policies put forth by the government have not been effective. Besides, the lack of government backing and willpower to promote viable development dents the quest for companies to establish appropriate CSR policies. This inefficiency is a reflection of poor leadership that threatens the identification of priority areas that promote sustainable development. Environmental protection has been overlooked by the Cameroonian government with no proper policies and legislation to ensure sustainability (Ndzi, 2016). The government agencies responsible for checking environmental matters lack resources to create awareness.

The overall lack of government support has affected the performance and capability of companies in generating, consciousness for sustainable development issues (Sotamenou et al., 2013). It can be concluded that the environmental impact of CSR in the Cameroonian context, as evident in this research work, is rather negative. The primary reason as identified by the author and supported by existing literature seems to be the inappropriate approach towards the practical applicability of CSR in the country. There is a gap in the structural approach towards the implementation of the CSR agenda by businesses within the country, mainly due to a lack of understanding of the concept and irresponsible inactiveness on the part of the government in framing its policies and regulations. This study supports the contentions of Ndzi (2016), Emezi (2014) and others that current CSR practices in developing countries do not particularly address issues that are relevant to the local context. There is a need to understand the potential and limitations of current CSR practices with a more rounded consideration of the context-specific issues facing developing countries. This does not only entail that imported CSR theories and concepts be questioned.

But also the need to find out if CSR in its current form is an appropriate medium through which social change can be propagated in developing countries (Jamali & Karam, 2018). The author encountered a few instances where respondents were eager to embrace CSR without some sort of legislation requiring them to do so. This illustrates the fact that businesses do not yet understand their role in building sustainable communities, but also do not see the opportunities that CSR presents for them to build a competitive advantage over their rivals. However, other researchers like Kolk (2014) argue that there is no conclusive evidence indicating that a firm's value is directly linked to community investments. While this might hold, this does not negate the fact that firms can gain goodwill from regulators and government agencies by submitting CSR reports. Much of empirical literature seems to suggest that firms that have invested in social programs improve their financial and operational performance leading to sustainability and growth (Emezi, 2014; Adda et al., 2016). Perhaps the most important lesson to be learned from this study is that in failing to embrace CSR as a vehicle for social change local businesses in Cameroon are not only failing to address the consequences of their actions (Ndzi, 2016) but at the same time fail to build for sustainable growth (Emezi, 2014).

5. Summary, Conclusion and Policy Recommendations

Summary: The theory of corporate social responsibility (CSR) assesses the role of business in the community to capitalize on the constructive societal outcomes of entrepreneurial activities. The practice aims to promote business engagement and improve efforts to meet the needs of all stakeholders. In other words, it helps corporations become socially accountable to the stakeholders and the general public. Through the adoption of Corporate Social Responsibility, industries can gauge themselves in terms of the influence they have in all facets of society. Despite the efforts to popularize this model, there are many gaps both in research and in implementation in Cameroon. The problem is that Cameroon, like other developing nations, has not been able to enforce legislation that guards its local communities against exploitation and business malpractice (Akwaowo & Swanson, 2016). Corporate Social Responsibility is perceived as a humanitarian gesture rather than a planned model to mitigate developmental issues. Additionally, weak government institutions, gaps in public governance, inadequate CSR approaches have been major obstacles in the implementation of CSR.

This has left local communities battling with issues of environmental degradation and corporate irresponsibility (Oginni & Omojowo, 2016). The perception of the local communities as partners in community development, the implementation of CSR policies, and the impact of the policies on the environment are stated problems that the thesis sought to answer. Additionally, existing literature seems to suggest that agendas mostly drive the discussion and practice of CSR in developing countries from the developed world with little or no contextual dependence on the specific contexts of developing countries. Hence, there is a need to understand the practices and consequences of CSR that are relevant to developing countries. This is what this thesis seeks to address. Anchored on (Freeman, 1984) stakeholder theory which believes that business strategies should be harmonized for all stakeholders, the author aimed to understand the CSR concept as understood and practiced in Cameroon with its resulting impact on the environment. The research examined the interpretation of the local business community on their understanding of CSR. The perception of local businesses on CSR in developing the communities, policies that the locals have developed towards CSR.

The need to embrace CSR as a development tool formed the objectives of the study (Ndzi, 2016). The questions that guided the research were centered on the comprehension of the concept of CSR by local businesses, its implementation, the impact of its practices on the immediate environment, and its importance in environmental sustainability. The missing gaps in literature among developing economies were an essential reason for conducting this research. The divergent nature of the CSR model has been the reason for controversy in its study. The available literature is inconclusive with the emergence of a variety of theoretical views. In Cameroon, there are many existing gaps in the literature on CSR. As Demuijnck & Ngnodjom (2013) specify, research on corporate social responsibility has primarily been concentrated on multinationals with little input from the local outlook, making it challenging to understand CSR from a Cameroonian point of view. Even existing literature consists of a biased perception with inferences made to developed countries and the local context overlooked. Environmental sustainability is also a less researched area concerning CSR. These are the significant gaps that the thesis wanted to address. Using a multi-method data collection tool, content analysis was used in this study to examine the CSR practices of 20 local businesses in Cameroon.

The investigative approach was inductive since it is a qualitative study. Structured questionnaires and follow-up interviews were the research methods used since it was a convenient way to collect primary data. Ethical issues were adhered to during data collection. Validity and reliability were addressed by ensuring broad comparison with related research. The analysis process was thematic content analysis in which the questionnaires were transcribed. Development of categories was used to address the research questions from the raw data and a framework developed to capture key themes. From the findings, it was gathered that CSR was relatively a new concept and most respondents associated it mainly with philanthropy. Also, few companies stated that they were environmentally conservation conscious. It was evident that corporate responsiveness and environmental safety were not popular ideas among the respondents. A significant majority of corporate initiatives lack effective CSR policies as well as teams to deal with social responsibility issues. Most companies aim at making profits with no regard for social responsiveness. SMEs were steered towards personal growth with limited interests in sustainable development. Lack of government support on environmental matters has contributed to minimal community participation.

Conclusion: Following a review of the work presented above, we can arrive at certain conclusions relating to the practice of CSR in Cameroon. In terms of the CSR practice, there is some momentum towards responsible business practice as evidenced by a growing number of researches on the topic. There is also more pressure being put on businesses to become more responsible and mitigate the negative effects of their activities. However, as evident in this research work and supported by existing literature, the impact of CSR initiatives in the country is rather negative. An inappropriate approach to CSR through philanthropy, weak government institutions, gaps in public governance and a lack of understanding of the concept have been major obstacles in the implementation of CSR.

CSR as practice and defined primarily from the agendas of developed countries has limited benefits and is an obstacle to sustainable growth. It will be more advantageous for focal authorities and businesses to set a CSR agenda for themselves based on local priorities and context (Emezi, 2014). Local businesses may need assistance in understanding CSR concepts to be able to respond effectively to community demands. More

importantly, there is a need to assess the undesirable side effects of CSR practices on the environment. CSR initiatives should be seen to contribute to an enabling environment to sustain business initiatives not limit them. This study contends that if the country intends to fight environmental issues and build for sustainable growth then it must encourage commitment to CSR in all its aspects.

Recommendations and Policy Implications: Based on the study findings, several recommendations can be developed to improve the awareness and practice of CSR by local businesses in Cameroon. The first recommendation involves public-sector involvement in CSR goals. As noted earlier one of the major issues plaguing the CSR practice in Cameroon is weak government institutions and public governance. To resolve this issue, the Cameroonian government needs to empower its regulatory bodies with the ability to enforce existing laws and regulations related to CSR. The Cameroon government should also utilize the CSR concept to advocate socially responsible modes of business practices by local enterprises. The government should liaise with international donor organizations to support business development operations designed to promote environmental sustainability. Secondly, it has been observed from the study that CSR awareness in the local business environment is minimal. As such, there is a need to promote the awareness and practice of CSR for local businesses in the country. Some of the approaches that can be used to improve CSR awareness include; developing peer training on CSR during business events, allowing team members and staff to participate in volunteer programs within the local community, sharing success stories that can help business and the community understand the interest and importance of CSR issues. Through the promoting of CSR through legislation and by encouraging stakeholder awareness, rising companies and the society, in general, can help mitigate some of the social challenges within local communities.

To resolve the issue of over-reliance on corporate philanthropy, local businesses ought to improve their, ethical behaviors in their daily operations. To achieve lasting social change, most companies in the country need to broaden their approach to CSR. For example, businesses can integrate ethical sourcing practices to improve conditions for vulnerable communities. Businesses also need to be educated on the benefits of CSR. Studies indicate that improving responsible behaviors will always benefit the responsible firm (Singh et al., 2017). As such, businesses can thrive while also playing a major role in solving global issues. The results also reveal minimal societal involvement in CSR initiatives. Issues of community engagement can be resolved by developing models that include dedicated resourcing for citizenship engagement. In this regard, it should be acknowledged that the public is entitled to participate in CSR activities. The government should help by legalizing public involvement in all customer-facing units and activities. Communities should participate as consulting partners and should be informed of their entitlements to obtain favorable outcomes. These policies will help obtain benefits for society at the local level by demanding better-negotiated contracts between companies and communities. It has also emerged that community development cannot materialize without environmental protection, as environmental negligence and poor management of natural resources spill to the community level. The damages to the environment are immense as seen in the dwindling natural resources. The availability of water has significantly reduced over time due to inappropriate activities.

There are also concerns that the changing climatic conditions in the country are a reflection of poor environmental protection policies. If not controlled, local communities will continue experiencing challenges in meeting some of their needs due to inadequate ecological protection (Sotamenou, 2014). In this regard, CSR policies should be codified to encourage and compel businesses on the need for environmental protection. Companies should also be required to produce annual sustainability reports. This will be key in addressing some of the above-mentioned issues. The present study has made a notable contribution to knowledge. The study aims to determine the impact of CSR activities on environmental and sustainable growth. In particular, it sought to identify ways in which local businesses in Cameroon understand CSR, the role in developing communities, policies that they have adopted and the ways they have affected the environment, as well as the reasons for embracing CSR. Thus, this study has contributed to the literature on CSR in developing countries. It has been established that many businesses do not understand CSR practices and have to create dedicated teams to the practice (Baxter, 2015). A poor community engagement and lack of prioritization of environmental protection policies show that CSR in Cameroun is not taken seriously. In this way, the study has helped to fill the gap in information about corporate social responsibility in developing countries. Most people believe that companies that participate in philanthropic activities are socially responsible.

However, this study has uncovered the fact a majority of the local businesses in Cameroun merely green wash, their CSR practice, but in reality, they have done little to improve the communities in which they operate. The study has exposed not only the inability of local companies from adopting CSR, but also the laxity of the government in enforcing the relevant laws and legislation. Besides expanding knowledge about the level of CSR awareness and practice in the developing country, the study has also highlighted the strategies that local businesses and the authorities can embrace to improve CSR performance (Demuijnck & Ngnodjom, 2013). Governments in developing countries should ensure that they enforce all the relevant laws related to environmental protection and corporate social responsibility. The study has also recommended the need for collaboration and concerted efforts among different stakeholders, including the government, community, and local businesses to enhance CSR (Freeman, 1984). Most of the previous studies have focused on multinational organizations and their impact on sustainable development and the environment in developing countries. As a result, there are limited studies on local businesses. Thus, the present study fills this gap in knowledge by providing deep insights from local companies. However, the use of selective sampling in the thesis focusing on a few businesses makes it difficult to generalize. Due to the researcher's bias with regards to qualitative data interpretation the accuracy of the findings can be highly affected (Griffiths, 2016).

The qualitative approach enables the drawing of different conclusions from the research following the interpretation and perspective of the researcher (Griffiths, 2016). Thus the outcomes are more about opinion than facts. Another constraint with interviews is that the process cannot be replicated (Cho & Trent, 2006). Despite its limitations, the method is still practical in conducting qualitative research. Future research should focus on multiple businesses to obtain more accurate and generalizable results on corporate social responsibility. It should examine different types of companies in the private sector as well as public companies to ascertain the degree of understanding of CSR. Secondly, future research should consider CSR from the customer's perspective. More often than not, companies engage in green washing activities and may not give an accurate picture of what they do. Thus, engaging the end-users would help in determining whether businesses embrace CSR. For instance, future studies should consider the views and opinions of the locals on the impact of a company in their community. Although the present research has uncovered the level of awareness and practice of CSR, there is a need to commission a study on the degree of green washing among businesses in the country. Beyond examining the level of CSR awareness among companies, future research should focus on the general and internal contextual factors that affect the adoption and practice of CSR in developing countries (Baxter, 2015). They should consider factors such as economic, political, cultural contexts, stakeholders and media pressure among others. By so doing, researchers will uncover the significant determinants of CSR practice and reporting.

Future studies should compare ways in which stakeholders perceive CSR reporting and compare with the perception of reporting by employees and managers. It will help identify, if any, discrepancies in what businesses profess and what they do. Moreover, future studies should consider a longitudinal design to gather more valid responses or opinions about CSR. Considering that participants' view changes with time due to the influence of different factors, researchers must capture the difference in the views to obtain a more accurate picture of the level of awareness of CSR among businesses. A longitudinal study that covers a broader time frame would help provide more effective results on the CSR position in developing nations (Bell & Bryman, 2011). A comparative case study of multinational corporations and local businesses operating in the region of study can be pursued to determine the strategies adopted as well as identify the success stories to improve CSR practice and reporting. Considering that the current research focuses on understanding the level of practice of CSR in Cameroon, it is recommended that future research should consider examining its impact on business performance in the country. Perhaps, this would help create a business case for the adoption of CSR in organizations. Since the current research gives empirical insights into the corporate social responsibility practice of businesses in countries like Kenya, it would be interesting for researchers to seek similar ideas in other developing countries not only in Africa but also in Asia and Latin America.

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Number Manipulation Strategy: A Model of Experiential Instruction and Interest in Arithmetic Learning of Pupils of Lower Basic Level in Enugu State, Nigeria

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Abstract: The study investigated the efficacy of the number manipulation strategy (NUMAS) as a model of experiential instruction and interest in arithmetic learning for pupils of lower basic levels. The population of the study consisted of 1205 lower basic III level pupils of the 2018/2019 session in Igbo-Etiti Local Government Area (L.G.A.) of Enugu State. A sample of 121 primary five pupils from 4 schools out of 53 primary schools in the study area was randomly sampled. The 121 pupils were composed of 42 males and 79 females used for the study. The study was guided by four research questions and four hypotheses. The hypotheses were tested at a $p<.05$ level of significance. The instruments used for the study were Arithmetic Test (ART) and Mathematics Interest Inventory Questionnaire (MIIQ) developed by the researcher. The ART and MIIQ instruments were faces validated by experts and their reliability indexes were 0.85 and 0.79 respectively, established using Cronbach alpha and split-half methods respectively. The data obtained with the instruments were analyzed using mean, standard deviations (SD), t-test and analysis of covariance (ANCOVA) statistics. Mean and SD was used in answering the research questions, while t-test and ANCOVA statistics were used in testing the hypotheses at $P<.05$ level of significance. The findings of the study showed that NUMAS is effective in teaching arithmetic, especially in enhancing the addition and subtraction skills acquisition of the pupils. Gender was found not to be a significant factor of variance in arithmetic achievement when the teaching of arithmetic is NUMAS based. The use of NUMAS was recommended to teachers, lower basic mathematics textbook authors and stakeholders in education, to ensure that NUMAS is adopted and adapted for use in Mathematics classroom instruction and learning.

Keywords: *Mathematics, Number-manipulation, strategy, interest and Arithmetic.*

1. Introduction

The National Policy on Education clearly stated that the objectives of primary education include, "providing opportunities for the child to develop life manipulative skills that will enable the child to function effectively in the society within the limits of the child's capability," (FRN, 2013, P. 18). Invariably, enhancing mathematics teaching and learning that can provide the child opportunities to develop his/her life-long manipulative skills becomes imperative. This is so because certain qualities that are nurtured by mathematics are the power of reasoning, creativity, abstract or spatial thinking, critical thinking, problem-solving ability and even effective communication skills (Guwahati News-Times, 2015). Ideally, Mathematics introduced children to concepts, skills and thinking strategies that are essential in everyday life and support learning across the curriculum (RetrSagepub, 2019). The above assertions, all suggest that Mathematics should be taught to the child from the early school-age/infant classes or foundational level of the child's schooling.

For instance, Unodiaku (2016) noted that a poor foundation for acquiring Mathematics knowledge in the infant classes is one of the major causes of poor performance of students in Mathematics at their later years of schooling. Unodiaku (2016) insisted that the right foundation of Mathematics instruction should be laid right from the infant classes and therefore it is vital that the teaching of numbers should be on the right lines from the very start of formal education of learners because failure to acquire this fundamental background knowledge of Mathematics at the early stages would eventually lead to backwardness in Mathematics in later years (Unodiaku, 2016). Obviously, primary school pupils are finding Mathematics difficult to learn leading to their poor performance on the subject both previously and presently. For instance, the trend of pupils' poor performance in Mathematics is conspicuously evidenced in the years, 2010-2016, as reported in National Common Entrance Examination (NCEE), NECO examination which revealed dwindling and stagnating increase in percentage pass at credit level in Mathematics among the examinees as shown in Table 1 below:

Table 1: Frequency Count and Percentage Pass at Pupils in NCEEE Level of Performance of Pupils in Mathematics from 2010-2015

Year	% Pass at Credit Level
2010	13.63%
2011	23.67%
2012	24.47%
2013	24.39%
2014	39.06%
2015	34.15%

Source: Quality Assurance Development, NECO, Mina, Niger State Nigeria, 2017.

Poor performance in Mathematics is on the increase, the incessant low performance if pupils in primary Mathematics suggest that either the pupils lack interest in the subject or teachers failed to use appropriate methods/strategies to teach the subject. The situation calls for a closer check on how the subject is taught to pupils. There is a need for the check because of incessant reports on students' poor performance in Mathematics in the late years of their schooling (at secondary school level) is a clear indication that the problem is associated with poor teaching methods/appropriate strategies used in teaching and learning of the subject as well as pupils' lack of interest on the subject at the foundational level. For instance, Norman (2014), and Unodiaku (2016), all attributed pupils' poor performance in Mathematics to poor teaching methods used by teachers which contributed to pupils' loss of interest in the subject. According to the use of the appropriate method of teaching, negative attitude towards Mathematics and ineffectiveness of Mathematics teachers are also responsible for poor performance and loss of interest of pupils in learning Mathematics. Unodiaku (2016) pointed out that teachers should use teaching materials that pupils are familiar with and can handle if they must capture the interest of the pupils. The use of appropriate teaching methods, materials and/or strategies to teach Mathematics concepts arouses pupils' interest and increases the volume of learned materials (Unodiaku, 2018).

One other factor responsible for pupils' poor performance in Mathematics is that the current Nigeria Certificate in Education (NCE) program for lower and middle basic education has a low content of Mathematics and so does not prepare teachers adequately for the teaching of Mathematics after the training. This is because Mathematics is just one of the numerous subjects that are offered by pre-service primary teachers in Colleges of Education, and only four courses – PED 113 Mathematics in primary education and PED 122 Mathematics in primary education 1; PED 222 Mathematics in primary education II; PED 324 Mathematics in primary education III; each of which has 2 credit units that are offered throughout the program duration (FRN, 2012). This low content of Mathematics in the NCE primary education program cannot give NCE teachers enough background Mathematics knowledge to teach Mathematics effectively at the primary school level. Based on the foregoing, the present state of the art in Mathematics instruction and learning at the foundation level, suggest that Mathematics teachers are yet to embrace strategies that are capable of capturing pupils' interest in Mathematics and hence deterred their achievement on the subject at late years of schooling. The need to develop in the child manipulative skills that can enhance the child function effectively at later years in the society make this research worthwhile. Isaac and Andrew (2014) conducted a study on the effect of a practical Approach on Basic 7 Mathematics students' interest and performance in Fraction in the Uyo Local government area of AkwaIbom State.

