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Highlights

Factors for Sanitary Sewage

Business Social Responsibility

Discovering Thoughts, Inventing Future

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Training Managers and Owners of Private Greek Enterprises

By John Theodore

Abstract- The purpose of this article was to propose various training programs for the development of owners and managers of private Greek enterprises. The author of this article has been examining, analyzing, evaluating, and critiquing the state of management practices in private Greek enterprises since 1971. He has written and published a dissertation on private Greek enterprises for his doctoral degree from the Aristotelian University of Thessaloniki and a number of peer-reviewed articles on the same topic, the last of which was published in 2023. The absence of effective and efficient training of the managers and owners of private Greek enterprises was mentioned in each of the above-cited publications; however, no suggestions for training were presented because training was not a topic of discussion in any of the above-cited publications.

Keywords: *action orientation, organizational development, learning organizations, organizational development (OD) interventions, planned change agents, factors of production, empowerment, owners-managers, training, leadership, innovation, creativity, theory X, theory Y, cognitive resistance, centralized and participatory training, centralized decision-making, and symmetrical communication.*

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Training Managers and Owners of Private Greek Enterprises

John Theodore

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I. Introduction

The purpose of this article is to expose the need for training owners and managers of private Greek enterprises in order to change their mentality and practices from Theory X to Theory Y. The author of this article has been examining, analyzing, evaluating, and critiquing the state of management practices in private Greek enterprises since the early 1970s. The absence of effective and efficient training of the managers and owners of Greek private enterprises was mentioned in each of the author's previous publications but no suggestions for developmental training were presented because training was not a topic of discussion in the previous works of the present author.

II. Review of the Literature

a) *Early Concerns About the Absence of Training*

The absence of training in private Greek enterprises was a noticeable disadvantage and was detected as early as the 1950s by well-known academicians and business executives like Zolotas (1964) and Damaskinidis (1961) who believed that it was caused by several factors the most, evident of which were the small size of organizations and their family ownership and control (Holevas, 1960). Even the very small number of large size organizations were controlled and owned by relatives and friends, who had limited knowledge about the importance of training (Alexander, 1964).

The mentality of the owners and managers and the small size of business organizations did not allow the development of owners and managers (Coutsoumaris, 1963). Managers and owners were not able to provide directions and guidance for the employees without having prior training because such persons were encircled in a limited and microscopic management model (Vlachos, 2008). The majority of Greek managers and owners in the private sector until the 1970s were male with limited education and training in business and economics (Theodore, 1971).

b) *The Small Size of Enterprises and the Mentality of Owners and Managers.*

The absence of need and interest for training owners and managers was exacerbated when the Greek economy was de-industrialized in the 1970s and the need for large business organizations that necessitated training for owners and managers was substantially reduced (Kassapidou & Varsakelis, 2002). It is important to mention that large organizations in industrially developed nations through their training process reach the evolutionary phase of being *Learning Organizations* that operate under Action Orientation (Theodore, 2012a). Vouzas (2004) stated that the autocratic demeanor of business owners and managers in Greece was continuously resisting training which allows trained managers and owners to delegate authority and responsibility to their employees. Papadakis (2006) also wrote that creativity and innovation were missing in the minds of business owners who considered training as a superfluous activity in their enterprises (Papalexandris & Chalikias, 2002).

c) *Emphasis on Financial Gains Against Leadership Development*

Manolopoulos et al. (2007) stated that the interest of Greek business leaders was how to maximize profits and avoid paying taxes to the government, and that they did not perceive training as a necessity for organizational development. Caring for developing themselves was absent (Theodore, 2011) The business ambient in Greek enterprises was inimical to

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developmental training (Komninos & Tsamis, 2008), which included the leadership, management, and the workforce in general (Psychogios & Szamosi, 2007).

d) Sporadic Attempts to Implement the Training of Owners and Managers

In the late 1990s and during the first decade of the present century, attempts were made to offer education and training to benefit the owners and managers in private enterprises (Publication Service of the European Union, 2012). At the end of the 1900s and the first decade of the 2010s, the European Union pressured Greece to train and promote the employment of women (Papapetrou, 2006). Because women had less education than men, the disparity in the compensation between male and female employees prevailed in private enterprises and continued through the first decade of the current century (Apospori et al., 2006).

e) Leadership Training Still Remains Limited in the Early 2020s

The absence of policies and procedures continued to exist during the first decade of the current century and, among other important organizational elements missing, was that of training (Hatzikian & Bouris, 2005). Empowering employees through delegation of authority and responsibility was substantially limited because of the lack of training among owners and managers (Theodore, 2021). Panagiotakopoulos (2011) noted, however, that training in a small number of private business enterprises started to appear.

f) Areas of Training Concentration

Training needs to be concentrated on the managerial and organizational characteristics pivoting around the business idiosyncrasy and identity of the owners and managers of private business organizations in Greece. Such needs have been detected by expert researchers, professors, consultants, and professional managers during the several decades the present author has been researching and writing on private Greek enterprises. Laconically stated, the work and contributions of those experts point at the characteristics listed below:

1. Resistance to developmental change and acceptance of a static status quo.
2. Avoidance of using professional assistance, such as consultants, who can provide them with specialized knowledge regarding ways to work more efficiently and to deal with stress more effectively.
3. Creativity and innovation are missing.
4. The decision-making process is centralized and rests on the judgment of the owners and managers; there is an absence of delegation of authority and responsibility and a lack of empowerment of employees.
5. The owners and managers do not communicate with their employees on elements that are pertinent to the operation of their enterprises and they are not able to provide directions and guidance for them because such persons are encircled in a limited and microscopic management model (Theodore, 2023).

III. Data Methodology

The data incorporated in this article are secondary and emanate from the research of the present writer, Greek and non-Greek researchers specializing in Greek private enterprises, and other scholars whose work is dedicated to Organizational Development. The present author has been conducting research and publishing peer-reviewed articles and books on Greek private enterprises from the early 1970s to the present time. In addition, he is a Certified Management Consultant by the Institute of Management Consultants in Washington, D. C.; one of his specializations is in Organizational Development (OD) which he has been implementing in various domestic and international client organizations during the last five decades. He has also published peer-reviewed articles on OD, some of which are included in this article.

IV. Results and Discussion

a) The Importance of Training owners and Managers in Private Business Enterprises in Greece

Training managers is an integral part in Organizational Development under Action Orientation auspices because it develops the human resources (Bartel 2000) and eventually creates Learning Organizations. The impact of training transcends through all the functional units of the organization (Production and Operations; Marketing and Sales; Finance; and Human Resources) where productivity is augmented, and voluntary separation is substantially diminished (Beer et al., 1990) and the utilization of the factors of production (materials, labor, capital, management, and technology) are increased.

The results of the correct, effective, efficient, and timely training of owners and managers cascade down to the level of employees and elucidate the latter on the importance of the principles of organization, and eliminates hurdles (Montes et al., 2003) and other negative elements that block the correct function of the organization. In addition, the emotional and intellectual psyche of the employees is re-adjusted (Batt & Valcour, 2003) which becomes a powerful force of motivation (Mathieu & Martinea, 1993).

The writer of this article is also emphasizing the transfer of knowledge acquired from the training of owners and managers to their subordinates. Such transfer reaches high levels when the tasks in training

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are similar to the organizations ambient. Similar tasks are important for facilitating transfer, and for implementing learning abilities that are parallel to the environment of the employees performing their work duties for facilitating knowledge transfer.

b) Resistance to Developmental Change and Acceptance of a Static Status Quo

Change has to do with the metamorphosis of an organization's functional units (Production and Operations; Marketing and Sales; Finance; and Human Resources). In this article, such transformation is totally focused on the owners and managers of private Greek enterprises. Change is any transformation process in the way that an individual, group, or organization acts asa whole, passing from a sum of ways and modes of acting and behaving to another, transforming relationships in the inside and outside environment-group, or organization acts asa environment (Kotter, 1995).

The main reasons for resisting change are fear of the unknown and of the change of relationships in the organizational modus operandi (Theodore, 2012 b). The resistance to change is an expected situation since every attempt to change will necessarily change relationships and the balance of power within the organization (Richard, 2014). Cognitive resistance, as is the case with the owners and managers of private Greek organizations, reflects the individuals' beliefs about the change, while affective resistance focuses on their feelings, moods, and emotions in relation to the change process, and behavioral resistance concerns actions towards change (Oreg, 2006).

The training of owners and managers in private Greek enterprises needs to focus upon the change of design, implementation, and control of their management/organizational mentality and actions. The training for change in organizations may be centralized or participatory depending on the particular physiology of the trainees which accept and treat it, but also according to the particular nature of the change itself (Hodson, 1995). The writer of this article proposes gradual change in Greek business organizations that reflects a series of continuous changes and developments; this form of change maintains its overall structural balance and affects directly and drastically only one part of the organization at a time (Collinson, 2005), such as Production and Operations; Marketing and Sales; Finance, and Human Resources.

c) Avoidance of using Professional Assistance

Resistance to accept professional assistance (consultants) is imbedded in the culture of the industry of Greek owners and managers, in their general culture, and in their inner cosmos and business idiosyncrasy. Training in this case needs to be focused on the benefits that can be received through the employment of consultants (Dawes et al (1992) which are discussed in the following paragraphs.

The utilization of consultants by business organizations (Payne, 1986), is positive because the latter develop abilities and knowledge to attract, absorb, and assimilate new ideas, methods, and practices that have been produced and/or acquired by consulting firms through their continuous research and development (Bessant & Rush, 1995).

Consultants through their individual practice and wide networking activities collect immense precedent data, knowledge, and experience that can be used to develop their current and future clients (Burt, 1992). Business organizations that employ the services of consultants create long-term relationships with them leading to continuous organizational development efforts (Ocasio, 1997).

d) Creativity and Innovation are Missing

Innovation and creativity in organizations emanate from the will of owners to apply a Theory Y culture that precipitates innovation and creativity, which is especially needed in small organizations that constitute the majority of the business enterprises in Greece.

The authoritarian nature and personality of leaders, as is the case with Greek owners and managers, is a strong force that deters the initiation, maintenance, and development of effective and efficient motivation (Nooteboom, 1994).

In addition to the idiosyncratic characteristics of small business owners and managers that deter creativity and innovation, it is wise to mention that small businesses do not have the factors of production to perform research and development which is conducive to innovation and creativity (Audretsch et al., 2020).

When small firms increase the size of their operations, their organizational structure and design, and the principles of organization are being constrained because the owners and managers who have limited managerial and organizational capability are further impeding the initiation and maintenance of innovation and creativity (Werner et al., 2018).

Organizational leaders, as is the case with owners and managers in Greece, need to initiate and propagate innovation changes both in themselves and in the entire organization (McAdamet al., 2010). Training to precipitate and sustain creativity and innovation needs to be focused on turning them from Theory X to Theory Y by inducing them to delegate authority and responsibility that create empowerment, decentralize the decision-making process, instill self- esteem sense, and precipitate and encourage creativity under Theory Y auspices (Andries & Czarnitzki, 2014). This is exactly the type of training Greek business owners and managers need.

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e) *The Decision-Making Process is Centralized and Rests on the Judgment of the Owners-Managers; there is An Absence of Delegation of Authority and Responsibility and a Lack of Empowerment of Employees*

Greek owners and managers use centralized decision-making based on their modus operandi that derives from their authoritarian philosophies and practices. Consequently, there is an absence of delegation of authority and responsibility and a lack of empowerment of employees. Tannenbaum and Schmidt (1958) wrote that managers that have such behavior are influenced by their personalities that feel comfortable in controlling power (Theory X) and merely giving orders to subordinates.

McGregor (1960) stated that superiors, as is the case with Greek owners and managers, view their subordinates as incompetents or lazy who do their work after they receive orders or are threatened by their superiors and also have negative feelings about their work, their superiors, and the organization in general. Such subordinates merit control through orders from their superiors. Employees under Theory X are under continuous stress and desperately seek assistance from their superiors to relieve them from such pressure and provide them with support and empathy (Vardy, 2011)

The training of Greek owners and managers in this area needs to pivot around the decentralization of control and the implementation of delegation of authority and responsibility/empowerment. Higgs (2003) stated that leaders need to enlarge their horizons and view their role from the holistic point of view and need to include in the decision-making process all those who are capable of offering their experience, education, and qualifications for the improvement of the entire organization (Marques, 2010).

f) *The Owners and Managers do not Communicate with their Employees on Elements that are Pertinent to the Operation of their Enterprises and they are not Able to Provide Directions and Guidance for them because such Owners and Managers are Encircled in a Limited and Microscopic Management Model*

Communication is the process of transmitting information from one source to another. In most cases, in the same organizational department communication is transmitted from one person to another, whereas among departments it is transmitted from one group to another. Effective communication takes place when the message suffers no or minimal distortion from the sender to the receiver (Theodore, 2003).

Due to the autocratic business idiosyncrasy and practice of Greek owners and managers, effective and efficient communication is not taking place; communication is downward moving because it includes orders and negative comments. Cropanzano, James, & Konovsky (1993) stated that the personality of individuals has an impact upon their process of information.

Training concentrations presented in the previous four characteristics will also create upward movement in the form of inputs and suggestions of subordinates/employees and will change the essence and content of downward communication movement to valuable and positive information that carries the delegation of authority and responsibility and creates empowerment. More specifically, training needs to aim at the creation of symmetrical communication which is based on the delegation of authority and responsibility, empowerment, and participative decision making (Kim & Rhee, 2011). Symmetrical communication has a strong impact upon subordinates/employees because it changes their perceptions and views of the organization in which they are employed and which they identify themselves with (Dwyer & Cruz, 1998).

V. Concluding Statements

During the last ten years there has been an increased movement, especially by young persons, in the formation of new business enterprises of all types in Greece. These entrepreneurs are highly educated in both Greek and other European universities and also in the United States.

Four years ago, the people of Greece voted and elected as prime minister Kyriakos Mitsotakis who comes from a lineage of successful politicians. Mitsotakis has both Greek and American higher education, he is young, and has been active in making developmental changes for his country. Recently, he and his New Democracy Party voted to allow for the first-time foreign universities to come to Greece, especially United States institutions, with emphasis on business and economics curricula. National universities in the country, which are controlled by the government, have also increased their economics and business administration programs in both graduate and undergraduate levels.

Because of the above-cited developments in higher education, the training of owners and managers of private Greek enterprises is seriously increasing in depth, variety, and quality.

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Influencing Factors for Sanitary Sewage in Brazilian Municipalities

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Summary- The objective of this work is to identify the main influential factors for the attendance of sanitary sewage in Brazilian municipalities, through a survey and quantitative analysis of secondary data. The justification is to contribute to a more systemic and integrated view of sanitary sewage services in the country and their potential causes linked to the context of infrastructure in the country. The conceptual framework pre-establishes relationships between total sanitary sewage care and independent variables related to the availability of sustainable inputs/technologies, nature and quality of institutions, human competences, financing, socio-environmental governance and sanitary administration. The methodology adopted is quantitative research, with random and stratified sampling of municipalities, applying correlation analysis and multivariate regression. The results of the research point to a positive correlation between the total sanitary sewage service and variables associated with the physical governmental structure and human relations existing in the health area.

Keywords: *sanitation, legislation, quantitative research.*

GJMBR-A Classification: *LCC Code: TD319.B6*



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Influencing Factors for Sanitary Sewage in Brazilian Municipalities

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Summary- The objective of this work is to identify the main influential factors for the attendance of sanitary sewage in Brazilian municipalities, through a survey and quantitative analysis of secondary data. The justification is to contribute to a more systemic and integrated view of sanitary sewage services in the country and their potential causes linked to the context of infrastructure in the country. The conceptual framework pre-establishes relationships between total sanitary sewage care and independent variables related to the availability of sustainable inputs/technologies, nature and quality of institutions, human competences, financing, socio-environmental governance and sanitary administration. The methodology adopted is quantitative research, with random and stratified sampling of municipalities, applying correlation analysis and multivariate regression. The results of the research point to a positive correlation between the total sanitary sewage service and variables associated with the physical governmental structure and human relations existing in the health area. On the other hand, they identify a negative correlation with legislation aimed at the ecological, economic and social zoning of the localities, which may indicate that this legal-institutional framework is not being properly integrated into the planning and implementation of sanitation infrastructures and, thus, guaranteeing, in fact, better living and housing conditions for the populations.

Keywords: sanitation, legislation, quantitative research.

I. Introduction

The objective of this research is to identify the main influential factors for sanitary sewage care in Brazilian municipalities based exclusively on secondary data from the SNIS, [1]IBGE[2] and ANA[3]. It has the purpose, therefore, of better exploring the information contained in these secondary sources of high relevance to the database system of the Brazilian State.

Information collected from the SNIS (Brazil, 2022) confirms the magnitude of the deficit in sanitary sewage service, especially for the north and northeast regions of Brazil. Table 1 below presents the indicator of sanitary sewage service by region of the country, which consists of sanitary sewage service referred to the population that has water supply. The source of this indicator is the SNIS (Brazil, 2022), with 2021 data as the reference year.

