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RESEARCH ARTICLE

Relationship Between Principals' Human Skills and Job Satisfaction of Secondary School Teachers with Mediating role of School Climate

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Abstract

The current study was aimed to investigate the relationship between principals' human skills and job satisfaction of secondary school teachers with mediating role of school climate. A sample of 271 Secondary School Teachers (SSTs) was selected through stratified sampling method. A questionnaire was developed for data collection purpose. Pearson-Product Correlation and mediation analysis was used. The results of the study indicated that school climate partially mediated in the relationship between principals' human skills and teacher' job satisfaction. The study recommended that school principals may emphasis and develop their human skills.

Keywords: Katz; Human Skills; Job Satisfaction; School Climate

Introduction

The administration role in educational institutions is essential and dynamic. The school administration is responsible for all curricular and extra-curricular activities inside the school. In the 21st century the role of administration is more complex (Kempa, Ulorlo & Wenno, 2017). The term management is a procedure in which both human and material resources are used effectively in order to obtain the desired objectives per stipulated time period. The role of school principals is dynamic and effective in perspective of the implementation of managerial activities. School principals requires many skills such as planning, coordinating and controlling to run the school effectively to achieve the require schools. According to Manullang (2017) leadership skills are divided into soft and hard skills. Soft skills are intangible which are related to interpersonal and human skills whereas hard skills are tangible which is related to technical skills like budgeting, reading and writing (Paturusi, 2017).

The importance of human is undeniable in the complex environment of school. Katz proposed skills theory in 1955 and identified three kinds of skills that head of the institutions have in order to become and effective

managers: Technical, Human and conceptual skills (Katz, 2009). In Pakistan, teachers mostly face human related skills of principals at secondary school level. Teachers' job satisfaction is influence by many factors and one of the leading factors is human skills of the school principals (Rachmawati & Suyatno, 2021). In addition, there are very little empirical studies that have been conducted regarding the principals' human related skills. Thereby, the present study was aimed to investigate the impact of human skills of the leader on the satisfaction of the secondary school teachers (Lunenburg, 2010).

Katz recommends that technical, conceptual and human skills are the most vital skills for effectiveness of managers. In school perspective, the most essential skills of the principal is the ability to adjust and deal with human behavior with a proper manner, which is the most effective factor in the achievement of organizational objectives. Thereby, the important human skills training for head of the organization particularly for the educational institutions. So, school principals should focus on the human skills like building interpersonal relationship, human dignitary, individual differences, trusting faculty members and cooperation with each other (Pant & Baroudi, 2008).

Namvaran, Rabavi and Avarsin (2013) found that there is positive association of human skills and managers' effectiveness'. Franco and Rouwette (2011) found that trusting on employees and participation of subordinates in decision making process enhances the increasing the organizational product and reduction of imparities. Naveebrahim and Karimi (2006) found that there is strong association between human skills and quality of education. The present study was aimed to investigate the relationship between principals' human skills and job satisfaction of secondary school teachers with mediating role of school climate. Following objectives were made to achieve.

1. To find out the association of principals' human skills with the teachers' job satisfaction and school climate.

2. To examine the relationship between principals' human skills and job satisfaction of secondary school teachers with mediating role of school climate

The current study is highly significance in term of principals' human skills and job satisfaction of teachers. The current study highlights the existing human skills possessed by the principals working in secondary schools. In addition, the study also highlights the satisfaction level of teachers at secondary school level. The current research is helpful for policy makers to know about the human skills of principals and teachers existing satisfaction level.

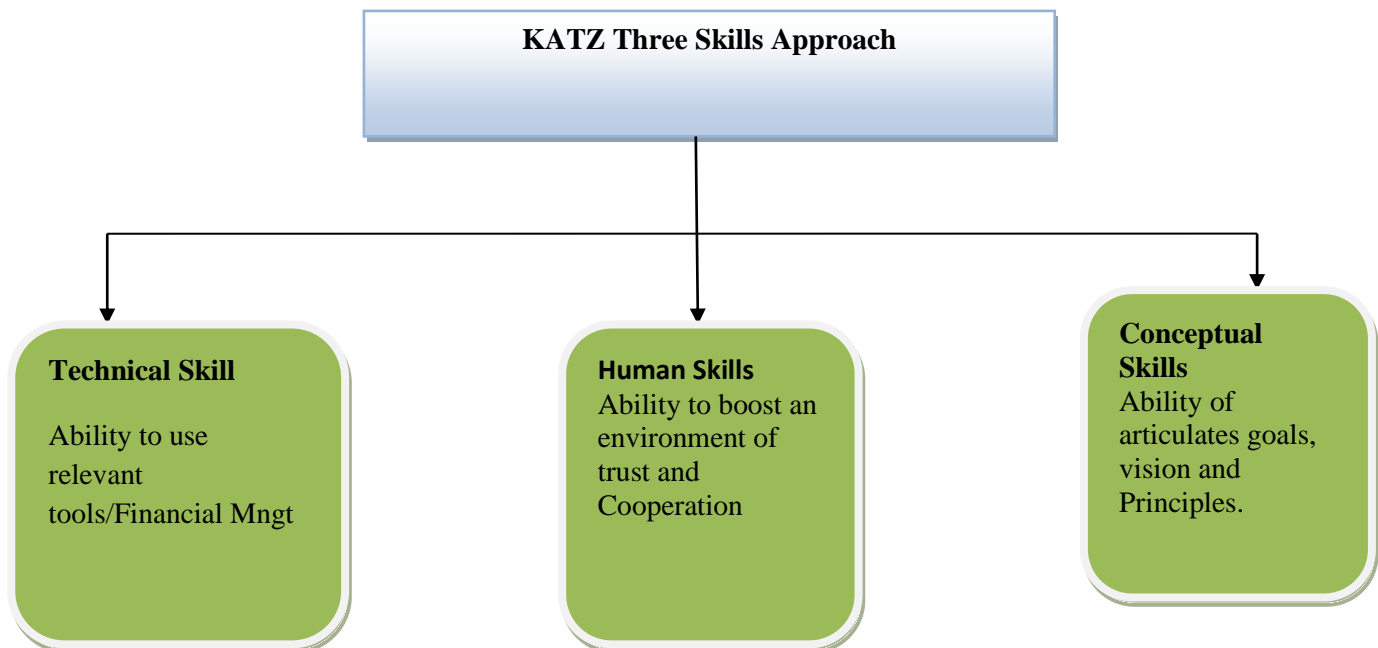
Literature Review

Katz' Human Skills Approach

Three skills theory was developed by Robert Katz in 1955. He identified three skills i:e technical, human and conceptual. He is identified these three skills in his paper "effective administrative" (Jaqua & Jaqua, 2021). According to Katz (2009) leadership with all kind of level containing top, middle and lower management are supposed to contain such skills in order to do managerial work effectively. Thereby, leaders in organization require mixing all three kinds of skills to execute managerial work appropriately. Implementing three skills-approaches enables administrators to use their competencies and knowledge to achieve pre-established goals.

Technical skills assist one to obtain expertise in specific kind of work in the organization. In perspective of school scenario, technical skills is essential for school heads in specialized area and the ability to use appropriate tool to achieve desire school objectives. School principals should also possess human skills, which also known as people management skills. Human skills enable principal to participate every member in the school activities and enable them as team and allow them to participate in decision making process (Jaqua & Jaqua, 2021).

Shila and Sevilla (2015) found that human skills have positive influence on the teachers' job performance and satisfaction level. Teachers are more satisfied with the principals who used human skills as compared to those who use authoritarian approach. Josanov-Vrgovic and Pavlovic (2014) depicted that positive and strong relationship between leaders' human skills and teachers' job satisfaction. High level of teachers' job satisfaction associated with the principals' human skills.



Job Satisfaction

Evidently, Job satisfaction is a vital contributing factor to work performance (Bakotic, 2016). Knowing that which factors enhance job satisfaction of the teachers could help principals to enhance their well-being and support school heads in the activities at school. Educational stakeholders must understand that how to boost the job satisfaction of the teachers which influence their work performance (Wang et al., 2018).

As an organizational concept, job satisfaction contains the feature of the job and job related conditions such as supervisors, work with colleagues, salary and compensation, reward and appraisal (Smith & Shields, 2013). According to Locke (1976,p.1300) job satisfaction defined as “ a pleasurable or favorable affectation state which resulting from appraisal of individual’s job or work experience”. Job satisfaction has different dimensions such as work conditions, salary, promotions, rewards, benefits, and behavior of administration and colleagues.

There are many factors which influence on the job satisfaction of the teachers. Such factors contain school climate, salary and compensation, favorable conditions, reward system in the schools and behavior of school administration. Teachers have high job satisfaction where they get reward and positive school climate. Principals role has significant in the teachers’ job satisfaction. Strict and rigid behavior decreases the job satisfaction of the teachers. In contrast, positive and human behavior of principals has positive effect on the job satisfaction of the teachers (Wang et al., 2018).

School Climate (SC)

There are different definitions presented with time to time and milieu of the school (Amedome, 2018). According to NSCC (2007) illustrate school climate as “qualities, standards and desires which booster the individual feeling physical, psychologically and socially safe”. In this manner, school climate is the interpersonal relationship among the students, parents, teachers and school heads. Amedome (2018) found that positive school climate boos the satisfaction level of the teachers.

Seymour (1998) describes school climate as the “work environment, containing a blend of characteristics, policies and standards which influence ones and group pattern of conduct. Negative school climate negatively impact on the individual feeling and created stress among the teachers which decrease the level of the satisfaction level of teachers. Dutta and Sahney (2016) found positive SC increases the teachers’ job satisfaction.

Conceptual Framework

Statistically speaking, conceptual framework means the representation of variables association being studied about the particular phenomenon. In the current study, human skills acts as independent variables and teachers’ job satisfaction acts as dependent variables while school climate act as mediating variable. Schematic diagram 1 indelicate the conceptual model of the study.

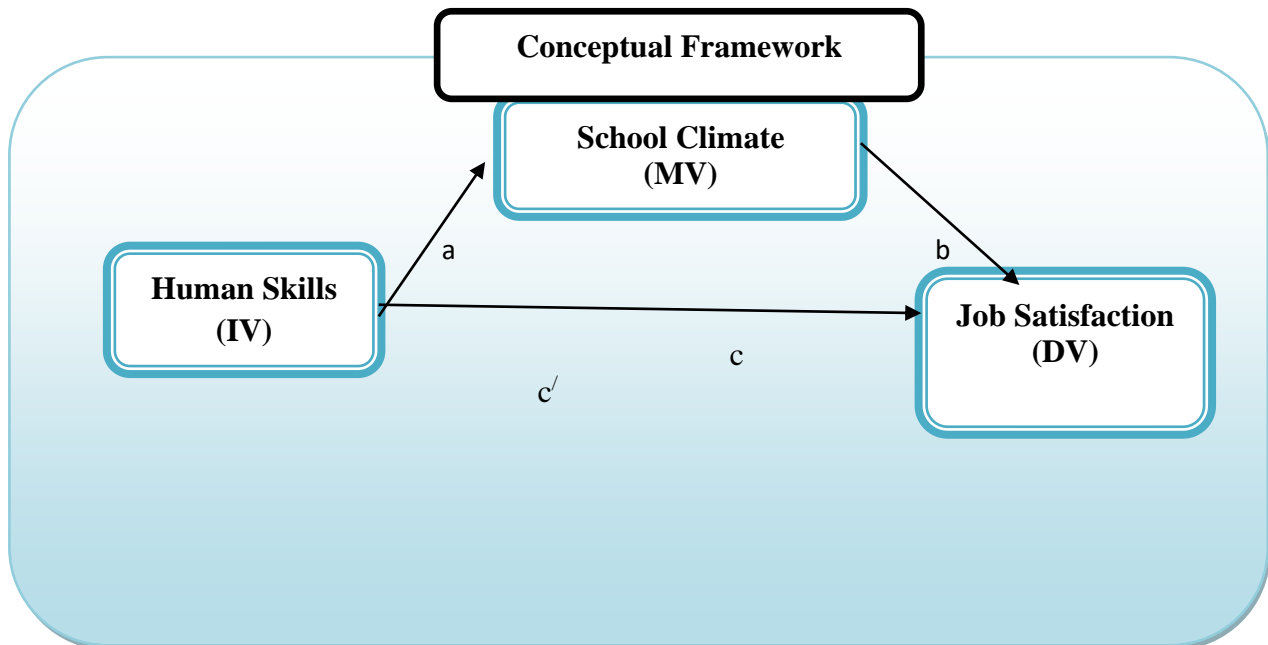


Figure 1: Conceptual Framework

Following hypotheses were generated on the basis of above empirical evidence.

H₀₁: Principals’ human Skills have significant association with Job satisfaction of teachers.

H₀₂: Principals’ human Skills have significant association with school climate.

H₀₃: School climate has significant association with Job satisfaction of teachers.

H₀₄: Principals’ human Skills have significant association with Job satisfaction of teacher with the mediating role of school climate.

Research Methodology

Positivism research philosophy was employed while conducting this study. Result was drawn on the basis of statistical analysis. Positivism research philosophy believed the quantifiable knowledge and facts. Therefore researcher used quantitative research method. The aim of the study was examined the relationship between human skills of principals and teachers’ job satisfaction with the mediating role of school climate. Questionnaire was used to collect data. So, survey research design was used. A sample of 271 Secondary School Teachers (SSTs) were taken out of 839 SSTs of District D.I.Khan through stratified random sampling. Questionnaire comprised of four (04) sections. First section of the questionnaire was entailed demographic attributes of teachers like gender and locality. The second section contained 15 items related to human skills: interpersonal relationship (05 items), trusting (05 items) and motivation (05 items). The third section contained 12 items related to job satisfaction and fourth section related to 12 items about school climate. Table 1 indicates the sample information of the study. Pearson Product moment correlation and mediation analysis was used. Therefore, Hayes (2015) process technique was applied in SPSS (version, 21.0). The sample size was determined through Yamane’s (1967) formula.

Table 1. Sample Size

E	N	n (ample size)
0.5	839	271
Formula	$N = \frac{N}{1 + Ne^2} = \frac{839}{1 + 839 (.05*.05)}$	

Reliability and validity of the study

For validation, IOC (Index of Item objective-Congruence) was used to measure the content validity of the research instrument. The key purpose of IOC is to assess the item relevancy of through experts’ judgment. Thereby 10 experts in the field of social sciences assessed the content validity of the instrument. Cronbach’s Alpha was used to estimate the internal consistency of the tool. Table 2 shows the IOC and Cronbach’s Alpha score.

Table 2. Score of IOC and Cronbach’s Alpha

Research variable	IOC (Including minimum and maximum value of item in questionnaire)	Cronbach’s Alpha
Human Skills	.7-0.1	.792
Job Satisfaction	.6-0.8	.812
School Climate	.6-0.1	.747

Data Analysis

Table 3 indicates the KMO and Bartlett’s test. The result shows that the value of KMO is .783 along Bartlett’s test found significant ($p=.000<.005$) which reveals that the data set is fit for factor analysis. Human skills were identified as the first factor, job satisfaction was second and school climate was identified as third factor. All the items of human skills found greater than the cutoff criteria 0.40 which was suggested by Field (2009). Similarly, all the items of job satisfaction and school climate found greater than the cutoff criteria which was suggested by Field (2009).

Table 4 depicts the association between principals’ human skills and job satisfaction of secondary school teachers. The table infers that there is positive and significant association between principals human skills and job satisfaction of teachers ($r=.784^{**}$ and $p=.000<.05$).

Table 5 depicts the association between principals’ human skills and school climate. The table infers that there is positive and significant association between principals human skills and school climate ($r=.637^{**}$ and $p=.000<.05$).

Table 6 depicts the association between school climate and teachers’ job satisfaction. The table infers that there is positive and significant association between school climate and teachers’ job satisfaction ($r=.711^{**}$ and $p=.000<.05$).

Table 3. Confirmatory Factor Analysis (CFA)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy					0.783	
Bartlett's Test of Sphericity					Approx. Chi-Square	863.478
					df	270
					Sig.	.000
Research Variable	Factor loading					
Human Skills	IR1	.562	TRS1	.673	MT1	.684
	IR2	.654	TRS2	.632	MT2	.553
	IR3	.481	TRS3	.732	MT3	.548
	IR4	.659	TRS4	.657	MT4	.447
	IR5	.865	TRS5	.405	MT5	.657
Job Satisfaction	JS1	.658	JS5	.522	JS9	.701
	JS2	.549	JS6	.801	JS10	.765
	JS3	.456	JS7	.677	JS11	.597
	JS4	.769	JS8	.585	JS12	.546
	SC1	.672	SC5	.792	SC9	.560
School Climate	SC2	.431	SC6	.659	SC10	.567
	SC3	.496	SC7	.461	SC11	.458
	SC4	.704	SC8	.494	SC12	.874

Table 4. Relationship between Human skills of principals and job satisfaction

	Human Skills	Job Satisfaction
Pearson Correlation	1	.784**
Sig. (2-tailed)		.000
N	271	271

$p < .50$

Table 5. Relationship between Human skills of principals and school climate

	Human Skills	School Climate
Pearson Correlation	1	.637**
Sig. (2-tailed)		.000
N	271	271

$p < .05$

Table 6. Relationship between school climate and teachers' Job Satisfaction

	School Climate	Job Satisfaction
Pearson Correlation	1	.711**
Sig. (2-tailed)		.000
N	271	271

$p < .05$

Table 7. Relationship between Human Skills (HS) of principals and Job Satisfaction (JS) with the mediating role of School Climate (SC)

	β	t	df	Sig.
Step 1				
Dependent Variable:				
JS				
Human Skills	0.3842	5.6721	270	.000
Step 2				
Dependent Variable:				
SC				
Human skills	0.4310	6.8040	270	.001
Step 3 & 4				
Dependent Variable:			270	
JS				
School Climate	0.5024	9.3245	270	.002
Human Skills	0.6156	2.1234	270	.000

Table 7 shows association between human skills and job satisfaction of teachers with the mediating role of school climate. The result of the study was drawn on the basis of four steps of Baron and Kenny (1986) model. Human skills of school head has significant association with job satisfaction ($\beta = 0.3842, p = .000$) which satisfied the first condition of the model. The table indicates that there is significant relationship between human skills and school climate ($\beta = 0.4310, p = .001$) which satisfied the second condition of the model. Mediating variable (SC) has significant association with dependent variable (JS) ($\beta = 0.5024,$

$p = .002$) which satisfied the third condition. The last step indicates that there is significant relationship between human skills and job satisfaction with the presence of mediating variable (SC) ($\beta = 0.6156$, $p = .000$) which shows school climate partially mediate in the association between human skills and job satisfaction.