The result showed that students in the practical approach developed an interest that was significantly better than their counterparts in the conventional group. The population for this study is all the 1205 pupils of lower basic III level in Igbo-Etiti L.G.A. of Enugu state. More so, Hassan, Abari, Terseer, Aruwa and Ndanusa (2017) conducted research on the impact of the practical application of Mathematics on senior secondary school students' interest and achievement in Algebra in the Karu Local Government Area of Nasarawa State. The result showed that students who taught Mathematics with practical application improved on their achievement in Mathematics more than those who taught Mathematics with the conventional approach. The researchers concluded that this enhanced achievement in Mathematics is significantly associated with students' interest and gender gap. The above two research reports clearly indicated that interest is a factor of academic achievement in Mathematics and make this investigation worthwhile to determine how the use of NUMAS can develop the interest of pupils in arithmetic learning. Number manipulative strategy is a situation

in which teachers apply addition and subtraction operations to manipulate chosen whole numbers to obtain a single digit 9. The strategy is targeted to support their teaching methods, buttress pupils' interest and curiosity in arithmetic learning and problem-solving. The problem of this study then is to determine the effectiveness of experiential instruction and the interest of pupils of lower basic levels. The following four research questions and four null hypotheses guided the study. The hypotheses were tested at a $p < .05$ level of significance. The research questions are:

- What are the mean achievement test scores and standard deviations (SD) of pupils taught arithmetic with NUMAS and those taught with a conventional approach?
- What are the mean achievement test scores and SD of male and female pupils in the experimental group?
- What are the pupils' opinions on how far NUMAS influences their interest in Arithmetic learning?
- What is the pupils' opinion on how far NUMAS influences their interest in arithmetic learning due to gender?

The null hypotheses are:-

H_0: There is no significant difference between the mean achievement test scores of pupils taught arithmetic with NUMAS and those taught with the conventional approach.

H_0: There is no significant difference between the mean achievement test scores of male and female pupils exposed to NUMAS.

H_0: There is no significant difference between the mean interest rating scores of pupils in Experimental (NUMAS) and control (conventional method) groups on the attainment of standard in teaching and learning of arithmetic.

H_0: There is no significant difference between the mean interest rating scores of male and female pupils exposed to NUMAS on the attainment of standard in teaching and learning of arithmetic.

2. Methodology

The design adopted for this study was a combination of survey and quasi-experimental design of non-equivalent control group, intact class design. The sample of pupils for this study was 121. The sample of this study consists of primary five pupils (42 males and 79 females) obtained from four intact classes in four randomly sampled primary schools in the study area. Two of the four sampled schools were randomly assigned to the experimental group made up of 64 pupils while the remaining two were assigned to the control group made up of 57 pupils. For this study, Arithmetic Test (ART) and Mathematics Interest Inventory Questionnaire (MIIQ) were used for data collection. The ART is a test instrument that covers addition and subtraction of 2 to 6-digits whole numbers that were taught with regard to this study. The ART is a ten (10) essay items instrument prepared for pupils of lower basic level. The MIIQ is organized into two sections (A and B). Section A solicits information on the Bio-data of the pupils while Section B solicits information that is capable of answering the research questions. The MIIQ is a four-point Likert-type scale of Strongly Agree (SA) = 4 points, Agree (A) = 3 points, Disagree (D) = 2 points, and Strongly Disagree (SA) = 1 point used to elicit information concerning the opinions of the respondents, with regards to their feelings on the teaching approach under study. The two research instruments (ART and MIIQ) developed by the researcher and validated by two experts in Measurement and Evaluation and two in Mathematics Education areas were used in data collection.

The reliability of the ART was established using the Cronbach alpha technique while MIIQ was established using the split-alpha method which gave reliability estimates of 0.84 and 0.7 respectively, which indicates that the instruments are reliable for use in the data collection. The researcher administered the pre-ART, pre-MIIQ, post-ART and post-MIIQ to all the 121 pupils in both experimental and control groups. The pre-ART, pre-MIIQ, post-ART and post-MIIQ were administered to the testees in the two groups at the same time and in their respective schools to avoid the horn thorn effect as well as to avoid discussion of the items between the subjects in experimental and control groups. The instruments were administered to the subjects directly by the pupils' teachers who were trained by the researcher and the scripts were collected back from them the same day. At the end of two weeks of teaching of the experimental group, the post-ART and post-MIIQ instruments were administered to the subjects. Each item of the test was scored 5 marks based on; correct choice of appropriate digit (1 mark); carrying out addition operation correctly (1 mark); interchanging of

digits (1 mark); carrying out subtraction operation correctly (1 mark), and obtaining the single digit 9 (1 mark). Data generated with the instruments were analyzed using descriptive statistics of mean and standard deviation to answer the research questions while analysis of covariance (ANCOVA) statistic and independent-sample t-test were used to test the hypotheses at a 5% level of significance.

Instructional Model: NUMAS is composed of addition and subtraction of two to six digits whole numbers aimed to be strategically manipulated to obtain single digit 9. The NUMAS was guided by two rules:
Rule I: For any chosen number all digits should not be identical, i.e. do not choose numbers such as 11, 55, 333, 888888, etc.
Rule II: If after manipulation involving addition and subtraction operations are carried out, and a two, digits number is obtained, further addition of the two-digits number should be carried out to obtain a single-digit number 9.

Aims and Objectives of the Strategy: The strategy is aimed at achieving the following objectives:

- To determine two or more digits whole numbers through the application of addition and subtraction operations to obtain a single digit 9.
- To awaken the curiosity of the pupils in addition and subtraction of the whole number s through the number manipulation strategy.
- To encourage logical manipulation of numbers and systematic thinking.
- To remove Mathematics phobia among the pupils, thereby making Mathematics learning interesting to them.
- To encourage retention of arithmetic learning.

Lesson Plan: Both the experimental group and the conventional group (control) were taught the same unit (Addition and Subtraction of whole numbers) with the lesson plan.

Experimental Procedure: The pupils were taught the same unit (addition and subtraction of 2, 3, 4, 5 and 6 digits whole numbers) from the lower basic Mathematics curriculum (NERDC, Rev. 2012) for two weeks using four contacts of 35 minutes each week. The procedure of the NUMAS was organized into 5 phases with each phase further organized into steps.

Phase 1: Manipulation of 2 digits whole numbers to obtain a single digit 9.
Step 1: The teacher told the pupils to choose any two numbers provided the two numbers are not identical (observing the above rules).
Step 2: The teacher instructed them to interchange the digits of their chosen numbers. Eze interchanged his 24 and got 42 while Amaka interchanged her 85 and got 58.
Step 3: The teacher instructed them to subtract the smaller number from the larger one. Eze therefore obtained.

$$\begin{array}{rr} 4 & 2 \\ -\,2 & 4 \\ \hline 1 & 8 \end{array} \qquad \text{Amaka obtained:} \qquad \begin{array}{rr} 8 & 5 \\ -\,5 & 8 \\ \hline 2 & 7 \end{array}$$

Step 4: The teacher instructed them to add the digits of the results they obtained. Eze therefore added his digits of 18 and obtained: 1 + 8 = 9; and Amaka add her digits 27 and obtained 2 + 7 = 9. Similar results (9) were obtained by all the pupils in the class.

Phase II: Manipulation of 3 digits whole numbers to obtain single digit 9.
Step 1: The teacher told the pupils to choose any three digits whole numbers. One of the pupils John by name chose 531 while another pupil Jane chose 490.
Step 2: The teacher told the pupils to interchange any two digits of their chosen numbers. John interchanged the first and second digits of his 531 and got 351. Jane interchanged her first and last digits of her 490 and got 094.
Step 3: The teacher instructed them to subtract the smaller number from the larger one.

$$\text{John therefore obtained} \quad \begin{array}{rrr} 5 & 3 & 1 \\ -\,3 & 5 & 1 \\ \hline 1 & 8 & 0 \end{array} \qquad \text{and Jane obtained} \quad \begin{array}{rrr} 4 & 9 & 0 \\ -\,0 & 9 & 4 \\ \hline 3 & 9 & 6 \end{array}$$

Step 4: The teacher instructed them to add the digits of their results. John added the digits of his 180 and obtained: 1 + 8 + 0 = 9. Similarly, Jane added the digits of her 396 and obtained 3 + 9 + 6 = 18.Pupils who obtained more than one digit number were told to do further addition of the digits as demanded in rule II above. Jane therefore further added the digits of her result 18 and obtained: 1 + 8 = 9. All other pupils got a similar result as 9.

Phase III: Manipulation of 4 digits whole numbers to obtain single digit 9.
Step 1: The teacher drew the attention of the pupils to the rule I above once more. All the pupils choose four-digits whole numbers obeying the rule I above. Mark choose 9350 and Ebere to chose 2158.
Step 2: The teacher instructed the pupils to interchange digits of their chosen numbers. Mark interchanged digits of his 9350 to 3905 while Ebere interchanged her 2158 to 8251. Other pupils interchanged theirs and obtained new digits as well.
Step 3: The teacher instructed them to subtract the smaller number from the larger one. Mark obtained:

```
9 3 5 0          While Ebere obtained:          8 2 5 1
    - 3 9 0 5                                     - 2 1 5 8
      5 4 4 5                                       6 0 9 3
```

Step 4: The teacher instructed them to add the digits of their results. Mark therefore added the digits of 5445 and obtained 5 + 4 + 4 + 5 = 18; while Ebere added the digits of her 6093 and obtained 6 + 0 + 9 + 3 = 18.
Step 5: The teacher instructed them to further add the digits of their results to obtain a single digit. Mark, therefore, added the digits of his result 18 and obtained 1 + 8 = 9. Similarly, Ebere added the digits of 18 she obtained and got 1 + 8 = 9. A similar result (9) was obtained by all other pupils in the class.

Phase IV: Manipulation of 5 digits whole numbers to obtain a single digit 9. The teacher instructed the pupils to choose any 5 digits whole numbers provided rule 1 above is strictly, adhered to. The teacher took the following steps:
Step 1: The teacher instructed the pupils to choose any 5-digits whole number of their choice provided the digits are not the same as stipulated in rule 1 above. Johnson chooses 10251, Agnes chooses 94255 and Mary chooses 82694. Other pupils in the experimental group choose different numbers as well.
Step 2: The teacher instructed them to rearrange the digits of their chosen numbers. Johnson rearrange his 10251 and got 05211; Agnes rearranged her 94255 and got 52945 while Mary's rearrangement of her 82694 gave 69824.
Step 3: The teacher instructed them to subtract the smaller number from the larger one. Johnson therefore subtracted the smaller number from the bigger and obtained

```
                 1   0   2   5   1
                - 0   5   2   1   1
                      5   0   4   0

                 9   4   2   5   5
Agnes Obtained:  - 5   2   9   4   5
                 4   1   3   1   0

                 8   2   6   9   4
Mary Obtained:   - 6   9   8   2   4
                 1   2   8   7   0
```

Step 4: The teacher instructed them to add the digits of the results of the subtraction. Johnson added the digits of his (5040) and obtained: 5 + 0 + 4 + 0 = 9. Agnes added the digits of her result (41310) and obtained 4 + 1 + 3 + 1 + 0 = 9. Mary added the digits of her result (12870) and obtained: 1 + 2 + 8 + 7 + 0 = 18. The teacher further drew the attention of those that obtained two-digit whole numbers to rule II above, to further add the digits. Mary therefore added her 18 and obtained 1 + 8 = 9. A similar result (9) was obtained by all other pupils exposed to the NUMAS.

Phase V: Manipulation of six digits whole numbers to obtain single digit 9. To achieve this objective, the teacher took the following steps:
Step 1: The teacher instructed the pupils in the experimental group to choose any six-digit numbers of their choice. Ifeanyi chooses 209400; Nneoma chooses 112496; Odera chooses 100025.

Step 2: The teacher instructed the pupils to interchange the digits of their chosen numbers. Ifeanyi interchanged the digits of his 209400 to 090042; Nneoma interchanged the digits of her 112496 to 911642, and Odera interchanged his 100025 to 000512.

Step 3: The teacher instructed them to subtract the smaller number from the larger one.

Ifeanyi therefore obtained:

$$\begin{array}{rrrrrr} 2 & 0 & 9 & 4 & 0 & 0 \\ -0 & 9 & 0 & 0 & 4 & 2 \\ \hline 1 & 1 & 9 & 3 & 5 & 8 \end{array}$$

Neoma Obtained:

$$\begin{array}{rrrrrr} 9 & 1 & 1 & 6 & 4 & 2 \\ -1 & 1 & 2 & 4 & 9 & 6 \\ \hline 7 & 9 & 9 & 1 & 4 & 6 \end{array}$$

Odera Obtained:

$$\begin{array}{rrrrrr} 1 & 0 & 0 & 0 & 2 & 5 \\ -0 & 0 & 0 & 5 & 1 & 2 \\ \hline & 9 & 9 & 5 & 1 & 3 \end{array}$$

Step 4: The teacher instructed them to add the digits of the results. Ifeanyi therefore added the digits of his 1198358 and obtained: 1 + 1 + 9 + 8 + 3 + 5 + 8 = 27. Nneoma added her 799146 and obtained 7 + 9 + 9 + 1 + 4 + 6 = 36. Odera added his 99513 and obtained 9 + 9 + 5 + 1 + 3 = 27. The teacher drew the attention of the pupils to Rule II above.

Step 5: The teacher instructed them to further add the digits of their two-digit whole numbers to obtain a single-digit number. Ifeanyi added his 27 and obtained: 2 + 7 = 9

Nneoma added her 36 and obtained: 3 + 6 = 9

Odera added his 27 and obtained: 2 + 7= 9

Similar results (9) were obtained by all the participants in the experimental group.

Observations Made After the Experiment

- Pupils in the experimental group manipulated correctly, applying addition and subtraction operations of whole numbers, after the experiment than before as they proceeded to work on 7, 8, 9 and more digit whole numbers unassisted.
- The NUMAS has removed Mathematics phobia among the children in the experimental group as they have shown active participation in Maths classes.
- NUMAS has awakened the curiosity and interest of the pupils in learning Mathematics as they were busy participating in problem-solving activities.
- It has improved the systematic thinking of the pupils and encouraged their logical manipulation of numbers through repeated addition and subtraction operations.
- The pupils exposed to the conventional method did not show a positive attitude/interest in learning Mathematics.
- Most of them in the control group expressed fear, hatred and depression when they saw the Mathematics teacher and arithmetic topic written on the chalkboard.

3. Results

The data is presented in line with the posed research questions and the null hypotheses.

Research Question One: What are the mean achievement test scores and standard deviation of pupils taught arithmetic with the NUMAS (EXPR. Group) and those taught with the conventional method (Control group)?

Table 2: Mean and SD of Pupils Exposed to EXPR and Control groups

Teaching Method	N	Type of test	Mean ($\bar{X}$)	SD
NUMAS (Expr group)	54	Pre-ART	37.87	5.5014
		Post-ART	38.47	6.1711
		Mean diff.	0.60	
Conventional Approach (control group)	67	Pre-ART	37.88	7.6829
		Post-ART	37.76	8.4503

Mean diff.	0.12
Grand mean Diff.	0.48

The above results show that the mean pre-test score for the pupils exposed to NUMAS (Experimental Group) is 37.87 with an SD of 5.5014 and the mean pre-test score for the pupils exposed to the conventional method (control group) is 37.88 with an SD of 7.6829. However, the mean post-test score for the group exposed to the NUMAS is 38.47 with an SD of 6.1711 while the mean post-test score for the group exposed to the conventional approach is 37.76 with an SD of 8.4503. The grand mean difference of 0.48 in favor of the experimental group indicated that pupils in the experimental group have a higher mean score than their conventional approach group. To further determine if the observed difference in the mean scores of the pupils exposed to the two methods (NUMAS vs Conventional) are statistically significantly different, hypotheses 1 and 2 were tested at $p < .05$ level significance (see Table 4 below).

Research Question Two: What are the mean achievement test scores and SD of pupils exposed to the experimental treatment due to gender?

Table 3: Means and SD Scores of Male and Female Pupils Exposed to the Experimental Treatment

Teaching Method	Gender	Pre-test Mean	SD	Post-test Mean	SD	Mean Gain
NUMAS	male (n = 33)	5.47	1.187	6.50	2.150	1.03
	female (n = 21)	5.50	1.201	5.59	2.048	0.09
Mean diff.		0.03		0.91		

Table 3 above clearly showed that the mean and SD scores of male pupils exposed to experimental treatment in the pre-test were 5.47 and 1.187 respectively, and females' mean and SD were 5.50 and 1.201 respectively, with a mean difference of 0.03 in favor of females in the pre-test. In the post-test, the mean and SD of males in the experimental group were 6.50 and 2.150 respectively, and their females' counterparts' mean and SD were 5.59 and 2,048 respectively, with a mean difference of 0.91 in favor of males. To further determine if the observed mean difference of males and females in the pre-test and post-test are statistically significantly different, hypotheses 1 and 2 were tested at $p < .05$ significant level.

Table 4: Summary of ANCOVA Result of Pupils' Achievement Test Scores in Arithmetic

Source	Type III sum of squares	DF	M S	$F_{cal.\ val.}$	Sig. (p< .05)	Partial Eta Squared
Corrected model	2923.242[a]	4	730.811	28.435	.000	.597
Intercept	771.975	1	771.975	30.037	.000	.485
Pre-test	826.965	1	826.965	32.176	.000	.201
Studied group	800.930	1	800.930	31.163	.000	.563
Gender	539.481	1	539.481	20.991	.053	.105
Group	760.508	1	760.508	29.591	0.26	.004
Error	3007.068	117	25.701			
Total	245536.000	121				
Corrected Total	4929.290	120				

a. $R^2 = .583$ (Adjusted $R^2 = .551$

The analysis presented in Table 4 above indicates a lack of statistically significant differences associated with the variable pre-test and this indicates that the pupils surveyed when responded to the pre-test were not have any training using the number manipulation strategy. Therefore, subjects exposed to both experimental and control groups have the same mental ability level and educational level before they were exposed to the training and teaching with the number manipulation strategy. More so, it is observed from Table 4 that the mean of the experimental group was greater since the group scored 38.47 with an SD of 6.17, while the mean of the conventional group that was taught using the conventional approach was lower as it scored 37.76 with SD of 8.45. This indicates that the difference in the means of the two groups was in favor of the experimental group that was taught with the NUMAS, which means that the use of the NUMAS in teaching pupils arithmetic

had a positive effect on the achievement of the pupils in arithmetic compared to the conventional approach. The difference in mean performance between the two groups was further subjected to statistical hypothesis 1.

The ANCOVA result of Table 4 was used to test hypothesis 1 which indicated that the covariate (i.e. the pre-test) accounted for a significant difference found in the achievement scores of the pupils taught with NUMAS and conventional approach [F = (1,120) = 0.000; p < .05]. The null hypothesis one of no significant difference is therefore rejected. Furthermore, it is observed from Table 4 above that the difference in the mean performance of male and female pupils exposed to the experimental treatment was further subjected to statistical hypothesis (2). The result was indicated in Table 4 which revealed that the calculated f-value for the performance of male and female pupils taught arithmetic using number manipulation strategy is 20.991 with the level of significance as 0.26 which is greater than 0.05 being the benchmark for the study. Thus, the null hypothesis of no significant difference is not rejected. This result implies that the performance of the male and female subjects exposed to the experiment is at the bar. This result clearly indicated that gender is not a significant factor of variance when NUMAS is used in arithmetic teaching and learning.