Table 1: Sanitary Sewage Service by Region in 2022

Region	Total Service
North	13,98%
Northeast	30,20%
Central-West	61,88%
Southeast	81,67%
South	48,43%

Source: prepared by the author (2023)

It is noted that the percentages of sanitary sewage service remain very low in the North and Northeast regions and still below 50% in the South region. This scenario configures a still very strong demand for sanitary sewage services in the country.

What factors may be most related to this deficit of sanitary sewage in Brazil? Several authors point to causal factors related to the implementation of infrastructures, which requires a degree of concertation between organizations and institutions to materialize. There are four main factors: 1) Availability of sustainable inputs and technologies (John et.al., 2001; John, 2017; Hepburn et.al, 2020; Banhe & Lopes, 2019); 2) Nature and Quality of Institutions (Kelly, 2016; Acemoglu & Robinson, 2012; Eisler, 2008; Zylberstain, 2005; North, 1990; Ostrom, 1990); 3) Human Competencies (Novelli, 2004; Pires, 2004; Lotta & Favareto, 2016) and 4) Socio-environmental governance to be conceived and practiced in a systemic way (Dias & Seixas, 2018; Ferreira & Seixas, 2017; Badalotti & Carmelatto, 2016; Davis, 2005), with the assumption of developing around the concept of generating shared value, based on the coordination of institutional arrangements (Kramer & Pfizer, 2017; Villar, 2016; Pires, 2004; McCain, 2017; Lotta & Favaretto, 2016). For the specific case of sanitary sewage infrastructures, it is worth adding an equally relevant causal factor: sanitary administration, deeply analyzed by Uhr, et.al. (2016).

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[1] SNIS – National Sanitation Information System. Linked to the Ministry of Integration and Regional Development - http://antigo.snis.gov.br/
[2] IBGE – Brazilian Institute of Geography and Statistics. Linked to the Ministry of Planning and Budget - https://www.ibge.gov.br/estatisticas/sociais/saude/9221-sintese-de-indicadores-sociais.html
[3] ANA – National Water and Basic Sanitation Agency. Linked to the Ministry of Integration and Regional Development - https://www.gov.br/ana/pt-br

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By evaluating a set of indicators related to the factors pointed out above, all referring to the year 2021, this quantitative research contributes to a more systemic and integrated view of sanitary sewage services in the country and their potential causes, which may subsidize more effective public policies to achieve the universalization goals set for 2033.

II. Methodology

a) Sample Size

The definition of the sample size followed the methodological guidelines derived from Oliveira (2018), according to which the sample size N is given by:

$$N = \alpha^2 X z/ \xi^2 \qquad \text{Equation (1)}$$

α = standard deviation of a stratified random sample of 60 values of sanitary sewage service for 60 municipalities. The value obtained was 29.57.

z = 1.645 for a significance level of 90% for the results;

ξ = maximum allowable percentual error (+- 5%)

Substituting these values into the equation, we get an N = 94.6. Thus, a sample size of 100 municipalities will be used.

b) Definition of Sampling

Once the sample size was obtained, the municipalities that will constitute it were defined. For this, the stratified random sampling method was used (Cohen, 1988), which consists of the random selection of municipalities within each Brazilian region and state. This selection followed the proportionality of municipalities according to their population ranges, by state and Brazilian regions, according to data from the SNIS (Brasil, 2022). The specific selection of municipalities according to the criteria defined above was made based on a random function existing in Excel.

Table 2 below presents the definition of the sample of 100 municipalities and the respective values of total sanitary sewage service.

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Table 2: Total Sewage Service Values (Population Served by Total Population Receiving Water Supply) for the Sample of 100 Brazilian Municipalities.

REGIÃO	ESTADO	MUNICÍPIO	Número de habitantes	INDICADORES - SNIS - 2021*
				Atendimento total (%)
SUDESTE	MINAS GERAIS	Itinga	10 a 20 mil	33,97
		Novo Cruzeiro	20 a 50 mil	30,40
		Formiga	50 a 100 mil	91,75
		Leopoldina	50 a 100 mil	99,13
		Betim	100 a 500 mil	78,11
		Ituiutaba	100 a 500 mil	95,84
		Nova Serrana	100 a 500 mil	73,56
		Belo Horizonte	Mais de 500 mil	93,98
		Contagem	Mais de 500 mil	81,32
		Juiz de Fora	Mais de 500 mil	94,67
		Uberlândia	Mais de 500 mil	98,24
	SÃO PAULO	Araçoiaba da Serra	20 a 50 mil	92,16
		Pirajuí	20 a 50 mil	99,22
		Lençóis Paulista	50 a 100 mil	97,76
		Mococa	50 a 100 mil	100,00
		Atibaia	100 a 500 mil	74,10
		Itatiba	100 a 500 mil	85,29
		Jaú	100 a 500 mil	97,94
		Pindamonhangaba	100 a 500 mil	100,00
		Santos	100 a 500 mil	99,93
		Campinas	Mais de 500 mil	94,77
		Guarulhos	Mais de 500 mil	92,29
		Mauá	Mais de 500 mil	92,91
		Osasco	Mais de 500 mil	100,00
		Ribeirão Preto	Mais de 500 mil	99,31
		Santo André	Mais de 500 mil	100,00
		São Bernardo	Mais de 500 mil	98,53
		São José dos Campos	Mais de 500 mil	99,60
		São Paulo	Mais de 500 mil	100,00
		Sorocaba	Mais de 500 mil	98,22
	RIO DE JANEIRO	Arraial do Cabo	20 a 50 mil	80,12
		Rio Bonito	50 a 100 mil	72,38
		Resende	100 a 500 mil	95,08
		São Pedro da Aldeia	100 a 500 mil	80,12
		Duque de Caxias	Mais de 500 mil	37,49
		Rio de Janeiro	Mais de 500 mil	89,95
		Nova Iguaçu	Mais de 500 mil	55,93
	ESPIRITO SANTO	Vitória	100 a 500 mil	60,52
NORDESTE	BAHIA	Itagueçu da Bahia	10 a 20 mil	41,36
		Camamu	20 a 50 mil	6,26
		Santa Cruz Cabrália	20 a 50 mil	44,84
		Irecê	50 a 100 mil	15,03
		Alagoinhas	100 a 500 mil	36,07
		Santo Antonio de Jesus	100 a 500 mil	21,31
		Salvador	Mais de 500 mil	88,36
		Feira de Santana	Mais de 500 mil	55,37
	CEARÁ	Jijoca de Jericoacoara	20 a 50 mil	9,78
		Boa Viagem	50 a 100 mil	39,40
		Iguatu	100 a 500 mil	15,63
		Juazeiro do Norte	100 a 500 mil	24,14
		Fortaleza	Mais de 500 mil	55,95
	PERNAMBUCO	Panelas	20 a 50 mil	54,45
		Paulista	100 a 500 mil	54,21
		São Lourenço da Mata	100 a 500 mil	30,06
		Jaboatão dos Guararapes	Mais de 500 mil	21,64
		Recife	Mais de 500 mil	44,99
	MARANHÃO	Pedreiras	20 a 50 mil	30,26
		Bacabal	100 a 500 mil	4,60
		São Luís	Mais de 500 mil	49,85
	PIAUÍ	José de Freitas	20 a 50 mil	4,41
		Teresina	Mais de 500 mil	38,79
	PARAÍBA	São José de Piranhas	20 a 50 mil	49,56
		João Pessoa	Mais de 500 mil	83,55
	ALAGOAS	Igaci	20 a 50 mil	19,53
		Maceió	Mais de 500 mil	23,73
	RIO GRANDE DO NORTE	Currais Novos	20 a 50 mil	63,06
		Natal	Mais de 500 mil	43,78
	SERGIPE	Nossa Senhora do Socorro	100 a 500 mil	32,32
NORTE	PARÁ	Ponta de Pedras	20 a 50 mil	15,93
		Redenção	50 a 100 mil	5,34
		Castanhal	100 a 500 mil	0,73
		Belém	Mais de 500 mil	17,12
	AMAZONAS	Carauari	20 a 50 mil	20,89
		Manaus	Mais de 500 mil	25,45
	RONDÔNIA	Porto Velho	Mais de 500 mil	5,80
	TOCANTINS	Palmas	100 a 500 mil	29,15
SUL	SANTA CATARINA	Mafra	50 a 100 mil	27,66
		Itajaí	100 a 500 mil	28,16
		Jaraguá do Sul	100 a 500 mil	84,97
		Florianópolis	Mais de 500 mil	65,71
	RIO GRANDE DO SUL	Frederico Westphalen	20 a 50 mil	34,07
		Ijuí	50 a 100 mil	19,66
		Viamão	100 a 500 mil	5,97
		Rio Grande	100 a 500 mil	31,76
		Santa Maria	100 a 500 mil	62,90
		Caxias do Sul	Mais de 500 mil	89,10
		Porto Alegre	Mais de 500 mil	91,62
	PARANÁ	Francisco Beltrão	50 a 100 mil	84,63
		Guarapuava	100 a 500 mil	94,71
		Toledo	100 a 500 mil	93,68
		Umuarama	100 a 500 mil	99,99
		Curitiba	Mais de 500 mil	99,98
		Londrina	Mais de 500 mil	99,98
CENTRO-OESTE	GOIÁS	Ipora	20 a 50 mil	49,19
		Valparaíso de Goiás	100 a 500 mil	51,80
		Aparecida de Goiania	Mais de 500 mil	58,69
	MATO GROSSO	Peixoto de Azevedo	20 a 50 mil	48,01
		Cuiabá	Mais de 500 mil	76,43
	DISTRITO FEDERAL	Brasília	Mais de 500 mil	91,77
	MATO GROSSO DO SUL	Dourados	100 a 500 mil	85,90

Source: prepared by the author (2023)

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To arrive at the data presented in Table 2, it was necessary to redo random series as follows:

1) Of the 100 municipalities initially selected, 13 did not present data on total sanitary sewage attendance, and of these 13, 9 had no response to this specific item and 4 did not respond to the IBGE questionnaire.
2) In the states of Pará and Maranhão, 8 random programs were needed to reach municipalities with the necessary data;

Other states presented a need for 1 to 3 new randomizations to reach municipalities with the necessary data.

c) Definition of the Analytical Model

From the definition of the causal factors described in item 1 – Introduction – the most specific causal components were established, according to the main elements existing in the theoretical framework related to such causal factors. Due to these causal components, we searched among the secondary data existing in the IBGE (Brazil, 2021b) and ANA (Brazil, 2021a), the indicators that could best measure such causal components. The correspondence between the indicators used from the IBGE and ANA and the causal factors is presented in Chart 1 below. Among all the indicators, the only indicator obtained from ANA (Brasil, 2021a) was the one described in the causal factor "Governance", in the causal component "Coordination Capacity", called "Entity providing the service (State, municipality, private)".

TARGET	CAUSAL FACTORS	CAUSAL COMPONENTS	INDICATORS (IBGE)	
			DESCRIPTION	CODE
ACCESS TO SUSTAINABLE SANITATION	INSTITUTIONS	Regulation and Legal Security	Existence of Master Plan	MLEG01
			Year of the creation of the law	MLEG011
			Revised Plan	MLEG012
			Year of the last revision	MLEG013
			Plan in preparation	MLEG014
			Existence of Legislation - area and/or special zone of social interest (ZEIS)	MLEG02
			Year of the law	MLEG021
			Existence of Legislation - zoning or land use and occupation (ZUOS)	MLEG06
			Year of the law	MLEG061
			Existence of Legislation - environmental/economical/ecological zoning	MLEG12
			Year of the law	MLEG121
	HUMAN SKILLS	Interpersonal and interinstitutional relationships of trust	Existence of Education Municipal Counsil	MEDU22
			Year of creation	MEDU221b
			Education counsil: number of meetings in the last 12 months	MEDU24
			Existence of Cultural Municipal Counsil	MCUL19
			Year of creation	MCUL191b
			Cultural counsil: number of meetings in the last 12 months	MCUL21
			Existence of local radio	MCUL373
			Existence of local communitary radio	MCUL375
			Existence of Sport Municipal Counsil	MESP10
			Year of creation	MESP101b
			Sport counsil: number of meetings in the last 12 months	MESP12
			Existence of Health Municipal Counsil	MSAU10
			Year of creation	MSAU101b
			Health counsil: number of meetings in the last 12 months	MSAU12
		Managerial and technical training	Number of training programs for Education Counsil (last 2 years)	MEDU26a
			Frequent training for Health Counsil	MSAU141
		Management of Intersectoral Partnerships	Existence of Health Communitary Agents Program	MSAU28
			Number of Health Communitary Agents	MSAU281
			Existence of Family Health Program	MSAU29
			Existence of similar program as Family Health Program	MSAU31
	FINANCING	Attractiveness to the investors	Existence of Construction Code	MLEG11
			Year of the law	MLEG111
	SUSTAINABLE INPUTS/TECHNOLOGIES	Technologies and Inputs	Existence of Internet Provider	MCUL378
		Sanitary Administration	Health surveillance	MSAU541
			Epidemiological surveillance	MSAU542
			Endemic disease control	MSAU543
	GOVERNANCE	Coordination Capacity	Service provider entity (Estate, Private, Municipal)	Prest.Serv.
			The public healty sector takes part in some Regional Management Meeting	MSAU19
			Number of Regional Management Meetings in the last 12 monts	MSAU191

Source: prepared by the author (2023)

Chart 1: Indicators Derived from IBGE and ANA Data Corresponding to the Components and Causal Factors of Total Sanitary Sewage Service in Brazilian Municipalities.

The relationships between the indicators from the IBGE and ANA with the components and causal factors of the analytical model adopted are as follows:

1) *Regulation and Legal Certainty:* This component will be measured through the existence of legislation relevant to the subject of sanitary sewage, such as those related to the Master Plan, Special Zones of

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Social Interest (ZEIS), Zoning or Land Use and Occupation (ZUOS) and Ecological-Economic Zoning (ZEE).

2) *Interpersonal and Inter-institutional Relationships of Trust:* this component will be measured through data on the existence and functioning of Municipal Councils of Education, Health, Culture and Sport, in addition to local radio stations. The existence and functioning of such councils and local radios are related to the social capital that exists in the municipality, to the extent that they are spaces for social participation where connections are established and developed. The relationship between social capital and trust follows, in turn, the orientation of Putnam (2006) who demonstrates that "stocks of social capital, such as trust, norms and systems of participation, tend to be cumulative and mutually reinforcing" (Putnam, 2006, p. 186). From this perspective, a virtuous development would result from high levels of cooperation, trust and reciprocity, built from the capacity of society to organize itself with a view to collective well-being (Ortega & Matos, 2013).
3) *Managerial and Technical Training:* This component will be measured through the data on the existence of training in the municipalities, especially in the areas of education and health. Such areas tend to have greater influences on the development of local infrastructures.
4) *Management of Intersectoral Partnerships:* This component will be measured through data on the existence and operation of City Hall Programs that require the concertation of alliances between members of the government and organized civil society, as is the case of Family Health Programs and Community Health Agents.
5) *Attractiveness for the Investor:* This component will be measured through the existence and operation of the municipality's Construction Code, considering that this procedure is fundamental for the attraction and consolidation of housing and sanitation investments in the municipalities.
6) *Technology and Inputs:* This component will be measured through the existence and operation of a minimum technological infrastructure for the organization of information, which, in this case, refers to the municipality having an internet provider available for the platform of its services.
7) *Sanitary Administration:* This component will be measured through the existence of adequate controls for sanitary surveillance, epidemiology and endemic control.
8) *Coordination Capacity:* This component will be measured through the existence and functioning of the type of entity providing sanitary sewage service present in the municipality and the existence of interdisciplinary discussion spaces such as the Regional Management Collegiate.

d) Statistical Procedures

Based on the data regarding sanitary sewage present in the SNIS, by municipality - sewage collection, treated sewage, urban sanitary sewage service and total sanitary sewage service - it was decided to define the dependent variable as only the total sanitary sewage service, as it expresses the desired final result regarding the implementation of the service. The independent variables were collected from the IBGE and ANA and presented in Chart 1. The following statistical procedures were necessary to prepare the database relating the dependent variable to the independent variables, by municipality in the sample:

1) Transformations of categorical variables into numerical variables. Chart 2 below shows the transformation of categorical variables into numerical variables. After these transformations, the assigned values were entered into the database.