Discussion

The role of school principal is vital and complex in this 21st century. School principal focuses on many areas of school success like academic, discipline, interpersonal relationship with staff, coordination with apex bodies and participation in the role of such-community relationship. The main objective was to examine the association between human skills of school principals and teachers' job satisfaction with the mediating role of school climate. The result of the study indicates that there is positive relationship between human skills and job satisfaction. Similar result was given by Ibay and Pa-alisbo (2020). They found that principals' human skills have significant relationship with job satisfaction of teachers. The result of the study indicates that positive relationship between school and job satisfaction. The result of the current study is in line with Trepurtharath and Tayiam (2014). They found that positive school climate enhances the job satisfaction of teachers. The result of the study indicates that school climate partially mediates on the relationship between principals' human has significant relationship with job satisfaction of teachers. Same result was mentioned by Da'as (2021). They found that there is significant association between human skills of principals and job satisfaction with present of mediating variable (school climate).

Conclusion and Recommendations

Principal is an academic leader and have key position in the school. The present study focuses on the relationship between principals' human skills and teachers' job satisfaction with the mediating role of school climate. The study concluded that human skills of school principals play an important role in boosting teachers' job satisfaction. Similarly, strong human skills of school principals develop a positive school climate which enhances the satisfaction of teachers. With the presence of school climate, strong human skills of school principals increase the teachers' job satisfaction. On the basis of above results, following recommendations were made:-

1. On the basis of conclusion, human skills are an undeniable factor which influence on the teachers' job satisfaction. Therefore it is recommended that school

principals may emphasis and develop their human skills.

2. The study recommended that similar study may be conducted at private secondary schools of district D.I.Khan.

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Conflicts of Interest

The author has no conflict of interest to disclose.

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RESEARCH ARTICLE

The Empirical Study on TAM Framework towards the Shift into the Working from Home Culture in Malaysia

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Abstract

This study focuses on the empirical study on the acceptance in the working from home in the post pandemic in the new normal of working environment in Malaysia. The impact from the pandemic had observe the rise of the new trend in the working from home arrangement which had become the new norm in the corporate employees working approach. However, there is still lack of evidence to point out that the working from home is widely acceptance by the employees in Malaysia, especially with the lifted up on the restriction on the on the lockdown where returning to office become an option for the employees. The previous suggestion suggested that the work from home approach will become the new trend for the new normal where majority of the previous study did provide the suggestion indicating there will be significant relationship from the perceived usefulness and perceived ease of use derived from the technology acceptance model (TAM) framework. This study will focus in the application of the quantitative research method which observe the data analysis using the sample size of 150 respondents selected from the target population among the working employees in Malaysia. The result from the findings of the study had shown only the perceived usefulness had been identified with supporting evidence to point out the significant in the relationship towards the employee's acceptance in working from home but the perceived ease of use failed to show any existence of the evidence which suggest otherwise. The outcome of the study had provided significant contribution towards the corporate and academic where the research limitations and suggestion for the future research had been drawn to conclude the overall research study.

Keywords: post pandemic; employees; working from home; Malaysia; technology acceptance model

Introduction

The COVID-19 epidemic began in the early part of 2020, when many countries were compelled to lock down, forcing people to work from home due to no access to the workplace due to government regulations (Barnes, 2020). The majority of organizations and employees were unfamiliar with the concept of working from home, since the new normal in the workplace had put the arrangement to the test for the first time (Blanchard, 2021). With the improvement of technology and the internet, the majority of organizations promoted work from home arrangements because this approach is viewed practicable and workable, and this arrangement aids to increase the safety precaution method for the employees (Galanti et al., 2021). This demonstrated a significant shift in the way employees worked, from the traditional physical office to the home office, with the communication medium shifting from meeting room to conference call. This new work-from-home arrangement had become the new standard in the workplace.

Work from home arrangements were always referred to as one of the working options even before the pandemic situation, but the lack of practice of work from home arrangements from organizations and companies provided the management with a lack of confidence and trust to allow this practice to take place (Barnes, 2020). Furthermore, the work from home arrangement had raised concerns about the employees' work performance and credibility, with some fearing that they would misuse the benefits of the arrangement, negatively harming the organization's work production (Chondhury, Foroughi & Larson, 2021). With this, the working atmosphere tends to revert to the typical 8 to 5 working hours in the office, where employees are obliged to be physically present in the office at all times with some companies. HR required employees to clock in and out for working hours to guarantee that they worked the full 8 hours each day.

In the twenty-first century, the practice of working from home was extremely rare, with just a few organizations offering these perks and flexibility for a maximum of a few days. Most MNCs will only enable work from home

arrangements in certain scenarios or situations, which are also subject to management clearance (Galanti et al., 2021). In terms of work from home flexibility, it also included the cost of equipment such as laptops, monitors, and home office desks to enable employees to work from home. Some organizations that still use antiquated equipment such as desktop computers and require paperwork will make work from home arrangements impossible for their employees (Garrote et al., 2021). After witnessing the management and organization adjusting to the work from home arrangement for more than a year, the pandemic scenario across the globe triggered the conscious on the feasibility of the work from home arrangement (Blanchard, 2021). The new normal surely provides a new perspective and mindset for individuals and organizations to examine the benefits of work from home arrangements in the future.

With the recent shift into the potential acceptance of the transitioning towards the arrangement of working from home in Malaysia, there is still doubt whether the employees are ready to accept the shift in the post-pandemic trend as there are certainly challenges arise for the work from home arrangement. However, the work from home may still viewed as the form of advantage to the benefits of the employees to reduce the hassle or travelling time and convenience to have higher flexibility in working arrangement which create the motivation and need for the current study to be conducted. The problem statement arise where the work from home arrangement remained new and uncertain for the employees as the new normal had observe the possibility of the work from home arrangement but not for the acceptance among the employees. Therefore, the study will be targeted to explore the readiness and acceptance among the employees based on the TAM model which derived the test of the perceived usefulness and perceived ease of use for the work from hoe culture. This had certainly motivated the need for the current study to be conducted where the problem statement of the study will direct the research question on the factors derived from technology acceptance model (TAM) to identify the significant in the factors contributing to the shift towards the work from home arrangement within the Malaysian employees. This will observe the research objective to explore the significant of the relationship between TAM framework against the shift towards working from home as the new norm and culture within the Malaysian working environment.

Literature Review

Technology Acceptance Model (TAM)

Based on the reading of the literature review for previous research studies that are related to the topic of study, a few significant aspects that can be included in this research have been discovered (Li, Liu and Ji, 2014). To begin with, the

Technology Acceptance Model (TAM) can be included in the study as the TAM where the perceived usefulness and ease of use will be the key factors driven for the acceptance for the employees in accepting the change in technology shifting from traditional office work to online mode through the work from home arrangement (Zhao, Ni and Zhou, 2018). The TAM stresses the two key factors in the acceptance of new technology, which are perceived usefulness and perceived ease of use, to characterize user intention to use (Yu et al., 2018). The TAM will aid in determining user preparedness to adjust to new changes and step beyond of their comfort zone in order to establish a new normal in the environment.

According to this study, the TAM was used to assist employees in adapting to the new normal in the workplace, as working from home needed the employees to be highly engaged with the usage of technology in order to continue working remotely for the organization (Chandra et al., 2020). Employees must weigh the costs and benefits of accepting a work-from-home arrangement in which they must communicate via video conference and work with softcopies and cloud computing at all times (Saade and Bahli, 2005). In this research study, the TAM will be used to identify the perceived utility and perceived ease of use notion towards the employees' perspective in adopting the work from home arrangement moving ahead. This TAM assumes that employees will have no further issues about adapting to the work from home arrangement if the benefits of the work from home arrangement are significant and the technology required for the employees is easy to manage and user-friendly (Abdullah, Ward and Ahmed, 2016).

Perceived Usefulness

Perceived usefulness refers to employees' perspectives as users on the evolution of technology in changing to a work-from-home arrangement. This element will assist in determining whether the employees believe that the convenience of working from home is beneficial in completing their work and tasks (Zhao, Ni and Zhou, 2018). The perceived usefulness indicates that employees will only accept new changes if they can provide useful benefits to the employees. Employees will be hesitant if there is no clear purpose on the direction to accept new technology, which will be the fundamental requirement in shifting to work from home arrangements (Garrote et al., 2018).

According to Chandra, Shirish, and Srivastava (2020), ICT innovation has played a role in mediating perceived usefulness among employees. Employees will typically set the expectations for the benefits generated from the new technology that will provide ease and added value to the employees. This is due to the employees' high level of engagement with the use of technologies in the workplace, particularly during work from home arrangements, as the remote working strategy is heavily reliant on the use of technology to deliver tasks successfully and efficiently

(Geldenhuis and Laba, 2018). In a similar statement, Saade and Bahli (2005) stated that the acceptance on the increase in the usage of technology is heavily dependent on the perceived usefulness from the employees' perspective.

According to Saade and Bahli (2005), the learning and exposure to employees helped to the adaption process on the extending usage of technology in order to boost the conscious on the perceived usefulness from the adoption on the invention of the technology. It is apparent that in recent years, technological improvement has been a main contributor element to the potential of working from home, as work from home arrangements demanded substantial participation of the web platform. Blanchard (2021) stated that certain employees are having difficulty adapting to online group communication as opposed to previous face-to-face communication. The feeling is that adapting to internet communication would give less security for employees, with work from home becoming troublesome and not improving working circumstances.

H1: The perceived usefulness will have positive impact towards the employee's acceptance in work from home arrangement in post-pandemic working environment.

Perceived Ease of Use

The perceived ease of use relates to the ease with which employees can do their work away from the office with the work from home setup. Employee perspective will be judged based on their expectations and the actual delivery of their task with the work from home arrangement, with time and convenience issues taken into account. Flores (2019) stated that some employees still see the work from home arrangement as a challenge for completing work and everyday activities. The biggest obstacle for employees in accepting the adoption of a new environment with more involvement in the use of technology will be the bottom-line worry on the ease of use and user-friendly element, as employees will likely reject the changes if the adoption process is tough.

When it comes to work from home arrangements, Keeling, Croome, and Roesch (2015) discovered that job satisfaction and experience are important determinants. Employees must assess the convenience of the work-from-home arrangement before accepting and adapting to the new environment. This is due to the fact that the work from home arrangement will require extensive use of technologies and software, which some employees may find difficult to adapt to owing to the workaround of not being able to contact with colleagues in the typical way during the remote working method (Galanti et al., 2021). Wheatley (2012) discovered in her research that employees prefer working from home to working in an office because they discovered that the innovative usage of technology through the work from home arrangement promotes flexibility of time in organizing daily tasks. This

will contribute to the employees' ease in adapting to the work from home arrangement without having to worry about the perceived benefits of this arrangement.

According to Grant, Wallace, and Spurgeon (2013), there is a significant association between perceived ease of use and employee acceptance of work from home arrangements. The research discovered that employees perform more successfully through remote working since it promotes less distraction from the office environment and reduces waste of time in between working hours, allowing employees to have a better work-life balance with the work from home arrangement. Sullivan (2012) concurred in another study where the findings revealed that remote working had a substantial influence to work-life balance due to technological advancements in the workplace. The convenience granted to employees to complete their tasks without being physically constrained in the office without having the flexibility at work will reflect the balance working life.

H2: The perceived ease of use will have positive impact towards the employee's acceptance in work from home arrangement in post-pandemic working environment

Methodology

The quantitative analysis approach was used in the study design, with the quantitative analysis involving the interpretation and analysis of numerical and statistical data to produce clear conclusions that achieve the research purpose (Devault, 2020). The quantitative analysis is believed to be more useful because it will promote higher cost and resource efficiency, as well as the ability to handle a big sample of data for the research findings, resulting in more conclusive and objective conclusions (Doyle, 2020). On the research approach, the research used deductive reasoning, which is defined as the use of data analysis to contribute to the significance of the research based on logical thinking and general thinking derived from objective findings to support the hypothesis testing proposed in the research study (Apuke, 2017). With reference to the timeline of the data for the study, the cross-sectional study was adopted for the methodology to provide the specific point of time to study the data to eliminate the possible influence from the external environment that could possibly affect the outcome of the findings and result of the study.

The questionnaire design had become the tool for data collected used in the quantitative analysis, with the questionnaire serving as the data gathering technique for this study. The questionnaire will collect primary data, which will be more favorable because the data input can be altered to match the requirements of the scope of research (Sekaran & Bougie, 2016). Before beginning with the real data collection process for the research project, a pilot test for questionnaire distribution had been conducted to ensure the reliability and validity of the questionnaire design. The

sample size of the study will be proposed at 150 respondents where majority of the quantitative study suggested the range of 150 to 200 samples to validate the significant of the impact for the quantitative data analysis (Sekaran and Bougie, 2016). The SPSS software had been utilized for statistical output that will be used in data analysis for the research findings. The data analysis for this study had become the fundamental for the quantitative analysis where the data analysis proceed to develop the empirical evidence from the study on the reliability analysis, correlation analysis and regression analysis to identify the significance of the study to achieve the objective of the research study (Sharela, 2016). The results and findings from the quantitative study had been then be tested against the initial hypotheses that are drawn from the previous research paper to conclude the outcome of the study.

Data Analysis

Table 1: Summary of Reliability Analysis

Reliability Statistics	
Variables	Cronbach's Alpha
Perceived Usefulness	0.972
Perceived Ease of Use	0.979
Employee's Acceptance	0.974

The benchmark for the reliability analysis had been set at the level of 70% to ensure the reliability of the data input being reflected for the purpose of the quantitative study. The reliability study also assists the quantitative study to identify the potential data error that could negatively affect the quality of the data output that will impact the outcome of the study. Based on the result for the reliability analysis in Table 1, all the three variables which is the perceived usefulness, perceived ease of use and employee's acceptance for the work from home arrangement that are included in the current study had been achieving more than the proposed benchmark for the reliability analysis of 70% which provide the indication that the quality of the data is reliable and the data set can be proceed to provide the significant and relevance impact towards the quantitative study for the research.

The correlation analysis had been targeted to provide the exploration on the understanding for the strength and impact for the correlation between two variables where in the case of the current study, the correlation analysis will be applied to provide the study on the correlation analysis between the independent variables of the perceived usefulness and perceive ease of use as derived from the TAM framework against the employee's acceptance towards the work from home arrangement which is the dependent variable for the research framework. Based on the correlation analysis result in Table 2, There is no significant correlation detected from the study where the perceived ease of use against the

employee's acceptance as the p-value of 0.339 recorded exceeded the tolerance level of 5% but for perceived usefulness, the variable had recorded the p-value pf 0.001 indicating the presence of the positive correlation between the perceived usefulness against the employee's acceptance. Based on the Pearson Correlation coefficient, the perceived usefulness and employee's acceptance recorded 0.262 which reflect the weak positive correlation between the two variables.

Table 2: Correlation Analysis

		Correlations		
		PU	PE	EmpAcc
PU	Pearson Correlation		-.087	.262**
	Sig. (2-tailed)		.287	.001
PE	Pearson Correlation	-.087		.079
	Sig. (2-tailed)	.287		.339
EmpAcc	Pearson Correlation	.262**	.079	
	Sig. (2-tailed)	.001	.339	

PU = Perceived Usefulness

PE = Perceived Ease of Use

EmpAcc = Employee's Acceptance on Work from Home

Table 3: Regression Analysis

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.395	.518		.762	.447
	PU	.248	.082	.209	3.021	.003
	PE	.079	.069	.079	1.148	.253

a. Dependent Variable: EmpAcc

PU = Perceived Usefulness

PE = Perceived Ease of Use

EmpAcc = Employee's Acceptance on Work from Home

The last but not the least the regression analysis had been conducted where the multiple regression model had been adopted with the relevance study of more than one variable included in the research framework. The independent variables for the perceived usefulness and perceived ease of use had been included in the regression model to be tested against the dependent variable on the employee's acceptance on the work form home arrangement. Based on the result outcome in Table 3, the regression analysis had shown that the independent variable for perceived usefulness had been recording the p-value of 0.003 which is

below the 5% tolerance level suggesting the significant of the relationship against the employee's acceptance for working from home. However, the opposite outcome had been reflected for the independent variable of perceived ease of use where the p-value of 0.253 recorded in the regression analysis had exceeded the 5% tolerance level indicating the lack of evidence to suggest the significant relationship against the employee's acceptance on the work from home arrangement.

With the current outcome from the regression analysis, the result will form the testing of the hypotheses that are drawn in the previous study through the literature review which include the relevance expectations on the initial outcome on the current study.

The p-value for perceived usefulness from the regression model was 0.003, which is lower than the tolerance level of 5% or p-value of 0.05, indicating that the independent variable has a significant link with employee work-from-home acceptability. This investigation will reject the null hypothesis and embrace the alternative.

H1: The perceived usefulness will have positive impact towards the employee's acceptance in work from home arrangement in post-pandemic working environment.

The p-value for perceived ease of use from the regression model was 0.253, which is higher than the tolerance level of 5% or p-value of 0.05, indicating that the independent variable has no significant link with employee acceptance of work from home. Thus, the null hypothesis will be accepted, and the alternative hypothesis rejected.

H2: The perceived ease of use will have positive impact towards the employee's acceptance in work from home arrangement in post-pandemic working environment

H	Hypothesis	Remarks
H1	The perceived usefulness will have positive impact towards the employee's acceptance in work from home arrangement in post-pandemic working environment.	Accepted
H2	The perceived ease of use will have positive impact towards the employee's acceptance in work from home arrangement in post-pandemic working environment.	Rejected

Discussion

Employees tend to accept when there are perceived benefits contributing from the work from home arrangement where employees tend to be more open and in agreement for the research findings, according to Chandra, Shirish, and Srivastava (2020). This shown that the majority of employees believe that working from home provides additional benefits to employees that work in an office does not. Blanchard's (2021) concerns about network and internet

challenges that arise when working from home are not reflected in the outcomes of this study.