Research Question Three: What are pupils' opinions on how far NUMAS influences their interest in learning arithmetic? Research question three was answered using Table 5 below.

Table 5: Measures of Pupils' Level of Interest in Arithmetic when NUMAS is used in teaching them Arithmetic

S/N	Items Description	Method			
		NUMAS		Conventional	
		Mean	SD	Mean	SD
1	Teaching me arithmetic with NUMAS brought back my loss of interest in arithmetic learning.	3.12	0.113	2.09	2.148
2	The NUMAS has improved my performance in addition and subtraction operations.	3.88	1.028	2.34	2.401
3	I like arithmetic to be taught every day since I am taught arithmetic with NUMAS.	3.01	1.105	1.97	2.304
4	I can now handle the addition and subtraction of numbers with many digits (e.g. six, seven, eight, etc, digit numbers).	3.07	2.011	2.38	1.963
5	I have started to like my teacher because he/she teaches me arithmetic with NUMAS.	3.65	2.058	2.50	1.88
6	I am now happier learning arithmetic than any other subject because NUMAS has made it stimulating to me.	3.9	0.941	2.47	2.634
7	The phobia (fear) I have in learning arithmetic has disappeared since my teacher started using NUMAS in teaching me arithmetic.	3.01	1.613	2.23	2.151
8	I will like to study Mathematics in the future.	2.92	1.002	2.11	1.61
	Grand Mean	3.32	1.234	2.26	2.136

Table 5 above shows that primary schools pupils in Igbo-Etiti local government area are interested in arithmetic learning when NUMAS is used (mean = 3.32; SD = 1.234) rather than conventional method (with mean = 2.26; SD = 2.136). The highest mean interest score (3.9, item 6) and the least mean interest score (mean = 2.92; SD = 1.002) indicated that the interest these pupils have in arithmetic and arithmetic learning when taught with NUMAS are high enough to justify that NUMAS is effective in capturing pupils' interest in arithmetic learning. The mean interest rating of the pupils concerning the methods used in teaching them arithmetic was further subjected to hypothesis testing (hypothesis three.

Table 6: T-Test of Pupils' Opinions on their Interest in Arithmetic Teaching and Learning Based on Method

Method	N	Mean	SD	DF	$t_{cal.}$ $v_{al.}$	$t_{-crit.}$ $_{val}$	Decision
NUMAS (Expr. Group)	54	3.38	1.267	119	3.433	1.96	S*

Conventional (control group)	67	2.28	2.21

*S = Significant at p ≤ .05.

Table 6 shows that t-cal. (3.433) >$t_{crit.\ val.}$ (1.96). Hence, the null hypothesis which stated that there is no significant difference in the mean interest scores of the pupils due to the method was rejected. That means the interest of the pupils differs significantly because of the different methods used in teaching them arithmetically. That means the new strategy has brought about positive change in the interest of the pupils in learning the subject.

Research Question 4: What are the pupils' opinion on how far NUMAS influence their interest in arithmetic learning due to gender? Research question 4 was answered using Table 7 below:

Table 7: Measures of Pupils' level of Interest in Arithmetic Learning Based on Gender

S/N	Items Description	Gender			
		Male		Female	
		Mean	SD	Mean	SD
1	Teaching me arithmetic with NUMAS brought back my loss of interest in arithmetic learning	3.71	1.124	2.96	1.053
2	The NUMAS has improved my performance in addition and subtraction operations	3.86	2.531	2.80	2.648
3	I like arithmetic to be taught every day since I am taught arithmetic with NUMAS	3.48	0.948	3.51	1.333
4	I can now handle the addition and subtraction of numbers with many digits (e.g. six, seven, eight, etc, digit numbers)	3.65	1.413	2.89	2.186
5	I have started to like my teacher because he/she teaches me arithmetic with NUMAS	2.73	2.012	2.84	1.628
6	I am now happier learning arithmetic than any other subject because NUMAS has made it stimulating to me.	3.81	0.611	3.10	1.579
7	The phobia (fear) I have in learning arithmetic has disappeared since my teacher started using NUMAS in teaching arithmetic	3.28	1.265	3.31	2.001
8	I will like to study Mathematics in the future	3.01	1.033	2.61	1.449
	Grand Mean	3.44	1.234	3.00	1.735
	Mean Difference	0.44			

Table 7 above shows that grand interest scores of male and female pupils in learning arithmetic ate 3.44 with SD of 1.367 and 3.00 with an SD of 1.735 respectively with a mean difference of 0.44 in favor of males shows that male pupils are more interested in learning arithmetic than their female counterpart, especially when NUMAS is used in teaching them Mathematics. More so, the mean interest scores of both sexes are all above the 2.50 benchmark, which indicates that all the pupils agreed that the use of NUMAS enhances their interest in the subject. The mean difference observed between the two sexes was subjected to statistical analysis in hypothesis four.

Research Hypothesis Four: There is no significant difference between the mean interest rating scores of male and female pupils exposed to NUMAS on the attainment of standard in teaching and learning of arithmetic. Research hypothesis four was tested at a 5% level of significance using Table 8 below.

Table 8: T-Test of Pupils' Opinion on their Interest in Learning Arithmetic Based on Gender

Gender	N	Mean	SD	DF	$t_{cal.\ val.}$	$t_{crit.\ val}$	Decision
Male	71	2.67	1.415	119	1.2914	1.66	NS*
Female	50	3.06	1.775				

NS* = Not Significant

Table 8 shows that the t-cal. val of 1.291 is less than the t-crit value of 1.96. Hence, the null hypothesis which stated that there is no significant difference in the mean interest scores of the pupils due to gender was accepted. That means the interest of the pupils did not differ significantly because of their gender differences.

4. Discussion of Results

Reversing the trend of poor performance in Mathematics requires enhancing teaching and learning of arithmetic among pupils at the foundational level of the education system in Nigeria through the use of manipulation-oriented approaches. Invariably, the number manipulation strategy belongs to such approaches. The researcher did not presume that he controlled all the extraneous variables strictly. Pupils in the control and experimental group could interact after school hours and share experiences with the research process as natural to their age bracket. The mean score of the control group in pre-ART was slightly higher than that of the experimental group. At the post-test, as shown in Table 2, the experimental group gained a high mean increase. The researcher noted that the experimental group scored higher in the post-test than in the pre-test. This high mean gain score of the experimental group could be attributed to the effectiveness of the experiential teaching strategy (NUMAS) used. This result supported the National Policy on Education (FRN, 2013) objectives which stated that the teaching method (strategy) used in teaching a child should ensure the child's acquisition of the appropriate levels of literacy.

Numeric and manipulative skills are required for laying a solid foundation for lifelong learning. The mean difference between the two groups was further tested for the significant mean difference which F (1,30.037, $p < .05$) indicated that there is a significant difference between the mean achievement scores of the studied control and experimental groups. This finding suggests that the number manipulation strategy is effective in teaching and learning arithmetic because it improves pupils' performance in Mathematics. This finding aligns with what demanded that the activity-based method should be used in teaching Mathematics because it makes the teaching of Mathematics practical and experiential (FRN, 2013). Research question two sought to determine the impact of NUMAS on male and female pupils' achievement in Mathematics. It was found that female pupils recorded higher mean gain scores than male pupils in the two tests (pre and post-test). ANOVA test statistic was computed to partial out the possible effect of existing cognitive ability differences.

The mean difference between males and females was tested for significance mean differences F(1,20.991, $p < .05$). The researcher concluded that the gender differences could not have emanated from manipulation of the NUMAS used in instruction. The second null hypothesis of no significant difference is therefore not rejected. This result clearly indicated that gender is not a significant factor of variance when NUMAS is used in arithmetic instruction. This finding corroborates (Unodiaku, 2018; Anaduaka, Sunday and Olaoye, 2018; Jane and Janet, 2016) who all reported no significant difference in Mathematics achievement tests between males and female students. This finding indicated that the use of NUMAS can improve pupils' performance in arithmetic, particularly in bridging the gap in Mathematics performance between male and female pupils. Research Question three revealed that the interest of the pupils differs significantly (t=3.433, 119; tcrit = 1.96), because of different methods used in teaching them arithmetic. The difference in mean interest rating was a result of the new strategy (NUMAS) used in arithmetic instruction, which has brought about a change in the interest of the pupils in learning the subject.

That means NUMAS is capable of bringing positive change in the interest of pupils in studying Mathematics. This result suggests that a new and effective method of teaching Mathematics should be sought for, especially at the foundational level. Research question 4 showed that gender is not a significant factor of variance (t=1.2914, 119; t-crit = 1.96) when a new strategy such as NUMAS is fused into measuring pupils' interest in studying Mathematics. Although the mean difference in interest rating of male and female pupils showed that males are more interested in arithmetic learning than their female counterparts, yet the mean difference was tested (t-cal. = 1.2914, 119; t-crit = 1.96) and found not statistically significant. This finding shows that NUMAS is effective in raising pupils' interest in arithmetic learning and hence can enhance their academic performance on the subject. This finding was supported by an earlier report, (Alio and Okafor, 2017) who noted that interest is an inhibiting factor to Mathematics achievement among pupils. That means any strategy such as NUMAS that can be infused into the teaching of arithmetic at the foundational level is imperative.

5. Conclusion and Recommenddations

National Policy on Education guidelines target to achieve the set objectives, namely, acquisition of the appropriate levels of literacy, numeric and manipulative skills required for laying a solid foundation for life-long thinking and problem-solving of citizens in the society. The implication is that Mathematics teaching should be geared towards capturing pupils' interest in the subject as well as ensuring that pupils at the primary school level grasp manipulative skills that can enable them to perform well at higher Mathematics learning. Following the development of the new Number Manipulation Strategy (NUMAS), a strategy that can enhance pupils' manipulative skills and numeric competency and capture their interest in the subject has emerged. This new strategy is discovered can serve the 21st-century pupils of lower basic levels.

Recommendations: Based on the findings of the study, the researcher made the following recommendations:

- Teachers of pupils at the lower basic level should adopt the experiential instructional strategy for enhancing the pupils' manipulative and numeric skills in arithmetic.
- Authors of lower basic Mathematics textbooks should incorporate the NUMAS in teaching topics involving addition and subtraction of whole numbers.
- Stakeholders in education should make policies involving the use of strategies to enhance methods in arithmetic classes.
- Examination agencies such as the Ministry of Education should incorporate the NUMAS in testing pupils' ability in addition and subtraction of whole numbers.

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The Effect of Risk and Uncertainty Factors on Managerial Decision Making

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Abstract: This study evaluated the effect of risk and uncertainty factors on financial decision making. The long-term goals and ways for achievement are constantly attached with uncertainty since we don't know the circumstances, either positive or negative, which happen later. Uncertainty is a key logical factor that influences the dynamic. The reason for this investigation is to check how risk and factors of uncertainty impact the financial aspects of a firm. The risk factors incorporate, financial risk, market fluctuations hazards, fluctuation of unfamiliar and loan costs. Uncertainty factors incorporate political, monetary and environmental uncertainty. The results reveal that management knowledge and expertise related to these factors are utmost important for effective decision making and sustainable growth.

Keywords: *Financial Risk, Market Fluctuations Hazard, Political, Monetary, Uncertainty*

1. Introduction

Evidence whether firms with higher risk pick a more straightforward or more obscure risk detailing system in their annual reports is blended (Monjed & Ibrahim, 2020, Myšková & Doupalová, 2015). A possible clarification is organizations pick the elective announcing system to risk disclosure (RD), to be specific pay smoothing (IS), given organizations with smarter pay are looked at as being safer (Graham et al., 2005). Securities exchanges have been at the focal point of economies for quite a long time. Any insecurities or emergencies happening in these business sectors have fractional or general impacts on the economy. Since the seventeenth century, the world economy experienced numerous emergencies that emerged from monetary and all the more explicitly, stock trade markets (Demir, 2019). Of late, the worldwide monetary emergency of 2008 which emerged from the US economy-influenced numerous nations. Nonetheless, the 2008 monetary emergency just somewhat influenced the Turkish economy contrasted with the US and mainland Europe. Swelling rate is the Granger reason for stock returns just in Argentina and Brazil; financing cost is the Granger cause for stock returns in, Brazil, Argentina, Pakistan and also Zimbabwe; conversion scale is the Granger reason for stock income just in Brazil, Greece, Korea, Colombia, Mexico and Nigeria; the SP500 file is the Granger basis for stock incomes in Colombia, Mexico and Portugal. Modern creation doesn't affect the stock income in any of Nineteen Nations.

Despite this, chiefs additionally will in general acknowledge less Risk since high Risk can prompt monetary emergencies, risking directors' security work. Be that as it may, risk avoidance can likewise prompt an absence of venture openings with high risk, which lessens organizations' worth (Salehi et al., 2020). Thus, corporate chiefs need to settle on objective choices about corporate Risk-taking to prevail in the serious financial world to urge financial backers to put resources into their organizations. Then again, narcissism is related proudly, prevalence and appreciation in individuals (Salehi et al., 2020). The developing admittance to new computerized advancements in assembling organizations has set out open doors for computerized advancement (Johansson et al., 2020). Move to value has been concentrated widely with not a single complete conclusion to be seen. The just end that can be affirmed is that various methodologies are introduced relying upon a large group of conditions (Smolarski et al., 2019). Together these progressions have brought about a central rebuilding of firms with uplifted execution tension on supervisors at all levels; and, therefore, those equivalent chiefs have seen their professional stability reduce. Directors' previous insusceptibility from monetary changes and practically ensured versatility inside regulatory firms has been supplanted by lay-offs and a redefinition of their vocation stepping stools (Breckenridge & Taplin, 2009).

The causalities among the choice of macroeconomic factors and the securities exchange value list, for example, net public item, the record of purchaser value, supply of cash, money cost and trade-off scale. The examination was mainly centered on the ASEAN-5 Nations (Malaysia, Philippines, Singapore, Indonesia and 5th one Thailand) over the period of1985–1996. They find out that all the components are huge determinants of microeconomics in the securities exchange file in these nations. Hajilee and Al Nasser (2014) find the

linkage between financial exchange improvement and trade rates in twelve arising economies over the 1980–2010 periods. Their outcomes showed that in just six economies, huge since quite a just ago runs links are marked. As it is indicated by the searches, substitution scale instability adversely influenced securities exchange improvement in Pakistan, Venezuela, China and Mexico, and also positive effects were found in the Philippines and South Africa.

The absolute most compelling researchers have distinguished uncertainty as to the reason of the managerial cycle, prompting authoritative reactions that support their specialized center from this ecological uncertainty (Noy & Ellis, 2003). Even though each progressive age of administrators has needed to confront more prominent measures of natural uncertainty than their archetypes, it is neglectful to accept that the uncertainty facing the current age is of a similar structure and simply more unique. Early conversations about uncertainty might follow back to the disclosure of indeterminacy of a bolt-in trip by Hellenistic rationalist Zeno in the 5th century BC (Noy& Ellis, 2003). From that point forward, the very development of uncertainty has advanced in the manner that individuals have perceived and experienced it. The essential test before associations and their chairmen since the beginning has been the need to adapt to uncertainty about what's to come. Associated with this test has been the expanding center around and different meanings of uncertainty. Researchers, for example, Knipes & Gauthier (2012) managed uncertainty inside the system of financial aspects, explicitly tending to how uncertainty prompts value variances.

In any case, in this period the presence of uncertainty in business writing was conflicting and rare. Knight (1921) in this book about risk, uncertainty and profit gives first inside and out treatment of uncertainty in business writing. Knight outlined thoughts of Risk (quantifiable uncertainty) uncertainty (immense in his "actual" structure). Knight attested that uncertainty turns the idea of dynamic as an errand of choosing what has to do and how has to do it outweighs that of implementation. Although hazard-taking conduct is a generally explored point in the account, an inquiry of exact writing shows that shopper dynamic exploration with regards to monetary items is shockingly scant (Hamid et al., 2013). Past exploration on risk dynamics has concentrated on individual risktaking conduct in a hierarchical setting particularly in administration dynamics. There is a lack of dynamic investigations with regards to the protection market by and large and none exists from an arising economy specifically. In that capacity, this paper tries to address a gap in literature. There exists a wealth of literature in administration and activities research that talks about risk (Zsidisin et al., 2000). However, there is a restricted examination that has expressly considered risk appraisals, emergency courses of action, and risks the executives inside the setting of inbound stock. The accompanying segment will talk about the writing-related with supply hazard, give an illustration of a firm that epitomizes some stock risks that exist and momentarily depict chance evaluations and risk the executives.

2. Literature Review

The connection between Risk and Uncertainty: Researchers, for example Knipes & Gauthier (2012) managed uncertainty inside the structure of financial aspects, explicitly tending to how uncertainty prompts value variances. Notwithstanding, in this era, the existence of uncertainty in business writing was irregular and also rare. Apparently, Knight (1921) in his book Risk, Uncertainty and Profit gives the first top to the bottom treatment of uncertainty in business writing. Knight divided the ideas of Risk (quantifiable uncertainty) with doubt (immense in its "actual" structure). In the most recent years, there has been an expanding interest in the part of effect in decision-making under exposure. Paul Slovic and his associates have built up a hypothesis about the purported 'influence heuristic': full of feeling reactions to an enormous degree decide our decisions about Risk (Roeser, 2010). Knight attested that uncertainty turns the idea of dynamic as the errand of choosing what we have to do and how to do it outweighs implementation. Ashby (1958), in the field of robotics it was through his Law of necessary diversity, showed that alluring results despite aggravations could happen if the controller had the vital assortment of reactions. Penrose (1995) manages the test of risk and uncertainty, in her original work the theory of Growth of the Firm. She separates between the two by noticing thatambiguitysuggest to the business person's trust his/her assessments and assumptions; at the same time as a hazard, alludes to the potential results of activity, explicitly to misfortune it may be caused if a certain move is made. She more expresses that the more prominent the Risk or uncertainty, the extra troublesome the administrative undertaking will be. She with the aim of point infers

that the development policy of a firm be essentially confined by the limit of the board to manage the expanded issues by which they are stood up to. In this manner, uncertainty and Risk go about as restricting components on extension for some random degree of experienced administrative administrations numerous systems of government in Nigeria have consistently received expansionary monetary strategy with the target of guaranteeing that the normal Nigeria specialist is all around provided food for. The Udoji Award of 1976 and other government assistance bundles to laborers have been ascribed to as the first reasons for expansion and joblessness in Nigeria (Igwe, 2016).

Difference between Risk and Uncertainty: While a few scientists place the differentiation among risk and uncertainty regarding the presence (or else not) of abstract chances (Holanda et al., 2018). This qualification lays resting on the presence of target chances. The thinking comes from Knight's (1921) understanding with the aim of if "an uncertainty be capable of being diminished to a goal, likelihood, it preserved to be decreased to finish assurance via gathering the cases" (p. 231). For Leroy and Singell, Knight's risk circumstances suggest the insurable risks, whereas uncertainty is related to certain perils. Starting here of view, the distinction between uncertainty and risk gets zeroed in on a trait of the real world (Holanda et al., 2018).

Uncertainty: Uncertainty is a difficult term; it is the subject of study across various controls and, thusly, needs normal binding together qualities (Ulibarri, 2019). The Oxford English Dictionary characterizes uncertainty, fairly repetitiously, as "the nature of being dubious in regard of span, continuation, event, and so on; risk to the possibility or mishap … the nature of being vague as to greatness or worth. The condition of not being unquestionably known or clear; suspiciousness or ambiguity." At its generally fundamental, uncertainty is accordingly a nonappearance of information about a subject (Ulibarri, 2019). Much consideration goes toward lessening logical uncertainty, into attempting to more readily show or foresee the connection between pertinent segments in a framework: If we increment stream streams, will this expansion salmon territory? An absence of information may likewise emerge about the principles and guidelines that shape what chiefs can do, known as managerial or institutional uncertainty (Ulibarri, 2019).