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Codificação variáveis categóricas			
Variável	Código variável	Valores	Descrição
Faixa de população	Faixa_pop	0	10000 a 20000
		1	20001 a 50000
		2	50001 a 100000
		3	100001 a 500000
		4	Maior que 500000
Região	Região	0	Norte
		1	Nordeste
		2	Centro-oeste
		3	Sudeste
		4	Sul
Prestador do serviço	Prestador	0	Estatal
		1	Prefeitura
		2	Privada
Existência Plano Diretor	MLEG01	0	Sim
		1	Não
Plano Diretor revisto	MLEG012	0	Sim
		1	Não
Existência ZEIS	MLEG02	0	Sim, legislação específica
		1	Não
		2	Sim, parte Plano Diretor
Existência ZUOS	MLEG06	0	Sim, legislação específica
		1	Não
		2	Sim, parte Plano Diretor
Existência Código de Obras	MLEG11	0	Sim, legislação específica
		1	Não
		2	Sim, parte Plano Diretor
Existência ZEE	MLEG12	0	Sim, legislação específica
		1	Não
		2	Sim, parte Plano Diretor
Existência Conselho Municipal Educação	MEDU22	0	sim
		1	não
Existência Conselho Municipal Cultura	MCUL19	0	sim
		1	não
Existência Radio AM local	MCUL373	0	sim
		1	não
Existência Rádio Comunitária local	MCUL375	0	sim
		1	não
Existência provedor de internet	MCUL378	0	sim
		1	não
Existência Conselho Municipal Esportes	MESP10	0	sim
		1	não
Existência Conselho Municipal Saúde	MSAU10	0	sim
		1	não
Realização periódica de capacitação para o Conselho da Saude	MSAU141	0	sim
		1	não
Órgão gestor saúde parte Colegiado Regional	MSAU19	0	sim
		1	não
Existência Agentes Comunitários Saúde	MSAU28	0	sim
		1	não
Existência Programa da Saúde da Família	MSAU29	0	sim
		1	não
Vigilância Sanitária	MSAU541	0	sim
		1	não
Vigilância Epidemiológica	MSAU542	0	sim
		1	não
Controle de endemias	MSAU543	0	sim
		1	não

Source: prepared by the author (2023)

Chart 2: Coding of the Categorical Variables of the Model

1) *Application of Correlations between Variables in the R Programming Language:* From the first application of the correlations between variables of the model, the following removal of indicators was made:
   a. *Indicators without Correlation:* indicators that had a correlation very close to zero were removed. The correlation tool itself eliminates the variables without any correlation.
   b. *Indicators of Dependent Variables with Correlation between them – Collinearity Test:* Dependent indicators that present a strong correlation with each other were removed.
   c. *Outlier Present in the Variable Msau191:* After removing this outlier, this variable no longer showed correlation and was eliminated from the model.

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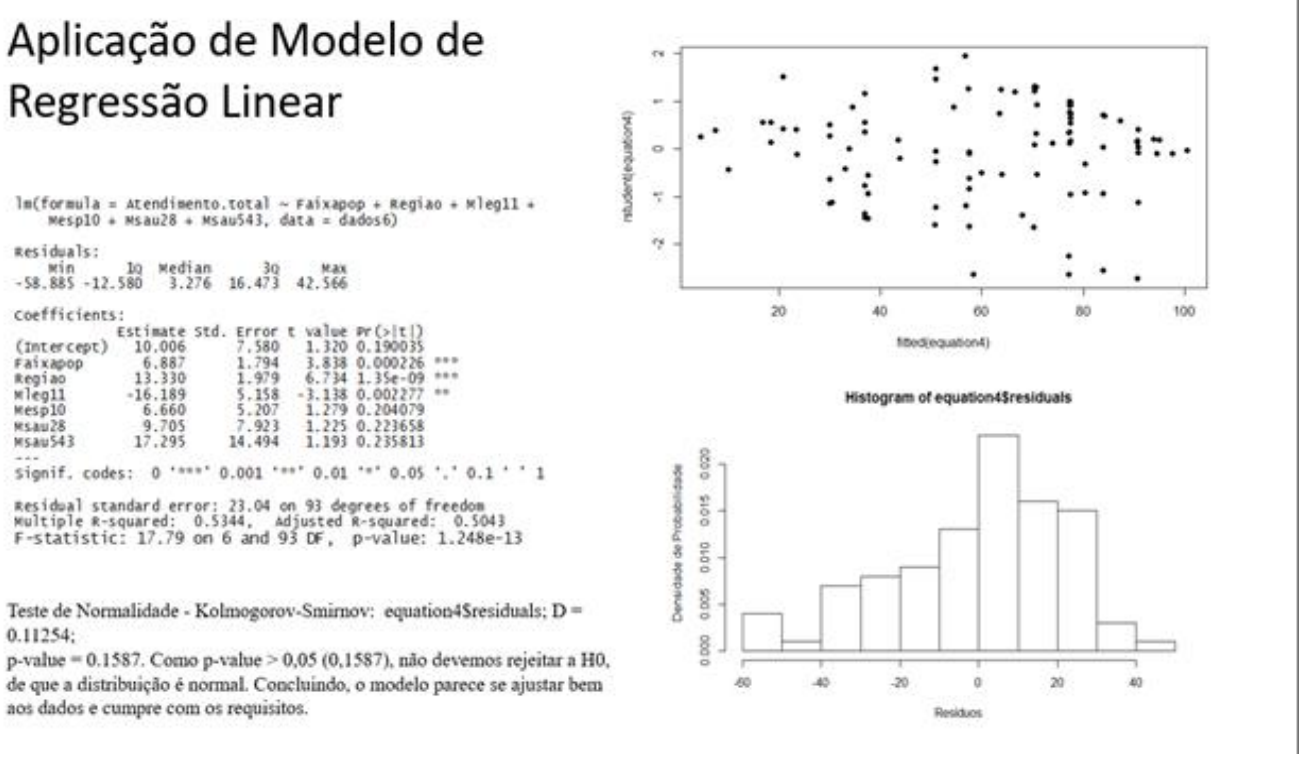
After adjustments to the database reported in items 1 and 2 above, a multivariate regression analysis was performed with the remaining dependent and independent variables. Figure 1 below presents the main results of the regression analysis, normality tests and respective graphs that support the feasibility of using the proposed model:



Source: Prepared by the author (2023)

Figure 1: Application of the Linear Regression Model

III. Results and Discussion

a) Analysis of Correlations

All the results obtained in the correlation analyses are presented in Table 3 – which shows the most representative correlation coefficients between the variables of the model. In view of the selection of only the dependent variable "total sanitary sewage attendance" as representative, Figure 2 consolidates the possible causal relationships between this dependent variable and the independent variables. It was decided to consider correlations > 0.30 to identify significant and explanatory relationships for the phenomenon of total sanitary sewage attendance. According to Cohen (1988), values between 0.10 and 0.29 can be considered small; values between 0.30 and 0.49 can be considered moderate; and values between 0.50 and 1 can be interpreted as strong. Dancey and Reidy (2005) point to a more rigorous classification: r = 0.10 to 0.30 (weak); r = 0.40 to 0.6 (moderate); r = 0.70 to 1 (strong). Considering that we are facing an integrated and interdisciplinary phenomenon, correlations between variables > 0.30 were defined as significant for the analysis, which for both authors frame the correlations obtained in this study as between moderate and strong.

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Table 3: Most Representative Pearson's Correlation Coefficients between Variables

Correlações	Pearson
Coleta de esgoto X Atendimento Total	0,8549
Coleta de esgoto X Região	0,4122
Coleta de esgoto X Atendimento Urbano	0,8960
Atendimento Urbano X Atendimento Total	0,9363
Atendimento Urbano X Região	0,5828
Atendimento Total X Faixapop	0,4464
Atendimento Total X Região	0,6226
Atendimento Total X Mleg06	-0,3171
Faixapop X Msau13	0,5045
Faixapop X Mleg06	-0,3262
Faixapop X Medu24	0,3487
Mleg02 X Mleg06	0,3630
Mleg02 X Mleg12	0,4143
Mleg06 X Mleg12	0,3684
Mleg11 X Medu22	0,3994
Mleg11 X Msau10	0,3994
Mesp10 X Região	0,3192
Mesp10 X Msau13	-0,3459
Msau191 X Msau28	0,3282
Msau191 X Msau29	0,5964
Msau28 X Msau543	0,3129
Msau541 X Msau542	0,7035
Msau542 X Msau543	0,3936

Source: Prepared by the author (2023)

Based on these main Pearson correlation coefficients, it was possible to establish a graph of possible causal relationships between the dependent variable "total sewage attendance" and the independent variables with the highest correlation.

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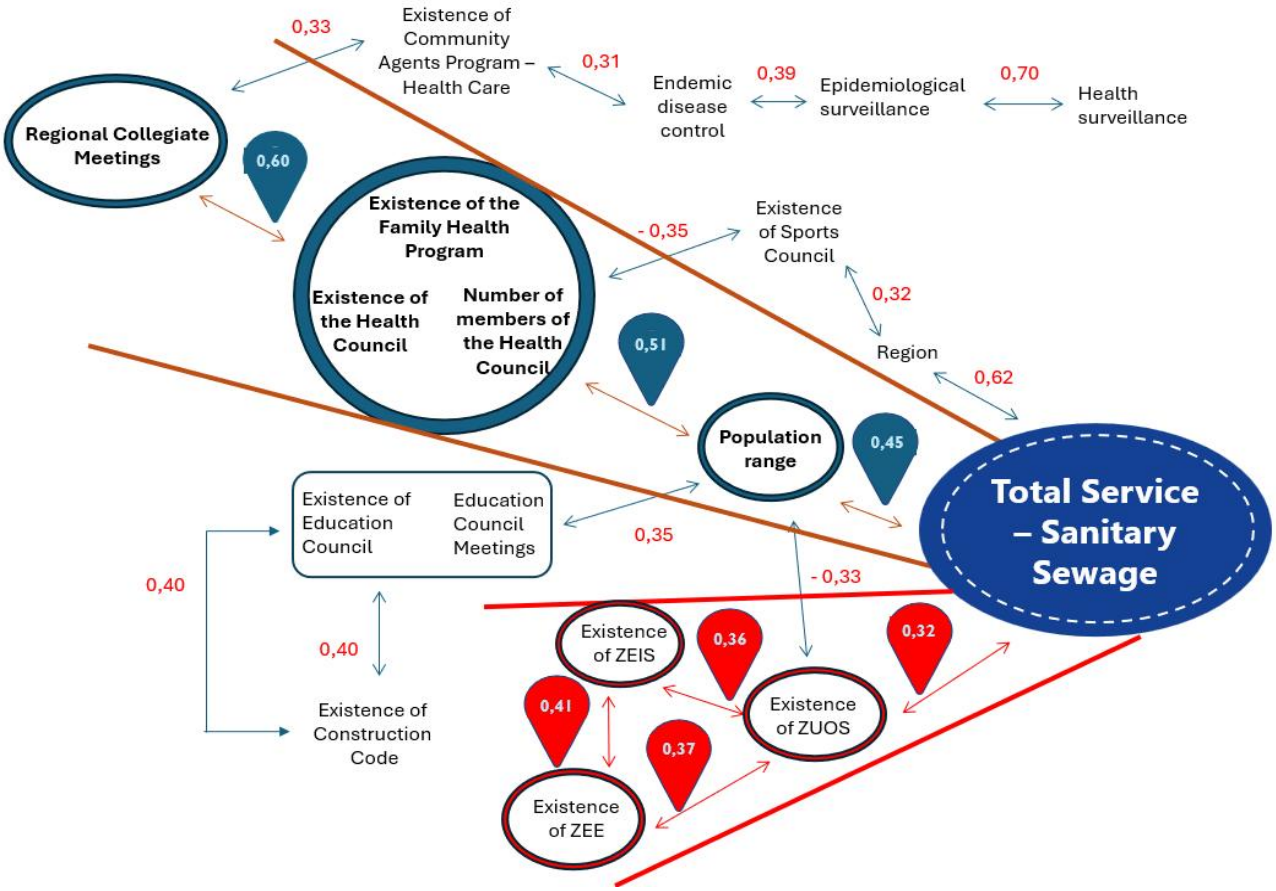

Figure 2: Main Correlations between Variables of the Applied Model

Figure 2 shows two causal analytical propositions (green and red paths identified) of the phenomenon of total sanitary sewage service in Brazilian municipalities.

The first (green), with positive correlations, attests to a direct positive relationship between the population groups and the total sanitary sewage service, which points in the direction that more populous municipalities tend to have better sanitary sewage service. The population ranges also have a positive correlation with existing health structures in operation in the municipalities. The existence of the Family Health Program, the existence of the Health Council, with the number of its respective members, denote, in turn, a certain degree of social capital in the health area. Finally, this health structure in the municipalities has a strong correlation with the participation of these professionals and their institutions in territorial collegiate meetings, which may be related to a more adequate design of intersectoral governance.

A second analytical proposition (red), with a negative correlation, presents a negative relationship between the total sanitary sewage service and the existence and operation of the Land Use and Occupation Zoning. This legislation, in turn, has positive planning (Special Zones of Social Interest and Ecological-Economic Zoning). This may be related to the fact that, although the municipalities have been evolving from the institutional point of view, regarding the enactment of zoning laws and building codes, this evolution does not seem to be integrated into effective sanitary sewage projects in the municipalities.

b) Multivariate Linear Regression Analysis

After the methodological procedures described, it was possible to propose a linear regression model, with the following equation, to estimate the Total Sanitary Sewage Service (ATES):

$$ATES = 10{,}006 + 6{,}887*Faixapop + 13{,}330*Região - 16{,}189*Mleg11 + 6{,}660*Mesp10 + 9{,}705*Msau28 + 17{,}295*Msau543 \quad \text{Equation (2)}$$

Rangepop = Population range

Region = Region of Brazil to which the municipality belongs

Mleg11 = Existence of the Construction Code in the municipality

Mesp10 = Existence of a Municipal Sports Council in the municipality

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Msau28 = Existence of a Community Health Agents Program in the municipality

Msau543 = Endemic disease control

It should be noted that the proposed equation can explain about 53% of the variation in the total sewage service, but it was presented, in the Kolmogorov-Smirnov normality test, as adjusted to the data and complying with the requirements of normality in the distribution of variances.

IV. Conclusions

Specifically dealing with total sanitary sewage care in Brazilian municipalities, it is appropriate to frame the analysis of its causes in a theoretical-conceptual framework that provides a systemic, integrated and interdisciplinary view. In the end, it is not only good sanitary sewage infrastructure projects that are missing to achieve universalization in the care of the Brazilian population. There is a need to evaluate variables of the institutional spectrum, attractiveness for investment, human relations, availability of inputs/technologies and governance standards.

The present study aimed to make a quantitative analysis of interdisciplinary variables in order to identify the main factors that contribute to the effective implementation of sanitary sewage in Brazilian municipalities. The results confirm a positive correlation with variables associated with social capital and trust relationships in the municipalities, especially in the areas of health and education. This demonstrates that the municipality's capacity to implement sanitary sewage is also associated with the physical and human structure of related areas such as health, where sanitary administration plays an important role in endemic controls, which are directly related to the lack of basic sanitation. The data, therefore, indicate that adequate health infrastructures can support the implementation of sanitary sewage.

On the other hand, negative correlations between total sanitary sewage service and legislation aimed at the ecological, economic and social zoning of localities may signal how much these laws are failing to be integrated into sanitation infrastructures and, thus, guarantee, in fact, better living and housing conditions for the populations.

In view of the indication that human relations variables are influential in the process, it is suggested that future referrals of this research include a quantitative study with a larger number of municipalities and, mainly, that the quantitative studies be complemented with qualitative analyses that can deepen the understanding of the relationships involved. In addition, it is necessary to investigate more deeply the theoretical-conceptual framework of trust relationships in order to have a greater and more accurate understanding of their influence on the process.

Despite the limitations of the models used - as well as relative imprecision in the measurement of some causal components, such as trust/social capital relations, managerial and technical training, partnership management, inter-institutional coordination capacity and data availability/processing - the research presented here represents a kick-off in the holistic and integrated understanding of the phenomenon of sanitary sewage in the country and its causes.

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Navigating New Horizons: Challenges and Opportunities for Eritrean Expatriates in the U.S.

By Osman Yussuf
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Abstract- This research employ qualitative research methodology to explores the challenges and opportunities faced by Eritrean expatriates in America. Using a phenomenological approach, semi-structured interviews were conducted with eleven Eritrean expatriates living in different states in the United States. The study sought to answer three research questions: What challenges do Eritrean expatriates face in America? What opportunities do Eritrean expatriates perceive in America? How do Eritrean expatriates experience and perceive the process of adaptation to their local communities in America? The interviews were analysed using thematic analysis, and three major themes emerged that answered the research questions formulated: perceptions of challenges, perceptions of opportunities, and perceptions of adaptation. Eritrean expatriates reported various challenges, including cultural differences, social isolation, lack of resources, and legal challenges. Some expatriates expressed a desire to return home but felt trapped due to the difficulties of reintegration. Despite the challenges, expatriates also reported opportunities, including access to better education, job opportunities, and the space to express oneself. The cultural clash between Arabic and American cultures was highlighted as a barrier to adaptation in America.

Keywords: *expatriates, expatriation, job opportunities, cultural differences, social isolation.*

GJMBR-A Classification: *JEL Code: F22*



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Keywords: expatriates, expatriation, job opportunities, cultural differences, social isolation.

I. Introduction

The Republic of Eritrea, located on the Horn of Africa, has a long and tumultuous history, with armed conflict resulting in a devastating national service. National service is a policy that all Eritreans are mandated to serve in the army for a minimum of 18 months. However, because of the lack of demarcation with Ethiopia, national service has been turned into an open-ended indentured labor system for more than two decades (Solomon, 2015). Approximately 460,000 Eritreans have fled the country to escape these dire conditions. The majority of these refugees face dangerous and long journeys to cross borders. Eritrea is also the only country in the world that does not allow dual citizenship. Regardless of how long they have lived abroad; Eritrean refugees are obliged under national service to return to Eritrea every 30 months to continue their service. Refugees who do not return may face penalties that can include imprisonment or the punishment of family members who continue to live in Eritrea (Michael and Solomon, 2022). Because of the restrictive policies, Eritreans fleeing the country have become some of the world's most vulnerable refugees. Faced with these dire conditions, Eritreans escaping the regime have embarked on one of the most perilous journeys in the world. Eritrean refugees travel through neighboring Sudan or Ethiopia.