Wheatley (2012) discovered in her research that employees prefer working from home to working in an office because they discovered that the innovative usage of technology through the work from home arrangement promotes flexibility of time in organizing daily tasks. This same finding was not represented in this research study, where the concept of freedom in working from home was not shared by all employees. This could be because it is tough to adjust to the new normal of working without a suitable office atmosphere and peers to work with. Flores (2019) raised concerns about employee acceptability of working from home, which were confirmed by this research finding, in which perceived ease of use failed to contribute to employee approval of the working from home arrangement.

There are a few limits identified for the research study where obstacles arose during the research process. To begin with, the time constraint had undoubtedly been a limitation in doing the research study more throughout, as the time available for this research is confined to the academic requirements every semester. This resulted in a lack of time to broaden the scope of the research as well as do broader analysis, which will aid in improving the outcome of the research findings and making the study more meaningful. Furthermore, the sample size for this research study was limited to only 150 samples, which might be expanded to a larger sample size to boost population coverage. This will help to improve the dependability and accuracy of the research findings because a bigger sample size will provide a more accurate representation of the population, resulting in less potential deviation of the results

Based on the findings of this study, a few recommendations should be highlighted for future researchers to consider. To begin, the sample size for the research can be increased to potentially more than 200 samples in order to improve the significant in the data analysis with larger data input, as this will increase the coverage of the population from the research study while also improving the accuracy and reliability of the research findings. Furthermore, the research study change takes into account the shift in research design from quantitative to qualitative analysis. The prospective modification in the qualitative research framework will result in a different perspective in the research study's view and conclusions. The advantage of the qualitative research study is that it will aid in understanding the reasons behind the significance of the research findings for the variables of the research framework.

Conclusion

The outcome of the research had concluded the achievement of the purpose and aim of the research which summarized the objective of the study. The outcome of the study had provided the great platform for the academic research to

gain new insight and knowledge from the outcome of the research. Based on the TAM framework, the perceived usefulness had provided significant impact towards the shift into the work from home arrangement but not for the perceived ease of use. This showed that the convenient factor remained as not significant for the shift into the work from home as the working in office environment potentially provide a more favourable environment for the employees. The perceived usefulness indeed come into picture supporting the working from home concept as the employees will likely to find the additional value perceived from the working from home over working in office. These will become the valuable insight that can provide future references for future research.

Besides, the outcome of the study can also contribute significant insight towards the employers in understanding the readiness and acceptance of the shift towards the work from home arrangement where the TAM framework will help to identified the behaviour and opinion from the employees. With this, the employers will be able to create the necessary planning and strategy to support the employees to work from home as well as drawing the proposing whether to maintain the hybrid working condition or continue to working from home for the employees.

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RESEARCH ARTICLE

Coordinated Support of Stakeholders in the Manufacturing Sector in Ethiopia; Challenges and Solutions

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Abstract

The primary objective of this study is to explore the current situation of stakeholders' coordination in supporting the manufacturing sector and the challenges they face in supporting the sector in a coordinated approach as required. The study employed more of a qualitative approach whereas the quantitative approach has been used slightly. Therefore, the study was done by collecting mainly primary data by interviewing key informant officials and investors as well as questionnaires were developed to collect primary data from government stakeholders and investors. In addition, secondary data was also used as a source of information for the study. The results of the study show that, at this time the stakeholders who support the sector have no coordinated system. As an indicator, they do not have a signed document or procedure to work together. Furthermore, there is no single window/one service center to support the sector together with the stakeholders. In addition, lack of foreign currency supply, lack of developed working place, infrastructure and power interruptions, bureaucracy and rent-seeking behaviour, and procedures of revenue and customs are the biggest obstacles to investors in the sector.

Keywords: Stakeholders; Coordination; Manufacturing sector; Investors

Introduction

According to Naude, W. and Szirmai, A. (2012), the structural transformation of economies from traditional to modern economies driven by high-productivity activities in manufacturing has been a defining feature of the 'great takeoff', that is to say the period since the mid-eighteenth century when first Britain, then other European countries and the USA underwent a historically rapid phase of economic development. It was followed in the twentieth century by Japan, the East Asian Tigers, and most recently China. In the twenty-first century, manufacturing development remains relevant for poor countries trying to catch up with more advanced economies and to provide increasing standards of living for their populations. Although the need for such industrialization remains, the challenges are more daunting than in the past. The emergence of global value chains has affected the nature of international competition (Ibid).

In the past, manufacturing-led development typically delivered both productivity gains and job creation for unskilled labor. Underpinning the productivity benefits was the sector's tradability in international markets, which not only reinforced scale economies and technology diffusion, but importantly, also provided greater opportunities to access demand beyond the domestic market and increased competition. The agricultural sector was also tradable but faced demand-side constraints owing to a low income,

elasticity of demand, and productivity improvements that were closely linked to labor-saving technologies. Hallward-Driemeier, M and Nayyar, G (nd) <file:///C:/Users/user/Downloads/9781464811746.pdf>.

Industrialization is viewed as the most important engine of economic growth. The special characteristics attributed to the manufacturing sector can be interpreted in many ways: rapid technological changes, economy of scale, and easy integration into global production networks Szirmai, 2012; Lavopa and Szirmai, 2014 cited in Su, D and Y, Yao (2016). Additionally, a number of investigators have empirically confirmed that the transformation from agriculture to manufacturing and further from manufacturing to service is the process of economic development (Clark, 1941; Kuznets, 1957; Chenery, 1979; Fuchs 1980) (Ibid). Compared with other sectors, the manufacturing industry has a higher demand for capital and investment, thus providing special opportunities for both capital and technological accumulation, Su, D and Y, Yao (2016).

Although there has always been a strong theoretical case for industrial policy based on market failures, the practical difficulties including the identification of firms and sectors to target, the threat of government failure, survival of inefficient firms, rent-seeking and misallocation of resources are considerable (Naudé, W and Szirmai, A; 2012).

In recent times, many developing countries have adopted new industrial policies or industrial development frameworks, including Botswana, India, South Africa,

Uganda, Ethiopia, and countries in Latin America, Peres and Primi, 2009; ul-Haque 2007; Rodrik; 2007 cited in (Naudé,W. and Szirmai,A;2012).

In Sub-Saharan Africa, patronage and political interference resulted in low-productivity activities being sustained with large welfare losses as a consequence (Killick, 1978; Robinson, 2009) cited in (Naudé,W and Szirmai,A;2012). In both Latin America and Sub-Saharan Africa macro-economic imbalances (overvalued exchange rates and inflation) further constrained the performance of firms (Ibid).

Currently, the manufacturing industry sector is being given attention because of its important role in the growth of the Ethiopian economy, but it is facing obstacles that need to overcome to prevent the sector from growing at the desired speed. These obstacles and challenges mainly include domestic and foreign investors who invest in the sector from the first phase until they produce and deliver the product to the market. Therefore, the intension of this research is to answer the questions such as how these stakeholders are working together to make the manufacturing industry grow at the required speed and to explore the challenges that are hindering their coordinated support to realize the benefits that the country plans to get from the sector, and how they need to strengthen and streamline their coordination process for the next and other questions.

Research Questions of the Study

I. What are the existing situations and challenges of stakeholders' coordination in supporting the development of the manufacturing industry in Ethiopia?

II. What are the challenges faced by investors to engage in the manufacturing sector as desired in Ethiopia?

Literatures Review

Definition and Concept of Manufacturing

Manufacturing is defined as the creation of new products, either from raw materials or components. Examples of manufacturing include automotive companies, bakeries, shoemakers, and tailors, as they all create products, rather than providing services. However, for example, logging or mining are not manufacturing, as they do not change goods into new products. Construction, while seemingly a manufacturing process, is actually its own category and not considered a facet of manufacturing either. Manufacturing jobs can cover a wide range of skills, including assemblers, bakers, dental and medical appliance technicians, food processors, jeweller, metal worker, machinists, printers, quality controllers, tailors, upholsterers, welder, cutter and woodworkers. <https://geographypoint.com/2015/09/ten-10-advantages-of-manufacturing-industries-to-the-world-economy/>

Manufacturing Industry is the branch industry and trade based on the fabrication, processing, or preparation of

products from raw materials and commodities. This includes all foods, chemicals, textiles, machines, and equipment.

Although studies like Korea and China do not accept it (John, 2005; Wu, 2011, etc.), foreign direct investment changes the economic structure of developing countries, streamlines their industrial development and industrialization process, changes their industrial structure, and earns foreign currency. It can be seen from the research papers that foreign direct investment is an efficient solution and it can be said that there is a lot to contribute to the host countries. For this reason, different countries improve their policies to attract foreign direct investment based on different objectives. It has been observed that some of them have made FDI the main direction of industrial development (eg, Singapore, and Hong Kong). According to Guangzhe, Michael and Minghuai (2015), before the industrial development strategy was issued, Ethiopia was working on foreign direct investment as the main direction for the industrialization process.

As we can see in various research papers in the field of urban development and industrialization, the policy changes and other enabling measures taken by countries to make the domestic investor participate in industrial development and be competitive are not as strong as the measures taken to attract foreign direct investment. Especially late industrializing countries and developing countries, which are called Special Economic Zones, are established to create favourable conditions for industries that produce for the foreign market. Asia and Africa is a hands-on experience (Premachandra, 1996). Studies on foreign direct investment consistently warn that if the goals set by countries to receive foreign direct investment are being achieved and that foreign direct investment is strengthening domestic capacity, the domestic investor may be crowded out of the market (Ibid).

Guangzhe, Michael and Minghuai (2015) and Miria and Wenjia (2015) warn that foreign direct investments, whose primary purpose is market-seeking in particular, have the power to exclude the domestic investor from the game. For example, Miria and Wenjia (2015) Chinese investors are investing in Africa to take advantage of the special market opportunities given to developing countries by the US and Europe. Their report, titled "Expanding economic ties in an evolving global context", has been made public.

This indicates that one of the reasons why the domestic investor needs to focus on industrial development in the field of urban development and industrialization research is that foreign direct investment will remain in the country only until there is no other country that is better competitive in the industry (Guangzhou, Michael and Minghuai, 2015; Miria and Wenzia, 2015; Kwan 1991; Wu, 2011).

Until 2012, the share of the service sector was 68.93 percent of the total capital registered by foreign direct investment in the world, while the share of the industry was only 18.75 percent. This means that the industrial structure of the countries that are being studied by foreign direct investment, especially the foreign direct investment, is not available as a heart, but rather it is based on high competition, so countries

should deploy their own internal capacity in the production sector widely, and it can be considered as an intermediary in the field of urban development and industrialization research (Ibid).

Researches focused on foreign direct investment put it as a prerequisite that the host countries should have an industrial structure that can avoid foreign direct investment, technology transfer (technical, market, industrial/company/leadership, industrial work culture, etc.) knowledge and skills. For example, Guangzhe, Michael and Minghuai (2015) explain that this is the reason for the difference in the success of foreign direct investment in East Asian and sub-Saharan African countries in their economic and industrial development.

According to the link below, manufacturing industries have the following advantages in the world economy: It provides employment to the fast-growing population in the world, especially the tropical countries, industries lead to diversification of the economy of the country and reduce reliance on one type of product; it contributes to the earning of foreign currency in the country. For example, Japan earns a lot of foreign currency because of exporting manufactured products, it leads to self-sufficiency. This means that the country reduces its reliance on imported goods and this can lead to the stabilization of its economy, it stimulates the development of transport and communication like the construction of roads, railways, and ports, it leads to the development of other economic activities like tourism, trade, and agriculture, it reduces expenses on imports since most of the goods can be produced locally, it encourages the improvement of social services such as education, health services, electricity, and water supply, manufacturing is the most important cause of economic growth. The growth of manufacturing machinery output and technological improvements in that machinery are the main drivers of economic growth. No machinery industries no sustained long-term economic growth.

<https://geographypoint.com/2015/09/ten-10-advantages-of-manufacturing-industries-to-the-world-economy/>,

The Importance of Stakeholder Coordination in the Manufacturing Sector

Although many countries have tried to achieve this task through the process of one center service in the zone, but only a few have achieved the required amount and implemented it. In UNNExT Brief no. 07, September 2011, stated that there are prerequisites that need to be prioritized in order for stakeholders to coordinate and establish a successful one Service Center. One of the prerequisites for the establishment of a successful service center and the supporting stakeholders of the primary manufacturing industry must be effective and strong coordination. Despite efforts by many countries, however, only a handful of countries have managed to successfully implement and operate Single Window systems in the region. As highlighted in the UNNExT Brief No. 1, 1, there are several

key prerequisites for a successful single window implementation. Effective coordination among stakeholders, both public and private sectors, comes at the top of the list. While stakeholder coordination in Single Window (SW) implementation may require different approaches depending on country circumstances, there are common critical factors, or to-do's, that should be taken into account to achieve effective coordination. Accordingly, this Brief elaborates six requirements: that are ensure political commitment with a strategic mandate, appoint a strong lead agencies, keep stakeholders engagement, facilitate inter-agency coordination, set a clear scope, and build proper communication channels. <https://repository.unescap.org/bitstream/handle/20.500.12870/519/ESCAP-2011-PB-UNNExT-Achieving-effective-stakeholder-coordination-n7.pdf?sequence=1&isAllowed=y>

Research Methodology

The data collection occurred in Addis Ababa and Oromia special zone (Around Addis Ababa). Addis Ababa is the capital city of Ethiopia. Majority of the industries in the country are located in Addis Ababa and Oromia special Zone which is around Addis Ababa.

Research Design

To achieve the objectives of the study, an explorative and descriptive survey types of studies were employed, which includes both quantitative and qualitative data types. However, the intention of this study was to explore whether the government stakeholders who support the manufacturing sector have a coordinated system or not, what are the major challenges that are hampering their coordination as well as to identify the major challenges that prevent investors not to fully engage in the sector. Therefore, to answer the research questions such as what and why, the researcher prefers to focus on qualitative data and slightly on quantitative data. Primary data being the main input for the study have been collected through a fieldwork survey directly from key informant interviews to get original and detailed information as well as from respondents using semi-structured questionnaires (open and closed-ended). Secondary data were collected from the existing relevant published and unpublished sources such as books, strategic plans, annual reports of federal government organizations, and internet. Based on this, stakeholder institutions included in this study to collect information were, FDRE Industry Minister, Ethiopian Investment Commission, Ministry of Foreign Affairs, Ethiopian Industrial Parks Corporation, Ethiopian Electricity Service, Ethiopian Revenue and Customs Authority, Ethiopian Development Bank, Ethiopian Textile Industry Development Institute, Ethiopian Leather Development Institute and Steel and Engineering Development Institute.

Sampling Techniques and Data Collection

To make this study complete, the researcher tried to collect information from the relevant government stakeholders mentioned above using a purposive sampling method. Furthermore, a total of 60 respondents from 10 stakeholder institutions were made to fill out the semi-structured questionnaires. In addition, detailed key informant interviews were also made with 10 senior officials of the governmental stakeholders to collect detailed information. Moreover, 10% (41(23 domestic and 18 foreign) of the total investors who invest in textile, leather as well as steel and engineering institutes and located in Addis Ababa and Oromia special zone were also made to fill out semi-structure questionnaires to collect original information. In addition, to determine the existing coordinated support of stakeholders and challenges in the manufacturing sector, key informant interviews were made with investors (domestic and foreign) to collect detailed data. The developed questionnaire was translated in to the local language (Amharic) for the domestic investors.

Results and Discussions

In this part, the information collected by interviewing key informants and questionnaires from government stakeholder institutions who support the manufacturing sector and investors, on the existing situation of their coordination, internal problems, and deficiencies that prevent them from providing fast and timely services in a coordinated system to the investors and the challenges investors face when they engage in the sector are discussed and presented as follows.

The Existing Situation and Challenges of Stakeholders' Coordination that Support the Manufacturing Sector

A lot of work is expected from the stakeholders to bring the expected results of the manufacturing industry sector. When stakeholders are integrated and work together, the manufacturing industry sector will get faster service. Based on this, the study has tried to explore whether the stakeholders who support the sector have a coordination system or not. In addition, it was possible also to see what the existing situation of the coordination system of the stakeholders supporting the sector looks like. According to the data collected, it was clear that despite many problems, the sector offices have tried to support the sector individually, but they have not been able to do effective work as required and the investors who engage in the sector are not satisfied with their work. Stakeholders who support the manufacturing industry should sign and negotiate a common agreement document to support the sector in a coordinated manner. However, 93.7% of the respondents stated that they do not have an agreement document signed to jointly support the sector and they do not have any coordination system. According to the data collected, 79.4% of the respondents believe that the sector is not being supported by the stakeholders as required. Furthermore, according to the information collected, the current coordination system of the relevant stakeholders is very

weak in terms of working together, they do not have a common plan to work together, the individual and joint roles of the stakeholders are not clearly defined and stakeholders do not have a unified ownership structure. Moreover, the stakeholders who support the sector do not have a way to exchange information at the country level. Therefore, it can be understood from the study that the relevant stakeholders need to pay attention to joint operations rather than institutional operations and understand that coordinated operations will make them more effective.

The study can also identified that who are the stakeholders of this sector is not clearly defined, so it is necessary to clearly define who they are. The coordination process, platform process, monitoring, and support are very weak and there is no accountability system. Besides, there are attempts being made to do joint work by writing letters of support through certain stakeholders. It has been learned that stakeholders who support the sector meet every three months and carry out an evaluation and try to make attempts to jointly discuss and resolve the problems of good governance in certain institutions. Moreover, evidence obtained from the institutions indicates that there are some activities of creating a common platform and solving problems in certain offices, such as Development Bank, Electricity Service, and Ministry of Foreign Affairs.

From the data collected, it can be concluded that the coordination system among the stakeholders who support the sector is very weak and it is not possible to say that they have a coordination system. In fact, one stakeholder institution blames the other institution and they are in a state of competition, and their initiative and commitment to joint work is very little, and investors in the sector are also complaining about it.