Dimensions of Uncertainty

Subjective uncertainty: is the perspective of a business visionary, together with emotional appraisals of the risks of frustration. Penrose's (1995) answers for assuming the test of abstract uncertainty is to put more assets in "administrative exploration. The abstract idea of the apparent uncertainty started to get more noteworthy consideration in the association conduct writing for the duration of this period (Knipes & Gauthier, 2012). One of the principal experimental investigations lying on the emotional idea of authoritative uncertainty next to two measurements. 1stmeasurement was secured by means of the elements to be careful inside Uncertainty in administration 205 choice units that went as of easy to difficult. Other measurements were secured through the change in the elements, which went from fixed to active. Causative experimental verification to prior episodic thoughts. Duncan (1972) arrived at resolution with the aim of uncertainty and the level of unpredictability ought not to be measured as steady highlights in association accept instead as reliant on the view of association individuals. Emergency inclined pioneers are exemplified by centralization, pomposity (Richardson, 1993) and risk-taking (Watkins and Bazerman, 2003), by and large inferring a value-based style. Presumptuousness and neurotic inclinations in this vein upset beset administrators' judgment (Bar-Joseph and Sheaffer, 1998).

A few different investigations have coordinated consideration on how industry uncertainty. Effects in support of instance. Elango and Sambharya (2004) initiated the opposition also request uncertainty significantly affect MNCs' entrance mode choices. Dark (1994) puts more spotlight on innovative uncertainty within MNCs' opening method choices. along with the various elements of uncertainty within the firm uncertainty classification, MNC's experience has pulled during the best exploration consideration and be extensively perceived as affecting an MNCs' recognizable proof and view of different elements of uncertainty, section mode decision choices (Sniazhko, 2019).

Effect of uncertainty Factors on decision making in Business: Uncertainty and its part in dynamic is a significant marvel that has gotten impressive examination consideration inside the worldwide business (IB) concentrates in the course of the most recent fifty years. Uncertainty, characterized as the absence of

information about the probabilities of things to come condition of occasions. Knipes & Gauthier (2012) have been appeared to influence global companies' (MNCs) rate of worldwide development, their globalization ways, section method decisions, and level of responsibility (e.g., Musteen, 2011; Johanson and Vahlne, 1977; and Liesch, Welch, Aharoni, 1966; Aharoni, Tihanyi, and Connelly, 2011; Ahsan and Buckley, 2011). The powerlessness of a chief to dispose of uncertainty obliges the viability of dynamic and needs a selection of techniques also help to lessen, or in adaption to uncertainty. Late examinations regularly separate among exogenous and endogenous uncertainty, just as natural, industry, along firm uncertainty. likewise support the persevering administration of uncertainty to develop the odds of MNCs getting by in the global industry climate (Sniazhko, 2019).

Despite the fact that uncertainty has been joined into numerous examinations on dynamics inside MNCs, the IB writing needs away from between various elements of uncertainty and regularly treats the idea conflictingly. Examination recognizes ecological and firm uncertainty, yet the measurements used to catch such uncertainty fluctuate altogether among contemplates. This irregularity is tricky because it gives clashing outcomes in relation to MNCs' decision-making below uncertainty, obstructs information advancement with methodical management of the uncertainty, and shows an inadequate image of jobs uncertainty acting inside worldwide dynamic. As far as training, the absence of away from among various components of uncertainty may bring about misdirecting impression of the genuine climate and therefore to hazardous and uncalled-for choices (Sniazhko, 2019). Risk in creative writing has generally been dissected under (I) yield value weakness and (ii) creation weakness (usually known as supportive of diction hazard). Yield cost can be uncertain because of an assortment of reasons. Perhaps the main factor is the presence of a delay between the utilization of data sources and the yield sold (Kumbhakar, 2002).

Uncertainty management: According to Sniazhko (2019) methodologies MNCs relate while overseeing uncertainty the board systems were utilized as a beginning point. All the additional explicitly, in survey joins two uncertainty the executives' strategic uncertainty decrease (alluded to like "monetary Risk" the board by Miller), Uncertainty adapting (alluded to the same as "essential administration" by Miller). Uncertainty decrease limits an MNC's sincerity to specific uncertainty not including changing the company's technique (Miller, 1992). Uncertainty decrease is characteristic, essential helper also central need to direct MNCs' conduct (Beckman, Haunschild, and Phillips, 2004; Mullin and Hogg, 1998). Uncertainty adapting, then again, affects the MNC's openness across a broad range of uncertainty in addition to sometimes wanting the MNC to change its methodology (Miller, 1992). Although two ideas are equivalent in the two structures, Simangunsong et al. (2012) phrasing from the time when the evaluated IB writing regularly suggests to uncertainty the executives as far as to decrease and adapting instead of monetary and key Risk the board. The financial turn of events and development are the principle objectives that all nations should think about in creating public methodologies. The monetary emergency began in 2007 in the United States and has influenced EU nations in under a year, 2008 and 2009 speaking to a troublesome period when economies and funds of Member States were influenced. After a slight improvement in 2010, the skeptical situations of business analysts with respect to the tirelessness of the downturn have gotten valid. Blyth (2013) noticed that new improvements in the sovereign obligation emergency is a consequence of the monetary emergency, as governments have mediated to save the financial areas and, along these lines, the monetary emergency has transformed into an obligation emergency. The entirety of this prompted an expansion in monetary Risks that have influenced financial development. The development of aggravations referenced above developed the monetary framework weakness and the entire framework got inclined to stuns.

Subsequently, most importantly, a few macroeconomic speculations pointing at firms' hazard avoidance will be investigated (Salman & Fuchs, 2015). Hence, the outcomes of these discoveries are inspected (Levi, 2014). A first and most evident clarification which proves the suspicion on risk loath firms follows back to blemishes in the value market. While in customary Keynesian hypothesis no differentiation is made whether a company's financing base is gotten from value markets or obligation markets (Fletcher, 1989). This is a focal issue for New Keynesian business analysts (Mankiw and Romer, 1991a; Mankiw and Romer, 1991b). Also stochastic, genuinely unusual uncertainty for example sudden changes of government, enormous scope natural aggravations, or war, can influence the setting wherein dynamic happens (Ulibarri, 2019) and uncover a set-up of new unanswered inquiries (Ulibarri, 2019). These uncertainties can influence the quality and results of dynamic uncertainty lead individuals to settle on unreasonable choices (Holanda et al., 2018),

and support narrow-minded conduct (Barrett and Dannenberg 2014). In addition, people see Risk and uncertainty in an unexpected way, which can prompt miscommunication, insufficient positioning of qualities, and incapable treatment of natural issues Nonetheless uncertainty are not consistently adverse to dynamic, since they give a chance to supervisors to learn and improve (Ulibarri, 2019).

Risk: Risk is the level of uncertainty related to the potential results as a choice (Holanda et al., 2018). Risk is natural during practically all production exercises. Numerous administrators accept they give close consideration to the Risks, in any case, particularly in independent ventures the Risks are checked unsystematically, at arbitrary, instinctively and casually. Frequently, the dominating conviction is that the administration or the proprietor knows well all potential Risks, so there is no compelling reason to manage them independently. Another The Authors trap is the checking of Risks with just barely characterized rules, which can prompt one-sided results and mistaken administrative choices (see Alquier and Tignol, 2006). For instance: the basic issue, which incredibly influences the dynamics of the venture, is to distinguish expected cost reserve funds (Myšková & Doupalová, 2015). Another misguided judgment is that the term hazard the executives alludes just to intercessions, or therapeutic estimates that are taken because of the signs of Risks.

Around a similar time as the Rosenberg audit, natural and asset financial experts started to get a few relevant ideas as of the field of money, specifically, to vulnerability about the future estimation of endeavor and its ruined expenses give an elective clarification to speculation slacks (Arrow and Fisher, 1974). A push of the exploration was to prove with the aim of there is a choice benefit of holding on to contribute while there is vulnerability regarding the future settlements and their sunk expenses as in individual can't recover all speculation expenses while disinvesting (additionally called the level of irrecoverability of the venture). progression of documents within the financial matters writing built up these thoughts at the same time as they apply to the speculation choices of extractive businesses (Marra et al., 2003). In recent times has a line of requests are applied to agrarian venture issues (Marra et al., 2003). Chavas contends to, due to sunk costs, it could be publicly ideal for governments-if value floors to lessen the vulnerability of venture. Purvis et al. applied plan to dairy rancher interest in new ravage administration innovation and find to, contrasted with the net present worth way to deal with the speculation choice, the choice worth methodology inferred a fundamentally higher revenue stream was needed before venture would occur. Zhao, utilizing a game-hypothetical methodology, considered the situation where the alternative benefit of holding back to receive is identified with the chance to notice prior adopters' involvement in the innovation.

The Risk for botch hosts has been set upon the get-together committing an error and the reasoning being that such a standard makes a motivating force to act cautiously and dodge botches from being imparted. These perils are moreover affected by diverse qualities of information systems, particularly the ease of utilizing of UIs (Center, 2009) interests, the exterior perils commonly can't be controlled or directed – these are, for occurrence, macroeconomic threats. (Myšková & Doupalová, 2015), regardless, proposes that the closer the commerce climate is to the internal one, it is less complex to affect it. At long last, there is the supposition that the center of democratization is appropriately public; that majority rule government at the level of each country state will create a general vote-based system. Against this, it very well may be called attention to that globalization has increased to the stage where the public vote-based government can't create an all-inclusive vote-based system, on the off chance that it actually might have done as such. Democratization should incorporate endeavors to carry majority rules system to different focuses of dynamic too (Law, 2003).

Classification of Risk: For the foremost portion, Risks are isolated into considerable and tricky, controllable and wild, insurable and uninsurable or, with respect to the degree of energy, into key, vital and operational. Regularly they are moreover confined to money-related and non-monetary Risks. Concurring to the subject who bears the chance, we are able to recognize inward and exterior risks. Uncommon endeavors to genuinely explore exactly the parts of risk with uncertainty in reception incorporate investigations by According to (Marra et al., 2003). Significantly less investigation about risk and selection include utilized straight meeting methods to examine the impact of ranchers' risk perspectives and impression of the riskiness of a venture lying on the placements of choices. In any case, except for Marra et al., (2003) these examinations have commonly had low logical force. Exploration on the monetary risk coming about because of financing choices is frequently estimated unbiasedly utilizing assessments of the costs and the capital structure. Speculation risk examination alludes to the feasibility of ventures, and inside this specific circumstance, risk investigators

have created appraisal procedures that have developed from old style deterministic models to probabilistic methods.

Drawing on the social choice hypothesis also on Santacruz (2019a) meanings of risk as well as uncertainty, this investigation tends to two inquiries according to the advancement of an administrative stage dynamic system. To start with, how might the factors and ideas related to risk-taking exist characterized inside the setting of chief risk-taking, and next, what is the relationship between ideas recognized to impact dynamic on the director level in the corporate settings? The commitment of the current investigation is the introduction of staggered sculpts as to can be utilized to give setting to how supervisors think about business destinations and measure perspectives identified with the goals of associations, thinking about a company's capacity to ingest potential misfortunes. The cutting edge beginning of the understanding of risk dates to Knight's (1921) meanings of risk also uncertainty. Knight recognized the risk from uncertainty, assigning the previous like"quantifiable uncertainty," also as "immense uncertainty." therefore, the discussion on the occurrence of the prejudice on the evaluation of probabilities gets as of Knight's dispute with the aim of uncertainty emerges as leaders gauge the risks of disappointment or achievement dependent at remarkable analytics. (Zhang, 2018). The exclusivity of business choices identifies with the job suppositions taken without evenness or homogeneous information. This comes after Knight's perception to dispassionately estimated chances infrequently falls with regards to everyday company questions. This infers that but the probability of progress or disappointment isn't straightforwardly quantifiable before a choice is made, the risk can't be killed. All things considered, chiefs should endeavor to alleviate negative choice results. The writing is also a risk in itself. The writing cautions that there is an underlying propensity to exaggerate benefits and that the providers are probably going to perform better in the start of an agreement to establish great first connections. Santacruz (2019b)discusses various risks related to reevaluating. Since rethinking is a fairly late device of chiefs the total expenses are not yet known, which groups.

Positive and Negative Sides of Risk: The essential gathering of definitions zeros in the fair on the negative side of chance, where the hazard is seen as a threat. For instance, Myšková & Doupalová (2015) typify risk like a dread of the likely unmistakable and theoretical effect of the dubious climate on accomplishing the objectives set. Myšková & Doupalová (2015) suggest risking as possible negative deviations from the objectives set. The essential gathering of definitions zeros is fair on the negative side of chance, where the hazard is seen as a threat simultaneous with the predominance of emergencies, ascendance of ladies to higher administrative echelons is additionally getting regularizing in business and non-benefit associations (Sheaffer et al., 2011). Monetary Risks emerge from the probability of bringing about monetary expenses because of the speculations put in organizations that are in default on their monetary commitments.

Hence, public governments have ensured for the financial area obligation through government securities, to save the area, since some credit organizations were too imperative to possibly be left to fall flat. Hence, bank obligation was changed over into public obligation and undeniable degrees of it have prompted extra monetary Risks (Jianu, 2017). In most agricultural nations, governments, advancement offices, and private sec peaks perceive the part of destitution decrease and food security and, accordingly, are increasingly putting resources into horticultural worth chains, giving information sources, financing, and different administrations that help their turn of events. In the course of recent many years, food accessibility has been enormously improved through profitability gains in the rural area (Linn & Maenhout, 2019). This has occurred despite the way that the level of ladies diminishes bit by bit however strongly towards the most noteworthy echelons (Sheaffer et al., 2011). At that point once more, potential deviations from the typical result may moreover take a charming heading, which may be a more broad thought of chance. This moment gathering of implications of risks centers on characterizing risks as distant as conceivable chances. Myšková & Doupalová (2015) for the occasion characterizes the response to a chance as a response to a possibility, through these choices: recognize, share, brace or utilize the chance.

As per Krishtaleva et al. (2020) in any case, by and by more thought is given to the negative deviations, which depend on the standard of reasonability. Risk is thusly viewed as regarding a few substitute arrangements when one of the alternatives is generally annoying. The risk would thus be able to be depicted as an element of two factors, the likelihood of an event and the possible effect of a specific occasion. Individuals may in challenges increment risk-taking since they see that the contenders are less gifted or fortunate (Gärling et al.,

2020). Gärling et al. (2020) suggest that in risk-taking competitions social examination is unsafe to an influenced thinking preference of being more talented than the contenders which initiate pomposity bringing about expanded risk-taking. Keeping away from risk ought to in resource markets be liked to facing challenge if a protected choice (not contributing) is bound to be advantageous and the converse if a risky alternative (contributing) is bound to be helpful. The unforeseen dynamic system places that risk inclination and hence the risk-return relationship could change contingent upon the setting of the decision. Reference-based models of decision under this structure accept that organizations choose their risk inclinations in the wake of contrasting their presentation with certain reference focuses. The most unmistakable model, prospect hypothesis expresses that people are risk opposed when possibilities are positive and risk looking for when possibilities are adverse. Hamid et al. (2013) renders to a situational outlining where great execution by the firm is related to risk repugnance and terrible showing by the firm is related with risk looking for conduct. The quick-changing climate and firms' confounded operational techniques together add to a more elevated level of inventory network chances (Shou et al., 2018).

3. Conclusion

In this study, we discuss the effect of uncertainty and risk on managerial economics. Uncertainty factors like political and market uncertainty affect the decision making and market uncertainty affects the investors to invest in markets like stock markets which are very important for a country to grow. The second factor is risk which affects the operations of any organization and also of the country. Financial risk is the most common risk born by an economy it affects the most decisions and important work of the country. Due to less information managers did not do the right things and they make wrong decisions, they are not able to handle the risky conditions because they don't follow the rules of organizations. Managers should be flexible while facing any uncertain Situation. If these factors are not controlled by managers then it can be very risky for the firm or business. These factors have the power to run the economy of any nation because once they get out of control then it is very difficult to control them. The proper analysis of problems should be done and some information technology tools should be used to solve them out.

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Staff Assignment Rotation and Project Sustainability in South Sudan

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Abstract: The primary objective of this study was to determine the existence of a causal relationship between Staff Assignment Rotation vis-à-vis Project Sustainability in South Sudan. The research followed the qualitative methodology predicated on the "philosophical dimensions" of constructivism and interpretivism. The participants for the research consisted of 50 individuals drawn from four population groups: Refugees as the primary beneficiaries, humanitarian workers and project staff. Qualitative data collection was chosen as the research methodology and in-depth interview and focus group discussion as the research techniques in the data collection. Narrative analysis was the method of data analysis. The study revealed that 81 percent of the respondents indicated security as the single most important factor that impacts project sustainability. Staff assignment rotation followed with 16 percent. Data analysis was compartmentalized and looked at the profile of the respondents to see any noticeable variance from the functional perspective. Contextualizing the data helped to balance any perceived unbiased in the responses based on their functional affinity. In addition to Security as the prominent factor that impacts project sustainability, staff rotation, government regulation, and funding could also impact significantly depending on the context. The study recommends a comprehensive review of the current mandatory policy to align the operation management cycle; encompassing the project initiation, planning, implementation, monitoring and closure to the standard assignment length of staff assigned to implement these projects.

Keywords: *Staff Assignment rotation; project sustainability; Constructivism; Interpretivist; South Sudan.*

1. Introduction

Staff Assignment Rotation is defined in the context of UNHCR, also known and shall be interchangeably referred, to as the UN Refugee Agency, as the mandatory transfer through an organized reassignment of international professional staff from one duty station to another upon completion of predetermined duration (UNHCR, 2017a). UNHCR applies the policy of staff assignment rotation, in particular to duty stations that have been classified as hardship, high-risk locations and non-family duty stations in consideration of the health and wellbeing of staff members who serve in these locations (Olayisade & Awolusi, 2021; UNHCR, 2017b). Similarly, project sustainability is defined as satisfying our immediate and medium-term needs without disrupting the ability of future generations to meet their own needs (Awolusi, 2021). In this context, we will examine the impact directly or indirectly related to staff's temporary absence from the project site due to the application of the mandatory policy (UNHCR/AI/2017/7/Rev.1). The UN Refugee Agency was established through the UN General Assembly (UNGA) Resolution 428 (V) of 1950 where paragraph 1 of the Statute states that "The High Commissioner acting under the authority of the General.

Assembly shall assume the function of providing international protection, under the auspices of the United Nations, to refugees who fall within the scope of the present statute of seeking a permanent solution for the problem of refugees" (UNGA, 1950, P. 46-48). Over the past sixty years, the UN Refugee Agency has evolved into a global humanitarian organization with the 2017 final budget amounting to 7.963 billion in fulfilling the organizational mandate of international refugee protection including remote field locations. Ref: Figure 1 below for detailed budget information. UNHCR's growth has also been underpinned by its large representation globally. According to UNHCR Global Report 2017, the UN Refugee Agency is present in 130 countries with offices in 478 different locations. By December 2017, the workforce had reached 15,273; 11,423 Staff and 3,850 Affiliated Workforce. The report further indicates that 88% are field most in remote field locations which are designated D and E duty stations. According to UNHCR (2017a), D and E duty stations are mostly non-family locations with reduced Standard Assignment Length (SAL).