The journey through Sudan involves a dangerous six-day trek through the Sahara Desert to reach Sudan, followed by dangerous travels with corrupt police and traffickers in the northern Sudan town of Kessala. Once they reach Kessala, they may be trafficked and sold to militia groups who strip them of their shoes and force them to walk for days across the desert (Yohannes,2019). These refugees endure torturous conditions, either being detained in small rooms without enough food or water for months or being worked and beaten in brick kilns. Many refugees die from starvation, dehydration, or fatal beatings. The remaining refugees must then negotiate their release with families back home. For the wealthy or connected, this involves paying thousands of dollars in bribes to officials in Eritrea and Sudan. Those who cannot pay are tortured further, forced to extract money from family members, or deported back to Eritrea. Because of the hardships faced in Eritrea and on the treacherous journey to refugee camps in Ethiopia or Sudan with little to no support, many Eritrean refugees endure significant trauma and loss. Eritrean refugees in the U.S. experience difficulties adjusting to life in America, feeling isolated from their families in Eritrea and the refugee camps in Sudan (Zilase, 2020). U.S. immigration laws further complicate the situation, as refugees are denied the right to resettle with family members already in the U.S. The combination of these losses leaves refugee families' sense of stability and security irreparably shaken. In order to understand the nature of displacement and its impact on refugee identity, this study attempts to answer questions about the challenges and opportunities faced by Eritrean expatriates living in America. The study addresses how

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these expatriates navigate life in America, interact with co-ethnics, and whether or not they envision a return to Eritrea. In addition, how their experiences with loss and struggle have shaped their personal identities will be explored.

Displacement that comes as a result of conflict, oppression, and violence has been a long-standing phenomenon worldwide. Current global circumstances create fertile grounds for an uptick of forced migration in an unprecedented manner, resulting in the highest number of displaced individuals on record. Eritrea is one of the countries where systemic oppression has been a part of life for decades, leading to a mass exodus of the population. The Eritrean diaspora's narratives of trauma and survival in the hands of such alarmingly state violence, as well as the effects of the experiences on their sense of identity and belonging, have become the focus of an emerging body of qualitative research. Academic contributions with a social justice lens engage in a critical dialogue with the diaspora's narratives to investigate the systemic forces that shape their experiences of displacement.

As a nation-state, Eritrea is regarded as a model of political repression, extreme human rights abuses, and gender inequality. The enclave of oppression that characterizes state violence in Eritrea has become evident since the nation gained independence from Ethiopia in 1991. From the onset, the Eritrean People's Liberation Front, the single ruling party, has made strategic decisions imbued with the vestiges of war, systemic oppression, and arbitrary exercise of authority, which together led to the institutionalization of oppression. In the early years of the rule, the regime created a colonial and legitimizing discourse, emphasizing the need for sacrifices in the decades-long struggle for self-determination – this time, for national state building (Al-Ali et al., 2011). A militarized and delinquent social contract engaged the population in an unwinnable war against an enemy manufactured using state-controlled propaganda, and in punishing obligations to guarantee a steadfast hold on power, there is an implicit contract that Eritreans will not enjoy the basic rights and liberties of free citizens.

Over the years, as the population was imprisoned in a hermetic system of control, including closures of borders and silencing independent scrutiny, the regime engaged in a colonizing mentality of the population's integrity, which involved dehumanization and the erasure of diversity and a collective sense of belonging. The youth became specific targets of such delocalizing violence (Zerai, 2010). Economic and military stabilization of the regime's type of war-induced social order, remarkable for its capacity to defy categorizations of contemporary forms of political control, has made the youth's social struggles a universal phenomenon in the twenty-first century. After decades of suffering, a handful of Eritreans fled the nation seeking safety in refugee camps or perilous crossings over land and sea. Though many died on the way, survival in the hands of unimaginable violence has only clogged their oral memory with haunting stories, translating the lived trauma in the national language as a gift of survival despite being shackled under the physical, social, bureaucratic, and moral violence of colonialism and illiberalism (Robel, 2010).

Eritreans in America, particularly closeted women from deeply conservative backgrounds, face unique challenges that prompt them to leave their homeland. This study seeks to explore these challenges and opportunities through qualitative interviews, shedding light on Eritrean immigrants' narratives and their sense of belonging in the diaspora. The aim and objectives of this research are outlined below. The aim of this study is to explore the challenges and opportunities faced by Eritrean expatriates in America, examining how their narratives construct a sense of belonging in the diaspora. The study achieves this aim through the following objectives:

1. To investigate the push-pull factors prompting Eritrean expatriates to migrate to America, considering the personal, social, political, and economic influences on their migration decisions.
2. To analyze the challenges faced by Eritrean expatriates upon arrival in America, including difficulties in accessing education, work, housing, and health services, as well as socio-cultural challenges.
3. To examine the opportunities experienced by Eritrean expatriates in America, particularly regarding freedom of expression and addressing socio-cultural challenges through various media platforms.
4. To explore how the narratives of Eritrean expatriates construct a sense of belonging in the diaspora, including the impacts of individual and familial migration trajectories and socio-political engagement with Eritrea.
5. To investigate the role of media in fostering a sense of belonging among Eritrean expatriates and the broader diasporic community.

The study being discussed highlights the challenges and opportunities faced by Eritrean expatriates in America, particularly focusing on the narratives of women who have migrated from conservative backgrounds in Eritrea. The research examines the push-pull factors that facilitated these women's migration and the challenges they encountered upon arrival in America. The study also explores how these challenges were addressed and facilitates a sense of belonging in the diaspora.

The research aims to address these topics through qualitative interviews with Eritrean women living in America. Participants from diverse backgrounds are

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sought to access and understand the narratives of Eritrean immigrants. The findings will contribute to ongoing discussions about displacement, diaspora, and the politics of belonging, particularly focusing on Eritrean migrants, an under-researched group in the literature.

II. Related Work

The movement of populations from their native countries to new ones has been an undeniable phenomenon shaping societies, communities, and the world at large (Bernal, 2014). Over the years, researchers, scholars, and institutions have dedicated efforts directed towards understanding some of the various aspects surrounding this topic. This literature review intends to establish a solid theoretical framework and grounded foundation for the forthcoming study by exploring migration patterns and trends, the processes of acculturation and assimilation into new lands, and the challenges faced by one specific group, namely Eritrean expatriates, while considering opportunities to explore for the target group as well (Abraha and Habte, 2010).

Historically, forced movements of populations across or into land have significantly influenced the development of societies, nations, and cultures. Understanding these movements has attracted the most attention from anthropologists, demographers, sociologists, and related social scientists- a research interest still thriving today. Sheep-herding nomadism across the Sahara, Viking colonization of Greenland, and the influx of African slaves to America are some of the early examples of mass migrations that have garnered attention in the literature (Rezene, 2017; Fessehatzion, (2015). However, the need that drove these ancient movements was soon replaced for many by a quest for technological opportunity and economic advancement. Exploration and colonization have also involved massive population dislocation, displacement, or removal, whether for political reasons or the mere exploitation of natural resources. Indeed, many modern-day demographic regimes observe population movements driven by political repression, coercion, and civil strife or by the perceived improvement of security or standards of living.

The process of acculturation entails the individual adaptation of cultural practices stemming from donations by one cultural group to another, resulting in changes in attitudes, values, behavior, and performance. Cultural adaptation receives the most attention from anthropologists, who usually focus on small and relatively isolated societies and on traditional aspects of culture rather than on material ones. Assimilation, initially seen as the voluntary convergence of groups and their ultimate fusion into culturally homogeneous societies, is now most often understood as a one-way process involving not-so-voluntary cultural incorporation of subordinated groups into socially dominant groups (Ismail and Ahmed, 2013).

Eritrea, a country located in the Horn of Africa, bordered to the north by the Red Sea, Sudan to the west, and Djibouti to the southeast, has experienced many wars and other conflicts over the years, either against the Italians, Ethiopians, or themselves. One particular product of these conflicts resulted in a mass exodus of Eritreans seeking refuge from persecution and oppression into nearby regions and countries. Some fled to Sudan, seeking refuge from the brutal imperialism of the Ethiopian governments, and then continued their years-long journey to the western world, including the U.S. Many Eritrean refugees, however, have continued to suffer persecution in these countries that were assumed to be safer havens (Kidane, 2018). These issues were addressed in prior studies to some extent—but focusing primarily on the wars and effects in a single country or continent at large. Thus, a gap exists in the literature on the challenges faced by Eritreans in America in particular, and this study intends to help bridge that gap.

Eritrean migration to the United States began in the 1980s, when individuals started fleeing the country's protracted war for independence with Ethiopia by seeking asylum abroad. Political instability in the region continued to motivate individuals to leave Eritrea, culminating in a government policy that restricted travel abroad. Consequently, many Eritreans left the country through risky and financially burdensome irregular routes (Reda, 2013). By the end of the 1990s, a large Eritrean diaspora in the US emerged, with the third largest Eritrean community after Ethiopia and Sudan (Lassiter 2020). Since 2000, Eritreans have migrated to the US through the Diversity Visa Lottery, and an increasing number of Eritreans have been granted refugee status through their migration to Latin American countries and their subsequent resettlement in the US (Selassie, 2016). Over the last two decades, Eritrean migration to America has dramatically shifted from an irregular and chain-based model to an increasingly regular, humanitarian, and diversification-based model. Acculturation refers to the process by which individuals from one culture adopt the beliefs, values, and behaviors of another culture (Semere, 2018). It is a complex and multifaceted process that can manifest in various ways, from the partial adoption of aspects of the dominant culture to complete assimilation. Acculturation can be influenced by a variety of factors, including the characteristics of the dominant culture, the experiences of the minority culture, and the social, economic, and political contexts in which these experiences occur. Acculturation is often understood as a three-pronged process: adaptation, integration, and acculturation strategies (Lewis, 2017).

Adaptation denotes the capacity for change that cultural groups experience. The outcome of adaptation

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can be positive, leading to a reduction of cultural variations, or negative, resulting in severe cultural distortions. Integration refers to the cultural continuity that cultural groups maintain as a form of resistance to minorities group status; this kind of continuity can be both positive, resulting in cultural revitalization, or negative, leading to cultural isolation (Woldeab, 2012). Acculturation strategies denote how cultural groups engage with the majority culture in society; this can occur in a more singular way or in a more simultaneous way. Moreover, a group's ability to adapt to culturally distant places may also depend on certain situational factors, such as social network support and material resources. Therefore, acculturation is a multidimensional process that requires in-depth analysis (Lopez, 2016). Assimilation is the process by which individuals from one cultural group adopt the beliefs, values, and behaviours of another cultural group, resulting in the loss of cultural identity (Kidane, 2018). This is often a consequence of colonization or other coercive processes in which dominant groups impose their culture on subjugated groups. It is essential to note that assimilation can occur as either a voluntary or involuntary process and can occur at both the individual and group levels. Moreover, groups can resist the cultural assimilation of their offspring, thereby maintaining their cultural identity for several generations. Similarly, groups can also co-integrate, leading to the smoothing of difference, or reassert their cultural difference while also living in proximity to another culture, potentially resulting in hybrid cultural forms emerging across cultural references.

Despite the potential advantages of settling in other lands, individuals forced to leave their home country in search of a better life invariably encounter hurdles in their new surroundings. As both returnees and newcomers to Eritrea after thorough exile from their native land, Eritrean expatriates in America are not safeguarded from this adversity. To detect the particular difficulties of Eritrean expatriates, interviews were held with selected Eritrean expatriates living in America. Ensuing are the particulars of the key interview queries dealing with the challenges faced by Eritrean expatriates. The disquietude of subpar English skills was a universal fright among Eritrean expatriates interviewed (Negash, 2011). All interviewees feel that their educational training was inadequate and traditional school methodologies inevitably left them weakly equipped in verbal and aural abilities. Affected by fear of humiliating refusals and rejection from the larger society, some Eritrean expatriates admitted that they were gripped by trepidation and dared not engage with the discourses spoken around them. This resulted in perpetual isolation. It was not the concrete and natural acumen of the language that was dangerous; it was the persistent anxiety that was debilitating. Interestingly, an expatriate recounted a compelling tale of a validator converting her worldview: a taxi driver who spoke simple English and forged a connection with his passengers, spreading warmth throughout. This encouraged her to learn.

This amusement brought some to their own experiences and regret of opportunities squandered. Nevertheless, all were resolute to push through their fear, to disregard feelings of disgrace, and to embrace loftier ambitions (Gaim, 2011). Three used the formal equivalent to learn in schools; in hindsight, they felt that informal exchange equipped them as well as, if not better than, formal schooling. Verbal communication was deemed essential and offered a window into the culture's mores. Letters were deemed to be ineffective and cultivated false cognizance about those behind the texts. Media were seen as racialized and a hindrance in forming sound relationships (Mesfin, 2019). In line with the universalism and particularism of racial prejudice, discrimination found within the public infrastructure, both institutional and individual, was well-requested among African expatriates, especially among the de-Kahlians and the underclass Eritrean expatriates. Those who disclosed discrimination recounted narratives capable of turning smiles into frowns. There were accounts of treachery by comrades; ridicule and insults after somebody simply complied with the law; and the admission of passive objection by not accepting customers (Hepner, 2012). Equally despondent were leaders who bemoaned the rapid dissipation of trust, mutuality, and understanding. Attempts to widen the focus of the inquiry and include all behaviours suspect to race were met with giggles; the song and dance of love, peace, humanity, freedom, cordial kinship, and cooperative ensemble was irreversibly unfeasible amidst an unbearable hardening of the heart.

Aside from the recent hurdles of asylees and some odd historic events, disappointment from expectations formed from the union politics and wistfulness from past experiences were overwhelming (Zewde, 2014). Wistfulness was not a cue but a blistering scar from an allotrope of knowing that was emotionally charged and deeply philosophical. It signifies a wrenching apart, a sense of being lost, an endless and inescapable wander throughout past, present, and future, both in the whole of the universe and in one's own corporeal existence (Kidane, 2018). Eritrean expatriates have an overall positive view of life, which is apparent through the opportunities they see in their new environment. Employment, education, healthcare quality, social networks, and safety are among the most valuable opportunities Eritrean expatriates currently see or expect to see in the future in their host environment (Mitiku, 2015). These opportunities are also closely tied to rural environments or states that are considered less culturally diverse, such as Iowa and Minnesota.

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Eritrean expatriates acknowledge the value of the economic opportunities their host environment presents. This is evident, among other things, through unskilled job offers by employers in the rural Midwest, such as factories and meat processing plants. Although expanding ethnic enclaves or neighbourhoods with larger Eritrean populations are not considered an opportunity, they acknowledge the potential economic benefits. Growing ethnic enclaves may increase the demand for distinct ethnic restaurants and shops within urban areas. Moreover, this, in turn, allows some Eritreans to invest with a group of other people from the same area, bringing people into the ethnic enclave and creating jobs for those from their own country.

Healthcare is often listed as one of the most valued opportunities in the host environment. For example, the availability of band-aids or basic medicine is seen as impressive or an opportunity in Eritrea. However, healthcare-related opportunities seem to be more about quality than availability. Housing and general living costs constitute other opportunities closely tied to the environment. Ethiopians, for example, mentioned the opportunity of buying a house relatively early in life compared to what they would expect back home. In reference to this, some Eritreans view the Standards of Living Report Project as an opportunity and a means to develop the environment while stemming brain drain. (Kidane, 2018). On a more general social level, safety is mentioned among the most important opportunities in the environment. Regarding road safety, individuals emphasized how, back home, moving between cities would mean an all-night journey on very bumpy dirt roads in which individual life would constantly be put at risk.

III. Methodology

The present study employed a qualitative research methodology to explore the challenges and opportunities faced by Eritrean expatriates in America. A phenomenological research approach was used to capture the lived experiences of the participants. In-depth interviews were conducted with a sample of 15 Eritrean expatriates residing in different geographical locations in America. The interviews were semi-structured and open-ended, allowing participants to share their experiences in their own words. The interviews were transcribed verbatim and analyzed using thematic analysis. Ethical considerations were adhered to throughout the research process. The research design, participant selection, data collection procedures, and data analysis techniques are described in detail below. This research study adopted a qualitative research methodology to explore the challenges and opportunities faced by Eritrean expatriates in America. A phenomenological research approach was used to understand the lived experiences of the participants. Qualitative research methodology is appropriate for this pilot study because it allows for an in-depth exploration of complex phenomena and the capturing of rich and heterogeneous data. The participants were selected using purposive sampling, a non-probabilistic sampling strategy employed for the selection of information-rich participants. A sample of 15 Eritrean expatriates residing in different geographical locations in America was interviewed. The sample was chosen based on specific criteria to ensure that the participants met the research study's eligibility requirements.