Views of Investors on the Coordination System of Stakeholders who Support the Sector

Views of Local Investors

There is no doubt that the base of the country's manufacturing industry should be a local investors. From the data collected on August, 2016, 82.6% of the local investors involved in the manufacturing industry are engaged in textile, leather and leather products and steel and engineering sectors. 65.2% of them are exporting their products to foreign markets. From the total sampled respondents, 91% of them stated that the support provided by stakeholders is not in a coordinated approach. Similarly, local investors state that the stakeholders who support the sector have little understanding of exports and the sector, and they also have little regard for local investors. Furthermore, the collected data shows that 91.3% of the local investors included in the sample gave a negative response that they are not participating in the sector as required.

According to the information collected by interviewing local investors, the respondents said that the coordination process of the stakeholders supporting the sector is weak. They put

several critical evidences for their response; there is no situation in which they can be seen helping each other by seeing the mutual assistance as an intervention for the problems that arise in one of the sectors. One party's decision is not being implemented by the other related stakeholders are not working and not making decisions on time and some of the employees of the institutions are not seen to give quick answers to questions. Due to these and other reasons, the sector is weakening and the country has not been able to get the foreign currency it deserves. Local investors state that even the Ethiopian Development Bank and Commercial Bank are not well thought out for the problem of coordination. The Revenue and Customs Authority sees things only from the point of view of collecting its own revenue. Investors have stated that the National Bank does not work with the Development Bank and Customs to export imports. From the study, it is possible to conclude that the investors are suffering from a lack of coordinated support of stakeholders. Therefore, the stakeholders should strengthen their coordination to solve the problems faced by the investors.

Views of Foreign Investors

According to the survey conducted in August, 2016, citizens of various countries are engaged in the manufacturing industry in Ethiopia. The sampled foreign investors are engaged in three main sectors, which are 38.9% in textiles, 33.3% in leather and leather products, and 27.8% in steel and engineering. The collected data also shows 44.4% are Chinese investors, 16.7% are from India, and 11.1% are from Korea and others. The reason foreign investors are encouraged to engage in the manufacturing sector is to increase our country's export capacity and earn foreign currency, as well as to create more job opportunities for the citizens, especially investors engaged in the textile and leather sector are made to send 100% of their products to foreign markets. Accordingly, the data shows most of the sampled foreign investors (77.8%) supply their products to foreign markets.

According to the information collected from foreign investors about the coordinated support of stakeholders, 72.2% of them stated that the stakeholders are not working together. The respondents have stated that there is a big gap in the system of coordination, especially in the federal and regional offices. Stakeholders are focused on their own work and have no common work. Investors explained during the interview, one stakeholder does not accept the other's procedures, especially in the federal and regional offices; foreign investors say that there are big operational gaps and stakeholders who support the manufacturing industry sector do not have any coordination system and they seem to work for different countries rather than one sector and one country. Investors spend a lot of time and money going from one institution to another because there is no one-stop shop where all stakeholders can work together.

Challenges Facing Investors When They Engage in the Manufacturing Sector in Ethiopia

According to the field survey conducted in August, 2016, both domestic and foreign investors have explained the many challenges they face when joining the manufacturing industry. The main problems mentioned are presented as follows;

Problems Related to Revenue and Customs Authority

According to the data collected by questionnaires and interviews, most of the local and foreign investors involved in the sector (69.6% of local and 66.7% of foreign investors) are complaining about the high level of bureaucracy and inconsistency in the revenue and customs authorities. Furthermore, respondents report that the revenue and customs bureaucracy and their work are chaotic and different tax rates are placed on the same goods at different times, delays in VAT refunds and production equipment can be imported duty-free, but spare parts for new equipment cannot be imported. In addition, stakeholders who support the sector often raise the issue that the revenue and customs system has a negative impact on their operations. Moreover, since the Revenue and Customs Authority has more influence and relationship in the export and import business than other sector offices, it is causing delays in the export process as well as the lack of prompt service at the sector office and tax-related procedures are making investors to complain in the sector.

Problems in the Development Bank of Ethiopia

The Development Bank of Ethiopia is one of the major stakeholders in supporting the manufacturing sector. According to the data collected from the investors, although the local investor wants to engage in the manufacturing industry sector, it was found that 60.9% of the sampled local investors face financial shortages and have a lot of trouble getting bank loans. In addition, changes in the policy issued by the National Bank from time to time, foreign exchange shortages, good governance problems, actions, and attitudes of rent collectors are also problems of the institution explained by investors. During the interview, they revealed that it is difficult to invest in the sector with their own capital, so they seek financial support from the Development Bank of Ethiopia. To encourage local investors, the institution said that it has lowered the lending ratio from 70/30 to 75/25. However, they say that there are many problems and complications in service delivery. In addition, 61% of the foreign investors who were included in the study stated that they have a lot of difficulty in getting a loan from the bank and they do not get the loan size they want from the institution. Moreover, investors are also complaining about the interest rate of the institution which is 12%. In addition, the lack of foreign currency supply is also a matter that all domestic and foreign investors in the manufacturing sector are complaining about it and discouraging them.

Lack of Working Place

It is known that the manufacturing sector needs a large space for work and expansion. It can be seen from the findings of the study that local investors face a lot of difficulties and problems in finding a place to establish their factories. According to the information obtained from the Ethiopian Industrial Parks Corporation, the industrial parks that are being built are for foreign investors, only 15-20% of the factory sheds to be developed in the industrial parks for the local investor. However, local investors have a lack of workplaces and they are complaining with the support given to foreign investors from sheds developed in industrial parks. Due to this, even the interviewed officials agree with the share of domestic investors in the developed industrial parks should be more than 15-20%. In addition, the investors included in the study say that the complexity of bureaucracy in land management is exposing them to waste of time and money as well as making local investors to prefer to engage in other sectors as it costs a lot of money to engage in the manufacturing industry.

Lack of Market

According to the data collected during the field survey, one of the main reasons is that many local investors are not willing to invest their money and time in the manufacturing industry while seeing many local investors get short-term glory. The problem of illegal or similar products being produced in a poor quality manner and disrupting the market is the other problems that they face. In addition, the failure of the government to provide proper protection to the local investors engaged in the manufacturing sector is another reason they mentioned. Moreover, local investors explained that the market is controlled by foreign investors and there is no special support and encouragement for them. In general, the business system in the country is not regulated, and because of the proliferation of illegal trade and practices, local investors entering the sector are less likely to be successful and suffer lack of market for their products

The Problem of Infrastructure and Power Cuts

It is known that infrastructures such as electricity, water, telecommunications, and roads play a key and important role in the manufacturing sector. Even though there is a reform work that has been started to improve the provision of electricity services at the national level, from the data collected from investors via questionnaires and interviews, they explained that, both Local and foreign investors who are engaged in the sector say that lack of adequate infrastructure and interruptions are major obstacles for the sector. 52.2% of the respondents stated that they face the problem of insufficient infrastructure and power outages.. Furthermore, 55.6% of the foreign investors included in the sample state that they do not get land and infrastructure in the amount they want and that they have a lot of trouble in getting infrastructure and electricity supply. They also say that the long and difficult process of getting electricity for

the sector makes their factories not as productive as they should be. Frequent water cuts and loss of water for about a week are the biggest problems faced in the sector. In addition, the internet fee is high compared to other countries, especially foreign investors are complaining about it, if it can be reduced, it can have a positive effect on the industry.

Problems in the Ethiopian Investment Commission

According to the information collected from investors engaged in the manufacturing sector, they explained that investors get their tax-free license from the Ethiopian Investment Commission, and they say that it takes 15-20 days to get a tax-free support letter, which leads to unnecessary costs and wastage of time. Moreover, there is a lot of trouble and loopholes to get tax exemption from the investment office. In addition, the concerned officers/professionals not being available at the workplace at the required time, they also state that some managers and experts are facing problems like taking undue advantage of the services they provide and the office should pay attention to these and similar problems and solve them.

Lack of Human Resources

When factories are established, they need trained manpower with knowledge and skills to the level of manufacturer need. Investors explained during the interview, they have a lack of skilled manpower to work in factories such as of professional skills of various maintenance and electricians as required; foreign investors involved in the sector say that there is a lack of skilled manpower in the sector and that there are not many workers who can work in factories as well as employees instability and periodic dismissal, lack of availability of tailors in textiles; Poor employee morale are the major challenges investors facing in the sector. In addition, local investors mentioned that they lack technology and experience to compete with foreign investors. Moreover, some foreign investors try to weaken local investors by opening illegal production companies, and this is blamed by leaving workers and being employed by them (Turkey, Chinese citizens/.

Problems in the Ethiopian Shipping Company

The data collected by interviewing the investors indicates that the majority of the foreign investors are not happy with the Ethiopian shipping company because the cost of transportation from Djibouti to Addis Ababa is expensive compared to other countries, logistics and payments are high. In addition, the respondents explained that the Ethiopian Maritime Transport and Logistics Company does not inform in advance of the new laws that will be issued in the field of maritime transport and logistics. They point out that it causes a lot of delay for them to export their products.

Lack of Resources

Investors also explained that they have a problem of getting raw materials at the required time and type; cotton input problem and deterioration of raw material quality are the major challenges.

Problems in Labour and Social Affairs Office

From the data collected, it is possible to understand that, when foreign investors enter the country and engage in the manufacturing sector, they frequently meet with the Labour and Social Affairs Office to deal with issues such as visas, work and residence permits for foreigners, and many of them (38.9%) have complained about the hassles of issuing visas and work permits for workers.

Problems of Good Governance and Rent Collection

Investors state that the nature of rent-seeking and bureaucracy is widely seen in the various stakeholder offices that support the sector. Some of the experts and officials of the stakeholders want to get undue benefits from the investors and are rent collectors. Some of them are ignorant of the country's investment policy and lack sufficient knowledge and skills to support the sector. The investors say that not responding quickly and satisfactorily to all stakeholders and moving around /more appointments/ are boring and difficult for them. In addition, local investors say that the government prefers and encourages foreign investors over local investors although local investors have no other choice than their country. Therefore, stakeholders who support the sector should pay attention, encourage, and accelerate the development of local investors. Moreover, in order for the manufacturing sector to be competitive and the country's economic transition to accelerate, it is necessary for all relevant stakeholders to pay attention and increase their awareness and attitude towards the sector and provide investors fast and quality services.

Ways How Foreign Investors Get Information about Ethiopia's Investment Opportunities

Foreign investors get information about the country's investment situation in different ways. According to the information collected by questionnaires and interviewing the foreign investors, 50% of them got information about investment opportunities of the country from government bodies and embassies, and 38.9% of them also said that they got information from foreign investors who have already engaged in the sector, 11.1% of the foreign investors stated that they got information through the internet and others. The interviewed foreign investors say that not much is being done to promote the investment situation of the country and that the relevant stakeholders should do a lot to inform the foreign investors about the wide investment opportunities and good image of the country.

Problems within Investors who engaged in the Manufacturing Sector

According to the data collected, the problems observed within domestic and foreign investors who invest in the sector are discussed as follows.

Problems within Domestic Investors

The interviews made with the government officials of the stakeholders reveal that investors provide at different times to different stakeholders who support the sector is different, for example, the information they provide to banks, revenue or institutes is not the same for one industry, investors have a problem of not providing reliable information, they provide poor quality information and they have lack of management skills. In addition, failure to identify or report their problems to the relevant stakeholder on time, failure to follow the policy, law and support system issued by the government, and even though they have an association, the association is not strong. Furthermore, not using the loan, they borrowed from the bank for the intended purpose and not repaying on time, not paying of lease payments for failure to employ educated and skilled workers, inability to enforce their rights, entering in to projects that are not supported by adequate research and consistent planning is a problem seen within local investors.

The interviewed government officials also said that local investors are being "a baby bird, like always said from his mother's mouth". Therefore, instead of temporary profit, they should give priority to the construction of tomorrow's country, they should bring a change of thinking and belief that they can compete and sell in the world market. Furthermore, it is occasionally seen that the incentives given by the government are not used properly for the manufacturing sector. Investors engaged in the sector have the mind-set and actions of rent collection. Therefore, they deserve to get rid of the rent-seeking behaviour and bring a developmental perspective and use the support given by the government in the appropriate way to benefit the country and the community/ create job opportunities, bring in foreign currency, etc.

Problems within Foreign Investors

According to the findings of the study, foreign investors, instead of trying to solve the problems they face in a legal way, they prefer to solve them in an illegal way, being easily disappointed and upset by small problems, thinking of the problems faced as the whole country's problem and not informing or reporting the problems faced to the relevant body of time. In addition, it is seen that some foreign investors do not want to comply with the laws and regulations of the country and they try to gain benefits through indirect and illegal means. Furthermore, most of the foreign investors do not respect the rights of workers and they do not want to comply with the environmental protection policy, foreign investors do not keep their promises when they first come and engage in the investment, they do not work for Ethiopian workers to have knowledge transfer and they do not have a system to

improve the knowledge of the workers. In addition, foreign investors do not export in the required quantity and quality and they do not have transparency in their work. Moreover, some foreign nationals try to weaken national investors, and this is caused by leaving workers and hiring them, etc. /Turkey, Chinese citizens.

Conclusion

One of the main reasons for the lack of contribution of the manufacturing sector in Ethiopia's economy is that the stakeholders established to support the sector are unable to provide the required support and encourage investors in a coordinated approach. To speed up the development of the manufacturing industry sector and bring the expected results, it is expected that the stakeholders who support the sector should strengthen their coordination and provide the necessary support and monitoring to the sector. However, the findings of the study clearly show that in the current situation, in terms of supporting the sector in a coordinated way, the stakeholder institutions have many weaknesses and problems in supporting the sector as it should be. As an indicator, the stakeholders who support the sector do not have a jointly signed agreement document and a joint plan to work together, the individual and joint roles of the stakeholders are not clearly defined, there is no accountability system in place, there is no way to exchange information at the country level, who are the stakeholders of the sector is not clearly defined and there is no single window service where all stakeholders who support the sector can work together. These and other problems consequently made investors in the sector spend a lot of time and money moving from one institution to another. In addition, lack of foreign currency supply, power outages, lack of developed work places, lack of skilled manpower required by the manufacturers and migration of experts (high turnover of employees), lack of market, bureaucracy and tax-related problems related to revenue and customs authorities are the main problems faced by investors in the sector. Problems of good governance and rent-seeking behaviour of officials, logistics problem, and high cost of transport services from Addis Ababa to Djibouti compared to other countries and delays in exports and imports are preventing them from participating in the sector as required. Therefore, from the findings of the study, it is possible to conclude that, fixing these problems and facilitating the coordination of the stakeholders, promoting good opportunities of the manufacturing sector as well as changing the image of the country should be the priority agenda of the relevant bodies to attract new investors in the sector.

Recommendation

Based on the analysis of the data and results of the study, the proposed solutions that can help to facilitate the stakeholders' coordination are suggested as follows.

- It is worthwhile for stakeholders to sign a clear and unambiguous joint agreement document to support the sector in a coordinated approach. The execution of the memorandum of understanding will create favourable conditions for the supporting the sector as required and it can ensure accountability.
- It is important to establish one service center /single window service system, where all stakeholders supporting the manufacturing sector can work together. The single window service will greatly reduce the problems of many bureaucracies and service delivery delays faced by the investors in the sector.
- Having a common goal and vision; it will help stakeholders to work together as well as solve the problems of good governance and fight against the attitude and practice of rent-seeking behaviours in the sector.
- It is important for all stakeholders to have a uniform national database and exchange up-to-date information; this will have an important role in the efficiency of their services and the coordination process.
- It is important for stakeholders to facilitate capacity building training with relevant educational and training institutions to produce skilled manpower that can support the manufacturers effectively.
- It would be better if the stakeholders could learn from other similar countries, how to work together, and how to develop a strong coordination system among them.

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RESEARCH ARTICLE

Human Resource Management Practices: Assessing Value Added: Book Review

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Abstract

Personnel executives would be wise to track the worth of Added productivity and how they affect venture success in order to garner management's attention and establish credibility. In order to highlight the impact of HR practices, Maike Andresen and Christian Nowak respond to two crucial queries: What additional benefit does investment in HR processes and functions provide? How can the worth added produced by HR practices and functions be measured? An impression of the ORMM- four stage methodologies that organizes the process of establishing the supplementary assessment of Human Resource Management is provided in order to address three key questions: It is necessary to model the explanatory association (R) among theoretical underpinnings and response determinants based on a specification of the response determinants (O). Furthermore, the worth added must be monitored and evaluated using appropriate measurements (M). In addition, a summary of the articles in this edited book demonstrates how this edited book aid both practitioners as well as academics in textual writings in light of the well acknowledged theory-practice gap.

Keywords: Worth added; HR Investments; Book Review; ORMM-approach

Introduction

Book encloses in totality 13 chapters and book Access provided by Ministry of Education; Ethiopia. This book is intended to assist academics and practitioners in evaluating the added significance of Human Resource practices. It offers practical tips for selecting efficient HR management techniques as well as particular advice designed to make it easier to gauge how HR practices affect worth generation. Throughout exploratory studies from a broad range of disciplines and research traditions is examined in order to produce recommendations that are backed up by data. It covers a wide range of duties that the HR department must perform and focuses on fresh difficulties including determining the worth added of work-life balance strategies. Indeed, expatriation on Adding worth with HR is a costly endeavor. According to recent estimates, despite the fact that venturees spend a lot of money annually to send their personnel on global competition, the ROI from trained staff has been utterly "unsatisfactory." However, companies continue to have difficulty defining what truly constitutes an global project's success and have made little to no progress with regard to the ROI of trained staff in actual performance. Supplementary concerning, few have a concrete plan for how to meaningfully calculate expatriate ROI. Moreover, these same ventures frequently have a only small profits, and

neglecting long term strategic advantages and the "battle for talent" on a global scale. Numerous organizations also are unsuccessful to perform their need based worth added training methods for HR with logical strategic principles and a clear venture strategy, as they frequently do in other aspects of their firm. The next point is: if trained staff is some of a company's most expensive employees, shouldn't we be able to explain why we're spending so much money on them and manage them better? This chapter's goal is to explore the "added benefit of expatriation" in more detail. What function does expatriation fulfill specifically, and which overseas project types and global assignees bring genuine worth? How have the explanation and measurement profit on investment on HR historically been done? How should foreign competition' internal rate of return be assessed in the future?