Due to lack of basic facilities, insecurity and hazardous living and working conditions. Standard Assignment Length (SAL) is the length of time that a staff member serves on a position in a given duty station and the SAL of each staff member is predetermined based on hardship classification of the duty station (UNHCR, 2017a). Furthermore, according to section 4.3.38 of UNHCR's Recruitment and Assignments Policy UNHCR/HCP/2017/2 (2017b) and revision one of the Recruitment and Assignments Administrative Instructions UNHCR/AI/2017/7/Rev.1 (2017a), it is UNHCR's international professional staff members that are subject to mandatory rotation. "Rotation implies that each assignment is time-bound and its duration is normally determined by the hardship classification of the duty station (UNHCR, 2017b, p8)". Furthermore, section 4.3.41 of the same document provides further clarity on the duration by specifying that SALs normally end on either 30 June or 31 December. The SAL expiry will be 30 June for assignments starting between 1 April and 30 September, and 31 December for assignments starting between 1 October and 31 March (UNHCR, 2017a). The Republic of South Sudan, the subject of this impact analysis gained independence from Sudan on July 9, 2011. It (located in East-Central Africa) became the newest nation with a population of 12.23 million. In December 2013, it was engulfed in a brutal civil war which began as a political conflict between President, Salva Kiir and his then Vice President, Riek Machar. A power-sharing agreement, signed between the two parties in August 2015, did not end the fighting; following clashes in Juba in July 2016, Machar went into exile, where he remains (HRW, 2018).

According to the Human Rights Watch (HRW) World Report (2018) on South Sudan, following the start of the conflict in 2013, almost 2 million people were internally displaced, and another 2 million sought refuge in neighboring countries, with 1 million in Uganda alone. Of the internally displaced, more than 230,000 people were sheltering in six United Nations bases in towns across the country. The situation was further exacerbated by the declaration of famine, especially in conflict-affected areas in the former Unity State in the first half of 2017. According to news reports, more than 100,000 people in two counties of Unity state were found to be experiencing famine and there were fears it could spread as an additional one million South Sudanese were on the brink of starvation elsewhere in the country (Aljazeera.com, 2017). With these conditions, South Sudan presents a unique attribute that makes it an ideal setting to highlight the impact of Staff Rotation Assignment on project sustainability. Firstly, it was and remains one of the 17 most dangerous places in the world. (The Daily Telegraph, 2018). Secondly, during the period under review (2013-2016), it had one of the largest humanitarian interventions in the world, with more than 10,000 military and civilian personnel and the magnitude of human suffering was unprecedented, as 4 million were either internally displaced or sought refuge in neighboring counties. In the context of the UN Refugee Agency, (UNHCR), South Sudan was one of the largest operations in terms of Human and Financial Resources. It had more than 400 regular and affiliated workforce almost all of whom were subjected to the Mandatory Rotation Policy.

In terms of projects implemented either directly by UNHCR or by Implementing Partners (IPs) who were funded under the UNHCR budget to provide basic services, the total estimated amount from 2013-2016 was more than 500 million US dollars and specifically, from January to December 2016, the excerpts from UNHCR Global Report, 2017 indicates a total financial requirement of $701,606,726 with 46 partners. As wars and other violence and persecution forced human displacement to more than 68 million in 2017, and as crises in the Democratic Republic of Congo, South Sudan continues unabated, and as the flight into Bangladesh from Myanmar of thousands of Rohingya refugees continue amid human tragedy, the humanitarian response requiring staff mobility to assist remains an absolute necessity. Furthermore, the resources required to address these challenges remain scarce (UNHCR, 2017b). Therefore, this study is carried out to determine the impact of Staff Assignment Rotation on the Sustainability of UNHCR supported projects in South Sudan in terms of social and economic components. To critically identify the extent to which staff mobility impacts project sustainability, this study put into perspective the Mandatory Staff Rotation Policy and independently evaluated Staff Rotation vis-à-vis Project Sustainability. According to the UN Refugee Agency revised policy on Recruitment and Assignments Administrative Instruction (2017a) and as detailed in figure 2 above, "UNHCR international Professional staff members are subject to mandatory rotation. Rotation implies that each assignment is time-bound and its duration is normally determined by the hardship classification of the duty station" UNHCR/AI/2017/7/Rev.1 (UNHCR, 2017a).

Operations Management Cycle: As stipulated in Chapter 4 of the UN Refugee Agency's Programme Manual, (Figure 3&4) (UNHCR, year of manual), the program cycle is designed to cover three years period

encompassing the previous year, the current year and next year. Activities in the previous year such as the Annual Statistical Report, Year-End Report and Partnership Agreement Audit are carried out from January to April. For example, the Annual Statistical Report and Audit of 2017 projects are carried out in 2018. Similarly, the main activities in the current year include a Biannual Report on the implementation of the current year projects. For the next year, country offices conduct the Country Operation Plan (COP), Detailed Planning, Annual Programme Review, Partners Selection and Retention including preparation of partnership agreements with various implementers of UNHCR supported projects. The sequence of the program cycle begins with an Assessment, followed by planning, Implementation, Monitoring, Reporting, Audit and Evaluation. It is further categorized into three distinct groups; Planning, Implementation and reporting overlapping within a three-year comprehensive plan. In summary, the activities involved in the program management cycle are time-bound and interconnected and therefore, should be linked to the personnel responsible for the oversight. As an organizational issue, the SAL, and the program cycle seem completely disconnected.

To analyses the impact of Staff Assignment Rotation on the Sustainability of projects, we first need to establish the link between the two variables; the independent or predictor variable, Staff Assignment Rotation and the dependent variable, Project Sustainability. As already mentioned, the standard assignment length normally ends on either 30 June or 31 December. The SAL expiry will be 30 June for assignments starting between 1 April and 30 September, and 31 December for assignments starting between 1 October and 31 March. Conversely, the program cycle follows a three-year plan as illustrated above in Figure 1; whereas the SAL duration in non-family duty stations is two years and for Fast Track Positions it is one year. According to the Programme Cycle, critical activities such as Planning are carried out in the following year in the first quadrant (January to March) while reporting is carried out in the previous year (October, November and December) and overlaps to January the following year. These inter-relationships in the various phases of the program cycle are not aligned to the Staff Assignment and Recruitment Policy. The study is intended to draw an analogy and provide an impact analysis of Staff Rotation Assignment and Project Sustainability. In addition, based on reviewed related literature and publications, the following gaps in knowledge relative to the impact of Staff Assignment Rotation on the Sustainability of projects were also contrived:

a) Factors affecting the Success of a Construction Project (Chan, Scott, & Chan, 2004). The review examined Critical Success Factors (CSF) defined as those factors predicting success on projects (Sanvido et al., 1992). It also looks at the causal relationship between CFS and KPIs. Nevertheless, it falls short of drawing any analogy of those factors; "Quality control, "On-time completion, and Cost "and staff movement or mobility as a component of project critical success factor.

b) Job Rotation as Human Aspects of Management examines the vertical or horizontal movement of men from one position to another for the basic purpose of encouraging and stimulating the growth of the individual. (Morris, 1956). The literature focuses on the individual as a development tool but fails to look at projects or make any comparison on the impact of the visiting or home project.

c) UNHCR's People Strategy 2016-2021, UNHCR Strategic Direction 2017-2021 and mobility in the United Nations Secretariat; (Ickes & Samuelson, 1987), address various aspects of staff Well-Being and Mental Health.

Despite the publications listed above and although at least 70% of the organization's annual budget goes into projects for beneficiaries, there are very limited resources, literature or academic writing examining or establishing a relationship between the two variables; Staff Assignment Rotation and Project Sustainability. Therefore, this research will expand the dialogue on Staff Assignment Rotation vis-à-vis Project Sustainability and outline the advantages of harmonizing the project cycle to the policy staff Assignment.

The Objectives of the Study: The purpose of conducting this study is to assess the impact of staff Assignment Rotation on the Sustainability of UNHCR Supported Projects in South Sudan. However, the following specific objectives are also contrived:

- To investigate the relationship between Staff Rotation Assignment vis-à-vis Project Sustainability
- To undertake the Social Impact and Cost-Benefit-Analysis on Projects Life Cycle
- To identify to what extend staff mobility impact project sustainability

It will also include a recommendation to the change management of the UN Refugee Agency durable and sustainable solutions to the current challenges associated with Staff Assignment Rotation and the impact on the Sustainability of UNHCR Supported Projects in South Sudan and other Humanitarian operations across the globe. This requires a comprehensive review of existing United Nations Statutory documents, circulars and relevant publications.

The study was guided by the following research questions:

- How does Staff Assignment Rotation Impact the Sustainability of UNHCR Supported projects in South Sudan from 2013 to 2016?
- How to determine the causal relationship between Staff Assignment Rotation and Project Sustainability
- What are the social impacts of staff rotation assignment on Human and Financial Resources of the UN Refugee Agency vis-a-vis project sustainability?
- What are the acceptable parameters/tools to objectively determine the impact of staff Assignment Rotation on project sustainability?

The Research Question is addressed in the conceptual framework of three distinct components; Independent Variable: Staff Assignment Rotation and Dependent Variable; Project Sustainability. The third element is the Intervening Variable; external factors; i.e. Legislation, Donor Response, Stakeholders' perception and global Refugee Crises. In the context of the UN Refugee Agency, this would require policy changes that would bring fundamental changes in the current Rotation Policy and bring into congruence with the project cycle. One of the key significance of the present study is to provide a comparative analysis of the advantages and disadvantages of Staff Assignment Rotation vis-a-vis Project Sustainability. By extension, the study will also identify any complementary or adverse factors between the two variables. In addition, the result of the cost-benefit analysis will enhance our understanding of the measurable impact of the UN Refugee Agency's Mandatory Rotation Policy (UNHCR, 2017a). Another important reason for the study is to outline a conceptual framework that brings synergy between the mandatory staff rotation policy and the PMC (Programme Management Cycle). Aligning the SAL with the Program cycle will reduce staff absence during critical project planning, reporting and implementation phases, and reinforces accountability as responsible staff will remain on the project site throughout the three-year phase. In addition, the study is expected to highlight the need for policy changes that will address the current challenges with the Rotation Policy. Issues related to family separation will not be looked at as personal problems but as institutional and organizational staff welfare challenges that need sustained investment.

It will also benefit the Refugee, our primary people of concern as timelines for project implementation will be reduced as the result of the alignment of the project cycle to Staff Assignment Rotation. The savings from the practice of a two-month extension of the project liquidation period due to the non-completion of projects as per the signed PPA (Project Partners Agreement) would be utilized to address funding shortfall and undertake other key gaps. Savings from internal policy changes will indicate prudent utilization of donor funding which will eventually increase donor confidence with a higher probability of additional resources. Furthermore, the outcome of the research could be a pacesetter for future researchers in the unexplored territory as there is little literature on the integrated approach of Staff Assignment Rotation and Project Sustainability. Finally, the model and framework developed from this research could be used by sister UN Agencies and the humanitarian community at large. This research is limited to the UN Refugee Agency's supported projects in South Sudan from 2013 to 2016. Data will be collected from UNHCR Staff involved directly in project implementation and project monitoring and beneficiaries. However, challenges may include the willingness of staff to provide comprehensive responses especially those critical to the organization, the identification of beneficiaries who can comprehend the question and respond accordingly. Those may be addressed by greater involvement of participants and in compliance with the data collection ethics and assuring them of the safety of their information.

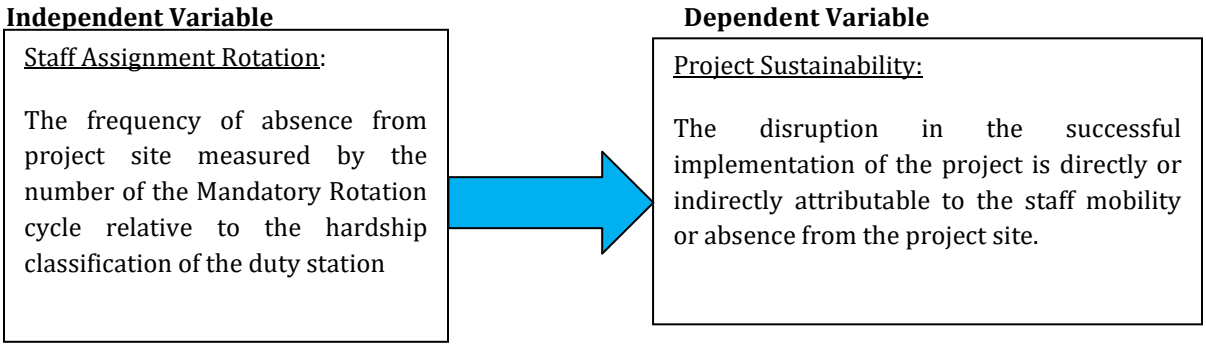
2. Review of Related Literature

Conceptual Review: As highlighted in a statement by the UN High Commissioner for Refugee, Filippo Grandi on World Refugee Day, 2018, in the last six decades since the UN General Assembly mandated UNHCR to

provide international protection to Refugees, there has been an unfortunate decline in peace and co-existence in many parts of the world resulting to an unprecedented 6.8 million people uprooted around the world primarily due to conflicts. For UNHCR to respond to these large-scale humanitarian crises and provide protection and assistance to the ever-increasing number of Refugees and Internally Displaced, requires the services of its staff, both regular and affiliated workforce. Furthermore, as most human displacements are in deep field locations; very often designated non-family due to the hardship classification, International Professional staff assigned to these locations are subject to the "Mandatory Rotation Policy". This Literature review examines the conceptual framework of the policy, the "UNHCR's People's Strategy 2016-2021", International Journals, and looks into how staff assignment rotation impacts project sustainability.

The Finding from the Literature review provided a reasonable argument to ignite discussion on Strategic Management Review of the existing "Mandatory Rotation Policy" and emphasized the need for a similar review of the OMC; (Operations Management Cycle) to align project management with personnel entrusted to provide oversight. Existing literature from academic writing, Policies and Procedures of the United Nations, General Assembly resolutions, and internet sources were used to guide on expectation and likely results of the study. The literature review looked at how Staff Assignment Rotation impacted the Sustainability of UNHCR Supported projects in South Sudan from 2013 to 2016. The study establishes the existence of a causal relationship between the independent variable; staff assignment rotation which is determined by the frequency of the absence of project staff due to the mandatory policy and any abnormality in the dependent variable; project cycle from Initiation, Planning, Implementation, Monitoring, Closure and Evaluation consequently resulting to overrun in terms of budget, completion date and extension of liquidation period which may materially affect the project success.

Figure 1: Conceptual Framework of the Study "Causal Relationship of Independent and Dependent Variables"



Rotation in the United Nations: Job Rotation is defined as "the planned movement from one position to another for the basic purpose of encouraging and stimulating the growth of the individual." (Morris, 1956: 1). This brings into question the duration and nature relative to the potential impact on project sustainability. For this review, "Staff Assignment Rotation" is contextualized to mean "Professional/functional mobility" defined as "the movement of staff between different functions/occupational groups, whether this implies a geographical move or not", (Morris, 1956: 1). Job Rotation is also looked at from the perspective of "prevention of corruption" (Ickes & Samuelson, 1987) and further expanded to include Employee training and motivation as key factors of Job Rotation (Eriksson & Ortega 2006).

Staff Assignment Rotation vis-à-vis Project Sustainability: UNHCR's People's Strategy 2016-2021 (3.3 & 3.2) addresses two aspects of staff Rotation: Mobility fairly and efficiently and maximizing the potential of different workforce arrangements. It also looks at the modality of responding to protection needs and the involvement of diverse talents in addressing humanitarian crises. Analoui and Samour (2012) on the other hand provided an in-depth understanding of the connectivity between Mobility, Policies and Practices to include governance and management structure. These findings were further corroborated by the model of Ortega who emphasized learning as the primary objective than specialization (Ortega, 2001). Zeff (2003) documents intra-firm correspondence at E.I. du Pont de Nemours & Company (Dupont). One of the critical looks at job rotation from the perspective of delegation and integration of functions. Having read from the

various literature outlined above, here is a consensus on the importance of "filing knowledge gap". However, the approach and methodology of analyzing "staff rotation vis-à-vis project sustainability" in the context of "Non-Profit Humanitarian support" are significantly different from the approach of "knowledge exchange" as emphasized by Ortega (2001). Furthermore, and despite these merits, the reviews fall short of linking the Mandatory Staff Rotation Policy (UNHCR/AI/2017/7/Rev.1) to the Program Management Cycle as references in Figure 1 & 2 one of the reasons for conducting this research.

Factors Affecting Project Success and Sustainability: The review examined several variables influencing the success of project implementation primarily looking at specific factors relative to KPI (Key Performance Indicators) and CSFs (Critical Success Factors). CSF is defined "as those factors predicting success on projects" (Sanvido et al., 1992). It further evaluated the "causal relationship between the two variables; CSF and KPI" (Analoui and Samour, 2012). The causes of project failure were examined to establish any causal relationship between Staff Assignment Rotation and Project Sustainability. Drawing from the propositions by Budzier, Alexander and Flyvbjerg (2013), we identified the following as key factors that could potentially affect project Success: Stability, Certainty and Controllability under the greater umbrella of Decision Making.

Strategic Decision Making: The critical factor in determining the sustainability of an organization especially in the Humanitarian arena is its ability to formulate strategies that have the required resilience to internal and external changes and the dwindling resources and increasing demand (Analoui and Samour, 2012). Therefore, one of the cut-crossing phenomena is the organization's decision-making, learning and risk management. In the context of this research, the mutual exclusivity of the UN Refugee Agency's Mandatory Rotation Policy (UNHCR/AI/2017/7/Rev.1) as a unique parameter from the project life cycle was viewed as an element of "uncertainty" deemed a substantial risk factor. Others include Stability, Certainty and Controllability. Further reading also revealed that Community Awareness, Participation and Acceptance are key factors in project sustainability. About Staff Assignment Rotation with intermittent duration and frequent disruption due to absence from the project site, sustained engagement through participation in project Initiation, Design and implementation with all stakeholders may not be fully maximized (Oronge et al., 2014).

Key Performance Indicators (KPI) of Project Success: KPI reviews the performance measurement based on the established benchmark (Neely, 1995). Additionally, Analoui and Samour (2012) highlighted six KPIs in the context of a construction project among which are "Quality control, "On-time completion, and Cost". Contextualizing to the framework of the Humanitarian Service Delivery Framework, that is, the UN Refugee Agency in relations to the "Mandatory Staff Rotation Policy" mobility may expose the company to higher cost and extension in the project liquidation period (Morris, 1956) which may adversely affect the current budget structure. Furthermore, relative to my research objective of determining the "Impact of Staff Rotation Assignment on the Sustainability of UNHCR Supported projects in South Sudan (2013-2016)", I will only deliberate on Project Related Factors and Project Management Actions. Walker (1995) contends that "project scope" is a major predictor in project management." This is evident by the limit of this research to CSFs vis-à-vis KPI. Comparatively, the scope of my research is limited in duration: 2013-2016, setting: South Sudan; nature: projects supported by UNHCR and therefore the finding from this research cannot be generalized.