Data Collection Procedures Data were collected by conducting in-depth interviews with the participants. The interviews took place in May 2020 and were conducted in Tigrinya and English to ensure that the participants could share their experiences in their preferred language. A semi-structured interview guide was used to provide some consistency across the interviews while allowing for flexibility in the discussion. Each interview lasted between 50 and 75 minutes and was held in a private and convenient location for the participants. The interviews were audio-recorded, and field notes were taken. Data Analysis Techniques The analysis followed seven steps based on the principles of thematic analysis. First, the audio-recorded interviews were transcribed verbatim in Tigrinya and English. Second, the transcriptions were read in full while listening to the recordings to enhance understanding and immersion in the data. Third, initial codes were generated for the participants' ideas. Fourth, the codes were collated into potential themes. Fifth, the themes were reviewed to ensure a good match with the codes and the entire data set. Sixth, the themes were defined and named. Finally, a written report of the analysis was produced. Ethical considerations were adhered to throughout the research process.

a) Research Design

The foundational element of research methodology is the research design, forming the overarching blueprint for the study and mapping the paths to knowledge production. A qualitative descriptive research design is used in this project, where the objective is to achieve rich description without complex theory development. Qualitative descriptive studies provide a comprehensive summary of specific events in everyday terms, revealing new aspects of these phenomena.

Qualitative methods prioritize examining phenomena from the perspectives of research participants. They are pivotal in understanding social processes, relationships, and interactions in varying situations and contexts, emphasizing how people make sense of their social worlds. Qualitative researchers immerse themselves in participants' experiences, building holistic understandings of these individuals,

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their lives, and their environments. They seek in-depth, nuanced, and contextually rich perspectives on the complex social world of interest. Interviews, a familiar practice in everyday life, are increasingly used in qualitative research, facilitating open-ended exploration of participants' lived experiences.

Experiential and phenomenological qualitative interviews serve at the core of this project. They are conceived as a way to start exploring the world of another person, characterized by open-ended questions. They facilitate the unfolding of stories, providing insight into how certain events are experienced (Osman and Al-Jabri, 2021). The purpose of these interviews is not to collect objective truths about reality, but to obtain a more nuanced understanding of how phenomena are perceived and experienced. There is, in essence, a pre-given idea of the world that is sought to be grasped in this course of interaction.

b) Participant Selection

This study relied on the most suitable method of participant selection. Convenience sampling and maximum variation sampling techniques were employed. Convenience sampling was undertaken by focusing on Eritrean expatriates from across the United States, who were reachable and accessible for participation. As this study is limited to participants who live in the U.S. and were born in Eritrea, the eligibility of participants is based on two criteria: a) the participant must have been born in Eritrea, and b) the participant must currently reside in the U.S. Maximum variation sampling, a convenience sampling method that ensures varied participants, was used to ensure diversity among participants. Fifteen participants were recruited from this parameter of variation: age groups and gender (see Figure 1).

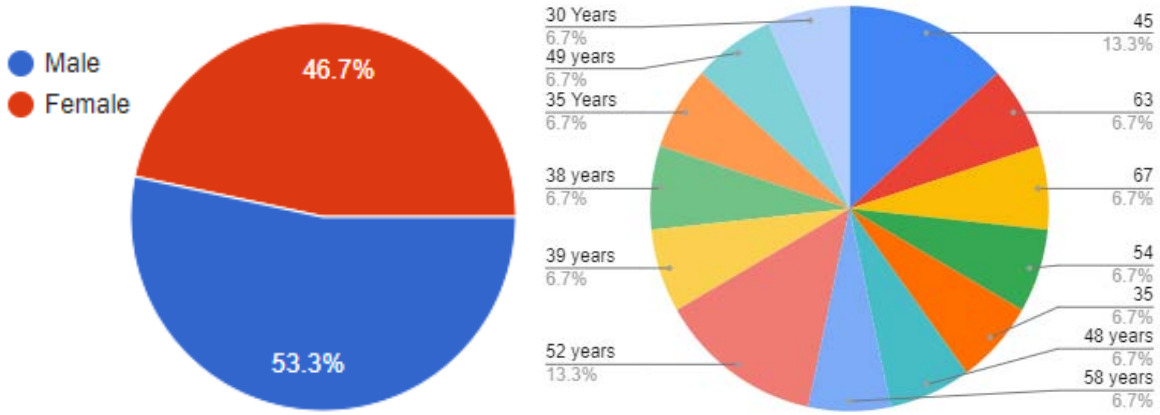

Figure: Distribution of the Participant by Age and Gender

Calling individuals living in Eritrean diaspora communities across the U.S. was conducted to recruit participants and inform them about the purpose of the study. After mutual agreement, interviews were conducted through the phone or through video calls according to the participant's choice. To prevent misinterpretation of the questions, interviews were conducted in a mixed of Tigrinya and English, as Tigrinya is the main language in Eritrea. At the start of each interview, participants were asked to provide introduce themselves. Interviews lasted from 25 minutes to 60 minutes. Each interview was video/audio recorded with the permission of the participants after informing them confidentially. All digital files were kept in a password-protected computer system to ensure privacy and confidentiality.

c) Data Collection Procedures

This qualitative research study utilized 15 interviews conducted remotely through audio-visual communication. The participants were contacted directly via previously decided platforms, either audio-visual or text messaging applications, to schedule a meeting in which an interview template of topics to be addressed in the upcoming interview process was constructed. The equipment used was easily accessible to the interviewers, and the interviewers were well accustomed to the consequences of technology failures, so either side would not experience irregularities previously unprepared for. When using remote digital equipment such as smartphones or computers, it is reasonable to be aware of concerning drawbacks, such as technological difficulties. Since either a recording device or a phone battery could fail, it was agreed to also take short notes during the interview.

After obtaining informed consent from the participants, a direct link for the audio-visual meeting platform was shared in order to engage in the interviews. All interviews were conducted following the interview template and consisted of a combination of open, semi-structured, and in-depth questions that involved personal opinions. There were no specific time limits, but on average, they lasted about 40 minutes each. Considering the cultural and situational context of participants in America, the role of the facilitator as a person who has been accustomed to an urban

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Scandinavian lifestyle was stressed and explained. After thanking all participants for taking part in the study and sharing their experiences, the recorded interviews were immediately stored in an encrypted personal computer with a password protecting access to it. Within 60 days, they would be transferred to external storage that would be disposed of after transcribing. The transcribing process was done verbatim, including pauses and laughter, which can express consensus or indexical meanings as in-jokes. Written data was coded for anonymization by using initials or numbers for each participant without disclosing their identity.

d) Data Analysis Techniques

Following the completion of the interviews, the recorded audio files were transcribed verbatim into Microsoft Word documents, maintaining the original language of the participants, who spoke either Tigrinya or English. Although participant confidentiality was safeguarded by storing the interviews in password-protected folders with access given only to the principal investigator and the research assistant, these verbatim transcriptions were prepared in Tigrinya, which is a native language for both the principal investigator and the research assistant. By doing so, participant confidentiality and anonymity remained intact. These transcripts were then sent electronically to a professional transcription services company with over five years of experience in transcribing audio files in Tigrinya. After transcription completion, the research assistant performed an error check, listening to the recorded interviews again and scrutinizing the transcripts line by line, identifying and correcting minor transcription errors.

After transcription, a multi-step analysis process was carried out. Six individual case analyses were first conducted using the constant comparative method, wherein codes, categories, and themes primarily emergent from the data were developed. For case analysis, a thematic analysis was performed, following six phases of thematic analysis: (1) Familiarization with the data, (2) Generating initial codes, (3) Searching for themes, (4) Reviewing themes, (5) Defining and naming themes, and (6) Producing the report. The analysis was conducted beginning in June 2022 and took overall four cycles. Upon completion of the individual case analyses, cross-case analysis was conducted, enabling comparison and contrast across the six cases. In cross-case analysis, each theme related to the research questions was analyzed in terms of its properties, such as underlying categories and subcategories, addressing the concerns of constructing the bigger picture of the phenomenon that transcends each individual case.

IV. Findings

A qualitative interview study was conducted to explore the challenges and opportunities faced by Eritrean expatriates in America. Participants were recruited through convenience sampling, and semi-structured interviews were conducted. Thematic analysis was used to analyze the interviews, and several themes emerged.

The final analysis revealed a set of overall themes: hurdles in adjusting to a new culture; perceived social injustices; lost sense of belonging; necessities for upward mobility; proactive network building; and a desire to ensure a future for the Eritrean identity. These themes highlight the challenges and opportunities experienced by Eritrean immigrants in America and the various strategies they employ to navigate these experiences.

Subthemes include a sense of loss, lack of awareness of resources, and a strong desire for community continuity. The results suggest that while Eritrean immigrants face significant challenges and barriers, there are also opportunities for building supportive networks and addressing issues of social injustice. Implications for policy and practice are discussed, as well as directions for future research.

By exploring the experiences of Eritrean immigrants in America, the study contributes to a greater understanding of the complexities of the immigrant experience and the importance of resilience in overcoming challenges. Additionally, the findings may be informative for efforts to build understanding and address issues of social injustice and inequality in the broader societal context.

a) Themes Emerging from Interviews

The transcripts from the ten semi-structured interviews conducted with Eritrean expatriates residing in the United States were thoroughly analysed in this qualitative study. Grounded theory analysis was applied, leading to the identification of four primary themes that address the challenges and opportunities encountered by the participants as a result of their expatriate status. Each theme is discussed below, along with verbatim excerpts from the interview participants to foster a deeper understanding of the implications of the findings.

Theme 1: Ethnic and National Discrimination and Marginalization of Eritreans Participants expressed feelings of discrimination based on their ethnicity and nationality, specifically with regard to being Eritrean. As a newcomer community, they described being marginalized by both foreign nationals other than Eritreans and Americans. For example, one participant reflected on feeling invisible and ignored as an Eritrean. Another shared, "They don't regard Eritreans as Africans. Even some Black Americans will treat me like a foreigner." In specifics of ethnic discrimination, Eritrean participants assessed the community as having been marginalized within both larger Ethiopian communities and the African immigrant community.

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Theme 2: Exclusion from Employment Opportunities Participants reflected on their struggles to obtain employment and on the difficulties that came with jobs that they did hold. The vast majority had to settle for less desirable positions. Many had taken jobs in restaurants or gas stations even though they had the education or experience for positions of more responsibility. Job discrimination was also reported based on nationality and ethnicity. As one participant said, "They told me, if you aren't Ethiopian, you won't get hired." Another recounted similar experiences, adding, "As soon as they hear my name, I can feel the difference."

Theme 3: Alienation and Isolation from Expatriates' Home Community Participants described feeling a sense of social alienation and personal isolation as a result of choosing to live in America. This alienation stemmed from both self-imposed conditions as well as socio-political conditions. Socially, the relative affluence and prosperity experienced within the US contributed to participants opting out of being involved in relationships with Ethiopian or Eritrean communities. As one person phrased it, "If I am to choose, I prefer to associate with White Colorado people." In perceiving the US communities, some described a non-existing sense of community with local populations or with expatriates from Ethiopia or Eritrea.

Theme 4: Acceptance and Reconciliation with the Expatriate Status As participants expressed their disappointments with having immigrated to America, the theme of acceptance of expatriate status emerged. Despite their retrospective wish that they could go back to Eritrea, the interviewees have come to accept their status as expatriates who have settled in America. In accepting their status, they differed as to whether they would want to engage with American or local Colorado communities. Some shared aspirations of engagement, hoping that in educating and socializing with American or local populations they could change the perceptions of being seen as dangerous immigrants, uneducated, or uncivilized.

b) Presentation of the Results

i. *The cultural difference of Eritrea and the USA*

With regards to the analysis of the themes and verbatim, associated to the "the cultural difference of Eritrea and the USA" respondent (R14) revealed that

> "*Certainly! Eritrea and the USA are two countries with distinct cultural differences shaped by their unique histories, geographical locations, social structures, and cultural practices Overall, while Eritrea and the USA are distinct in many ways culturally, both countries are characterized by their rich diversity, traditions, and customs, which contribute to their unique identities and cultural landscapes"*.

This can be interpreted that Eritrean society is more collectivist, emphasizing family, community, and social cohesion. Extended families often live together or near each other, and community ties are strong. People often prioritize the well-being of the group over individual desires. Similar to the USA, The United States is generally more individualistic. Independence and personal freedom are highly valued, with a focus on individual achievement and self-reliance. Family structures are often nuclear, and there is a strong emphasis on personal space and privacy. Cultural differences between Eritrea and the USA are substantial and reflect the diverse historical, social, and cultural contexts of each country. Understanding these differences can help expatriates and those interacting with individuals from both cultures navigate their interactions more effectively. Here's a comparison of key cultural aspects Communication Styles Eritrea: Communication is generally more indirect, with a focus on maintaining harmony and avoiding conflict. Non-verbal cues and context play a significant role in interactions. Respect and politeness are emphasized. USA: Communication tends to be more direct and explicit. People are encouraged to express their opinions openly and assertively. There is often a focus on clarity and efficiency in communication.

ii. *The cultural obstacles Encountered when Adjusting to Life in the United States*

Regarding the analysis of the themes and verbatim associated with the topic of "cultural challenges faced when adapting to life in the United States," respondent (R2) revealed the following information:

> *"Eritrean expatriates face challenges related to their racial and ethnic identity, including discrimination or stereotyping. Navigating the complexities of race relations in the U.S. can be an added layer of difficulty for Eritrean immigrants".*

This is attributed to the differences in cultural values and expectations between generations can lead to conflicts within Eritrean families. Younger Eritrean-Americans may adopt American customs and values more quickly, leading to tensions with their parents or elders who may wish to maintain traditional Eritrean practices. Eritrean expatriates adjusting to life in the United States may encounter various cultural obstacles due to Similarly, differences in language, social norms, values, and customs between Eritrea and the United States. Some of the cultural obstacles that Eritrean expatriates may face include: Cultural Norms and Social Customs, Individualism vs. Collectivism, Food and Dietary Practices and Work Culture.

iii. *The Influence of Cultural Obstacles on Daily life*

Regarding the analysis of the themes and verbatim associated with the topic of "The Influence of Cultural Obstacles on Daily life," respondent (R11) revealed the following information:

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The influence of cultural obstacles faced by Eritrean expatriates in the United States can significantly impact their daily life, both personally and professionally. Here's how these obstacles may manifest in various aspects of their lives:

This is attributed to the language barriers and cultural differences in communication styles may hinder their ability to express themselves effectively, build social connections, and form friendships with others. Hence, adapting to unfamiliar cultural norms, social customs, and lifestyles may create feelings of isolation, loneliness, or cultural disorientation, leading to homesickness or identity conflicts. Respondent (R9) also revealed the

Challenges navigating the U.S. healthcare system, including understanding medical terminology, insurance coverage, and healthcare practices, may impede their ability to access timely and appropriate healthcare services.

Furthermore, this can be attributed to the cultural differences in work culture, professional norms, and interpersonal dynamics may influence their interactions with colleagues, supervisors, and clients, affecting their workplace relationships, job satisfaction, and career advancement opportunities. However, respondent (R1) revealed:

"Adjusting to American work practices, expectations, and performance standards may require additional effort and adaptation, potentially impacting their professional development, job performance, and career trajectory".

This can be directly linked to the profound and multifaceted effect, impacting their personal well-being, social integration, and professional success in the United States. Supportive resources, cultural competency training, and community networks can play a vital role in helping them navigate these challenges and thrive in their new environment. Thus, the cultural obstacles faced by Eritrean expatriates in the United States have significant impacts on their daily lives, affecting both personal and professional aspects.

iv. *The Cultural Differences Challenges*

In connection with the analysis of the themes and verbatim associated with the subject of "Cultural Differences Challenges," respondent (R4) revealed that:

"*Cultural differences present substantial challenges for Eritrean expatriates in the U.S. across various aspects of daily life, including communication, work, social interactions, healthcare, education, and social integration".*

This is connected to the supportive resources, cultural sensitivity, and community networks can play a crucial role in helping them navigate these challenges and adapt to their new environment. Educational System: Eritrean expatriates with children may encounter differences in the educational system between Eritrea and the U.S., including curriculum, teaching methods, and parent-teacher communication. Adapting to the U.S. educational system and supporting their children's academic success may require additional support and resources. Social Integration: Similarly, respondent (R8) revealed that

"Building social connections and forming friendships with Americans or members of other cultural backgrounds may be challenging for Eritrean expatriates due to differences in social norms, language, and cultural practices".

This may lead to feelings of isolation or loneliness, particularly during the initial stages of settlement in the U.S.

Cultural differences have indeed presented substantial challenges for Eritrean expatriates in the U.S., especially in specific instances or circumstances where these differences are particularly pronounced. This is also linked to the issue that respondent (R3) revealed, which is:

"U.S. education system encourages critical thinking, independence, and self-expression, which may contrast with the more hierarchical and respect-based approach common in Eritrean culture"

For that reason, Eritrean parents may struggle with the American educational emphasis on individualism, where children are encouraged to question authority and make independent decisions. This can lead to conflicts at home, where parents might expect more obedience and respect for elders. These differences can create tension between parents and children, with parents fearing that their children are losing their cultural values, while children may feel misunderstood or restricted by their parents' expectations.