Research Methodology

Edited books are those that feature chapters written by many writers and one or more editors who hire additional subject matter experts to write particular chapters. As an instance, the left booklet was edited, while the right book was composed by a particular writer. Editing and proofreading are essential steps in the writing process. Your writing will be more effective and your thoughts will be easier to understand with the help of Maike Andresen and Christian

Nowak. Although there are obvious differences between the two, students and authors commonly wrongly believe that they are the same. Maïke Andresen and Christian Nowak brought up the point that the research process used for an edited book includes both organized and unstructured quantitative analysis. Illustrated is non-structured qualitative analysis. Content analysis is another name for structured quantitative analysis. Developmental, substantive, copy, and proofreaders are the four fundamental editing used by the editors.

Review of Defining of Global Project Worth

Maïke Andresen and Christian Nowak argued that measuring the internal rate of return from expatriation has been the "holy grail" of the global mobility sector for more than a decade. Although just 9% of the 123 organizations surveyed formally assess expatriate ROI, book review demonstrates that nearby has been extremely modest advancement in this area of administration. The three largest obstacles are not having enough time (18%), not knowing how to accomplish it (39%), and it not being vital to their organization (11%). None of the ventures gave their expatriation ROI an "excellent" rating. 58% indicated their ROI was "fair" or "poor," compared to 42% who rated it as "very good" or "good." These statistics unmistakably show a tremendous squander of occasion, resources, and resources to ensure an investment profit that is viewed as minimal at best. How is this possible?

Determining the true meaning of a internal rate of return from trained staff is a part of the issue. Due to this flaw, a different explanation was created, which has now gained widespread acceptance and citation in the academic community and is becoming more popular among practitioners:

"A computation that, depending on the project's goals, compares the firm's monetary and non-monetary gains to the overseas project's monetary and non-monetary expenses."

This explanation has the advantage of explicitly recognizing the human factors, which numerous executives believe to be the main benefit of using trained staff, especially those on strategic global competition, in addition to the monetary cost and benefit components that the concept of expatriate ROI should include and acknowledge. Hence, worth is the main consideration rather than just monetary cost.

Maïke Andresen and Christian Nowak manifested that expatriate ROI may be easier to understand for some firms than for others due to the fact that some organizations may find it difficult to define the goals of a global project. For instance, it can be challenging to meaningfully describe goals like "professional development," "succession planning," and "developing leadership competencies." In order to allow for customization in accordance with a wide variety of monetary and non-monetary costs and advantages relevant to varied project goals and firm exile performance, a explanation like the one above must purposefully avoid being unduly

prescriptive. This is crucial because there are numerous justifications for using global competition, making it impossible to come up with the "optimal" explanation of expatriate ROI that would work for every trade.

Chapter Wise Review of Book

Adding Worth and Hrm Practice

Maïke Andresen and Christian Nowak contend that despite HR's extensive tool and practice set, there is currently no overarching decision science that outlines how ventures can accomplish tactical achievement all the way through their HRM. Maïke Andresen and Christian Nowak advise building a practice of indigenous HR activities in array to sustain ventures' knowledgeable HRM executive. A family of approaches known as "evidence-based HR" uses the professional judgment of HR specialists as well as research evidence, contextual data, and other relevant information. After reviewing the implications for HR practice from scholarly work, monetary and social patterns, as well as enterprise applications from other executive domains, Maïke Andresen and Christian Nowak start debating the prospects of Talent ship as a scientific proof operational research and as a first phase towards a general conceptual framework to support HR decisions. As a result, Maïke Andresen and Christian Nowak think the current chapter makes a substantial contribution to practitioners' and academics' understanding of the continued shift towards evidence-based HR.

Realizing the Highest Worth of Investments in Talent Management

Maïke Andresen and Christian Nowak provide research-based insights into the areas and conditions in which talent management (TM) offers worth for a venture in this chapter. Since 2008, Maïke Andresen and Christian Nowak had conducted a recurring longitudinal TM experiment to examine the utility of TM. In this experiment, Maïke Andresen and Christian Nowak mix academic ideas with in-depth, practically leaning logical techniques. Overall twenty one globally focused firms in Europe took part in the survey. The findings indicate that organizations have trouble effectively designing TM. In this chapter, Maïke Andresen and Christian Nowak offer options for dealing with this. Maïke Andresen and Christian Nowak show why an exclusive talent-differentiation strategy is preferred and clarify the constituents of an effective talent explanation and strategy. Maïke Andresen and Christian Nowak provide justification for why it is crucial that all relevant parties understand this explanation and It is crucial to demonstrate the monetary benefits of investing in TM practices, which are frequently specialized and pricey, now more than ever. Maïke Andresen and Christian Nowak demonstrate the benefit of utilizing analytics to strengthen the impact that

both recent and upcoming TM investments have on the attitudes and behaviors, such as intention to leave and commitment, of pertinent employees. These factors are simple to translate into a monetary venture case. There are various alternatives to investing in traditional TM methods that are worthwhile taking into consideration, such as investing in personalized plans and enhancing employees' possibilities for success. TM does not always entail doing so. Also, it is advised to make it apparent how the company's employment conformity differs from that of rivals in terms of talent.

How to Evaluate Employer Brands: Monetary Approach

For many firms, attracting and keeping top personnel is becoming an increasingly important task. Academics and practitioners agree that an appealing employer brand is essential to winning the ongoing battle for the best personnel in order to address the ongoing talent deficit. Human resource executives must consequently prioritize evaluating employer brands in order to gauge their ability to draw in top talent and measure the success of their employer branding initiatives. Yet, it is difficult to find relevant key metrics to assess employer branding. In response to this flaw, the chapter offers a monetary method of assessing employer brands. Also, this experiment looks into how significant workplace branding constituents affect how much money is paid for employer brands. The employer brand recognition score model that is being given offers a monetary key figure that enables a thorough and monetary assessment of talent management in contrast to pertinent rivals and with respect to various target groups.

Assessing the Internal rate of returns in Human Resource Development: Theory and Practice

Recent data suggests that ventures are spending more cash on internal training for their workers. One of the main drivers of this trend is the positive monetary effect on the organization's growth that these expenditures in university education are intended to have. Via the evaluation sub-function, the specialist field of HRM called as educational controlling assesses the efficacy, worth, and success of training initiatives. In view of this, the original article key emphasis is outcome assessment, which assesses the success of efforts aimed at furthering education from an economic perspective. The theoretical frameworks, concepts, and models that may be used to evaluate the reasonable profit on training investments are now quite limited. Venture controlling utilizes performance metrics to justify the worth of the expenditures that the organization has made. Since the discussion of the utility confirmation of additional educational measures, especially with regard to the calculation of the ROI on educational investments and the need to ascertain what drawbacks there are in the theoretical and empirical basis for educational controlling, has been

contentious in the pertinent sub discipline, this chapter will focus on how the economic effects of the in important role in the progress can be attained from a philosophical standpoint. To do this, a summary of the present research state on training administration, namely the these provider of in-company teaching methods, will be given.

The Worth added of Expatriation

Indeed, expatriation is a costly endeavor. Ventures pay billions of dollars each year to send workers on abroad competition, however recent surveys indicate that the ROI from trained staff has been completely "unsatisfactory". However, companies continue to have difficulty defining what truly constitutes an global project's success and have made little to no progress with regard to the ROI of trained staff in actual practice. More concerning, few have a clear plan for how to meaningfully measure expatriate ROI. However, these same ventures frequently have a short-term profit-driven orientation, ignoring factors like worldwide careers and the "battle for talent". However, many people fail to manage their mobility initiatives in the same way they frequently manage other aspects of their ventures: with sensible strategic methods, a distinct goal, and a focus to guarantee an acceptable level of "success". The next point is: if trained staff is some of a company's most expensive employees, shouldn't Maiké Andresen and Christian Nowak be able to explain why we're spending so much money on them and manage them better? This chapter's goal is to explore the "added benefit of expatriation" in more detail. What function does expatriation fulfill specifically, and which overseas project types and global assignees bring genuine worth? How have the explanation and measurement of expatriate internal rate of return historically been done?

A Look Into the Future: Is Working Time Freedom Apt to Add Worth for Different Stakeholders? A Discussion with Experts in the Field

In the subject of working time flexibility, it's possible that output control will eventually take the role of input control (recording working hours) (recording goal achievement). Working time flexibility or a "results-only work environment" are two names for the underlying work time paradigm (ROWE). Functioning instance choice implementation requires a concerted effort to alter corporate culture such that employee autonomy over the moment, timing, and position of their work becomes the norm for all or a significant portion of employees at all levels of the occupational hierarchy. Contrarily, conventional efforts to flexible work schedules rely on employee conformity with select employees and, as a general rule, demand a supervisor's approval. Due to regulatory limitations, ROWE has only recently been applied in a small number of US organizations, compared to its rarity in Europe. Replied on

initial pragmatic findings, hypothetical models, and specialist views, this chapter explores the practical and non practical implications of a ROWE for various stakeholders. Although working time flexibility is thought to have benefits, a number of supervision terms are recommended as requirements for its accomplishment.

Investments in Work-Life-Balance Pay Off: The Case of Commerz bank AG

The dual role that women had to play as store human resources and mothers constituted a significant barrier to their careers, it quickly became clear when Commerzbank began looking more closely at the problems of women working in the bank in the late 1980s. The idea of the "corporate childcare center" was devised to aid in the solution of this issue. The first childcare center was then prepared to be established in 1998 in conjunction. Commerzbank was unable to learn from other ventures' experiences because it was the first company in Germany to recommend such a cutting-edge examination targeted at promoting work-life balance. Due to this, it was determined that the operations would be monitored and objectively assessed from the beginning and over a substantial period.

Investing in the Subjective Well-Being of Temporary Workers: Examining the Worth added

Using theoretical strategies and statistical evidence from the temp work and open to interpretation well-being research in the field, the conversation of the profit made of assets in workforces' interpretive well-being incorporates the special wedge shaped workforce association ship that appears to exist in seasonal employment. The positive effects of increased subjective well-being among temporary workers on productivity, work engagement, health, and commitment are outlined in a reaching the conclusion cause and effect model, along with the negative associations with turnover and the possibility of having to engage in unproductive work practices. Gene mutation, adaptive processes, chosen reference personnel, investment expenses, deceptive signals aimed at the labor and the programs' untested efficacy are other factors that limit the investment return of well-being-enhancing measures.

Worth added of Employee Monetary Participation

Researchers indulgent of the benefits of worker monetary engagement are expanded in this chapter. The word "monetary participation" refers to an employee's participation in the enterprise's profits and results, including its stock. Dividend and knowledge distribution ownership are the two main types of monetary participation for employees (including options). Sometimes worker considered themselves as share holders. This chapter reviews recent research on the effects of monetary engagement and

demonstrates that, for the most part, the findings are consistent with favorable results. The literature also demonstrates that monetary involvement is not an HR tool that primarily yields outcomes in a general manner, but rather that the best results may be obtained when integrated into what Maïke Andresen and Christian Nowak refer to as a "high performance ownership system" of HR policies and practices.

Determining Outcomes of HRM Practices: Benefits, Opportunities and Limitations

Concretizing worth creation as a determinant in a company's performance and strategic health can be done in a variety of ways. It is the result of a process that adds worth to a particular input and ultimately results in the creation of venture worth. The satisfaction of one's own and other working class needs, as well as the creation of compensation, are additional reasons for creating worth in addition to meeting the demands of stakeholders, such as meeting basic needs, security needs, social needs, the desire for recognition, or personal fulfillment. There doesn't appear to be any question that HRM helps to create worth. To this point, however, it is unclear how the additional venture worth produced by HR services and the behaviors that derive from them may be recognized and evaluated. In order to address this issue, the current chapter will cover the advantages, possibilities, and constraints of evaluating the results of HRM practices from a leadership and management accounting viewpoint as displayed on the Balanced Scorecard.

Conclusion and Recommendations

The challenges surrounding the evaluation of the worth added by HR-related measures have been covered in this Book. It was noted that a specific monetary estimate of the capacity to add worth cannot be expected, particularly given the unique characteristics of HR. It was discovered that, in addition to the use of an adequate orchestra of tools and approaches, the Worth added would seem to be very well adapted to remedy this aggravating situation. This is due to the fact that Worth added have the natural competence to convey in order about the apparatus of worth construction by involving property, method, markets, and significance and will hence improves transparency in the many chains of cause and effect. Last but not least, it is argued that the grouping of tackle and methods. In order to get together supplementary confirmation to support the monetary viability of HR policy, it is not compulsory that the set of tools and measures utilized be complement by deep exposure of mix research individuality and worth's.

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Author Contributions

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Conflict Of Interest

The authors declare no conflict of interest. The authors have no competing interests to declare relevant to this article's content. This is the origin book review done by research scholar Gemechu Tufa under the guidance of advisor Dr. Shashi Kant from his PhD assignment work on book review qualitative evaluations.

Reference

Maïke Andresen, 2015. "Assessing the value added of Human Resource Management Practices," *Management for Professionals*, in: Maïke Andresen & Christian Nowak (ed.), *Human Resource Management Practices*, edition 2, Springer.

Book Editors Biography

At the University of Bamberg in Germany, **Maïke Andresen** is a professor of organizational behavior and human resource management and holds the chair in human resource management. In addition to writing multiple books in her subject disciplines, Maïke has published articles in significant scholarly journals, edited volumes, and other venues. Her areas of interest in research include diversity management, expatriation, global career management, management development, and work flexibility.

German University of Bamberg's Chair of Human Resource Management is home to **Christian Nowak**, a lecturer and research assistant and a graduate in global management.

RESEARCH ARTICLE

Research on high-quality development marketing of scenic spots in the post epidemic era

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Abstract

Under the influence of the epidemic, the number of tourists and the overall income of the Gulongshan Grand Canyon has been greatly reduced, which also highlights the problem that the Gulongshan Grand Canyon is susceptible to external factors due to its sensitivity and vulnerability. Two years after the start of the epidemic, it was not able to resume development. In the late stage of the epidemic, the domestic epidemic entered a state of steady development, but there were still cases of infection rebounding. At the same time, the overseas epidemic has spread widely and entered a state of high incidence of cases. The Guangxi Gulongshan tourism market itself has not fully recovered, and the development of the overseas tourism market has been restricted, making the recovery of the Gulongshan Grand Canyon even more difficult. The traditional development is also severely limited, so we will use the 4P and swot theory to analyze the current situation of the Gulongshan Grand Canyon, and at the same time refer to the literature review at home and abroad, correctly view the challenges brought by these epidemics, seize the emerging opportunities, and discuss The strategy for the recovery and development of the Gulongshan Grand Canyon after the outbreak of the epidemic will promote the innovation and sustainable development of the Gulongshan Grand Canyon. This topic includes the following aspects: one is to analyze the current situation of the impact of the epidemic on the Gulongshan Grand Canyon scenic spot; the second is the opportunities and challenges faced by the Gulongshan Grand Canyon in the post-epidemic era; the third is the countermeasures and suggestions for the marketing of the Gulongshan Grand Canyon in the post-epidemic era. This paper completes the writing of this topic from these three aspects.

Keywords: Post epidemic situation; 4P theory; SWOT theory

Introduction

Research background and purpose

As one of the important scenic spots in Guangxi, the Gulong Mountain Grand Canyon is very rich in tourism resources. It not only has unique natural landscape resources, but also has extremely strong national cultural resources, attracting more and more tourists to play and promoting the development of tourism economy in Jingxi

City, Guangxi. However, with the outbreak of new coronavirus pneumonia, the government made a policy to close the scenic area at the beginning of the outbreak of the epidemic. The Gulong Mountain Grand Canyon Scenic Area also actively responded to the national prevention and control policy, stopped tourism activities, closed tourist attractions and related tourist sites, and cut off tourists from visiting Jingxi City. Although these policies and measures have hindered the spread of the virus, the

tourism economy is an industry that relies on tourists to develop the economy, so cutting off the source of tourists makes the tourism economy lose its vitality as if it were trapped in a dead end. In the past, the Gulong Mountain Grand Canyon was crowded with people during the holidays, and there was only a foothold in the Grand Canyon Scenic Area, so there was no room for activities. During the period from the beginning of 2020 to the end of 2021, only some managers of the Grand Canyon are carrying out routine maintenance. The epidemic situation has led to fewer tourists coming to Jingxi City, and the tourism economy is naturally stagnant. This year, the total number of people coming to the Gulong Mountain Grand Canyon for travel and vacation is 40% lower than the level before the epidemic.

Through the research and analysis of the current development of Gulong Mountain Grand Canyon Scenic Area in the context of post epidemic situation, the following three objectives are achieved:

The first is to analyze the current situation of the development and application of Gulong Mountain Grand Canyon in the context of post epidemic situation from multiple perspectives. Second, we should correctly understand the opportunities and risks brought to the Gulong Mountain Grand Canyon after the New Coronary Pneumonia, so as to carry out scientific long-term planning. Third, analyze and learn the development experience of scenic spots at home and abroad. It provides a relatively complete marketing plan for the development of Gulong Mountain Grand Canyon in the background of post epidemic situation and further enriches relevant theoretical research results.

Research significance

Jingxi is rich in tourism resources, mainly featuring ethnic culture and natural landscape resources, and its biggest feature is ethnic characteristics, safety and health. Jingxi City is located in the south of China, with the highest forest coverage rate in the country. The mountains are covered with green coats from a distance, giving a pleasant feeling. Compared with the central and eastern

regions, Jingxi is relatively short of industrial development and rich in forest resources, so industrial pollution is small, the air is fresh and the water is clear. Compared with the smog and sandstorm weather often reported in the developed first tier cities, the air quality and environment of Jingxi City are particularly attractive to tourists. In addition, the slow pace of life can make tourists feel the tranquility of small bridges and flowing water, This is very attractive to people who have been living a fast-paced life for a long time. For a long time, Jingxi has given the outside world the image of health and safety, which has further deepened the outside world's image of safe and healthy tourism. A large number of tourists are attracted by Jingxi's image of safety and health and come to Yunnan to travel, greatly promoting the development of tourism in Jingxi. However, after the outbreak of the new epidemic in 2020, Jingxi City was infected by the virus, and even by the end of March 2022, when the national epidemic entered the low incidence state, there were many local cases in Guangxi, which broke the image of tourists on the safety and health of Jingxi City, and the tourists' intention to travel to Yunnan was greatly reduced. The significance of this study is mainly reflected in the following four aspects:

- (1) The analysis of multiple factors in the development of Gulong Mountain Grand Canyon in the context of post epidemic situation enriches the research field of Gulong Mountain Grand Canyon and provides some feasible suggestions and theoretical references for its development.
- (2) Drawing on the experience of foreign and domestic scenic spot development in the post epidemic era, reasonably plan the development strategy of Gulong Mountain Grand Canyon, and provide theoretical basis and policy focus for the development of Jingxi Gulong Mountain Grand Canyon.
- (3) Combined with the current situation of the post epidemic era, analyze the opportunities and risks of Gulong Mountain Grand Canyon in the context of post epidemic.
- (4) The problems existing in the development of Gulong Mountain Grand Canyon, and put forward targeted marketing suggestions for rationalization under the background of post epidemic

situation.