Theoretical Reviews: According to the UN Refugee Agency; "Mandatory Rotation Policy" is defined as the movement of International Professional Staff from one duty station as a statutory requirement from one duty station to another in a structured and time-bound manner based on the hardship classification; Fig.1 p.5. UNHCR/AI/2017/7/Rev.1. Outside the confined context of this definition, staff rotation is synonymous with the expatriate assignment. "Expatriates are defined as employees of an organization, sent from one country to another temporarily to complete a task or achieve an organizational goal" (Harrison et al., 2004). International assignments are usually characterized by difficulty regarding personal adjustment, interpersonal relations and task performance (Park, Hwang, & Harrison, 1996). Similarly, similar studies (Dalton & Chrobot-Mason, 2007; Magnusson, Baak, Zdravkovic, Staub, & Amine, 2008) also expanded on the subject emphasizing the difficulty in managing an ethnically diverse workplace environment. Generally, rotation is also associated with attempting to integrate into a new culture and work environment. The degree and success of assimilation or such integration will largely depend on the demography; (Olsen & Martins, 2009), and community acceptance (Jordar, Kostova, & Ravlin, 2007). From the audit perspective, the Mandatory Rotation Policy emphasizes accountability and independence.

As stated by (Harrison et al., 2004) the temporary assignment is designed to accomplish a specific task based on which the duration of the assignment is fixed. On the contrary, the Mandatory Policy of the UN Refugee Agency is a primarily pre-determined timeline based on the hardship classification indicated in Fig.1 page 5 and irrespective of the task. Zeff (2003) documents intra-firm correspondence at E.I. du Pont de Nemours & Company (Dupont). One of the critical components of project sustainability is the interpersonal relationship with the different actors during the project phases; Initiation, Planning, Implementation and Monitoring, Closure and Evaluation. (Ashforth & Mael, 1989). In the context of the research, the assignment duration is a key factor in understanding "human action within an organizational framework" (Albert et al., 2000, p. 14), an enabler for great understanding among the various stakeholders. Based on the premise, there is a causal relationship between the degrees of understanding human action to the length of stay at the project site. Relative to the "Mandatory Staff Rotation Policy", the disruption is rather not a positive element of project sustainability.

Figure 2: Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is represented as a pyramid with the more basic needs at the bottom. Reference to the Convention and Protocol Relating to the Status of Refuges 1951 and 1967 under Resolution 2198 (XXI) adopted by the United Nations General Assembly; grounded in Article 14 of the Universal Declaration of human rights 1948 recognizes the right of persons to seek asylum from persecution in other countries. This is specifically related to Maslow's Hierarchy of needs and no coincidence that the UN Refugee Agency's primary focus is to provide these basic needs "Food, Water and Shelter" referred to by Maslow as "Psychological Need". However, in the specific context of Refugees whose primary reason to flee is the fear of persecution, this may be contrary to Maslow's theory of needs in the context of the Refugees, the most important need is Safety and takes precedence over Psychological need. According to Oleson, 2004, there is a positive correlation between Maslow's hierarchy of needs and the monetary value of these basic services. This is affirmative in the general perspective; however, again it demonstrates the unique attribute of the specific context of Refugees many of whom saw horrific crimes being committed, rape, torture and killing. Their primary need is preserving life and living in safety followed by basic needs; food, water and shelter.

Empirical Reviews: Project Management Action", Hubbard (1990) and "management tool" Jaselskis and Ashley (1991) are key in determining project success. Naturally one would think that ensuring "Project Management Actions" are fully implemented guarantees project success. However, according to Sanvido, et al. (1990), the expectation among all the stakeholders is not the same with regards to what constitutes the success of a project (Olayisade & Awolusi, 2021). This brings us to the three-dimensional models of project management; "leadership, relationship and beyond leading and managing" Briner et al. (1996). The Literature on "Advancing Project Management in Learning Organization" (Bourne, 2003) emphasizes on "Project Leader" "involving controlling project's deliverables and managing project stakeholder's different expectations successfully". It also requires providing oversight throughout the various project phases (Bourne and Walker, 2003). Relating to the role of the project manager and his responsibilities outlined above to my research "Staff Rotation Assignment ..." and the lack of synchronization with the project life cycle, characterized by the temporary absence from the project site denotes a lack of consistency. This eventually hampers the effectiveness of the project implementation.

The third dimension of the review is "Corporate Social Responsibility" between and among the various, stakeholders. Morimoto et al. (2004). According to Ortega (2001), "Project Management" is also about managing change. Therefore, to ensure project sustainability, "change" must be managed with consistency and in a well-defined structure. Staff Rotation Assignment could result in temporary loss of efficiency because of the disruption and also due to the time rotating staff needs to adapt and understand the operational context of the new environment (Morris, 1956: 1). Nevertheless, these could be addressed through efficient change management; aligning the project cycle to the length of staff assignment. The review enlightens us on the different aspects of staff rotation assignment about Project Sustainability. It emphasized business continuity; ensuring consistency in the project management throughout the phases from imitation to project closure. Different writers unanimously outlined the significance of training, experience, learning, and critically examined the advantages and disadvantages of the mandatory rotation policy. Bourne and Walker (2003) specifically stressed the need to support "project managers" in developing their skills beyond "leading and managing".

Corporate Responsibility from the perspective of Stakeholder power dynamics and their different expectations on project success beyond meeting deadline, scope, schedule and cost was examined (Bourne and Walker, 2003). Though nothing is definite at this stage, however, there is a stronger indication of an impact both positive; (capacity building and community empowerment" and negative; (temporary absence from project site a critical factor for project failure) of staff assignment rotation on project sustainability. Nevertheless, Chapter III on Methodology and Data Analysis in Chapter IV and potential future research will provide statistical evidence on the frequency to determine the actual impact. Interestingly, despite navigating through these various publications and websites, I could not find any single paper linking Staff Assignment Rotation to Project Sustainability. What I did was conceptualized and draws inferences. Quantitative method and hypothesis testing were predominant among the researchers. The question of whether there is a causal relationship between Staff Assignment Rotation and Project Sustainability both socially and economically has not been sufficiently proven especially by quantifiable verified numerical variables.

In this research, we critically examined the UN Refugee Agency Mandatory Policy, (UNHCR/AI/2017/7/Rev.1), the UNHCR's People Strategy, 2016-2021 with emphasis on the response mechanism to large scale humanitarian crises concomitantly with ensuring the well-being and security of its personnel. To provide a wider perspective with the Humanitarian sphere, we also reviewed "Mobility in the United Nations" (Ickes & Samuelson, 1987), a discussion paper by the United Nations Staff Union at Vienna, submitted to the XXXI Session of the Staff Management Coordination Committee in Beirut, June 2010. This paper looked at the advantages and disadvantages of Job Rotation, Intra and Inter-Mobility within the context of professional/functional and geographical arena as part of the "Programme for Reform" promulgated by the UN Secretary-General in 1979. Outside the work environment of the UN Refugee Agency and the UN body, we looked at factors affecting project sustainability beyond donor's support (Bourne and Walker, 2003); emphasizing the role of community-based organizations (CBO), Faith-Based Organizations (FBO), and Non-Governmental Organizations (NGOs) and how these interventions impact project sustainability.

One key element that stands out is the fact that these organizations are permanently based at the project site and can address issues promptly. The continuity and longevity of project sustainability vis-à-vis staff rotation would require a further study that could potentially the causal relationship. One of the limitations of the study is the scope; UNHCR Supported Projects in South Sudan from 2013-2016. During the period under review, South Sudan was the newest country in the world with its first independence, July 9, 2011. Secondly, due to the intensity of human displacement, the nature of the humanitarian intervention was primarily Lifesaving. Therefore, due to these specific attributes, the findings from the research cannot be generalized.

3. Methodology

The research followed the qualitative methodology predicated on the "philosophical Dimensions" of Constructivism and Interpretivist (Kalof, Dan and Dietz 2008; Saunders, Lewis and Thornhill, 2009) on the assumption that there is no single reality and the researcher's responsibility is to examine different possibilities by contextualizing specific aspect of the research (Easterby-Smith et al., 2004). Secondly, the objective of problem-solving relative to "Staff Assignment Rotation vis-à-vis UNHCR Supported Projects in

South Sudan from 2013-2016 was used to highlight the issues and impact both social and economic. Thirdly, since the research is scope specific and the outcome cannot be generalized, this is best analyzed using the Qualitative method. Furthermore, the research approach of Inductive reasoning and the method of In-depth interview and focus group discussion were used as the data collection and analysis tools and techniques and deemed appropriate to fully understand the social dynamics of the impact of Staff Assignment Rotation on Project Sustainability (Olayisade & Awolusi, 2021; Akeke, Akeke & Awolusi, 2015; Awolusi, 2012).

The research further delved into the possibility of applying the Quantitative method which is based on the assumption of a single reality or there are true answers (Oladejo & Awolusi, 2017). The research critically looked at some of the challenges of adopting the Qualitative Methodology including the process of making meaningful interpretation of "complex and context-bound" information into conveying the intended message (Blazi & Awolusi, 2020). The lack of generation due to the scope-specific nature of the research was analyzed (Mukonga & Awolusi, 2019; Jonker and Pennink, 2010). Similarly, the study also looked at the limitation of using the quantitative method in addressing the research objective of the researcher's continued engagement with the participants. In comparison, and based on the overarching object for researching Solving problems under Interpretivism (Easterby-Smith et al., 2004), and to look at the causal relationship between the Independent and Dependent variable, the qualitative method was adopted throughout the research primarily because it's continuous intuitive engagement with the various project stakeholders as a major objective of the study which could not be achieved using the Quantitative method and by deductive reasoning (Eze & Awolusi, 2018).

The participants for the research consisted of 50 individuals drawn from four population groups: Refugees as the primary beneficiaries, humanitarian workers and project staff. As outlined by Cooper & Schindler (2003), these are the segments of the population with specific attributes relevant to the study. The research adopted the following criteria as a pre-requisite for consideration as a participant or respondent to the questionnaire:

- The respondent must belong to one of the four population groups identified above; Direct Beneficiaries of donor funding, humanitarian workers who worked in South Sudan from 2013 to 2016 and UNHCR Project Staff.
- The minimum requirement for project consideration is those implemented in South Sudan during the scope of the research (2013-2016) and with a monetary value of more than 1 million US dollars and practiced the Mandatory Rotation Policy.

Under the epistemology of Interpretivism, Qualitative data collection was chosen as the research methodology and in-depth interview and focus group discussion as the research techniques in the data collection (Awolusi, Pelser, & Adelekan, 2016; Awosusi & Awolusi, 2014). The Data Sampling process recommended by Strauss and Corbin (1998) (Easterly-Smith et al., 2004) was carefully reviewed.

However, open sampling requiring the indiscriminate collection of data was deemed not applicable to the research objective because it has a defined scope; duration, location and specific occupational group. Nevertheless, Axial was partially used to draw a causal relationship between the two variables while selective sampling was adopted as the primary sampling strategy because of the nature of the research; unique population attribute. The research used the Selective Data Sampling Strategy and information was collected through pre-arranged interviews by telephone. The participants consisted of 50 respondents across a diverse spectrum of stakeholders; UNHCR, Partners, Host Community and Beneficiaries involving 8 projects, each with an annual budget of more than 1 million USD, supported by UNHCR in South Sudan from 2013 to 2016. Despite the general perception of the truthfulness of the interviewees, reasonable steps were taken to validate the responses as they may have reasons not to be truthful (Bourne and Walker, 2003). Semi-structured in-depth interviews were used and involved both direct questioning using open-ended especially on impact analysis and closed-ended questions for more cost implication on the project sustainability. This involved segment of the sample size based on a specific aspect of the objective. There were five different discussion groups not evenly distributed but based on specific interests and expertise. The group discussed practical experience on a sectoral basis, Health, Education, Water and Sanitation.

Staff who has been involved directly in Rotation Assignment had a unique group discussion and later joined other discussion groups together with program experts who reviewed the OMC; Operations Management

Cycle in the wrap-up session and notes were taken on the challenges and would be subjected to further scrutiny to determine any causal relationship between the variables. The research looked and different ethical issues that may potentially affect the quality of the data. These included the independence of the respondent, data security among others. However, the confidentiality of the respondents was identified as the most crucial element that the data collection environment must ensure. Coding was used to identify respondents and respondents were informed discreetly ensuring organizational policies are also adhered to. Furthermore, standard safeguards were put in place during the data collection process. The study also ensured respect for cultural diversity and sensitivity in the process. The quality of our decision-making is primarily predicated on the validity and reliability of the data and how they are analyzed either as a tradeoff between accuracy and effort (Payne et al., 1988); best or good enough (Simon, 1955). The analysis contained in this research report examined responses from two data collection methods; an In-depth interview and Focus Group Discussion. The results provided a reasonable indication of the existence of an impact at various levels between "Staff Assignment Rotation and Project Sustainability".

Though the setting is South Sudan, nevertheless since most of the staff interviewed have moved on similar rotation to other operations, the trend and impact level largely remained the same though the specific context of South Sudan weighed heavily among other operations due it specific heightening security and reduced rotation of 4 weeks as compared to many ranging between 6 to 8 weeks. Qualitative data analysis (QDA) is generally defined as the process of transforming written data such as interviews into meaningful interpretation. For audit and validation purposes, the research ensured proper documentation of the data and kept a record of the process and data collected. Data were coded, labeled and archived for data security, anonymity, confidentiality and easy identification. The five stages of the project cycle from Initiation, Planning, Implementation, Closure and Evaluation were reviewed from the various interview responses, Focus Group Discussions and secondary data for the three years; 2013-2016. This result was analyzed to determine the existence of any causal relationship between Staff Assignment Rotation and Project Sustainability. Narrative Analysis is particularly relevant to the research objective of "Staff Rotation" as it relates to the experience of staff who have served on rotation. In-depth interview as a method is complimented by this form of informal interaction.

4. Results and Discussion of Findings

Re-Statement of Research Questions: The study was conducted to answer the following research questions:
RQ 1: How does Staff Assignment Rotation Impact the Sustainability of UNHCR Supported projects in South Sudan from 2013 to 2016?
RQ 2: How to determine the causal relationship between Staff Assignment Rotation & Project Sustainability?
RQ 3: What are the social impacts of staff rotation assignment on Human and Financial Resources of the UN Refugee Agency vis-a-vis project sustainability?
RQ 4: What are the acceptable parameters/tools to objectively determine the impact of staff Assignment Rotation on project sustainability?

To put the responses into perspective in addressing these research questions, the chapter was divided into four sections; the Background of respondents, Comparative Analysis focusing on the Frequency of Rotation and the number of projects extended beyond the Liquidation period, taking into account the single most important factor responsible for project overrun. The third component looked at the primary determinants of project sustainability; and finally, the research examined the Relationship between Staff Mobility relative to the Mandatory Rotation Policy and Project Sustainability defined as "meeting the needs of the present without compromising the ability of future generation to meet their own need" (Odunlami, Awosusi, & AwolusiI, 2017). Within these defined parameters relative to the research objective, 49 respondents in total were carefully selected out of which 37 responded thus indicating a total of 370 individual questions, a 75.5 percent response rate.

Background Information and Results: This section provides the background information with regards to the respondents' Functional Responsibilities. It consists of those who evaluate project management; program and project control staff and further expanded to include Protection Staff who deal directly with Refugees and Persons of Concern; those who are directly impacted by the basic services; Health, Wash, Education, Shelter;

and Management Staff who provide oversight on Staff Rotation. The other aspect looked at the contractual Status of the respondent; both in the International Professional and the National categories. These mixtures provided a divergence view which further validated the independence and objectivity of the data and made the results more credible.

Functional Responsibility: This is best illustrated in Table 1 below which provides a summary of the functional area of the respondents. The results indicated a combined 35.14% respondents in project control and program those with expert knowledge on project management; 24.32% those with oversight roles on staff rotation and the greater percentage of 40.54% to protection and Field who represent the views of the direct beneficiaries, and other stakeholders; host community, Government and the private sector with corporate social responsibilities.

Table 1: Functions of Respondents

Functions of the Respondents	Distribution Individual Respondents	Total Questions Responded	Percentage
Project Control	5	50	13.52%
Programme	8	80	21.62%
Protection/Field	15	150	40.54%
Management/Administration	9	90	24.32%
	37	370	100%

Contractual Status of Respondents: Reference to Table 1 on functional responsibilities, table 2 looks further into the contractual status of the respondents. Those in the International Professional category to whom the Mandatory Rotation Policy Applies (UNHCR/AI/2017/7/Rev.1 (2017a) with 62.16% and those in the National and General Service category to whom it doesn't apply with 37.84%. As the objective was to assess the impact of Staff Rotation Assignment which is only applicable to International staff, the higher percentage of 62.16% reflected in this category further enhances the richness of the study as it portrayed their professional expertise, experience and could relate directly to the impact personally while being fully aware of the emotional attachment and any potential impact on their objective judgment.

Table 2: Contractual Status of Respondents

Contractual Status of Respondents	Distribution Frequency	Percentage
International Professional	23	62.16%
National Officer and General Service Staff	14	37.84
Total	37	100%

Comparative Analysis; Frequency of Rotation and Project timeline.

Rotation Frequency: Table 3 analyzed the frequency of rotation of International Professional Staff and narrowed it to the 23 staff in this category. The result indicates that only 10 had prior experiences before South Sudan. The study critically reviewed the responses vis-à-vis the number of projects extended during this period in this context paying particular attention to their coping mechanism, impact on the projects to deduce any significant variance probably attributed to human action other than the external environment or the mandatory rotation policy.

Table 3: Number of Rotations

Number of Rotations	Distribution Frequency 1	Frequency 1+	Total
International Professional Staff	13	10	23

Project Analysis: This component illustrated in table 3 looks at three aspects of UNHCR Supported projects in South Sudan from 2013-2016. These include the total PPA (Partnership Project Agreement) signed

between UNHCR and various partners; secondly, the number of projects extended beyond the liquidation period and thirdly, the identification of the "Single Most Important Factor" responsible for projects overrun either in terms of budget or timeline.

Table 4: Project Analysis

Duration	No of Projects	Completed on Time	Liquidation Period Extended	Percentage of Completion	Percentage of Extension	Single Most Important Factor Attributed to
2013	42	0	3 months	0%	100%	Arm conflict and evacuation of Partners' staff
2014	30	22	02 months	63%	27%	Inadequate road infrastructure inhibiting the movement of construction materials
2015	34	33	02 months	97%	03%	Extension of Ajoung Thok camp to accommodate new arrivals
2016	39	39	0 month	100%	0%	Amalgamation of partners due to reduced funding
Total	145	94	07 months			

Key Determinants affecting Project Sustainability: The In-depth Questions were contextualized into five main components and analyzed in table 4. The responses identified; Staff Rotation, Insecurity, Government Regulations and Donor Funding as the most dominant factors/causes that are most likely to impact Project Sustainability. In the table below, 148 responses were received from 37 individuals who ranked each attribute based on his/her perception, knowledge, experience or expertise. The result revealed that Insecurity was the highly probable cause or factor that affected project sustainability primarily due to lack of access thus resulting in extension of project liquidation period, evacuation of project staff and delay in the transportation of construction materials and eventual budget overrun. 81% of the respondents believe Security was the most single factor that impacted project sustainability in South Sudan from 2013 to 2016 with Staff Rotation accounting for 16%.

Table 5: Key Determinants Affecting Project Sustainability

Questions	Considering that the Sustainability of UNHCR Supported Projects in South Sudan from 2013 to 2016 were negatively impacted, thus resulting in extension of project liquidation period, high cost of implementation and sometimes budget overrun. What will you consider as the Single Most Important Factor?					
Attributes	**Not at all (1)**	**Not an important factor (2)**	**Moderately Important Factor (3)**	**Very Important (4)**	**Extremely Important (5)**	**Total**
Staff Rotation	5	2	15	10	6	37
Insecurity			2	5	30	37
Government Regulations	2	15	10	5	4	37
Funding	1	10	10	14	2	37
	8	27	37	34	42	148

Relationship and Social Impact of Staff Rotation Assignment on Project Sustainability: The responses were unanimous that one of the causes of the conflicts is the deepening ethnic dimension which remains pervasive throughout South Sudan. On the question of the "Social Impact" in the context of Rotation of International Staff, it was generally viewed as positive as it largely diluted this ethnic dimension and added an element of equilibrium, a catalyst for change, stability and neutrality. Despite this overachieving positive response, nevertheless, few believed Rotation was entirely negative as it deprives promotion of national talents. Further research could look into a much deeper comparison as 70% of the respondents in this research responded positively cataloging knowledge transfer, capacity building, cultural exchange and international funding as the extremely positive social impact of staff assignment rotation. Relative to project sustainability, "knowledge transfer" was singled out as having the greatest impact.