In related to this, respondent (R10) revealed that:

"Eritrean culture often has defined gender roles, where men are typically seen as the primary breadwinners and women as caretakers of the home. In the U.S., there is more emphasis on gender equality, with women having greater opportunities and expectations to work outside the home."

Similarly, Eritrean women who seek education or employment outside the home may face resistance from their families or communities, who might view these aspirations as a departure from traditional roles. This can lead to family conflicts, where women feel torn between pursuing their personal goals and adhering to cultural expectations. It can also create challenges in marriages, where shifts in traditional roles might lead to misunderstandings or resentment.

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v. *The Obstacles for Seeking Career Possibilities in the United States*

Regarding the analysis of the themes and verbatim associated with the topic of "The Obstacles for Seeking Career Possibilities in the United States," respondent (R13) revealed that:

> *Eritrean expatriates may face several obstacles when seeking appropriate career possibilities in the United States. they may face challenges in having their academic credentials, degrees, or professional qualifications recognized and accepted in the United States.*

Differences in educational systems, accreditation standards, or professional licensing requirements may require additional steps, such as credential evaluation or re-certification, to meet U.S. standards. Similarly, adjusting to the American work culture, professional norms, and workplace dynamics may pose challenges for Eritrean expatriates. Differences in communication styles, teamwork expectations, hierarchy, and decision-making processes may require adaptation and cultural competency to succeed in the U.S. job market. As revealed by respondent (R5):

> *Networking and Job Search Strategies: Building professional networks, accessing job opportunities, and navigating the U.S. job market may be challenging for Eritrean expatriates who are unfamiliar with local job search strategies, recruitment channels, or professional associations*.

Developing effective networking skills, leveraging online job platforms, and seeking guidance from career counselors or mentors can help overcome this obstacle. Furthermore, Limited access to professional development opportunities, such as training programs, continuing education courses, or mentorship opportunities, may hinder Eritrean expatriates' career advancement prospects in the United States. Seeking out professional development resources and leveraging online learning platforms can help overcome this obstacle. Eritrean expatriates face several obstacles when seeking appropriate career opportunities in the United States. These challenges can significantly impact their ability to find employment that matches their skills, qualifications, and aspirations. Some of the key obstacles include.

Generally, the educational and professional qualifications of persons from Eritrea may not always align directly with the demands of the job market in the United States because of disparities in educational systems, accreditation criteria, and professional licencing provisions between the two nations. The alignment or mismatch between Eritrean credentials and U.S. employment market requirements is influenced by several aspects, including the educational system, credential evaluation, professional licencing, transferable skills and experience, and networking and professional development. In general, although there may exist disparities between Eritrean qualifications and the demands of the U.S. job market, Eritrean expatriates can actively ensure that their qualifications match employer expectations by evaluating their credentials, engaging in professional development, enhancing their language skills, and building professional networks.

Depending on individual experiences, situations, and cultural backgrounds, the view of Eritrean expatriates regarding their social integration into American communities can differ. Nevertheless, some recurring themes and viewpoints may arise. Cultural adjustment challenges: Eritrean expatriates may encounter difficulties in acclimating to new cultural norms, social processes, and lifestyles within American communities. Linguistic disparities, variations in social norms, and social exchanges could lead to emotions of seclusion, solitude, or cultural confusion in the early phases of settling in the United States. Engaging in educational opportunities in the United States can yield numerous advantageous outcomes for the academic and professional growth of Eritrean expats. Eritrean expatriates can readily avail themselves of a plethora of top-tier educational establishments, such as universities, colleges, and vocational schools, renowned for their exceptional academic standards and extensive array of program options. The pursuit of higher education in the United States offers Eritrean expatriates the opportunity to engage with highly qualified professors, state-of-the-art research facilities, and inventive teaching approaches, therefore enriching their academic journey and improving their learning results.

Expatriates from Eritrea residing in America have many opportunities to actively engage in their community and advocate for their interests. Eritrean expats have the opportunity to actively participate in community organisations and associations that advocate for the concerns and welfare of the Eritrean diaspora residing in the United States. These organisations frequently coordinate cultural events, social gatherings, and community outreach activities with the aim of promoting Eritrean history, providing assistance to newcomers, and addressing neighbourhood concerns. Eritrean expatriates have the opportunity to engage in advocacy initiatives and grassroots activity to enhance collective consciousness of matters that impact their community, champion social justice, and facilitate constructive transformation. Engaging in advocacy groups, actively participating in demonstrations or protests, and reaching out to elected officials are effective methods to enhance the impact of their voices and advocate for their interests on local, national, and global levels.

Certain successful community-led initiatives exist that explicitly address the needs or concerns of Eritrean expatriates residing in different communities in

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the United States. Community centres founded by Eritrean expatriates function as central locations for the conservation of culture, promotion of social togetherness, and empowerment of communities. These institutes provide a variety of services and programmes specifically designed for Eritrean expatriates. These include language courses, cultural activities, legal support, vocational training, and education for young people. In order to help newcomers navigate the difficulties of resettlement in the United States, Eritrean expatriates frequently organise support networks or mentorship programs. These networks offer pragmatic assistance, direction, and necessary resources to facilitate the adaptation of newcomers to their new surroundings, enable them to obtain vital services, and facilitate their integration into American culture. Eritrean expatriates can effectively leverage networking opportunities to enhance their professional connections and further their employment prospects in multiple ways. Eritrean expatriates have the opportunity to become members of professional associations and industry organisations that are pertinent to their specific area of expertise. By attending networking events, conferences, and workshops arranged by these associations, individuals can engage with colleagues, gain insights into industry developments, and build professional connections that may result in employment prospects or career progression. Expatriates from Eritrea have the opportunity to participate in career fairs, job expos, and networking events organised by universities, professional associations, or community groups. These events provide venues for individuals to engage with companies, recruiters, and industry experts, exhibit their skills and qualifications, and investigate employment vacancies within their respective industry.

Professional organisations that prioritise diversity and inclusion may offer specialised mentorship programmes for immigrants and expatriates, including those from Eritrea. These programs provide specialised career advice and assistance designed to meet the specific requirements of expatriates. Enrolment in such programmes grants access to industry-specific guidance, networking prospects, and tools for professional advancement. The provision of networking and mentorship opportunities can significantly augment the overall success and integration of Eritrean expatriates into American society. Networking and mentorship offer Eritrean expatriates in the United States access to very beneficial career advice, possibilities for professional growth, and employment leads, therefore facilitating their career advancement and attainment of specific professional objectives. Networking events, community meetings, and mentorship programs enable Eritrean expats to engage in social interaction, establish rapport with their peers and mentors, and cultivate a feeling of inclusion and community, therefore facilitating their assimilation into American society.

V. Discussion

The purpose of this study was to explore the challenges and opportunities faced by Eritrean expatriates in America. Using qualitative interviews with 12 expatriates, the study identified four themes. The first theme examined social and cultural challenges in adaptation to life in America, finding that sharing the same culture and group settlements in particular areas is beneficial in addressing these challenges. The second theme investigated family and social networks, determining that although the family network is important, it was not one of the priorities for interviewees. The third theme focused on economic opportunities, revealing that knowing the local language, following rules and laws, and willingness to change are keys to economic opportunities. The fourth theme studied political challenges, indicating that oppression in Eritrea and the nature of involvement in the political process are two sides of the same coin concerning expatriates' political challenges. The chapters below will discuss the findings while addressing the existing literature. Finally, implications for policy and practice will be provided.

The challenges and opportunities of Eritrean expatriates presented in the findings chapter were compared with existing literature. Little has been studied regarding the challenges and opportunities faced by Eritrean expatriates in America. However, studies conducted on the same topic in other countries were reviewed. Some findings in this study are consistent with existing literature while some show differences. Regarding social and cultural challenges in adaptation to life in America, the finding that sharing the same culture and group settlements in particular areas is beneficial in addressing the challenge is consistent with previous studies. However, the issues of employment and working conditions were found to be challenging for adaptation to life in America, which is inconsistent with other findings.

In considering family and social networks, this study found that while the family network is important, it was not among the interviewees' priorities. This is consistent with existing studies. In examining economic opportunities, knowing the local language, following rules and laws, and willingness to change are keys to economic opportunities; these findings are consistent with existing studies. Regarding political challenges, this study indicated that oppression in Eritrea and the nature of involvement in the political process are two sides of the same coin concerning expatriates' political challenges. The first finding is consistent with existing studies. However, the second finding, that the political process is alien to some and contrary to the norms of

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others, is different from previous findings. In general, Eritrean expatriates face both common challenges and unique challenges in America.

From the findings and discussion, several actionable recommendations will be proposed to capitalize on the opportunities and eliminate the challenges faced by Eritrean expatriates in America. First, efforts should be made by concerned bodies to allow expatriates to participate in social, cultural, economic, and political establishments and organizations. Second, to address the concern regarding transparency, expatriates' involvement should extend to facilitating the socialization of the expatriate community to the newly set procedures and rules of the concerned bodies. Third, cooperative mechanisms that promote the participation of expatriates in social and political activities at all levels should be established. Fourth, given the concern regarding English language proficiency, concerned bodies should establish free business training sessions regarding the local language for those participating in economic establishments. Fifth, initiatives that allow those against change to freely meet or question the change by choice should be encouraged to address these concerns.

The results of this qualitative research reveal several core themes regarding the challenges and opportunities faced by Eritrean expatriates in America. The challenges arise mainly from four domains: social life and settlement, psychological well-being, religious life, and work and finances. Most respondents discuss barriers to social life and settlement, which arise mainly from cultural and language gaps between Eritreans and the mainstream American society or the diaspora community. However, a good number of participants express that the challenges were not crippling and highlight various facets of better chances in America. With regard to social life, the settlements, belongingness, and participation, the participants discuss both limitations and relatively better situations. Similarly, the opportunities and benefits are analyzed from four main angles: socio-political life, approach to religion, work and finances, and cultural exchange.

Most participants mention the issue of being better free from oppression, persecution, and oppressive conditions when compared to Eritrea. In line with participant claims, records highlight that Eritrean exiles were subject to arbitrary detention, torture, extrajudicial killings, and gross violations of human rights at the hands of various authorities. Irrespective of their group category and the brutality inflicted on them, respondents viewed the chance of a safer environment with a voice and remedy not existing within Eritrea. Some also note the opportunity to freely claim an ancestral and civic right of citizenship within America and engage in making social and political contributions through ballot participation, working for civil rights, or even aspiring to higher offices. A good number of participants turned out adverse towards religion or excessively assertive and blame-prone towards the Church, but a good number also indicate attempts to integrate and make new avenues in their quest for faith. A good number of participants also embrace the chance for cultural exchange and outward expression through various means, including art, writing, espousing music, documenting oral history, being a social media icon, and sharing cultural aspects.

a) Comparison with Existing Literature

The analysis of the interviews as compared with the study of Tewolde (2021) revealed several challenges and opportunities faced by Eritrean expatriates in America. The study found that well-being was affected by migration-related factors, ethnic identity, and sojourner lifestyle. The impact of these factors was moderated by social influences, access to resources, and personal characteristics. The study group actively confronted challenges and strengthened well-being by capitalizing on opportunities.

Similarly, the findings of this study complement, but do not entirely align with work of Mohamed and Ali (2014) on expatriates and well-being. The current study found that obstacles to relaying information about living conditions in Eritrea moderated well-being. The current study showed that access to resources moderated in this context, which is not consistent with previous findings of no barriers to well-being. The current study found that cultural events and social relationships were opportunities that resonated across the study group and that individual differences moderated these opportunities.

In creating the first qualitative interview study on the well-being of Eritrean expatriates in America, the current study complements previous research on the well-being of African expatriates while addressing notable gaps in research on the well-being of Eritrean expatriates, African expatriates who are not Muslim, African expatriates in low unemployment-rate contexts, and non-internationally recognized states.

b) Implications for Policy and Practice

The challenges and opportunities faced by Eritrean expatriates in America can inform programs and policies at both the government and non-governmental organization levels. Although the insights gained from this exploratory study may apply to other immigrant communities, they should be further proven through larger population surveys of other immigrant groups. However, thanks to the existence of various Eritrean communities across the United States, opportunities abound for replicating this study. There are significant implications for both Eritrean expatriates and Eritrean associations to experience ethnic solidarity and community development in their translated places. These implications can serve as practicable points of entry to explore the ensuing specific questions. Further

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research on Eritrean narratives of identity formation may provide a clearer picture of the impact of certain socioeconomic variables across time. Possible solutions include examining the role of culture, education, income, politics, and religion in personal migrations. Other themes related to diaspora consciousness, agency, and community, which emerged from this study but were not examined in depth, may also require further study. Such investigations would enable comparisons across immigrant groups and inform future articulation of policies regarding the opportunities and challenges facing emerging diaspora communities.

In America, healthy cross-national networks, relationships, and collective actions may better focus public attention on Eritrea's declining national image, which would otherwise be excluded from scholarly and public discussions. Issues such as globalization, humanitarian concerns, direct remittances, and neighborhood attention should mold the current American image of Eritrea. Although debates on possible sanctions against the Eritrean government on issues ranging from human rights violations to state-sponsored terrorism emerge, the pro-government Eritrean Community Progress would attempt to dilute international sanctions through various soft-landing public relations strategies. In this scenario, Eritrean associations may help Eritrea overcome many global crises while promising the effectiveness of America's national interest.

This study presents a qualitative exploration of the challenges, social networks, supports, and opportunities faced by Eritrean expatriates living in metropolitan areas of America, with a specific focus on those who immigrated to the country in the late 2010s. Eight participants were recruited for in-depth interviews, which were transcribed and analyzed for significant themes. On the one hand, participants faced significant challenges regarding adjustability, settlement, documentation, work experience, and communication barriers. Moreover, these challenges significantly affected their social relationships both inside and outside of the Eritrean community. However, they indicated some inner or group-based capacities or experiences, as well as an external opportunity, which are likely to positively affect the formation of new social relationships or the establishment of social network sites. These key findings are critically discussed while also acknowledging the limitations of the study and suggesting implications for future research.

The analysis conducted in this study is not representative of all Eritrean expatriates, as the sample was recruited on a voluntary basis, falling short of the required number of respondents who could attend and conduct interviews. Moreover, due to the time and multiple issues faced by prospective participants, the interviewees were limited to eight individuals, although many initially expressed interest in the study. Most importantly, no detailed or systematic analysis is provided on the experiences of Eritrean expatriate women. As such, this study mainly addresses the experiences of Eritrean men. Participants were limited to present-day residents of Boston and the Greater Boston Area, while other metropolitan areas in the USA may not apply. Nevertheless, while broad conclusions cannot be drawn subjectively about the whole Eritrean population in America, the findings do strengthen the broader empirical literature on a less-studied migrant group, growing transnational network sites, and increased diversification of relocations. Consequently, these findings may be used as a reference point for future studies, as several research questions remain to be addressed. Moreover, findings from this study may serve as an imperative basis for conducting comprehensive multi-vocal dissection of the Eritrean diaspora in the USA, especially regarding women migrants and a more diversified national representation.

The findings of this study can inform future research about Eritrean expatriates in the U.S. and their evolving acculturation and integration trajectories. A longitudinal research design would prospectively examine shifts in the multifaceted acculturation strategies selected by Eritrean expatriates as they adapt to a new and unfamiliar socio-cultural context. The potential impact of contextual and situational circumstances such as employment status, geographic location, social networks, and distance from home or host countries should be examined on their adaptive trajectories. Furthermore, the impact of broader socio-historical events involving Eritrea on the expatriates' acculturation choices could be followed over time. The imaginings of homeland engagement and belonging should be explored to understand whether and how perceived constraints marry with practical navigation strategies. Other means of conducting homeland engagement, beyond direct socio-political participation, should be examined. Future research studies with a more varied methodological breadth could explore these questions.

Research about other ostensibly similar and also different migrant groups will further enhance understanding of the contingencies of a given acculturation strategy at a grassroots level. Considering all the Eritrean interviewees as a unified group might disregard critical variances within this group. Such an exploration could assess how a variety of backgrounds affect adaptation at both the individual and group levels. Moreover, attention to other aged Eritrean immigrant communities in more diverse countries of resettlement would nuance understanding of adaptability over time. Investigating and comparing these exoduses with those of other countries exhibiting rapid and radical transitions towards more authoritarian regimes could comprehend complex adaptations that arise in response to multiple layers of socio-political considerations.

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VI. Conclusion

This study used qualitative interviews to explore the experiences of Eritrean expatriates living in America. Nine Eritrean participants, who experienced and survived migration either recently or over a decade prior, were studied. Using a thematic approach, two main themes emerged: challenges faced as expatriates in America and opportunities as expatriates in America. The challenges discussed included problems adjusting to life in America, language barriers, isolation, sadness, and despair due to being far away from their homeland, and feeling disconnected from Eritrean society and culture. The opportunities discussed included the potential for better and diverse education for children, a better economic situation, and better job opportunities due to education, a better lifestyle than in Eritrea, and cultural diversity in America enriching their previous way of life. The findings were situated within the context of existing literature, highlighting congruencies and disparities. This study is not without limitations. First, all the interviews were conducted in English, in which the participants were not fluent. As a result, participants might not have expressed themselves fully, or the data might not have reflected their actual voices. Future research might consider using translators who are familiar to the participants and belong to their cultural background. Second, only nine interviews were conducted, from which data saturation was reached. However, a broader perspective on challenges and opportunities faced by Eritrean expatriates in America might be captured with participants having diverse backgrounds in terms of length of time spent outside their home country, and those who have been displaced within the African continent prior to settling in America. Future research should use longitudinal studies to capture the acculturation experiences of Eritrean expatriates over time. Experiencing settlement in America recently could evoke different aspects of challenges and opportunities compared to adjusting to life in America over a decade prior. Additionally, different contexts that shape the experience of acculturation, such as their homeland, cultural backgrounds, and the socio-political sphere, can also be better understood through longitudinal studies. More broadly, there is a need for ethnographic research on different aspects of Eritrean culture and the implications of migration on them, with attention paid to their historical, political, and economic contexts.