The remaining parts of the study as structured as follows; the next part present the methodology; the third part present the outcomes while the last part conclude the study.

Research contents and methods

Research content

The main research of this paper is under the development of the current scientific and technological innovation era, combined with the development and research of the current scientific and technological innovation, and taking the development of Zhangjiagang as an example, the main research contents are as follows:

The first chapter is the introduction, which mainly introduces the background, significance, content, methods and technical route of the current scientific and technological era. The second chapter mainly introduces the current tourism marketing related theories, such as 4P theory, SWOT theory and tourism marketing related literature review. The third chapter studies the development status of Gulong Mountain Grand Canyon in the post epidemic era, such as the introduction of Gulong Mountain Grand Canyon, the tourism development status of Gulong Mountain Grand Canyon, the tourism resources of Gulong Mountain Grand Canyon, the 4P aspects of Gulong Mountain Grand Canyon and the SWOT analysis of Gulong Mountain Grand Canyon marketing. The fourth chapter puts forward the optimization path and countermeasures of Gulong Mountain Grand Canyon tourist attraction marketing in the post epidemic era, including: (1) strive for the government to increase support for Gulong Mountain Grand Canyon; (2) Vigorously develop the safe market of health tourism; (3) Promote the intelligent development of Gulong Mountain Grand Canyon; (4) Increase the tourism investment of holiday tourism to promote the development of Gulong Mountain Grand Canyon; (5) Increase tourism investment in holidays and festivals to promote the recovery and development of Gulong Mountain Grand Canyon. The

fifth chapter is the summary of the full text, and gives four summaries. First, the epidemic situation will have a long-term impact on the tourist attractions; Second, significant changes have taken place in the consumer behavior of tourists in the post epidemic era; Third, there are improvements in Gulong Mountain Grand Canyon Scenic Area; Fourth, strengthen the high-quality development of Gulong Mountain Grand Canyon Scenic Area in the post epidemic era.

Research methods

Under the development of the current era, there are many factors that affect the Gulong Mountain Grand Canyon. This paper starts from the current situation of the Gulong Mountain Grand Canyon and analyzes it, with the help of SWOT analysis method and the comprehensive application of five dimensional methods. Although these research methods are primary and secondary in the collection process of relevant current data, the relevant data or conclusions obtained by using different methods can be used for reference for the whole study, and are integrated and mutually consistent when used.

Literature research method: through consulting newspapers, books, periodicals, papers and other ways, read a large number of relevant literature to systematically learn relevant theoretical knowledge such as 4P theory, SWOT analysis, and understand the current domestic surgical innovation and integration research results.

Case study method: This paper will use Gulong Da Canyon as an example to explore the current inadequacy affecting Gulong mountain canyon, analyze its causes, and propose specific cooperation schemes by investigating, analyzing, and summarizing.

Technical route

The main point of this paper is to analyze the Gulong Mountain Grand Canyon in the post epidemic era as an example, use the 4P theory and SWOT theory to analyze the current situation of Gulong Mountain and the investigated data, and on this basis, point out the existing problems of Gulong Mountain Grand Canyon, and finally

give the marketing countermeasures for high-quality development. Figure 1.

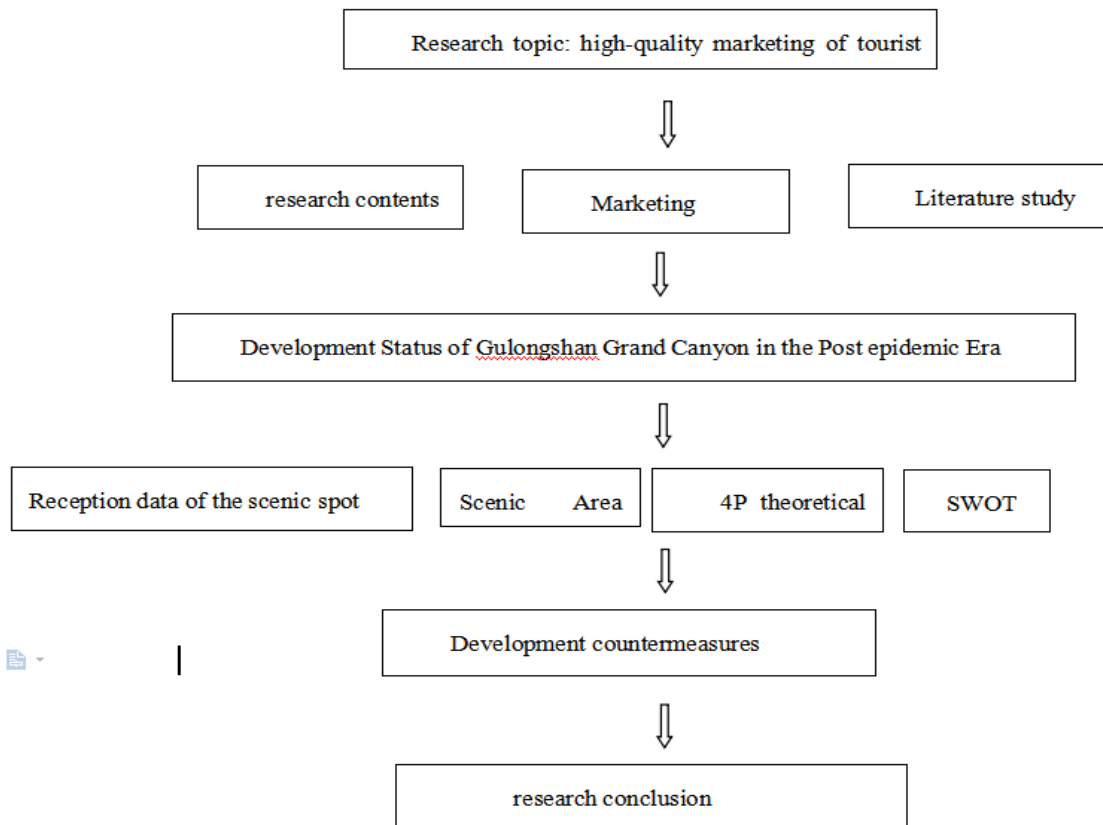


Figure 1: The flow of the research

Relevant theories and literature review

4P theory

4P theory is the foundation of marketing strategy consisting of four elements: product, price, place and promotion. The product portfolio mainly includes the entity, service, brand and package of the product. It refers to the collection of goods and services provided by an enterprise to the target market, including the utility, quality, appearance, style, brand, packaging and specifications of products, as well as service and guarantee factors. The combination of prices mainly includes basic price, discount price, payment time, credit terms, etc. It refers to the economic return that enterprises pursue when selling

products. Promotion mix refers to the communication activities that enterprises use various information carriers to communicate with the target market, including advertising, personnel promotion, business promotion and public relations.

SWOT analysis

SWOT analysis, that is, the situation analysis based on the internal and external competitive environment and competitive conditions, is to conduct four dimensional analysis in combination with the current research content, analyze and discuss from the four perspectives of advantages, disadvantages, opportunities and threats, and combine and discuss various analysis factors to draw

reasonable conclusions and suggestions for improvement. This kind of advice and analysis theory can draw objective theories.

Through SWOT, the research object can be analyzed and discussed from multiple dimensions, discussed and studied according to appropriate improvement suggestions, and on this basis, appropriate plans and arrangements can be made.

S (strengths) are strengths, W (weaknesses) are weaknesses, O (opportunities) are opportunities, and T (threats) are threats.

Literature review

Lei Xinyu (2017) mainly analyzed from multiple perspectives, combining the basic consumption link with the service link, analyzing and discussing from multiple perspectives, analyzing the current tourism environment and conditions, finding the highlights of the scenic spot and appropriate improvement suggestions, and promoting the development of tourism.

Fang Shiqiao and Ma Hongyu (2018), when studying the development of the current tourism industry and the promotion of tourism, proposed that the government should strengthen the guidance of the tourism industry, put forward improvement strategies and suggestions for the promotion of the development of scenic spots, promote the development of the current scenic spots, and the government can also strengthen and guide the optimization of the current tourism characteristics, tourism policies and tourism products.

Yang Feng (2018) proposed appropriate improvement suggestions for the current development of outdoor leisure tourism, and proposed that the current tourism development needs to be positioned and developed according to different customers, and high-end tourism plans should be made for high-end customers, which requires certain professional talent plans and development efforts to plan and develop.

Zhu Bo (2020) analyzed the development and research of traditional technologies and traditional tourism features in

the current tourism industry, which can enhance the characteristics of local tourist attractions.

Li Guoping et al. (2020) proposed that under the current globalization epidemic situation, the development of scenic spots around the world has been affected. Now under the development of the normalization of the epidemic situation, the government should reduce the pressure on local enterprises, reduce the tax revenue of some enterprises or reduce the pressure on enterprises, propose improving policies to guide the development of current enterprises, develop a diversified online tourism industry, and promote the diversified development of the industry.

The research of Williams and Kayaoglu (2020) shows that the impact of the current new epidemic on the tourism industry and service industry is relatively obvious.

Mariannasigala (2020) proposed that under the development of the current era, the outbreak of the new crown epidemic has promoted the reform and development of changes among enterprises. Current enterprises can take the opportunity of the new crown epidemic to strengthen the transformation and improvement of scenic spots and find appropriate development opportunities.

Wen et al.

Qing yan (2020) concluded that the impact of the new crown epidemic has three characteristics: great strength, wide coverage and long impact time; For example, many tourism enterprises have closed down, many tourism product companies have also been affected, tourism products cannot be sold, and many scenic spots have continued to have outbreaks of disease, which has not been officially open for business for 1-3 years.

Manrai Lalita A. and Manrai Ajay K et al. (2020) used SARIMA model to estimate the economic loss of Fujian Province under the influence of new coronary pneumonia. Erisher Woyo and Elmarie Slabbert (2020) calculated that the epidemic situation of new coronal pneumonia had a significant negative impact on China's tourism industry by using the bivariate ARIMA model. So far, no one has used comprehensive judgment methods to predict the recovery

of tourism demand during the crisis period. Most tourism research focuses on post event prediction. In the future, it is necessary to strengthen prediction research by integrating multiple methods.

Mariannasigala (2020) proposed that tourism innovation, transformation and industrial upgrading should be responded to. For tourists, such experiences as New Coronary Pneumonia will have a significant impact on their tourism attitude, intention and future behavior. The design of tourism technology applications should ensure business continuity and survival during the epidemic period.

Through the above literature review, we can see that there are a lot of research on scenic spot marketing in the post epidemic era at home and abroad, and scholars at home and abroad have their own views. Although the epidemic has affected the development of our scenic spot, it is also the time for the transformation of scenic spot development. Under the current development, we can strengthen professional talent training, increase development efforts, strengthen organizational security. Actively build the outdoor sports leisure tourism industry chain and other development strategies. The research summary of the above experts and scholars provides a solid theoretical basis for the later research on the marketing of Gulong Mountain Grand Canyon Scenic Area.

Current Situation of Gulong Mountain Grand Canyon Scenic Area in the Post epidemic Era

(1) Introduction to Gulong Mountain Grand Canyon

Gulong Mountain Grand Canyon in Guangxi, a national AAAA level scenic spot, a key scenic spot in Jingxi City, is also a vice president unit of the Research Travel Branch of Guangxi Tourism Association. The scenic spot is located in Hurun Town, Jingxi City, Guangxi, which enjoys the reputation of "the landscape is like Guilin, and the climate is better than Kunming". The traffic to the scenic spot is very convenient via S60 Chongjing Expressway. The scenic spot is 29 kilometers away from

Daxin Detian Transnational Waterfall, 30 kilometers from Jingxi District, 230 kilometers from Nanning City, 210 kilometers from Baise City, and only 18 kilometers from China Vietnam border. There is no season limit for sightseeing in the scenic area. Boating and hiking can be carried out normally throughout the year. The scenic spot integrates canyons, waterfalls, karst caves, underground rivers, primitive vegetation, peaks and cliffs, and streams and rocks. It is composed of four gorges, Gulao Gorge, Xinling Gorge, Gulong Gorge, and Xinqiao Gorge, three underground river karst caves, Yingbin Cave, Baifu Cave, and Gulong Cave, as well as the Gulong Falls, which are flying in the air with a single drop of 128 meters and a width of about 70 meters, and 12 magnificent waterfalls that are as beautiful as a scroll. The total length is 7.8 kilometers, covering an area of about 17 square kilometers, Gather the spirit of canyon landscape and the essence of underground river karst cave. The rivers between the four gorges and the three underground rivers and karst caves are connected, forming a world-class spectacle of four gorges, three caves and one water.

(2) Current Situation of Tourism Development in Gulong Mountain Grand Canyon Scenic Area

Gulong Mountain Canyon Group was rated as "Guangxi Ecotourism Demonstration Zone". It has successfully established a famous tourism county with Guangxi characteristics and won the honorary title of "the hometown of Chinese hydrangea". However, under the influence of the post epidemic situation, it will receive 4.1243 million tourists in 2020, down 27.6%; Total tourism consumption was 4.01 billion yuan, down 36.2%. At present, Jingxi's tourism is mainly sightseeing. The tourism economy only relies on tickets, primary accommodation and catering, and a small number of tourist souvenirs. The industrial structure is relatively simple. Under the influence of the epidemic situation, the growth rate has declined year by year, and the growth is weak.

In 2017, the number of tourists received reached 5.9348 million, an increase of 27.6%; Total tourism consumption

was 6.127 billion yuan, up 36.2%.

In 2018, Jingxi received 7513600 domestic and foreign tourists, an increase of 2.1 times over 2013; The total tourism consumption reached 8.16 billion yuan, an increase of 3.4 times over 2013. In the first half of 2019, it received a total of 4.955 million domestic and foreign tourists, with a year-on-year growth of 32.9%, and achieved a total tourism consumption of 5.286 billion yuan, with a year-on-year growth of 32.8%.

3) Gulong Mountain Grand Canyon Scenic Area Resources

Spatial structure

The tourism resources of the base are various, including mountain sightseeing, rural tourism, etc., but the pattern is scattered and the integration is insufficient, so the superior tourism resources cannot be effectively integrated; The unbalanced spatial pattern of tourism, leisure and holiday industries has delayed the healthy development of the tourism industry chain.

Gulong Mountain Grand Canyon is composed of Gulao Gorge, Xinling Gorge, Gulong Gorge and Xinqiao Gorge, Yingbin Cave, Baifu Cave and Gulong Cave, Gulong Falls with a single drop of 128 meters, and 12 magnificent waterfalls with a total length of 7.8 kilometers, covering an area of about 17 square kilometers. It gathers the spirit of the canyon landscape and the essence of the underground river caves. The rivers between the four gorges and the three underground rivers and karst caves are connected, forming a spectacle of four gorges, three caves and three underground rivers.

Tourism public service system

The public tourism service of Gulong Mountain Grand Canyon is not perfect. At present, there are some problems in the planning area, such as the lack of traffic guidance, the imperfect tourist consumption guarantee mechanism, the lack of self driving camps, and the imperfect tourism safety emergency plan, which need to be improved urgently.

Tourism service facilities

The tourism service facilities of Gulong Mountain and Grand Gorge need to be improved. At present, the number of hotels in Gulong Mountain Grand Canyon is insufficient, the catering cuisine is not abundant, the hotel service is weak, the holiday elements are missing, and the featured shopping is insufficient, which cannot meet the diversified needs of tourists.

Tourism brand

Although the Gulong Mountain Grand Canyon has built forest tourism scenic spots, national nature reserves and national 4A scenic spots, compared with the surrounding Lingda Canyon, Quyang Lake, Jiuzhou, and Equan scenic spots, the brand value is not high, reflecting the lack of connotation, innovation, and extension of the Gulong Mountain Grand Canyon scenic spot.

(4) 4P Analysis of Gulong Mountain Grand Canyon

Product analysis

Gulong Mountain Grand Canyon has successively developed four canyons, namely Gulao Gorge, Xinling Gorge, Xinqiao Gorge, Yingbin Cave, Baifu Cave, Gulong Cave, etc. The rivers between the four canyons and the three underground karst caves are connected. The journey is a world-class wonder that four gorges and three buildings are connected. The tourism products mainly include mountain sightseeing, drifting and rural tourism, but the pattern is scattered and the integration is insufficient, so the advantageous tourism resources cannot be effectively integrated; The unbalanced spatial pattern of tourism, leisure and holiday industries has delayed the healthy development of the tourism industry chain.

Price analysis

The current listing price of Gulong Mountain Grand Canyon is: Pingwangji Three Gorges Second Hole Classic Drift Ticket: 218 yuan/person for adults, 115 yuan/60 yuan for elite hiking tours, while most of the tickets for China's 4A scenic spots are between 40-80 yuan. Compared with

similar scenic spots in Guangxi, the ticket price is on the high side. For example, the listed price of Dongxing Yeren Valley Drifting in the off season is 158 yuan/person, and that of Yaozhai Jiulong Lake Drifting in Fangchenggang is 158 yuan/person. The high pricing has led to a considerable number of tourists being diverted to other scenic spots.