Discussion of Findings: UNHCR's response to large-scale humanitarian crises to deliver on its protection mandate requires the services of its staff to work in deep field locations; very often designated non-family due to its hardship classification. International Professional Staff assigned to these hardship locations are subject to the "Mandatory Rotation Policy". Similarly, in delivering on the protection mandate, various sectors; i.e. Health, Water and Sanitation, Education, and Shelter are projects implemented on behalf of UNHCR by partners. These projects are coordinated under the Operations Management Cycle while staff assigned to manage these activities is administered under the Mandatory Rotation Policy. The findings of the research established the impact of Staff Assignment Rotation on Project Sustainability especially looking at KPIs (Key Performance Indicators) and CSFs (Critical Success Factors) defined "as those factors predicting success on projects" (Bourne and Walker, 2003). Furthermore, the research outcome also alluded to an earlier proposition by Budzier and Flyvbjerg (2013) which identified "Stability", "Certainty" and Controllability" as key factors that affect project sustainability.

This correlation is further demonstrated in Table 5 where 81 percent of the respondents indicated "Security", an overarching component of "Stability" as the single most important factor that impacts project sustainability followed by Staff Assignment Rotation with 16 percent. Though in the specific context of South Sudan and the scope of the study, Staff Assignment Rotation only accounts for less than one-third, nevertheless, critical factors such as Certainty, Controllability and learning which are fundamental requirements in strategic decision making are made much more difficult if staff mobility is not aligned to the project life cycle (Analoui and Samour (2012). There was a congruence between the research finding and previous literature that indicates that Time, Consistency and Leadership remain critical factors that impact project sustainability. (Bourne and Walker, 2003). Analysis of data also revealed that temporary absence from the project site (Morris, 1956) as a consequence of Staff Assignment Rotation led to disruption in project leadership, extension in project liquidation period as indicated in table 3 with 100% extension in 2013 and 63% in 2014. Another key factor that the study also reaffirmed as impacting project sustainability as a result of Staff Assignment Rotation was the absence of sustained engagement through participation in project initiation, design, and implementation Orange et al. (2014). Perhaps astonishingly, and despite Key Performance Indicators and Critical Success Factors.

Such as Stability, Certainty, Controllability, Time, Consistency and Leadership which were largely attributed to Staff Assignment Rotation as having the greatest impact on project Sustainability, the findings revealed "Security" as the single most important factor that impact "Project Sustainability" and the Rotation Policy or the temporary disruption as a result of the Mandatory Policy as a secondary factor. This revelation from the responses presented a shift in the research paradigm and provided a landscape that could be explored further. In our previous readings, Relationship with Project Stakeholders was regarded as one of the critical factors that greatly impact Project Sustainability. While this remains valid, nevertheless, the research finds indicate that the level of significance of our interpersonal relationship with different actors during the project phases; Planning, Initiation, Implementation, Monitoring, Closure and Evaluation, (Ashforth & Mael, 1989), is largely predicated on the Security Environment rather than the presence of project staff during the various phases. In the specific South Sudan context, and depending on the time and severity of the security situation, the entire project team including those not subject to the Mandatory Policy could be evacuated thus making stakeholder relationships, a sustained engagement which are critical factors that impact project sustainability less relevant.

5. Conclusion and Policy Recommendations

The primary reason for conducting this research was to determine the "Impact of Staff Assignment Rotation on the Sustainability of UNHCR Supported Projects in South Sudan from 2013-2016". The following research questions were the road map that guided the study. "How does Staff Assignment Rotation Impact the Sustainability of UNHCR Supported projects in South Sudan from 2013 to 2016?" "How to objectively determine the Social impact of staff Assignment Rotation vis-a-vis project sustainability?" To adequately address these research questions, and based on the primary objective of solving the problem under interpretivism (Easterby-Smith et al., 2004) and to look at the impact and causal relationship between the Independent and the dependent variable; Staff Rotation Assignment vis-à-vis Project Sustainability, Qualitative method was adopted thorough out the research primarily because of its continuous institutive engagement with the various stakeholders. 103 projects were examined between 2013 to 2016 in terms of extension beyond the liquidation period, 49 individuals were selected as respondents and data were collected through Survey Monkey, In-depth Interview and one-to-one discussion. The objective of this analysis was to infer any relationship between numbers of rotations to project timely completion as exhibited in Table 4 From the responses provided during the data collection, it was evident that indeed experience plays a role in project success, nevertheless, the overarching factor that impacted project sustainability was lack of access due to conflict. The study revealed that Lack of access resulting from insecurity had the most dominant effect on project deliverables with 81% of the respondents from 148 questions in total. Reference Table 4 On the other hand, Staff Rotation could largely account for a secondary factor, a symptom rather than the main factor affecting project sustainability with only 16%.

Conclusion

Impact of Staff Assignment Rotation on Project Sustainability: Staff Assignment Rotation vis-à-vis Project Sustainability was sub-divided into specific deliverables. Under Staff Assignment Rotation, the research looked at the social impact and examined any causal relationship with non-deliverable project objectives. As illustrated in Table 4, we looked at staff with multiple operations experience as compared with first-time rotation staff. The result indicated that indeed experience played a vital role in decision making and composure and presented a relatively fairer impact on project outcome. Similarly, under Project Sustainability, we critically examined the single most important factor that the respondents considered as "extremely important". This category comprised four elements from the various responses and factors identified during the research, namely: Staff Rotation, Security, Government Regulation and Funding. The finding revealed a clear indication that project sustainability is impacted largely by the Security environment of the project site. Nevertheless, it is also worth mentioning that insecurity has multiple effects on factors that impact Project Sustainability; ranging from lack of access, increased number of rotations as depicted in Figure 2 on (page 06 duty station classification) and higher insurance for movement of goods and personnel.

Project Liquidation Trend Analysis: Reference to Table 5 on Project Analysis; the following trend emerged visibly. In 2013 during the height of the conflict when most of the Humanitarian workers were evacuated due to the armed conflict between the two opposing forces; the President and Vice President, out of 42 UNHCR supported projects, there were zero completed on time. This further affirms the conclusion of the analysis of the respondents that Security is the most important factor that impacts Project Sustainability. In 2014, out of 30 Projects, 22 representing 63% were completed on time. This period witnessed improvement in the security situation due to the intervention of the International peacekeepers under the United Nation to open a humanitarian corridor for the delivery of medicine and other suppliers. With more International intervention and a gradual increase in access, the number of projects completed in 2015 was 97% out of 34 projects and in 2016 100% out of 39 projects.

Project Sustainability: Project Sustainability is defined as "meeting the needs of the present without compromising the ability of future generations to meet their own needs" (Eze & Awolusi, 2018; Bourne and Walker, 2003). During the data collection, more than 50% of the respondents did not believe in any sustainability in this context under the current security environment. They mentioned visible destruction of property including hospitals and no clear vision into the future of the young generation many of whom are

currently child soldiers. Similarly, project sustainability was viewed by more than 30% of the respondents as investing in human capital, changing mindset and more advocacies in peaceful coexistence.

Recommendations: During the process of collecting data, I talked to respondents from a wider spectrum of the humanitarian world with diversity in portfolio and functional responsibilities. These responses complemented by my personal experience over 15 years provided the platform to request the Change Management to "Pause" "Review" and "Reflect" on the current "Mandatory Staff Rotation Policy" vis-à-vis "Operations Management Cycle" and the impact on the effective and efficient delivery of our protection mandate. The remaining recommendations address specific elements of the four research questions. The research finding indicated a direct relationship between Staff Assignment rotations on Project Sustainability in the specific context of South Sudan from 2013 to 2016. Though only 16 percent of the respondents believed that "Staff Rotation Assignment" is the single most important factor that impact project sustainability, nevertheless, taking into account that more than 80 percent of the current staff of 12,000 are field-based who are likely to be part of the Mandatory Rotation Policy, the likelihood and impact are very high. Therefore, the study recommends a comprehensive review of the current "Mandatory Policy" to incorporate an element of flexibility and alignment with the Operations Management Cycle that will reduce the impact of "Stability", "Certainty" and Controllability" as key factors that affect project sustainability. Budzier and Flyvbjerg (2013**).** The research critically examined three distinct components; project life cycle from Initiation, Planning, Implementation, Monitoring & Evaluation, and Closure as one; Operations Management Cycle.

As the second and the Standard Assignment Length as the third component to determine how changes in one element alter the result in another. As indicated in Table 4.3.2, the finding provided sufficient data to draw a causal relationship between Staff Assignment Rotation and Project Sustainability. In 2013, all 42 projects representing 100 percent were extended beyond the Project Liquidation period. Though Security was paramount, the absence of staff was a key determinant either due to access or the exercise on mandatory rotation. Therefore, the study recommends the inclusion of alternative means of service delivery to include empowerment of local institutions and local capacity as part of the Business Continuity Plan and avoid temporary disruption of projects. (Morris, 1956). This aspect of the "research question" looked deeper into how projects are designed in the context of the people, their needs and desire and the consequences of our action on the environment being cognizant of the community and its future sustainability. The research finding revealed a considerable disconnect with cooperate social responsibility and the set project deliverables very often quick impact predicated on quantifiable results. My recommendation is for the UN Refugee Agency to invest in long-term productivity in community empowerment projects. Measurable, quantifiable results based on pre-determined benchmarks are less challenging in determining project success.

These include setting goals and objectives; timely delivery and within budget. However, impact analysis especially determining intangible results or social impacts is much more difficult. Therefore, being aware of these complicated conventional and non-conventional parameters, the research looked at Project Delivery; time and budget as key parameters. Based on these observations, the research recommends the establishment of acceptable parameters to adequately measure social impact. The researcher acknowledged the limitations ranging from the scope, duration, time and the fact that there is still an active arm conflict going on thus making a field visit to some of the projects sites difficult. , and the result points to security with 81 percent followed by Staff Assignment Rotation as the primary factor that impact project sustainability, I recommend that the Change Management Section at the UN Refugee Agency undertakes a comprehensive study to look at types of projects that are sustainable in the action arm conflict environment and the possibility of alignment between project duration and staff assignment length (SAL). Though Staff Assignment Rotation only accounts for 16% of the most important factor that affects project sustainability, nevertheless it was the second most important factor and therefore requires a review.

Implications and Contributions: This study aimed to provide answers to the four research questions regarding the impact of Staff Assignment Rotation on the sustainability of UNHCR Supported Projects in South Sudan. To determine the most important factor that impacts project sustainability, we examined four components that were mentioned most by the respondents; Staff Assignment Rotation, Security, Government

Regulation and Funding. The finding indicated Security with 81 percent as the most important factor. This finding implies that Security is an external factor and irrespective of any anticipated policy changes, the impact remains infinitesimal and presents a new shift in the research paradigm and program design. The second implication of the study is the overwhelming operational need to align the Operations Management Cycle with the Standard Assignment Length under the Mandatory Rotation Policy, while this may sound simple.

There are policy challenges as the current Mandatory Policy and established timeline was based on staff welfare rather than any of the phases of the project implementation. The third implication is the fact that Security being the most important factor that influences project sustainability falls beyond the mandate of Humanitarian actors. Further responses also revealed that projects designed under the traditional method are not sustainable and therefore require a dramatic change in approach and design. Those changes need the approval of the donor community and all relevant stakeholders including the host government and partners. This research revealed that despite the importance of this topic, it is largely underreported. The outcome provided a paradigm shift and laid the platform that future researchers could develop further. Furthermore, recommendations made to the change management could fill some of the knowledge gaps that currently exist especially the lack of comprehensive study on the impact of the non-alignment of the Operations Management Cycle to the Standard Assignment Length under the Mandatory Rotation Policy.

Most importantly, the research made a sound argument to review the existing project design in a hostile environment with ongoing active arm conflict and where security is the predominant factor. However, the sample size is limited in scope to South Sudan and duration from 2013-2016. While this may reflect a fairly good proportion of staff involved in the Mandatory Staff Rotation in UNHCR as South Sudan presents one of the major operations worldwide, nevertheless due to the specific context, the outcome cannot be generalized. Furthermore, most of the respondents remain active employees of the organization and while their respect their confidentiality, independence and ethical norms of the process may have exercised extreme caution in their responses. The research also recognizes that due to the affinity of the respondents to the organization and personal experience and preference regarding the Mandatory Policy, there is potential for unconscious biases. Through the adoption of different data collection methodology, Survey Monkey, Telephone discussion, In-depth interview, these limitations were largely curtailed. Impact analysis being descriptive presents valuable opportunities for future research, both to ignite policy review and strategic development. The research finding generated a new and exciting arena to explore and redesign a program centered on Security as the most important factor that affects project sustainability. The findings from the research also emphasized the need to compartmentalize our approach in project design predicated on the most important factor that could potentially affect the project's expected outcome.

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The Role of Communication in the Process of Forming Market-Oriented Party (Mop): Its Importance and Approaches

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Abstract: This paper discusses the role of communication in the process of market-oriented political modeling. Our theoretical framework benefits from the idea of Lees-Marshment's model, there are three types of parties that can help meet voters' needs: product-oriented party (POP), sales-oriented party (SOP) and market-oriented party (MOP). The focus here is MOP, which means developing political policies on the ground of voters' needs to gain from the voter "market". The MOP approach relies heavily on effective party-voter communication, before, during and after an election. Specifically, the communication aspect in the process of the MOP approach is discussed, which covers political marketing as a social or communication process in image-building and different approaches in such communication. Various communication modes in gathering voter information are compared in terms of advantages and disadvantages, especially in trust-building and two-way (both verbal and non-verbal) communications. Lastly, a section related to political canvassing is also presented (152 words).

Keywords: *Political marketing, face-to-face canvassing, vote canvassing, Malaysian politics and elections.*

1. Introduction

Political marketing is believed to be the most effective way to communicate with voters in promoting the image of political parties and candidates in an election. This research proposal aims to investigate the extent marketing-oriented model is being used by political parties to compete for support from voters. It also attempts to investigate the process of political marketing model used by political parties by focusing on the communication aspect in the process, which suits the Malaysian scenario. The methodology used for data collection is primary data such as interviewing with politicians in Penang and secondary data including published journals, books, statistics from electronic media and newspapers. This study investigates the political marketing model based on the research in political parties and candidates in Penang. In which ethnic politics very much reflects our multi-ethnic society. According to the Malaysian constitution, within five years after the prior election, a general election must be held. The political tsunami in 2008 witnessed opposition parties such as DAP and PKR win 11 out of 13 parliament constituencies of seats in Penang and became a very strong political party in Penang (The Star Online, 2008). The role of political marketing in facilitating such changes in voter trends is worth the researchers' attention. The next section explains the meaning of political marketing, which is a new concept in our country.

Political Marketing: According to Harrop (1990), political marketing is a global phenomenon in which parties from all corners of the world engage to a certain extent. It is based on the results in marketing research and covers everything related to a party's positioning in the voting market. Jennifer Lees-Marshment's analysis of UK party behavior (2001a) identified three approached parties could take by becoming either: a product-oriented party (POP), a sales-oriented party (SOP) or a market-oriented party (MOP); the latter being perceived as the paradigm for a party seeking to win the election. Therefore, she argued that voters choose parties as consumers choose products. This idea attracts the politicians' attention to examine the extent to which marketing techniques and approaches are employed. According to Kavanagh (1995, 1996) and Scammell (1995) political marketing is similar to electioneering, which includes a set of steps to study public opinions (before and after an election), to establish campaign communications and to evaluate their effectiveness. Political marketing is gaining widespread acceptance in developed countries (Baines, Harris, & Lewis, 2002). It is important to close the gap between voters' needs and what the parties can offer. Since political marketing covers a very broad range of areas, it is worth examining parts of it separately, such as campaign communication.

Political Marketing in Malaysia: Political marketing is a relatively new idea for most Malaysians. Most Malaysians see the election as an elimination process, and not about competing ideologies. Since the

formation of Malaysia as an independent country in 1963, Malaysia has never experienced a change in government. Election campaign seems to do more to persuade voters to vote for them rather than focus on efforts of political parties to serve the voters (Manikas & Thornton, 2003). These phenomena show that political parties in Malaysia need to strengthen the marketing aspect and embrace the political marketing model to adapt to this new era. In other words, Malaysian political parties need to engage in more democratic practices to improve the image of political parties. Political parties can be seen as the intermediary between the government and the people in addition to resolving conflicts. However, Malaysia's political system has been criticized as outdated in its political image (Heufers, 2002). Moreover, voter turnout is declining steadily, probably due to political indifferences. Thus political parties could play a more effective role to increase voter turnout in the modern challenging era. Having introduced the meaning of political marketing, we will examine the communication process of political marketing.

2. Literature Review

The Process of Political Marketing: In the early 1990s, political marketing started being mentioned in political contests. Political marketing efforts used include political advertising, broadcasts and electoral speeches as well as a party's positioning in the electoral market (Harrop, 1990). It is a set of procedures to understand and examine public opinion before and in the process of an election campaign, to establish election communications and to evaluate their effects. It is analysis, planning, implementation and control of political and electoral campaigns to lead the parties' win in an election. According to Wring (1997), political marketing is the party's (or candidate's) analysis of public views and political competition to generate and introduce an advantageous offering to help materialize organizational and voters' goals. It is also concerned with the exchange of ideas with party members, media, potential funders and voters. It is a form of marketing to influence voters to vote for an individual or party. Thus it is closely associated with techniques employed to win an election (Butler& Collins, 1994; Newman, 1994) in which it is predominantly a communication process.

Political Marketing as a Social Process: The concept and process of political marketing are being embraced by political parties in developed countries. Political marketing is preferred by political parties because of the value-added for candidates to build a relationship with the voters. During political marketing, politicians interact directly with the citizens to give a positive impression important in building a relationship with the voter. Thus, appropriate political marketing allows candidates to develop strong social relationships with voters which enables the politicians to understand the voters' needs. Therefore, this study can provide information to political parties and help them to identify suitable political marketing strategies for coming elections. Understanding the voters' needs is one of the most useful strategies a candidate can do (Piccoli, & Ives, 2003). It allows the candidates to provide personal concerns to voters to gain better support (Gerber & Green, 2000; Gerber, Green & Larimer, 2008). It also puts the message that the candidates care enough to talk to voters one on one. Voters are often impressed by the fact that a politician takes the effort to meet and respond (Smith, 1995).

Thus, a properly planned political marketing model may be crucial for the political parties to take into consideration and to enhance the positive factors and avoid the factors that negatively affect the image of politicians. Through Lees-Marchment's MOP model, politicians are expected to listen to and to ask for clarification about things that they don't understand (Ryan, Carlton & Ali, 1999). The political campaigning process can be illustrated meaningfully using political marketing concepts. Marketing planning is highly related to creating a competitive advantage. Its main purpose is to gain and retain public support for programs or ideologies. Focusing on target voter groups alongside other undecided ones is crucial to ensure success under a competitive political climate. Political marketing can improve the information flows from voters to parties and candidates, enabling politicians to better meet voters' needs. Political marketing also enhances better communication between politicians to the electorate. Thus, Scammell (1995) suggests that political marketing offers a guideline for parties or candidates to act under a competitive democracy process.