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Business Social Responsibility (BSR) and Benefits Obtained

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Abstract- In order to meet their goals, companies have always sought to be competitive, exploiting natural resources as much as possible in order to generate more and more profits and, consequently, accumulate wealth and share it out among their shareholders. This maximum exploitation of resources has led to changes in the environment, putting humanity itself at risk through various natural disasters, as well as social inequalities. This has led various actors, governments and civil society organizations to demand responsibility on the part of companies, and Business Social Responsibility (BSR) has emerged, among various terms, with the aim of establishing measures that can enable sustainable development and has become an important ally for companies wishing to achieve success. This research was therefore carried out with the aim of understanding what the practice of BSR consists of on the part of companies and what gains they make from this practice. To this end, the methodological procedure adopted was a literature review, using the CAPEs journal and the official websites of the institutions.

Keywords: business social responsibility (BSR). Sustain-able development. benefits of BSR practice.

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Business Social Responsibility (BSR) and Benefits Obtained

Responsabilidade Social Empresarial (RSE)e Benefícios das Empresas Praticantes

Kima Paulo Frederico Mabetana

Resumo- As empresas no âmbito do cumprimento dos seus objetivos, sempre buscaram ser competitivas, explorando o máximo, os recursos naturais com vista a gerar cada vez mais lucros e, por conseguinte, acumular riquezas e dividirem-se entre os seus acionistas. Essa exploração máxima dos recursos, vinha provocando mudanças no meio ambiente, colocando assim a própria humanidade em riscoatravés de vários desastres naturais, além das desigualdades sociais. Isso fez com que, vários atores, governos e organizações da sociedade civil, reivindicassem responsabilidade por parte das empresas, tendo na sequência surgido dentre vários termos, a Responsabilidade Social Empresarial (RSE), com intuito de estabelecer medidas que pudessem permitir um desenvolvimento sustentável e passou a configurar-se como aliado importante das empresas que desejam lograr sucessos. Assim, desenvolveu-se esta pesquisa, com objetivo de entender sobre em que consiste a prática de RSE por parte das empresas e que ganhos elas obtêm com essa prática. Para o efeito, adotou-se como procedimento metodológico, a revisão literatura, tendo se recorrido o periódico da CAPEs e sites oficias das instituições. Em virtude disso, constatou-se que as empresas com intuito de serem competitivas, se vislumbram em praticar várias ações de RSE em três dimensões do desenvolvimento sustentável (social, económico e ambiental) e que por conseguinte, conseguem dentre vários benefícios, a atuação sem passivos, seja de cunho ético, legal e ambiental.

Palavras-Chave: responsabilidade social empresarial (RSE). desenvolvimento sustentável. benefícios da prática de RSE.

Abstract- In order to meet their goals, companies have always sought to be competitive, exploiting natural resources as much as possible in order to generate more and more profits and, consequently, accumulate wealth and share it out among their shareholders. This maximum exploitation of resources has led to changes in the environment, putting humanity itself at risk through various natural disasters, as well as social inequalities. This has led various actors, governments and civil society organizations to demand responsibility on the part of companies, and Business Social Responsibility (BSR) has emerged, among various terms, with the aim of establishing measures that can enable sustainable development and has become an important ally for companies wishing to achieve success. This research was therefore carried out with the aim of understanding what the practice of BSR consists of on the part of companies and what gains they make from this practice. To this end, the methodological procedure adopted was a literature review, using the CAPEs journal and the official websites of the institutions. As a result, it was found that, in order to be competitive, companies aim to practise various BSR actions in the three dimensions of sustainable development (social, economic and environmental) and that, as a result, they achieve, among various benefits, action without liabilities, whether of an ethical, legal or environmental nature.

Keywords: business social responsibility (BSR). Sustainable development. benefits of BSR practice.

I. Introduction

According to Santos and Weber (2020), the evolution of civilization has always experienced long processes of transformation and from the 17th century onwards, the changes brought about by the so-called Industrial Revolution modified production systems in particular, the effects of which can still be seen today. This perception is due to the fact that societies are becoming increasingly intelligent, enabling them to easily detect the impact that organizations generate with their economic activities, regardless of the sector to which they belong (Azuero-Rodriguez; Garcia-Solarte; Garibello-Garcia, 2022).

Even so, Santos and Weber (2020, p. 8) add that, "[...] throughout history companies have always sought to maximize their profits at any price and with the process of globalization this has intensified, opting to operate worldwide, spreading to countries with lower wages and less stringent environmental regulations", having generated for the same authors, negative reflexes that triggered in the 80s and 90s a series of environmental and social crises that ended up negatively affecting the image of companies, such as: environmental disasters, exploitation of child labour, violation of labour rights, productive restructuring, layoffs and also cases of corruption.

This has contributed to companies, industries and other productive sectors being called upon to adapt, either by legal imposition or by the demands and awareness of their customers, consumers and society in general, thus giving rise to Business Social Responsibility (Santos; Weber, 2020), which from now on in this article will be referred to as BSR for short.

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According to Azuero-Rodriguez; Garcia-Solarte and Garibello-Garcia (2022), BSR is on companies' agendas and guides the challenges or strategies they must take on, not only with customers, but also with the different stakeholders with whom they interact. Hence the need to carry out this research in order to understand from the literature what BSR practice consists of on the part of companies and what benefits they obtain.

II. Methodological Procedure

This study used a literature review to examine issues surrounding the practice of BSR by companies and the benefits they obtain as a result of this practice. In this sense, Batista and Kumada (2021), Gil (2022), Lunneta and Rodrigues (2023), Marassiro et al. (2021) and Pacheco et al. (2021) consider that this methodological procedure (literature review) uses books, scientific articles, reports, published in printed and electronic media, web pages and websites, which address a subject, with the aim of gathering knowledge on the topic. Thus, the search took place in the following databases: CAPEs journals, as well as the organizations' websites to give the research a better foundation. The following three steps were used as criteria for excluding and including relevant and non-relevant articles:

Step 1: Works were identified through searches in the Capes journal using the keyword in English: Business Social Responsibility, with a filter in the time period between (2019-202), resulting in a cumulative total of 420 works.

Step 2: The search was deepened, with the abbreviation BSR added to the title, repeated works were also excluded, and an in-depth reading and analysis of the title and abstract was carried out, with the aim of having works that have the title and abstract that were preliminarily judged to be able to provide an answer to the starting question of this research, which resulted in 37 works.

Step 3: Of the 37 works, a thorough and complete reading was carried out on each one. In this process, it was decided that only 10 works fully answered the starting question of this research and, as a result, only these 10 works were considered for this research.

It should be noted that at least 5 works were considered that were accessed directly in this research and did not meet the criteria mentioned above, as they only dealt with the methodology used to carry out the research and did not contribute to the central theme of the research.

III. Theoretical Reference

a) *Business Social Responsibility*

According to Santos and Weber (2020) the topic of BSR is increasingly being addressed and questioned by scholars, with opinions and arguments for and against. As a result, this topic "[...] has taken on different and evolving meanings throughout history" (RIBEIRO et al., 2017, p. 4).

For Kon (2022, p. 6), this is because "[...] the perspective of social responsibility is very complex and dynamic, since it emerges with different meanings due to specific theoretical perspectives, which lead to changes in business management paradigms".

For this reason, Santos and Weber (2020, p. 10) assume that "there are many terminologies used to identify Social Responsibility and among the most commonly used are Business Social Responsibility, Corporate Social Responsibility, Corporate Responsibility, Corporate Citizenship and Social Responsibility [...]".

For Kon (2022), this is due to the fact that it is a relatively new term and has not yet been standardized worldwide. In general, the idea in each country is to recognize that companies have an essential responsibility to fulfill, together with governments and civil society, in solving the immense social inequalities and growing environmental degradation experienced at the beginning of this millennium. As a result, Santos and Weber (2020, p. 2) add that:

> This responsibility is based on the pursuit of sustainable development through actions and projects with an economic focus, generating profit, employment and income, but also seeking strategies that promote equity, well-being, health and safety for its stakeholders, as well as the efficient and balanced use of natural resources.

In this context, Kon (2022) states that this vision includes the idea of the urgent need for companies to participate in promoting sustainable development at a global level, as well as the need to broaden the scope of the groups that are directly or indirectly impacted by their decisions in this regard, including the groups that influence their actions.

For this reason, Madime and Gonçalves (2022) add that "[...] the issue of corporate management based on BSR is emerging and extremely relevant in the current scenario, with organizations constantly challenged to minimize environmental pollution and contribute to the development of their employees and the communities where they carry out their activities, while at the same time reorganizing their portfolio of products and skills".

According to Assunção and Costa (2020, p. 6) "[...] companies, by adopting socially responsible behavior, are powerful agents of change when they enter into partnerships with the state and civil society to build a more economically prosperous and socially just world".

Still in the same context, Assunção and Costa (2020, p. 6) define that:

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> Business social responsibility is a way of conducting organizational actions based on ethical values aimed at integrating all the players in its relationships: customers, suppliers, consumers, the local community, the government (external public) and the board of directors, management and employees (internal public), in other words, all those who are directly or not directly affected by its activities, contributing to the construction of a society that promotes equal opportunities and social inclusion in the country.

For Kon (2022, p. 6) the

> Business Social Responsibility is the form of management that is defined by the company's ethical and transparent relationship with all its stakeholders and by the establishment of business goals that are compatible with the sustainable development of society, preserving environmental and cultural resources for future generations, respecting diversity and promoting the reduction of social inequalities.

In the same vein as the aforementioned authors, BSR:

> Its function is to seek sustainable development through actions and projects with an economic focus, generating profit, employment and income, but also seeking strategies that promote the equity, well-being, health and safety of its stakeholders, as well as the efficient and balanced use of natural resources (Santos; Weber, 2020, p. 2).

On its official website, INMETRO (2023) states that on November 1, 2010, the ISO 26000 International Standard was published, which sets out guidelines on Social Responsibility, and was launched in the Swedish city of Geneva.

Inmetro (2023) also adds that:

> In Brazil, the Portuguese version of the standard, ABNT NBR ISO 26000, was published on December 8, 2010. It stresses that social responsibility is expressed by the desire and purpose of organizations to incorporate social and environmental considerations into their decision-making processes and to take responsibility for the impacts of their decisions and activities on society and the environment. The same standard adds that this implies ethical and transparent behavior that contributes to sustainable development, complies with applicable laws and is consistent with international standards of behavior. It also implies that social responsibility is integrated throughout the organization, is practiced in its relationships and takes into account the interests of stakeholders.

This being the case, and as a result of all that has been said about the definition of BSR, it can be deduced that BSR can be summed up as a company carrying out its activities with care and responsibility, seeking to guide the rational use of natural resources and avoiding or reducing environmental impacts at all costs, and must contribute to actions aimed at improving the living conditions of stakeholders, in addition to meticulously complying with its ethical and legal obligations.

Although several authors agree (Assunção; Costa, 2020; Kasper Et Al., 2022; Kon, 2022; Koprowski Et Al., 2021; Mello, 2022; Adime; Gonçalves, 2022; Ribeiro et al, 2017; Santos; Weber, 2020) that companies should be guided by ethical-legal behavior and preserve the environment, in the Brazilian context, Inmetro (2023) says that "[...] ISO 26000: 2010 is a standard of guidelines and voluntary use; it is neither intended nor appropriate for certification purposes", which appears to be on the fringes of the worldwide trend of companies, taking into account, a study carried out by the authors (Azuero-Rodriguez; Garcia-Solarte; Garibello-Garcia, 2022) in Colombia on the BSR practices of exporting small and medium-sized enterprises (SMEs) based in the city of Valle del Cauca, where they found that companies were more committed to practicing BSR in order to obtain certification for their activities, because it meant that they would be able to reach new customers and consequently contracts worldwide.

Despite the reality of Colombian small and medium-sized companies (SMEs), Santos and Weber (2020) understand that the practice of BSR is not compulsory, except with regard to labor, occupational health and medicine, environmental and tax laws. However, the same authors point out that there is no shortage of institutions, organizations and standards that promote and encourage BSR, both nationally and internationally. All that is needed is for entrepreneurs to become aware of their real social and environmental responsibilities and start taking action.

In this sense, it can be inferred that the position of INMETRO (2023) and Santos and Weber (2020), as mentioned above, is voluntary, subject to the obligations laid down by law.

Thus, it can also be deduced that this reality may at some point favor an understanding and consequent practice that compromises the effective exercise of BSR by some company managers who are concerned with generating profits and dividing them among shareholders, as defended by Milton Friedman, extensively cited in Kon (2022); Madime and Gonçalves (2022); Santos and Weber (2020); Vidal and Santos (2022), as a critic of BSR theory, who developed the idea that the legitimacy of shareholders should have priority and that BSR consists of using its resources and activities to increase its profits and comply with the law, and that social issues are the responsibility of public policies and administration, as well as trade unions, social organizations and churches, because practicing BSR would be following, according to Kon (2022), the idea of American professor Einer Elhauge, who argued that practicing BSR would consist of sacrificing company profits for social interest.

This view can be associated with the reality of some companies in Mozambique that took part in a study carried out by the authors Madime and Gonçalves (2022) and which revealed that not practicing BSR,

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among other barriers, is associated with low expectations of benefits.

However, this could be detrimental to achieving Sustainable Development if companies are not obliged to do more than just comply with the law. As a result, Santos and Weber (2020, p. 10) state that "[...] those in favor of BSR theories argue that companies' social actions cannot be limited to meeting the economic interests of their shareholders alone, but must promote ethical values and social well-being in order to improve the living conditions of the entire context in which they operate". This is corroborated by the authors Ribeiro et al. (2017) who say that businessmen should take actions that go beyond techniques aimed at production and productivity and economic revenues for the benefit of society, which leads the authors Santos and Weber (2020) to argue that BSR should not just be about complying with legal obligations, but should go further, being linked to companies' strategic actions so that it is a constant cause of positive impacts in the social, environmental and economic spheres in the context in which they operate.

In this context, it is clear that, due to the opinions and arguments of critics of the theory of BSR, with the emphasis on defending the fact that companies, when carrying out their business activities, are concerned with maximizing profits for their shareholders, as explained above, according to the authors Santos and Weber (2020), this instigated studies, research and, consequently, events at the United Nations (UN), which became part of the world agenda, with a view to seeking development that would mitigate the negative consequences of companies". In this vein, Mello (2022, p. 19) points out that "[...] the discussion came about because society began to take a more critical view of the consequences of industrial progress on the environment". According to Santos and Weber (2020, p. 1), this led to a number of important global events, including:

> The release of the report entitled Limits to Growth published by the Club of Rome, which portrayed population growth, agricultural production, industrial production, the use of natural resources and pollution as factors that generated growth, but also limited it if they were not controlled. This report warned and also generated controversy, given that many countries, if they didn't have such development, were at least aiming for it.

In addition to this event, the authors (Mello, 2022; UN Environment Programme 2023; Santos; Weber 2020; Vidal; Santos, 2022) point out that the following world events, described in Table 1, were held by the UN and aimed at sustainable development.

Table 1: Some of the events held by the UN to promote Sustainable Development

Year of the Event	Place of the Event (City-Country)	Name of the Event	Event Results
1972	City of Stockholm-Switzerland	Brundtland Report	Sustainable development has been defined as development that is capable of meeting the needs of present generations without compromising future generations' ability to meet their needs.
1992	Rio de Janeiro-Brazil	Eco-92/Rio-92 or earth summit	The concept of Sustainable Development was consolidated as a guideline for changing the course of global development by approving Agenda 21, a document with commitments agreed between the signatory countries with a view to this new development approach. In which the idea was established that the traditional growth models of countries undoubtedly need to align industrial growth with the principles of sustainable development.
2000	New York - United States of America	Millennium Declaration	Millennium Development Goals were declared, including environmental sustainability. Millennium Development Goal 7 sets specific environmental targets, including combating biodiversity loss, forest cover and access to clean water.
2002	Johannesburg, South Africa	World Summit on Sustainable Development or Rio +10	It took place after the realization that everything that had been set out at Rio/92 had not been successful, given population growth, hunger, poverty and growing environmental problems, which allowed the role of companies in contributing to the achievement of sustainable development to be recognized, as well as defining that sustainability involved three dimensions (economic, social and environmental[1]).
2012	Rio de Janeiro-Brasil	UN Conference on Sustainable Development or Rio +20	It resulted in the elaboration of the document entitled "The future we want", in which the Sustainable Development Goals are listed. This document is a plan for the next 10 years for sustainable production and consumption
2015	New York - United States of America	2030 Agenda for Sustainable Development	The goal was to achieve the 17 objectives based on the 8 Millennium Development Goals launched in 2000. This 2030 Agenda focuses on 5 dimensions (known as the 5 P's): People, Planet, Partnerships, Peace and Prosperity.