Channel analysis

Gulongshan Grand Canyon has few sales channels and a single traditional marketing means. At this stage, we have established our own official network platform, such as WeChat official account, official website and other channels to establish communication with tourists. At the same time, relevant local tourism official departments will also issue corresponding publicity news, but the exposure is low and the effect is not great. For the team, it is mainly to establish cooperation with travel agencies, OTAs, etc., but the marketing is passive and the data of visitors cannot be controlled.

Promotion analysis

In the tourism promotion activities of Gulong Mountain Grand Canyon, the promotion of Gulong Mountain's cultural resources and its own natural conditions is insufficient. Although hydrangea, sacrificial rites, moron culture and Dragon Boat Festival medicine market are the most characteristic of the Zhuang nationality, their folk customs are simple and simple, and their historical heritage is deep, they do not play a good role in the joint development, and fail to provide the influence of the tourism commodity market of the Gulong Mountain Grand Canyon.

(5) SWOT Analysis of Gulong Mountain Grand Canyon Marketing

Advantage analysis

(1) Superior geographical location

Gulong Mountain Grand Canyon in Guangxi, a national AAAA level scenic spot, a key scenic spot in Jingxi City, is also a vice president unit of the Research Travel Branch of Guangxi Tourism Association. The scenic spot is located in Hurun Town, Jingxi City, Guangxi, which enjoys the reputation of "the landscape is like Guilin, and the climate is better than Kunming". The traffic to the scenic spot is very convenient via S60 Chongjing Expressway. In the regional tourism structure system, it has been endowed with "green leisure, landscape ecology" and other tourism functions, with obvious regional advantages.

(2) Rich tourism resources

Gulong Mountain Canyon Group is composed of Gulao Grand Canyon, Xinling Grand Canyon, Xinqiao Grand Canyon and Gulong Grand Canyon, with a total length of 7.8 kilometers. It gathers the spirit of mountains and rivers, the essence of canyon karst caves, three underground river karst caves including Gurong Yingbin Cave, Baifu Cave and Shuilian Cave, takes the Gulong Waterfall out of the Refining Pool, and three caves of the Three Gorges, making it a wonder.

Gulong Mountain valleys are connected across the mountains, and underground rivers and karst caves are connected. There are many kinds of natural primitive vegetation, more than 2000 kinds. The canyons and rivers are continuous all the year round, and the scenery is deep.

(3) Strong policy background

Gulong Mountain Grand Canyon Scenic Area is an important scenic spot after the re integration of tourism resources in Jingxi City, and also an important scenic spot to build the Guangxi Vietnam ASEAN grand tourism network system. At the same time, it is also an excellent project for the development of the Gulong Mountain Grand Canyon in Baise City. The beautiful and charming canyon scenery, colorful forest landscape, strong and simple family style, and beautiful and moving historical legends in the Great Xia Valley Scenic Area of Gulong

Mountain fully demonstrate the different scenery from other tourist areas. It is an ideal coastal tourist area for leisure, sightseeing, and fitness.

(4) Many exploitable resources

Jingxi County, where Gulong Mountain Grand Canyon Scenic Area is located, is a typical large Zhuang county, with Zhuang population accounting for about 99%. This ancient land is a place where Zhuang people live in a high concentration. With thousands of years of history, it has formed unique Zhuang language, customs, farming methods, dwellings, costumes, Zhuang embroidery, national operas, folk songs, Zhuang medicine and other rich cultural resources.

Disadvantage analysis

(1) The number of tourists affected by the epidemic has dropped sharply

Guangxi has always been a major tourism province, and the Gulong Mountain Grand Canyon has a very deep influence as an important scenic spot. However, after the outbreak of the new epidemic in 2020, Guangxi was infected with viruses, and even by 2022, when the primary national epidemic entered the low case state, there were many local cases in various parts of Guangxi, which broke the image of tourists on the safety and health of the Gulong Mountain Grand Canyon in Guangxi, and the tourists' intention to travel to the Gulong Mountain was greatly reduced.

(2) Insufficient depth of resource development, no independent brand

The brand awareness of theme scenic spots is weak, the established tourism image is lacking, the promotion ability is small, the project product is single, the capital investment is insufficient, and the popularity of Luoyuan County is low, so it is difficult to form a large-scale market. Moreover, the level of development and utilization is not high. Most resources are still in the initial stage of development. However, compared with the surrounding

scenic spots such as Lingda Canyon, Quyang Lake, Jiuzhou, and Equan, the brand value is not high, reflecting the lack of connotation, innovation, and extension of the Gulong Mountain Grand Canyon.

(3) Weak tourism infrastructure in and around the scenic spot

The infrastructure in the scenic area needs to be strengthened. There are few places to rest in the scenic area. The distance between scenic spots is long, and there is no means of transportation connecting various venues, such as sightseeing buses and shared bicycles. The number of tourist hotels and restaurants around it is small and low grade, with only one five-star hotel; The local culture is not deeply excavated; There are few places for entertainment and rest; The local characteristic system is not perfect. The stay time is short, the hotel occupancy rate is low, the consumption level is not high, and the tourism "agglomeration effect" is vague. There are few tourism professionals. Many tourism managers are seldom from tourism management majors. People who come to work in the scenic area are generally residents who lack knowledge near the surrounding areas. Tourism management personnel can not take timely measures in the face of market competition. The service personnel in the scenic area have low market awareness and service awareness.

(4) Insufficient online and offline marketing

The online and offline marketing of Gulong Mountain Grand Canyon is insufficient. The following problems exist: the utilization rate of online scenic spot official website, official WeChat and public account and other self media marketing platforms is not high, and the maintenance is insufficient. The information about the scenic spot on the network platform is not comprehensive. Tourists can not understand the general situation of the scenic spot in detail. The online complaints are obviously ineffective, damaging the image of the scenic spot. Less offline promotion, long promotion interval, and poor publicity effect. The marketing channels are scattered and

the statistics are cumbersome.

Opportunity analysis

(1) Implement tourism related policies to open up a new prospect for tourism development

In order to promote the development of tourism products in Jingxi County, expand the industrial chain, and actively develop the connection between key tourist attractions and rural tourism, according to the strategic idea of characteristic Guangxi, the beautiful and charming canyon scenery, colorful forest landscape, rich and simple family customs, and beautiful and moving historical legends in the Great Xia Valley Scenic Area of Gulong Mountain fully display the different scenery from other tourist areas, which is an ideal leisure vacation, sightseeing Coastal tourist area for health and fitness.

Give full play to the characteristic culture and take this opportunity, the scenic spot will further improve the infrastructure construction, promote marketing, step by step improve the tourism reception capacity and provide quality services, and the potential market of the scenic spot is unlimited.

(2) Operate the current popular Internet to promote the brand image

Since the outbreak of New Coronary Pneumonia, many new cases have emerged. At the initial stage of the epidemic, the epidemic spread in a cell fission way. The state proposed measures such as "closing the city", "stopping work" and "home isolation" to reduce the flow of people and control the spread of the epidemic. Gulong Mountain Grand Canyon also actively responded to national policies by closing tourist attractions and stopping tourism activities. What emerges at the historic moment is the rapid development of the Internet, such as the rise of the current popular short videos and social media Little Red Books. People like to see the diversity of the world on the Internet. Gulong Mountain Grand Canyon can well operate the current We Media during this period, do a good job in the operation of short videos and social media,

improve the popularity and image, and harvest a large number of fans after the epidemic is resolved.

Challenge analysis

(1) Intensive competition in homogeneous market

At present, there are many similar products and tourists in China's canyon scenic spots. At present, the tourism industry is developing rapidly and the tourism development is increasing. Due to the sharp increase of scenic spots around the scenic spot, the scenic spot is faced with the diversion of the tourist market. In addition, they have similar regions, similar resources and serious homogeneity. The intense competition in the homogeneous market of Gulongshan Grand Canyon has brought certain market competition pressure.

(2) Employees in tourism industry face unemployment risk

Employment is related to people's survival and development. Only by achieving employment can people obtain the means of life and survival, promote production and drive the country forward. Therefore, the government attaches great importance to employment, places employment at an important position in national development, and takes various measures to promote employment. The development of the Gulong Mountain Grand Canyon has driven the employment of the Gulong Mountain Grand Canyon. The Gulong Mountain Grand Canyon mainly relies on attracting tourists for development. With the increase of tourists, the Gulong Mountain Grand Canyon gradually develops, and the Gulong Mountain Grand Canyon can accommodate more and more employees, He has made his own contribution to safeguarding the overall social situation. With the rapid development of Gulong Mountain Grand Canyon in Guangxi, more and more people are engaged in Gulong Mountain Grand Canyon and its related industries, which greatly alleviates the employment pressure of Gulong Mountain Grand Canyon. During the epidemic of New Coronary Pneumonia, the whole industry actively

responded to the government's epidemic prevention measures. Gulong Mountain Grand Canyon is no exception. At the beginning of the new epidemic, the Gulong Mountain Grand Canyon closed its tourist attractions, and the development of tourism related industries in tourist destinations stagnated. For example, the catering industry and hotels fell into a state of few passengers or even no passengers. The relevant tourism practitioners fell into a state of short-term unemployment. In the middle and late stages of the epidemic, the Gulong Mountain Grand Canyon slowly resumed its development through flow restriction measures, Although the number of employed people driven by the Gulong Mountain Grand Canyon in Jingxi City has gradually increased, it still cannot meet the employment needs of a large number of unemployed people. A large number of unemployed people compete for a small number of jobs in Jingxi City, which is not conducive to the stability of the overall social situation.

To sum up, first of all, the Gulong Mountain Grand Canyon is a key industry in Jingxi City, contributing more and more to the economic development of Jingxi, and the epidemic has seriously impacted the Gulong Mountain Grand Canyon. Therefore, the Jingxi government will pay more attention to the development of the Gulong Mountain Grand Canyon in the future work related to the Gulong Mountain Grand Canyon; In addition, the Gulong Mountain Grand Canyon is a fragile industry, vulnerable to external factors. With the rebound of the epidemic, the harm cannot be underestimated. Therefore, the Jingxi government will pay more attention to the development of the Gulong Mountain Grand Canyon.

Marketing suggestions for high-quality development of tourist attractions in the post epidemic era

The epidemic of Neocoronavirus Pneumonia is a major public health crisis, which has caused a serious impact on tourist attractions, especially in Guangxi, as a major tourism province, tourist attractions are its key industries, and the impact is particularly serious. In the post epidemic era, as an important subject, Gulong Mountain Grand Canyon

Scenic Area should not only see the challenges brought by the epidemic, but also see the opportunities emerging in the context of the epidemic.

(1) Strive for government support for Gulong Mountain Grand Canyon

Under the current normalization of the epidemic situation, the scenic area of Gulong Mountain Grand Canyon has been affected by the epidemic situation and should strive for government policies to increase support. Apply for the reduction and exemption of corporate rent and corporate taxes in Gulong Mountain Grand Canyon Scenic Area, increase the discount of bank loans, support the establishment of cultural and tourism branches and other measures to reduce the burden on the scenic area. At the same time, it is also required that Gulong Mountain Grand Canyon Scenic Area should strengthen the publicity policy, pay close attention to the implementation of the tourism policy in real time, and actively respond to the call of the government.

The second is to establish a crisis response mechanism to prevent problems before they occur. In the modern open world, people are getting more and more connected. The earth is called the "small global village". Every country keeps in touch with people of all ethnic groups in the world, let alone within a country or a province. The development of Gulong Mountain Grand Canyon is one of the factors that lead to more population mobility. As population mobility becomes more frequent, the public health crisis similar to the new epidemic will also be more widespread and destructive. The Gulong Mountain Grand Canyon will be more developed in 2020, so the population will flow more frequently. Therefore, the spread of the new pneumonia epidemic in 2020 will be faster than the SARS epidemic in 2003, and the harm will be more serious. The Gulong Mountain Grand Canyon responds to the government's policy call, strengthens the protective measures related to public health crisis, establishes the crisis prevention awareness, formulates short-term, medium and long-term crisis response plans in the scenic area, further improves the corresponding public health

facilities of tourist destinations, establishes more effective crisis response mechanisms, reflects on the problems of the existing crisis management system, and constantly supplements and improves the crisis prevention and management system.

(2) Develop a healthy and safe tourism market

In the post epidemic era, the health and safety tourism market has grown. Jingxi tourist attractions should seize the opportunity to capture the image of healthy tourism destinations before the epidemic, innovate and develop new health tourism projects, make health tourism more popular, and reshape the image of healthy tourism destinations. Vigorously develop a healthy and safe tourism market. To develop a healthy and safe tourism market, we should do the following:

An enterprise should further promote healthy and safe tourism methods and deepen people's awareness of healthy tourism. Although tourists have changed their thinking on tourism and pursued a more healthy and safe way of tourism after experiencing the new epidemic, due to the effective control of the epidemic in China, people have little awareness of this, so tourist attractions can carry out advertising on buses and square LED displays to support a healthy and safe way of tourism; The second is to improve the quality of public security and win more trust from tourists. Improve the public health facilities in the corresponding tourist attractions, set up hand washing tables and provide sanitary hand sanitizers. Hotels and other accommodation places in tourist cities should keep the site clean, the air fresh, the flow of people limited, the disinfection work should be frequent, and the temperature detection facilities should be perfect. If possible, health clinics can be set up in the accommodation concentrated areas, equipped with corresponding medical staff, so that tourists can trust the region more; Third, continue to develop healthy and safe tourism products and projects. Depending on the high-quality ecological environment, we can create forest eco-tourism areas and rural tourism projects, and set up different tourism projects according to different tourism resources, such as "Health Hall" in the

hot spring area, rock climbing projects in the mountain area, and national culture shows in areas with rich national culture, so as to fully use the regional and resource advantages to explore healthy and safe tourism projects or products.

(3) Promote the intelligent development of Gulong Mountain Grand Canyon

During the epidemic, the Internet gave off infinite vitality. The country released information about the epidemic in real time through the Internet, and promptly dispelled rumors to stabilize people's minds. Office staff worked remotely through the Internet, and hundreds of millions of students learned through the cloud. The Internet runs through all walks of life, and to a certain extent, it provides convenience for people to live, work and study. The Gulong Mountain Grand Canyon is dominated by traditional offline tourism, and the online intelligent tourism market is small, so it has suffered great harm in the epidemic. After experiencing the epidemic, the tourist attractions should deeply recognize the development opportunities of intelligent tourism, and should vigorously promote the intellectualization of Gulong Mountain Grand Canyon. First of all, use the Internet to increase the awareness of tourist attractions and attract more tourists. The scenic spot can use the method of live broadcast with goods by the host during the epidemic to hire public figures with high visibility for live introduction, and enhance the aspiration of potential tourists to the tourist destination through explanation and live broadcast. At the same time, efforts should be made to tap the unknown tourism resources in those scenic spots, so as to make a large number of tourism resources available and increase tourism competitiveness. Secondly, build the provincial tourism network platform and set up local tourism system. Tourists can log in to the tourism network system of the tourist destination on the client, input relevant demands, and intelligently formulate multiple sets of tourism plans. Tourists can choose to change the plans they have formulated, and formulate a plan with reasonable price and route preference. In addition to related tourism matters,

this scheme should also include some precautions, such as to remind tourists of altitude response and provide solutions when going to high altitude areas. It should also include the experience and highlights of visiting the destination at different times and in different seasons, so that tourists can choose a time period to visit according to their preferences and needs, so that they will not feel lost after experiencing the destination differently from what they expected. Finally, it is necessary to strengthen the data management of various industries in the tourism area, improve the tourism operation supervision system, and the ticket purchasing platform can push the person times of a certain scenic spot or project in a certain period of time and the person times of hotels and restaurants in the tourism area. The ticket purchasing platform will intelligently recommend the best travel time scheme to allow tourists to enter the scenic area at the appropriate time by staggering the peak, and solve the difficulties of tourists queuing to enter the park and eat in line, Improve tourists' sense of experience and satisfaction, and strive for repeat customers.

(4) Strengthen cross-border integration and promote the complex development of Gulong Mountain Grand Canyon

With the development of the times, the Internet is more and more developed. At present, more and more people like to search the strategies of tourist attractions on the Internet. The current publicity mode of Gulong Mountain Grand Canyon is still in the traditional stage. In the post epidemic era, Gulong Mountain Grand Canyon should respond to the call of the times and strengthen cross-border industrial cooperation.

The integration of Gulong Mountain Grand Canyon and other industries should take full advantage of the advantages of accommodation integration industry and combine its own conditions to develop new tourism formats to achieve harmonious development of both sides. The integration should play a "1+1>2" effect to achieve a win-win situation. In a region, all walks of life are related to each other. Find the connection point of mutual integration according to each other's needs. Gulong

Mountain Grand Canyon should integrate with all industries to develop, explore more new tourism formats, enhance tourism advantages, attract more tourists and improve tourism competitiveness.

Guangxi is a multi-ethnic and multi landscape province. The Gulong Mountain Grand Canyon should integrate with agriculture and forestry to develop more rural tourism, develop tourism projects relying on tourism resources such as farmhouses and forest parks with national characteristics, and develop local featured products as tourism commodities; It is a "kingdom" rich in animal and plant resources, and the plant pharmaceutical and spice industries are developed. The Gulong Mountain Grand Canyon can be integrated with this to develop the Gulong Mountain Grand Canyon and the Spice Gulong Mountain Grand Canyon. At the same time, animal protection areas are demarcated based on various rare animals, and "zoo" tourism is developed; It is a border country bordering many countries, expanding the integration of the original Gulong Mountain Grand Canyon and border trade, developing border trade tourism, and promoting the common development of border trade and Gulong Mountain Grand Canyon. The integration of the Gulong Mountain Grand Canyon and the Internet has achieved some development, such as online ticket booking, video promotion of tourist attractions and live delivery of goods. We should seize the opportunity of the information age, increase the integration of the Gulong Mountain Grand Canyon and the Internet, and further develop intelligent tourism. Through the harmonious integration of Gulong Mountain Grand Canyon and other industries, we will develop more and better tourism resources, break through the limitations of Gulong Mountain Grand Canyon's independent development, and promote the sustainable development of Gulong Mountain Grand Canyon.