Approaches in Voter Contacts: Studies from researchers found out that voter contact approaches, including telephone, direct mail, and face-to-face canvassing are important tools to encourage voters to support the politicians in an election (Gerber & Green, 2000; Gerber & Green, 2001). In political marketing, voter contact

is crucial to make sure all the information delivery to the voter is effective. Voter contact is an organized system in campaign programs to deliver a persuasive message to targeted voters through direct contact or indirect contact (Wielhouwer, 2000). In Malaysia's political system, direct contact includes face-to-face canvassing from a door-to-door, service centre, group gathering, public speaking and debate. Indirect contact includes email, political television advertisement, newspaper advertisement and telephone voter contact.

(A) Face-to-Face Contacts: Face-to-face communication includes public speaking, presentations, discussions, election debate and aspects of interpersonal communication. Public speaking in an election campaign means speaking to express or describe thoughts, feelings, or perceptions with vocal communication in words (Hornby, Wehmeier, Mclntosh, Turnbull, & Ashby, 2005). Public speaking refers to the process of addressing a group in a planned, intentional way to disseminate information, exert influence, or entertain the audience. Thus, public speaking in election campaigns is one of the most fundamental methods for politicians to inform and influence the decision of listeners. It is noted for two advantages: (a) non-verbal messages such as body language and voice tone probably have greater impacts on the audience (Orna, Amalia, Green, & Nitzan, 2004); (b) it also elicits a direct response.

(B) ICT Contacts: In Malaysia, the internet is on the rise in its importance as a political marketing tool. Internet technologies including email and blogs for political parties to enable faster communication and reach out to a wider audience. In September 2006, Malaysia has 13.5 million internet users (a 47.8% internet penetration rate). Cyberspace has become the new battlefield for political campaigns, the latest elections benefit from cyber technologies such as websites, youtube and SMS to gain support from voters in Malaysia. This high internet penetration rate is said to have helped the PR win the election in 2008. The mainstream media (both electronic and print), which are partially owned by the political coalition in power now, hardly mention the opposition parties. In the 12th election in the year 2008, the PR's blogs and websites were the most active in spreading their latest news and ideas. The PR's breakthrough in the 12th general election can be attributed to its successful cyberspace marketing. Internet reading influences voter decisions. Thus, the election results are largely determined by the people's perception of the current government and the way forward for the country. Internet media is advantageous in terms of easy access. It also has changed the way how we receive and debate political ideas, which will eventually influence the voting decision. This strategy is particularly useful to reach out to young generations and urban voters. It provides an alternative to break mainstream media monopolies controlled by the government.

(C) Comparing both Communication Modes: There are more modes of communication available in this ICT era in addition to face-to-face communication. Many researchers suggest that face-to-face canvassing is slowly replaced by computer-mediated communication (CMC) as a useful communication platform (Begley, 2004; Meijden & Veenman, 2005). Technological adoption has shifted face-to-face canvassing to computer-mediated communication practices (Jonassen & Kwon, 2001). The scope of CMC includes Facebook, Friendster blog, Skynet, and Twitter. CMC enables active two-way communication to gain support from many users (Miller, 2009). CMC is an inexpensive way for people to communicate and search the information more efficiently and productively. Besides that, CMC has the advantages of saving time, cost-effective, easy to use as compared to face-to-face communication (Provenzo, 1986). In addition, some researcher attempts to compare CMC and face-to-face communication and the studies observe that feedback and support in the computer environment are increasing. This means that technologies enable humans in the world to communicate more effectively and efficiently. For example, nowadays politicians can communicate with voters by using blogs, e-mail or Facebook to maintain communication. Therefore, researchers concluded that CMC had changed our reliance on traditional communication modes, such as face-to-face canvassing (Meijden & Veenman, 2005; Miller, 2009).

Receiving Information: Different Communication Modes in Gathering Voter Information

(A) Telephone Calls and Face-to-Face Survey: A substantial survey is a purposeful research that can help candidates gather valid and reliable data to plan the strategy in an election campaign (Kahn & Cannel, 1957). In the 1970s, lots of researches were done to compare the effectiveness of telephone interviews and face-to-face interviews (John, 1985). Besides that, for several reasons, the telephone canvassing process is expected to be more stressful and demanding than face-to-face canvassing. As a result, face-to-face interviews have a

higher response rate than telephone interviews (Botwinick, 1978; & Groves & Kahn, 1979). Face-to-face surveys allow for personal communication and make it possible to gather more information for election study. According to Holbrook, Green, & Krosnick, (2003), telephone respondents are more distrustful compared with face-to-face interviews.

Face-to-face communication may make them more comfortable in discussing sensitive issues; while telephone respondents are more embarrassed to do so. Additionally, face-to-face respondents are more likely to explain questions carefully than telephone respondents. Also, face-to-face respondents are more comfortable in revealing socially undesirable attitudes, beliefs, or opinions. Face-to-face communications provide a better environment rather than telephone communication that might distract the respondents. Therefore, fifty years ago, most of the good quality surveys were collected through face-to-face interviews. The result found out that telephone surveys suffer from a lower response rate (Weeks, Kulka, Lessler, & Whitmore, 1983). Thus, in the last 50 years in America, most telephone interviewing is replaced by face-to-face interviewing as the prevalent method of data collection.

(B) ICT versus Face-to-Face Communication: In the century of 1990s, with the use of advanced technology such as computers and cell phones, candidates and political parties are increasingly viewing technology as the more modernized mode of communication (Parry, Barth, Kropf, and Terrence, 2008). The use of advanced technology can enhance human interactions. For example, e-mail has its own uniqueness different from other communication channels. But some researchers found that face-to-face canvassing still is one of the important efforts in increasing turn-up support for the candidates among targeted individuals (Ibid). However, there are many ways ICT-mediated communication and face-to-face ones are comparable. CMC is defined as the interaction between individuals on the computer platform and is known for high levels of interactivity (Herring, 1996). Hence, it is important to investigate the communication and interactions in this context (Chapelle, 2003). Therefore, user preferences between face-to-face canvassing and CMC.

As well as their challenges, problems and effectiveness had been studied (Adam & Galanes, 2009). The problems with face-to-face canvassing are time-consuming for data collection, staff requirement, most expensive method, requires skills communication. Face-to-face canvassing is an expensive method to promote the image of candidates and political parties in an election (Begley, 2004). Face-to-face canvassing in an election campaign requires the cost of travel for staff to knock on door-to-door of private residences. Also, it is very time-consuming for candidates and staff to visit the voters door-to-door (Ibid). In addition, geographical limitations can be difficult for campaign teams to reach in person because they are rarely at home and access to their home is restricted. Besides that, the costs of training staff for face-to-face canvassing are also high. Therefore, time and cost-effectiveness are a concern for face-to-face canvassing in an election campaign.

(C) Comparing Different Modes in Information Gathering: It is critical to examine face-to-face communication and ICT-mediated communication (Chapelle, 2003). For example, face-to-face contact elicits a higher response than email contacts (Goyder, 1985). As the result, mail surveys are considered not ideal for their low response rate compared with telephone and face-to-face methods. In addition, considerable works have been done to improve the face-to-face method in collecting information from the general public. Face-to-face canvassing is a better result than other forms of communication (Chapelle, 2003). Besides that, some researchers also found that the mail survey obtained a considerably lower response rate than the face-to-face survey (Silver, Cohen, Crutchfield, 1994). The reason for the lower response rate for web-based surveys than face-to-face ones are that it is are self-administrated and respondents are more inclined to ignore the survey.

Moreover, the elderly ones are not familiar with internet technologies (Bayart & Bonnel, 2012). Face-to-face respondents are more likely to provide the necessary attention or cognitive work to think on questions carefully, while telephone interviewers are less likely to spend the effort. The finding from Herzog, Rodgers and Kulka, (1983), face-to-face interviews usually capture a higher proportion of older age respondents who are otherwise feeling tired when interviewed through the phone. Therefore, face-to-face contact generates a higher response than other forms of communication (Stevens & Benjamin, 2010). A face-to-face approach can mobilize the public better for campaigns such as recycling, donations and volunteering. In one study, telephone and face-to-face interviewing methods are used to obtain data on smoking in population-based

large-scale surveys. As a result, respondents tended to report more often being a smoker in the face-to-face interview (Orna, Amalia, Green & Nitzan, 2004).

Dissemination of Information: Face-to-Face Canvassing in Political Field: In the political field, the term *face-to-face canvassing* started in the last half-century (Katz & Eldersveld, 1961). Traditionally face-to-face canvassing is done by politicians to tramp the streets from house to house, to persuade voters to come out and vote for it. Researchers showed that the campaign activities such as face-to-face canvassing are an important marketing tool to promote the image of the candidates and political parties in an election. Canvassing allows individual interaction to deliver a campaign message, brings the candidate's team to the streets and gives a personal touch. Besides that, canvassing helps to understand voters' needs and persuade uncertain voters (Wolfinger, 1974).

Thus, in the last half-century, election campaigns are strongly associated with canvassing to seek supports. This can probably be explained by researches that demonstrated that door-to-door canvassing can increase turnout and support in an election since the 1960s (Miller, David & Denise, 1981). There is a strong influence on voters' decisions after face-to-face canvassing in an election campaign (Cutright, 1963). Besides that face-to-face communication had been practiced for a long time ago. Face-to-face communications give people maximum opportunities to raise questions, voice criticisms, and feedback to government officials. During face-to-face canvassing, candidates can introduce to voters to identify potential supporters and listening voters' demands (Dillman, 1978). This allows candidates to identify whether a voter is a support to particular candidates. Door-to-door canvassing also helps the candidates to collect information and predict whether the voters are intended to vote in the coming election. Having voter preference insights at the beginning stage of the election campaign provides advantages. This enables a campaign team to locate their base supporters and conservative voters. The most efficient method to know voters in a precinct is to do it directly by asking voters at their door who they are supporting and what issues are important to them (Canale & Swain, 1980). In addition, candidates are able to plan the strategy to persuade undecided voters.

The superiority of Face-to-Face Contacts: Face-to-face approach is more welcomed by the voters and canvassers tend to be more likely to promote the image in an election (Ramirez, 2008). Many researchers agreed that face-to-face canvassing by candidates, parties, and groups, is an important marketing tool to promote the image of candidates and gain support from voters (Niven, 2004; & Hillygus, 2005). Face-to-face canvassing provides more superior results than other modes (Stevens & Benjamin, 2010). It is popular and effective largely for these two main reasons, both of which are related to verbal and non-verbal communications:

(A) Trust-Building: Face-to-face communication is the best way to build a relationship with each other. A good relationship promotes trust and respect between each other. Building trust is one of the most important things in a relationship today (Lewicki, & Bunker, 1996). Therefore, Lionel, Dennis, and Hung, (2009) have mentioned that the communication environment through face-to-face influences a team member's willingness to engage in trusting behavior. They argue that face-to-face teams showed higher trust and exchanged information than ICT-mediated teams. Besides that, face-to-face canvassing provides candidates and voters chances to build transparency (Lewicki & Bunker, 1996). The most important task of a candidate is to gain trust, and the most effective way to achieve it is through body language (Alge, Wiethoff, & Klein 2003). Over the telephone or internet, the candidates and voters cannot see each other and there is always the trust and suspicion aspect. Eye contact during face-to-face canvassing makes voters believe that the politicians are telling the truth which is likely the key advantage of this method. Many feel comfortable in the process of actual interaction. Candidate-voters' human contact is a basic human need (Ibid). Face-to-face communication boosts better expression of ideas and emotions than choosing letters, emails or phones for communication (Mayer, Davis, & Schoorman, 1995). Candidates can resort to eye contact and non-verbal language in the expression of ideas.

Smiling makes candidates appear to be friendlier to the voter. In general, the more face-to-face contact candidate has with voters the better services are promoted. Body language communication is more important than words. Furthermore, face-to-face canvassing is one of the most effective ways to promote a good impression for political parties and candidates (Begley, 2004). According to Davis (1975), different settings

cause residents to respond differently to a stranger at their doors. He concludes that the possible response levels of interaction are: 1. Residents are at home but ignore a visitor. 2. Responding behind the door or through a peephole. 3. Response through a chain. 4. Responding by opening the door and 5. Inviting interviewer to home. Therefore, in a different kind of situation, the candidates and political parties need different strategies to gain support from voters. The candidates go from door to door, talking to individual voters individually to know their problems faced. It allows the candidates to send their message to voters and assess the amount of support they can get (Gerber & Green, 2001). It sends the message that the candidates are caring enough to talk to voters one on one. Usually, voters are impressed by a candidate's visit. In addition, according to Begley (2004), hearing political messages more than once reinforces voters' memory. Hence, increasing the number of home visits improves a candidate's image. Therefore, door-to-door canvassing is crucial to win support from voters.

(B) Two-Way Communications: The advantages of candidates going face-to-face canvassing are to get correct information from voters. During face-to-face canvassing, candidates can introduce him or her to the voters and identify potential supporters. One of the most important parts of communication is listening. This allows candidates to identify whether a voter is to support his or her. Door-to-door canvassing also helps the candidates to predict whether the voters intend to vote in the upcoming election (Ibid). Candidates are able to plan the strategy to persuade voters and gain support from them (Silvia, 2002). Therefore, door-to-door canvassing is a highly targeted technique (Ramirez, 2008). In addition, face-to-face canvassing enables candidates to share their decisions with voters. Through face-to-face canvassing, the candidates are able to notice that the information is sent to the correct person. Meeting such needs with emailing or teleconferences is not possible. Thus, the exchange of information and indicating one's attitudes on certain societal issues can help the candidates to collect information for planning ones' strategy to gain support from voters (Gerber, Green, & Nickerson, 2003). The voters will be able to listen and ask for clarification about things that they don't understand.

Admittedly, this approach is time-consuming instead of immediately sending an email. Nevertheless, candidates and voters also take a great deal of time to interpret each other ideas clearly in an email (Walther, 1995). An e-mail message can be interpreted differently by different individuals. Miscommunication can cause more time waste (Ryan, Carlton & Ali, 1999). Fortunately, face-to-face contact avoids such issues by facilitating confusion clarification and rapport. It helps candidates and voters to understand each other better. There are some positive psychological perspectives about face-to-face canvassing's unique advantages (Alge, Wiethoff, & Klein 2003). Face-to-face canvassing allows voters to behold both verbal and non-verbal behavioral cues not available in many ICT channels. For example, the voice quality and volume of voters, facial expressions of voters, are not available in email or chat rooms. Videoconferencing cannot capture all real-life interaction dynamics. Anderson, Bard, Sotillo, Newlands, & Doherty (1997) has mentioned that in face-to-face conversation, facial expressions provide more clues than the tone of voice in their actual response.

Furthermore, in **the** rapid development of technology, social psychological research suggests that face-to-face mode is useful in inducing compliance to promote the image of the candidates and political parties. Research in political psychology indicated that personal interactions, such as face-to-face canvassing, are more impactful than group-based messages which are impersonal. Impersonal contact is less effective. Besides that, for a number of reasons, the telephone canvassing procedure is more stressful and challenging (Burgess, Haney, Snyder, Sullivan, & Transue, 2000). The telephone method is inconvenient with regards to coverage such as the absence of home phones in remote areas, or reliance on mobile phones of urban residents (Blumberg, Luke, Cynamon & Frankel, 2008). It should be pointed out that certain information collection failures such as unsuccessful calls and the overrepresentation of others can jeopardize information accuracy. Hence, face-to-face canvassing enable paying attention to voters' mood and emotions, thus candidate can decide if they should continue, persuade or terminate the discussion.

Face-to-Face Canvassing in Malaysia: In Malaysia, some researchers studied the importance of face-to-face canvassing in communication (Gurnam & Ranjit, 2010) with results mirrored that of Western countries. Among the advantages of face-to-face canvassing are immediate response, two-way communication, more cues and suitable for rapport building. They have shown that even though CMC has been used as a

communication medium in Malaysia but face-to-face interaction is still more effective. In Malaysia, any citizen of 21 years old or above is entitled to register under the Election Commission as a voter (Harun, 1998). Usually, such registration exercise is carried out once a year, although more can be held if the Election Commission sees the need. A detailed voter registration campaign is the first step before executing a voter contact program. Voter registration is important to increase voter turnout in a specific area, utilize unused resources, and establish the foundation of a campaign. The voter registration programs are set based on specific objectives. The campaign helps candidates to know the number of votes one needs to win and meet other goals. Thus, this study will focus on appropriate communication such as face-to-face canvassing is an important tool to promote the image of candidates and political parties in an election.

3. This Project

Since Malaysia achieved independence in 1957, Penang has consistently been holding a general election every five years as a democratic practice to form a competitive state government. In Penang, state governments are headed by the Chief Minister, usually the leader of the winning party or coalition in DUN. The comparative method is used in the research to compare both Barisan Nasional (BN) and Pakatan Rakyat (PR) in using face-to-face canvassing as an effective tool to promote their party image in the election. Both political coalitions in Penang are similar in some respects. For example, Barisan Nasional consists of (UMNO, MCA, Gerakan and MIC) and Pakatan Rakyat consists of (Keadilan, DAP and PAS). UMNO and PKR mainly depend on Malay people to secure their DUN seats. Besides that MCA, Gerakan and DAP mainly depend on Chinese voters to secure the seats in Penang and with the help of Indian voters. Besides that, PAS is mainly supported by Malay voters who wish to establish our country as an Islamic nation according to Islamic legal theory. Each of the political parties has its own ideologies, images that cater to different supporter segments. Therefore, BN and PR are good examples to compare and study to find out if face-to-face canvassing is a useful tool to promote the images of candidates and political parties. BN and PR are equally strong political parties in Penang. The goal of this research is to find out which political parties in Penang showed that face-to-face canvassing is the best way to improve the image in the coming election.

In a comparative study, face-to-face canvassing is examined in these 2 political parties. BN emerged as the biggest winner in Penang year of 1999 and year of 2004. In the year 1999, there are 11 parliament constituencies in Penang, 6 out of 11 parliament seats (55%) is won by BN and only 5 out of 11 parliament seats (45%) were won by the opposition party. The difference of parliament seats between BN and PR is ± 1. In the year 2004, 8 out of 13 parliament seats (62%) is won by BN and only 5 out of 13 parliament seats (38%) were won by the opposition party. The difference of parliament seats between BN and PR is ± 2. On the other hand, the political tsunami in the year 2008 caused PR to emerge as the biggest winner in Penang and took 11 out of 13 parliament seats (85%) in the 12th general election and only 2 out of 11 parliament seats (15%) were won by the BN. The difference of parliament seats between BN and PR is ± 5. From the history of the election result, both parties (BN and PR) emerged as strong political parties in Penang. Therefore, the scope of this study is further limited to politicians and candidates under BN and PR in the state of Penang. This state (Penang) is appropriate to conduct the research as the sample used reflects the characteristics of ethnic politics in West Malaysia. The tools applied by politicians and political parties such as face-to-face canvassing will be recorded. During the process of analysis, a comparison of the political parties will be study and the findings will be generalized.

4. Conclusion

In conclusion, the core of political marketing is about understanding voters' needs and catering for those needs, of the three political marketing models, MOP is specifically targeting this goal, making it the most useful model. Within the MOP process, communication occupies a special place where the success of MOP is contingent upon the effectiveness of party-voter communication. These communications are especially important in the first step when gathering voter information and in the final step when building party image during an election campaign. From the literature review presented above, it is clear that although ICT communication enables many benefits face-to-face communication remains advantageous in many aspects. Lastly, the project's justification for using a comparative approach is also explained.

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