(5) Increase tourism investment in holidays and festivals to promote the recovery and development of Gulong Mountain Grand Canyon

It is important to promote the revitalization of the Gulong Mountain Grand Canyon in the post epidemic era from a

macro perspective, but at the same time, it is also crucial to seize the key time to make special adjustments to holiday tourism policies from a micro perspective, which is also crucial to the revitalization of the Gulong Mountain Grand Canyon. Although the Gulong Mountain Grand Canyon is open all year round, many people have no free time even if they want to travel because of their work and study, and holidays provide good opportunities for people to travel. Therefore, the Gulong Mountain Grand Canyon will be particularly active during the holidays, and the number of tourists and tourism income will also reach a high point. Influenced by the epidemic situation of new coronavirus pneumonia, the number of domestic tourists will reach 2.879 billion in 2020, down by half compared with 2019; Domestic tourism revenue was 2.23 trillion yuan, down 60% from 2019. Therefore, in the post epidemic era, tourist attractions should pay more attention to these golden tourism periods, such as tourism festivals and holidays. In addition to drawing on the experience and practices of previous golden tourism periods, they should also formulate some more innovative and attractive strategies for these golden tourism periods. In order to attract more tourists, local tourist attractions can introduce more preferential policies for this critical period. Tourist attractions can develop different preferential strategies based on the number of tourists and their relationship. For example, couples can develop a couple ticket discount, and couples can increase the discount when they go to some scenic spots or tourism projects about love. It is also possible to launch specific tourism theme activities or tourism products based on holidays, so that tourists can enjoy a new and traditional holiday in other places.

Conclusion

The epidemic of Neocoronary Pneumonia is a major public health crisis, which has caused a serious impact on tourist attractions, especially in Guangxi, as a major tourism province, tourist attractions are its key industries, and the impact is particularly serious. In the face of the tourist attractions with heavy losses, the government of Jingxi, Guangxi needs to realize the importance of the

development of the Gulong Mountain Grand Canyon and be able to play a leading role, increase support for the tourist attractions and further improve the crisis response mechanism, so as to nip in the bud.

This paper mainly draws the following conclusions:

First, the epidemic will have a long-term impact on tourist attractions. Because of the variability of the virus, the short immunization time of the vaccine, and many uncontrollable factors in the development of the world epidemic, the new coronavirus will exist for a long time, so it needs to accept the phenomenon of epidemic normalization in tourist attractions.

Second, significant changes have taken place in tourist consumer behavior in the post epidemic era. Compared with the previous ways of tourism, many people choose a more healthy way of tourism, such as self driving or health tourism. Tourist attractions should keep up with the current concept of tourists, formulate appropriate tourism plans, develop more healthy and contemporary tourism methods, and improve consumer satisfaction. The Gulong Mountain Grand Canyon occupies an important position in the development of Jingxi City. The scenic area income brought by the Gulong Mountain Grand Canyon is a new growth point of Jingxi City's economic development, which needs to be optimized according to consumer demand.

Third, there are improvements in Gulong Mountain Grand Canyon Scenic Area. Although the Gulong Mountain Grand Canyon is rich in resources, it also faces some problems, mainly including: limited resource development and incomplete tourism public service system; The transformation to online is not enough; Gulong Mountain Grand Canyon Scenic Area lacks connotation, innovation and extension.

Fourth, strengthen the high-quality development of Gulong Mountain Grand Canyon Scenic Area in the post epidemic era. In order to achieve high-quality development of Gulong Mountain Grand Canyon Scenic Area in the post epidemic era, it is necessary to strengthen the improvement of the scenic area, such as winning the government's support for Gulong Mountain Grand Canyon

and improving the service quality of all links of Gulong Mountain Grand Canyon Scenic Area. Accelerate the construction of intelligent tourism in Gulong Mountain Grand Canyon Scenic Area, and broaden the vision of development. Strengthen online publicity and increase the exposure of Gulong Mountain Grand Canyon. We will accelerate the promotion of a healthy and safe tourism market in the Gulong Mountain Grand Canyon, and increase tourism investment in holidays and festivals in the Gulong Mountain Grand Canyon Scenic Area.

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RESEARCH ARTICLE

Cultural Impact of CPEC on Pakistan and China

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Abstract

This article explores the cultural impact of the China-Pakistan Economic Corridor (CPEC) on both Pakistan and China. CPEC is a multi-billion-dollar infrastructure project aimed at improving connectivity between the two countries through the construction of roads, railways, industrial zones, energy corridors, and other infrastructure. While much attention has been paid to the economic and geopolitical implications of CPEC, this article focuses on its cultural implications. Through an analysis of media coverage and a review of scholarly literature, this article examines how CPEC has affected cultural exchange, identity formation, and perceptions of China and Pakistan among their respective populations. It finds that CPEC has led to increased cultural exchange and mutual understanding between the two countries that lead to improved bilateral relations between the two long-lasting friendly nations, Pakistan and China. These findings have important implications for policymakers and suggest the need for a more nuanced approach to cultural diplomacy in the context of CPEC.

Keywords: CPEC; cultural impact of CPEC; Pak-China relations; Sino-Pak relations; Belt and Road initiative; cultural diplomacy

Introduction

The China-Pakistan Economic Corridor (CPEC) is a major infrastructure project aimed at improving connectivity between Pakistan and China (Chaudhry & Zhang, 2018). The project includes the construction of roads, railways, industrial zones, energy corridors, and other infrastructure to enhance trade and economic cooperation between the two countries. While the economic and geopolitical implications of CPEC have been widely discussed, its cultural impact has been overlooked (Ahmed & Batool, 2021). This article seeks to explore the cultural implications of CPEC on both Pakistan and China. The study focuses on how CPEC has affected cultural exchange, identity formation, and perceptions of China and Pakistan among their respective populations. The article draws on media coverage and a review of scholarly literature to understand the impact of CPEC on cultural relations between the two countries.

To provide context for the study, the article begins with a discussion of the historical and cultural ties between China and Pakistan (Hussain, 2019). The two countries have had close diplomatic, economic, and cultural relations since the 1950s (Shah, 2018). In recent years, the cultural exchanges between the two countries have been growing, with more Chinese tourists visiting Pakistan and more Pakistani students studying in China. The two countries have also collaborated on various cultural initiatives, such as the establishment of cultural centers and the joint production of films and television dramas. The article then provides an

overview of CPEC, including its significance and economic and geopolitical implications (Khan, 2019). The project is expected to bring significant economic benefits to both Pakistan and China and enhance regional connectivity and cooperation. However, the article notes that there are concerns about the impact of the project on the environment and the social and cultural fabric of the local communities. The third section of the article examines the cultural impact of CPEC on both Pakistan and China. The study finds that CPEC has led to increased cultural exchange between the two countries, resulting in a greater mutual understanding and improved bilateral relations between Pakistan and China (Ahmed & Batool, 2021). The study also finds that CPEC has had a positive impact on identity formation among the people of Pakistan and China.

In conclusion, the article suggests that a more holistic approach to cultural diplomacy is needed in the context of CPEC. The study highlights the importance of promoting cultural exchange and mutual understanding between Pakistan and China, as well as the need for cultural initiatives to be integrated into the CPEC project (Chaudhry & Zhang, 2018). The article calls for further research on the cultural impact of CPEC and its implications for regional cooperation and development.

Historical and cultural ties between China and Pakistan

China and Pakistan's historical and cultural ties have played an important role in shaping their modern-day relationship (Hussain, 2017; Shah, 2018). The ancient Silk Road

facilitated the exchange of goods, ideas, and culture between the two countries, and China's Tang dynasty had close commercial relations with the civilizations of Gandhara and the Indus Valley in present-day Pakistan, facilitating the spread of Buddhism from India to China (Zhou, 2019).

Pakistan was among the early nations to acknowledge the People's Republic of China in 1950 during the contemporary period, and shortly after, the two nations formed diplomatic ties (Rana, 2017; Shah, 2018). The facilitation of the visit of US President Richard Nixon to China in 1972, which resulted in a rapprochement between China and the US, was a significant contribution made by Pakistan (Khan, 2018; Shah, 2018).

In recent decades, China and Pakistan have deepened their economic and strategic ties through initiatives such as the China-Pakistan Economic Corridor (CPEC) (Mansoor, 2021). CPEC is a multi-billion dollar infrastructure project aimed at improving connectivity between the two countries through the construction of roads, railways, industrial zones, energy corridors, and other infrastructure.

Cultural ties between China and Pakistan have also been strengthened in recent years (Chen, 2021). Chinese language and cultural centers have been established in major cities in Pakistan, and Pakistani students are increasingly pursuing higher education in China (Zhou, 2019).

Similarly, Chinese tourists are visiting Pakistan in growing numbers to explore the country's rich cultural heritage and natural beauty (Javed, 2020). In conclusion, China and Pakistan's historical and cultural ties have played an important role in shaping their modern-day relationship. As the two countries deepen their economic and strategic ties through initiatives such as CPEC, their cultural ties are also likely to continue to grow stronger.

CPEC as a game changer

The China-Pakistan Economic Corridor (CPEC) has been deemed a transformative initiative for Pakistan and China, with its multi-billion dollar investment in infrastructure that has been hailed as a game changer for both countries (Bhatnagar, 2020). The objective of the project is to enhance connectivity between the two countries by constructing infrastructure such as roads, railways, energy corridors, and industrial zones. This ambitious project is expected to significantly impact the economic, political, and cultural ties between the two nations, providing both short-term and long-term benefits.

For Pakistan, CPEC is seen as a major opportunity to address some of the country's long-standing economic challenges. The project is expected to create employment opportunities, stimulate economic growth, and attract foreign investment (Ali & Qayyum, 2021). It is also expected to address some of Pakistan's energy challenges by providing much-needed energy infrastructure, including power plants and transmission lines (Khan, 2018).

For China, CPEC is an important part of the country's broader strategy of expanding its economic and strategic influence in the region (Sohail, 2021). The project provides China with a direct route to the Arabian Sea and the Indian Ocean, thereby reducing its dependence on the Malacca Strait, a strategic chokepoint that is vulnerable to disruption (Burki, 2019). It also provides China with access to Pakistan's natural resources, including minerals and agricultural products (Khan, 2018).

CPEC is expected to have important geopolitical implications as well. By strengthening its economic ties with Pakistan, China is enhancing its strategic position in the region, which could help it to counterbalance the influence of other regional powers, including India and the US (Akram & Iqbal, 2021). For Pakistan, CPEC provides an opportunity to deepen its ties with China, which could help to balance its relations with other regional powers and reduce its dependence on Western countries (Burki, 2019).

To sum up, the China-Pakistan Economic Corridor (CPEC) is a transformative development that holds immense significance for both China and Pakistan (Bhatnagar, 2020). The project has the potential to transform Pakistan's economy and enhance China's strategic position in the region (Sohail, 2021). However, there are also concerns about the environmental and social impact of the project, as well as questions about its long-term sustainability. As the project moves forward, it will be important to ensure that it is implemented in a way that is sustainable, equitable, and beneficial for all stakeholders involved (Ali & Qayyum, 2021).

Cultural impact of CPEC

The China-Pakistan Economic Corridor (CPEC) is a massive infrastructure project that aims to connect China's Xinjiang province to the Arabian Sea through Pakistan. It has been heralded as a game-changer for both countries, with the potential to transform the economic landscape of the region. However, in addition to its economic and geopolitical implications, CPEC has also had a significant cultural impact on both Pakistan and China.

One of the most significant cultural impacts of CPEC has been the increase in cultural exchange and interaction between Pakistan and China (Memon, 2020). The project has brought large numbers of Chinese workers to Pakistan, leading to increased exposure to Chinese culture among Pakistanis. Similarly, Pakistani workers and officials have had the opportunity to visit China, providing them with a firsthand experience of Chinese culture and society (Ahmed, 2019). This increased cultural exchange has helped to build mutual understanding and appreciation between the two countries, laying the groundwork for improved bilateral relations.

CPEC has also had a significant impact on identity formation in Pakistan. The project has been seen as a symbol of Pakistan's growing importance in the region and its

potential as a hub for regional trade and commerce (Akhtar, 2017). It has helped to shape a new narrative of Pakistan as a modern, dynamic country with a bright future. Additionally, CPEC has helped to shift the focus of Pakistan's economy towards industrialization and innovation, fostering a sense of national pride and purpose (Hussain, 2018).

In China, CPEC has also had important cultural implications. The project has been seen as a way to enhance China's influence in the region and project a positive image of China as a responsible global power (Jia, 2017). CPEC has also helped to enhance China's soft power in Pakistan, with Chinese culture and language becoming more prominent in the country. The project has also provided a platform for China to showcase its technological prowess, with Chinese companies leading the way in the construction of CPEC infrastructure.

Overall, the cultural impact of CPEC on Pakistan and China has been significant, helping to foster increased cultural exchange, identity formation, and perceptions of each other's countries. The project has helped to build stronger bonds between the two countries, with the potential for lasting cultural, economic, and geopolitical benefits.

CPEC coverage in newspapers in China and Pakistan

To analyze the news coverage of CPEC in China and Pakistan, four newspapers were selected, China Daily, Global Times, Dawn, and The News International, because they are among the most widely circulated English-language newspapers in their respective countries, China and Pakistan. China Daily and Global Times are both state-owned newspapers in China, which are known to reflect the views of the Chinese government. On the other hand, Dawn and The News International are both leading newspapers in Pakistan with a significant readership, which provide a

variety of perspectives on CPEC and its implications. Thus, by analyzing the news coverage of CPEC in these newspapers, we can gain insights into how the Chinese and Pakistani governments, as well as the media and the public in both countries, perceive the project and its impact.

The criteria to select the news articles on CPEC in English language newspapers in China and Pakistan were:

1. **Relevance to CPEC:** The news articles should be directly related to CPEC, its progress, challenges, and impact on Pakistan and China.
2. **Reliability and Credibility:** The news articles should be from reputable and reliable English language newspapers in China and Pakistan.
3. **Diverse perspectives:** The news articles should represent different perspectives on CPEC, including positive and negative views, as well as perspectives from government officials, experts, and the public.
4. **Timeliness:** The news articles should be published within the selected time frame (2013 to 2018) to ensure that they are relevant to the period under consideration.

Results and analysis

This section presents an analysis of the news coverage related to the China-Pakistan Economic Corridor (CPEC) in the major English newspapers of China and Pakistan. The analysis focuses on the period spanning from January 2013 to December 2018, which witnessed significant developments and milestones in the implementation of the CPEC project. By examining the nature, extent, and tone of the news coverage in both countries, this section aims to shed light on the evolving perceptions and attitudes towards CPEC among the media and the public in China and Pakistan.

The news coverage of CPEC

Newspaper	Country	No. of Articles	Main Themes
China Daily	China	332	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC
The Global Times	China	184	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC
Dawn	Pakistan	290	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC, cultural ties between China and Pakistan
The News International	Pakistan	225	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC, cultural ties between China and Pakistan

Table 1: The news coverage of CPEC in the leading English newspapers of China and Pakistan from January 2013 to December 2018.

CPEC coverage in China from 2013 to 2018

English language newspapers in China, China Daily and Global Times, extensively covered the China-Pakistan Economic Corridor (CPEC) during the period 2013-2018.

Table 2: The news coverage of CPEC in the leading English newspapers of China from January 2013 to December 2018.

Newspaper	Country	No. of Articles	Main Themes
China Daily	China	332	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC
The Global Times	China	184	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC

The coverage was overwhelmingly positive, with the focus on the benefits of CPEC for both China and Pakistan. The newspapers highlighted the strategic importance of CPEC for China as it provides an alternative route for China's energy supplies, reduces transportation costs, and strengthens China's presence in the region. The newspapers also emphasized the economic benefits of CPEC for Pakistan, such as job creation, infrastructure development, and increased foreign investment.

CPEC coverage in Pakistan from 2013 to 2018

English language newspapers in Pakistan, such as Dawn and The News, also extensively covered CPEC during the period 2013-2018.

Table 3: The news coverage of CPEC in the leading English newspapers of China from January 2013 to December 2018.

Newspaper	Country	No. of Articles	Main Themes
Dawn	Pakistan	290	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC, cultural ties between China and Pakistan
The News International	Pakistan	225	Economic benefits of CPEC, updates on project progress, political implications of CPEC, criticism of CPEC, cultural ties between China and Pakistan

The coverage was generally positive, with a focus on the potential benefits of the project for Pakistan. However, there were also critical voices that raised concerns about the transparency of the project, its environmental impact, and the potential for Chinese companies taking advantage of Pakistan's resources. Some commentators also questioned the long-term viability of the project and the potential for

debt trap diplomacy by China. Nonetheless, the dominant narrative in the Pakistani media was that CPEC was a game-changer for Pakistan, which would lead to economic growth and prosperity for the country.

Overall, the coverage of CPEC in English language newspapers in China and Pakistan during the period 2013-

2018 reflected the strategic importance of the project for both countries, with a generally positive outlook on its potential benefits. However, there were also critical voices that raised concerns about the transparency and sustainability of the project, highlighting the need for careful monitoring and management of the project in the years to come.

Conclusion

This article explores the cultural impact of CPEC on both Pakistan and China. It highlights the importance of cultural exchange and mutual understanding in enhancing bilateral relations between the two countries. The study provides valuable insights into the cultural implications of CPEC and calls for a more nuanced approach to cultural diplomacy in the context of the project.

The CPEC is a transformative infrastructure project that has the potential to reshape the economic and cultural landscapes of China and Pakistan. This paper has examined the cultural impact of CPEC on both countries, focusing on its effects on cultural exchange, identity formation, and perceptions of China and Pakistan among their respective populations.

Our analysis of media coverage and review of scholarly literature suggest that CPEC has led to increased cultural exchange and mutual understanding between China and Pakistan. However, it has also given rise to concerns about cultural homogenization, the erosion of local cultures, and the influence of Chinese cultural values on Pakistan.

To mitigate these concerns, policymakers must take a more nuanced approach to cultural diplomacy in the context of CPEC. This could include supporting the preservation and promotion of local cultures, facilitating more balanced cultural exchange between China and Pakistan, and encouraging the development of cultural industries that reflect the unique identities of both countries.

Overall, the cultural impact of CPEC on China and Pakistan is complex and multifaceted, and requires careful consideration and proactive management by policymakers in both countries. By promoting cultural exchange and understanding, CPEC has the potential to contribute to a more peaceful, prosperous, and interconnected world.

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