Source: prepared by the author based on the authors (MELLO, 2022; Un Brazil 2023; Santos; Weber 2020; Vidal; Santos, 2022),

[1] *Social:* Involves a company's human capital, the community, employee well-being in the workplace and for their families, fair wages, general societal issues such as health, education and leisure. *Environmental:* Actions to mitigate impacts on the environment, use of natural resources in a balanced way, as well as ways of replenishing these resources, compliance with environmental laws, waste management, reduction/mitigation of pollutants in the air. *Economic:* Distribution and consumption of goods, taking into account the other two aspects.

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Based on the information presented in Table 1, it can be seen that all the events had the aim of promoting Sustainable Development, which is reiterated by the authors Santos and Weber (2020, p. 3) who emphasize that, by bringing:

Studies, proposals, concepts and theories have come up with a development approach that aims to break many paradigms: Sustainable Development. This development has as its main objective the alignment between economic growth and development, the responsible use of natural resources, environmental protection and concern for social issues. This proposal does not exclude economic growth from development, nor does it give the economic focus all the credit; there is a need for alignment between the two, adding two dimensions, the ecological-environmental and the social.

Despite this, Kon (2022) through his research entitled, Business Social Responsibility as an Instrument for Development: the Role of Public Policy, the results of the analysis of this research indicate that the actions of companies involving social responsibility in Brazil are still not strongly disseminated throughout the territory, and adds that it is necessary to prioritize public policies whose role is to use them as an instrument for sustainable socio-economic development.

In the same line of thought, Kon (2022, p. 3) adds that:

> The social action of companies involved in social responsibility, although growing, is still timid in Brazil and has often focused on the development of organizational marketing, which employs short-term assistance, philanthropic aid projects and donation policies; in other words, actions that have no other objectives than to reduce, in the short term and only momentarily, the social difficulties faced by the community.

In this context, Morais (n.d.) points out that in Brazil it took a while for concern about social responsibility to raise the awareness of entrepreneurs and executives responsible for strategic business decisions, and adds that this attitude is due to the country's industrialization process accompanied by a system of economic production that is heavily dependent on the state.

b) Practicing Business Social Responsibility through Companies

From the literature review carried out, it was found based on authors such as (Azuero-Rodriguez; Garcia-Solarte; Garibello-Garcia, 2022; Santos; Weber, 2020; Vidal; Santos, 2022) that companies that practice BSR, are guided by ethical behavior (obligation to do what is right, fair and avoid harm), seeking to comply with the 3 dimensions of sustainable development, in addition to publicizing their BSR practices.

In the literature, it was possible to observe that companies are practicing BSR in various indicators of the 3 dimensions of sustainable development (social, environmental and economic), as shown in Table 2 below.

The basis for the information was found in the literature in similar work carried out in Colombia by the authors (Azuero-Rodriguez; Garcia-Solarte; Garibello-Garcia, 2022) who evaluated the reports of 20 of the most exporting small and medium-sized enterprises (SMEs) in Valle del Cauca, which publish their BSR practices on their websites. It is important to clarify that, in order to provide a better basis for the research, the same authors used scientific articles and data from the Cali Chamber of Commerce report for comparative purposes. Their results indicate that the most practiced actions are of an ethical and legal nature.

In the same vein, there was also a scientific article by Santos and Weber (2020) on the BSR actions publicized by industries in Blumenau, Santa Catarina, Brazil, with a view to ascertaining whether they met the theoretical assumptions of sustainable development. Eleven companies were identified, but only three published more detailed information on their BSR practices on their websites, and most of the practices found were compulsory, i.e. social responsibility practices/actions required by law.

The conditions are now in place to describe the BSR practices practiced by some companies. It is important to clarify that the practices described are those found in the authors mentioned above and we have tried to group all the information together, i.e. transcribe all the information from all the authors.

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Table 2: Business Social Responsibility practices carried out by some companies

Dimension	Indicator	Actions taken
Social	Social Indicator	
	Well-being of employees and their families (health, education, leisure, culture, decent work)	Develop Strategies and capabilities that promote respect for HR throughout the supply chain (both internal and external)
		It promotes the development of its employees' skills and abilities through training processes.
		Library in the company; scholarships; childcare assistance; incentives for leisure (sports, culture); honor for length of service.
		They have an occupational health and safety system (ISO 18001 Certification (Occupational Health and Safety); Life Insurance.
		It promotes values of leadership and honesty among its employees.
		They provide visitors and suppliers with the necessary tools.
		They have an emergency brigade trained and prepared to deal with any event/disaster that may occur in the company.
		Health plan; private pension; company meal.
		It promotes independence, education and positive working conditions, as well as a profit-sharing program and an occupational health and safety program.
		It is committed to social development, combating the challenges of poverty and violence in marginalized rural environments through business partnerships, food security, culture of peace, among others.
	Well-being of the community in general (health, education, leisure, culture)	They seek to improve their relationship with the community by establishing assertive and timely communication channels.
		It promotes education by building (infrastructure); promoting training and culture.
		It supports and monitors situations that may affect the quality of life of the affected community and donates products.
		Promote sport; water supply, health promotion (hospitals, campaigns)
		It is committed to the local community and its employees, promoting the integral development of its workers through training.
		It accompanies and takes into account the families of its employees when making decisions.
		It involves different people and ethnic communities working together to
	Equal opportunities (gender, sex, race, minorities and disadvantaged), respect for diversity, human rights	It has non-discrimination policies, based on decent livelihoods (remuneration) through the hiring of national origin, regardless of race, caste, religion, disability, gender, marital status, sexual orientation, political affiliation, or age.
		Trainees; Underage apprentices.
		It promotes communication mechanisms between management and its employees, seeking the free expression of opinions and/or existing problems, with the aim of finding constructive solutions.
		It recognizes the right of its workers to freely associate, respecting their participation in any form of collective bargaining, without admitting any form of discrimination against those who participate in such associations.
		It respects workers' right to freedom of religion and political affiliation.
		Raise awareness to avoid any kind of discrimination based on race, gender, age, ethnicity, nationality, religion or sexual orientation.
	Fighting corruption/governance	Promotes the implementation of good practices in the sector (Compliance with Bylaws, drawing up minutes of Meetings; Compliance with Code of Ethics for all stakeholders; Boards; Promotes the reaction to requests, complaints and claims.
		It is committed to protecting the personal data of its customers, suppliers, employees and users; it promotes transparency in its internal processes.
		It rejects bad labor practices such as slavery, child labor, forced or compulsory labor, human trafficking, abuse or degradation of the human condition.
		Works on developing sustainable plans; minimizes bureaucracy in communication with its clients
	Responsibility for products and services (health, satisfaction, quality)	Company has a research/investment center
		Works closely with suppliers on research
		Demand good social responsibility practices from suppliers
		It collects packaging used in customer consumption for future reuse as a raw material.
		It has effective communication channels with its suppliers, guaranteeing the safety of raw materials.
		Promotes direct relationships based on trust and respect with its suppliers and audits suppliers

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		Promote your customers on your website.
		FSSC 22000 (Food Safety Management System) certified
		Muilt-S is SEDEX certified (compliance with the principles of social responsibility).
		Advertise your clients' companies
		They have a Primus GFS certificate (Certification of Good Agricultural and Manufacturing Practices)
		ISO 9001 certified (Quality Management System)
		It invests in sanitary design infrastructures that comply with national and international food safety standards.
		Promotes efficient modes of transport
		It is concerned with consumer behavior.
		It actively listens to its customers to guide the development and innovation of solutions.
		They invest in clean production processes and logistics.
		They constantly seek to be at the forefront, attending international trade fairs to learn about trends in the sector.
		Constantly studying international market trends
		Kosher certificate (Jewish dietary standards).
		It is BASC (Supply Chain Security Standards) certified.
		Socialize improvements in production processes.
		It operates according to international standards.
Economic	**Economic indicators**	
	Economicand financial indicators	They make the statement of added values (DVA) or (values generated of wealth).
		The company has efficient and effective financial intelligence and management systems
		Maintains a good relationship with the foreign market.
	Job creation and income generation	Promotes recruitment from the affected society (local area).
		It promotes job stability through permanent and direct contracts.
		It promotes equal rights in recruitment processes, financial remuneration, social security, training and opportunities for personal and professional growth.
		It creates quality jobs in the manufacturing sector for a very vulnerable segment of the poor: families headed by unskilled women.
	Suppliers(quantity, location, local/regional incentives)	Encourage local/regional suppliers.
		Pay suppliers fair prices (not those set by the rules of supply and demand).
		It has a business model that seeks to benefit small farmers (2-3 ha) rather than large ones.
		It maintains a close relationship with its suppliers and customers.
		The company is constantly concerned with improving conditions for workers and farmers.
		Promotes the payment of fair prices to farmers (suppliers).
	Investment in local-services and infrastructure	Amounts from laws and incentive programs.
		Amounts in own resources.
	Payment of Taxes	They pay and advertise.
Environmental	**Environmental Indicators**	
	Water resource management	Actions to reduce consumption.
		It implements systems to reduce water consumption (drip irrigation systems, capturing river water...).
		Effluent Treatment Plant and Monitoring of Discharged Water
	Energy resource management	They promote actions to reduce energy consumption.
		Investing in and using renewable energy sources.
	Waste management, reuse, recycling	Promote actions to minimize waste generation, reuse and recycle and/or send to landfill.
		Investing in state-of-the-art equipment that reduces environmental impact and also benefits the social environment and its employees
		It is certified to comply with environmental legislation on the treatment, disposal and deposit of waste.
	Pollutantemission management	Promote actions to reduce/mitigate pollutant emissions
	Other actions relating to environmental management (projects, reserves, conservation areas)	They have projects and programs aimed at environmental management (preserving permanent preservation areas, forest reserves and reforestation).
		It has a culture of non-waste, non-degradation and environmental protection established both inside and outside the organization
		He works on a green production line (the product has no environmental impact).
		They are ISO 14001 certified (Environmental Management Systems).
		It is Rainforest Alliance certified (environmental protection).

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		Promotes environmental protection practices among its employees
		They rationalize their natural resources, develop actions to mitigate their impact, preventing damage to the ecosystem and promoting the reduction, recycling and use of raw materials throughout the value chain.
		It strives to minimize or eliminate negative effects on the local community.

Source: prepared by the author based on (Azuero-Rodriguez; Garcia-Solarte; Garibello-Garcia, 2022 and Santos; Weber, 2020)

c) *Benefits Obtained by Companies that Practice BSR Actions*

With regard to the benefits obtained by companies practicing BSR actions, it is important to note that according to Madime and Gonçalves (2022, p. 3) "socially responsible companies, on average, are the most innovative and the safest, as they have the support of society, the preference of consumers and investors, the motivation of employees and do not accumulate labor, environmental, legal and ethical liabilities [...]".

Kon (2022) refers to a survey of large and medium-sized United State companies on BSR, the results of which showed that companies that use "environmental lenses" show indicators of greater innovative and entrepreneurial capacity than their competitors.

In the same vein, Azuero-rodriguez; Garcia-solarte and Garibello-garcia (2022) point out that investments in communities and the environment have appositive impact on the return on capital invested, while practices aimed at customer and worker satisfaction can positively influence the increase in the level of revenue (sales).

Mello (2022, p. 31) echoes that "[...] when a company invests in a socially responsible manner, this benefits not only the company, but also society, since it helps to reduce social concerns and also improves growth". The same author adds that practicing BSR can be configured as a competitiveness strategy among companies, not only does it increase financial performance, but for Azuero-rodriguez; Garcia-solarte and Garibello-garcia (2022) the relationship between BSR and financial performance differs according to the type of industry, because depending on the sector the organization is in, it is more effective and efficient, in terms of economic performance, to target certain stake holders than others, the same authors add, speaking of the hospitality sector, saying that other studies have found that investing in practices aimed at staff/ employees has shown better performance for this type of tourism industry. Based on the above, the same authors warn that this reality should be a reflection for companies to rethink when formulating strategies for implementing BSR practices, as to which group or set of stakeholders should benefit the most in order to obtain better results.

Madime and Gonçalves (2022, p. 6), through their research in Mozambique, found that "the nature of the benefit does not necessarily have to be economic, as it can be associated with increased consumer preference [...]" The same authors go further, saying that the need to access funds granted by governments to promote sustainable development makes companies undertake BSR practices.

On the other hand, Madime and Gonçalves (2022) and Mello (2022) echo that the benefits of practicing BSR result in strengthening the company's image, as well as wanting to see, according to Madime and Gonçalves (2022,p.4),"[...]issues of company ethics, principles and values inserted in to the corporate culture, carrying out actions of social and environmental responsibility as a link that guides relations with suppliers, customers, government, shareholders, communities, among others".

In the same vein, it should be added that Azuero-rodriguez; Garcia-solarte and Garibello-garcia (2022), when analyzing the BSR practices carried out by exporting SMEs, found that they attach great importance to certifications, because certifications show that they are complying with their quality and environmental obligations, and as a result, they are rewarded with new contracts and attract the attention of international clients and investors. The same authors also found that among the BSR practices carried out by SMEs, there is only one related to the philanthropic dimension, because philanthropic actions or donations require a large amount of capital, which is why large companies are more involved.

In addition to the benefits mentioned above, Morais (n.d.) also highlights at least six benefits for companies that practice BSR:

a. Anticipating problems and preventing risk (social, ecological, legal, image);
b. Reduction of costs linked to resource consumption and waste production;
c. Innovation by increasing quality, service and added value;
d. Differentiation from the market and increased brand value;
e. Improved reputation and public loyalty;
f. Economic and financial performance.

Finally, according to Mello (2022), a company's practice of BSR helps it to become attractive and therefore a preferred environment for doing business (customers and suppliers), as well as being fertile ground for people to look for job vacancies in order to work, and old employees tend to stay with the company for more years, in addition to acquiring new investments and being registered by society. Finally, the same author points out that "[...] when the organization invests in

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intangible resources, it makes it more difficult for competitors to plagiarize the product, and is therefore an important strategic factor, due to the market differentiation that the company possesses" (MELLO, 2022, p. 2).

d) Final Considerations

This study set out to answer the following question: what do BSR practices by companies consist of and what benefits do they bring? In order to find answers to this question, a review of the literature was carried out in the CAPEs journal and official websites, which allowed us to understand that companies are legally obliged to carry out various social responsibility actions, especially those of an ethical and legal nature, and philanthropy, which is somewhat or very timid. The top actions are those aimed essentially at obtaining certifications for their activities, with emphasis on environmental and quality certifications, in order to obtain new contracts, improve financial performance, gain competitive advantages over their competitors, strengthen the company's image and reputation among stakeholders and, last but not least, in addition to acting without legal, environmental and economic liabilities, they hope to receive government funding.

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An Empirical Evaluation of Eritrean Expatriates in the USA

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Abstract- The number of Eritreans leaving Eritrea in search of a better life and future in foreign countries has increased in the past years. As a consequence of the conflict that has erupted between Ethiopia and Eritrea, Eritrean communities in the USA have established organizations and consortiums in order to encourage their members to work together towards common goals. The aim of this research study is to investigate and evaluate the positive and negative sides of being a first-generation Eritrean expatriate in the USA through empirical qualitative interviews with 20 respondents. The study begins with the backstory of the respondents regarding the reasons why they moved to the USA in the first place. It then goes on to examine the respondents' acculturation process in terms of Eritrean culture and American culture. Furthermore, the results from the interviews are analyzed and evaluated in terms of supporting and opposing arguments, as well as implications, applications, and recommendations for future similar research projects. The research study provides insight into the experiences of Eritrean expatriates in the USA, making it useful for anyone who has an interest in the lives of expatriates.

Keywords: *expatriates; eritrean expatriates; organizations; acculturation.*

GJMBR-A Classification: *JEL Code: F22*



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An Empirical Evaluation of Eritrean Expatriates in the USA

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Abstract- The number of Eritreans leaving Eritrea in search of a better life and future in foreign countries has increased in the past years. As a consequence of the conflict that has erupted between Ethiopia and Eritrea, Eritrean communities in the USA have established organizations and consortiums in order to encourage their members to work together towards common goals. The aim of this research study is to investigate and evaluate the positive and negative sides of being a first-generation Eritrean expatriate in the USA through empirical qualitative interviews with 20 respondents. The study begins with the backstory of the respondents regarding the reasons why they moved to the USA in the first place. It then goes on to examine the respondents' acculturation process in terms of Eritrean culture and American culture. Furthermore, the results from the interviews are analyzed and evaluated in terms of supporting and opposing arguments, as well as implications, applications, and recommendations for future similar research projects. The research study provides insight into the experiences of Eritrean expatriates in the USA, making it useful for anyone who has an interest in the lives of expatriates. Additionally, it is believed that the findings of this research project will be useful for organizations that concern themselves with the welfare of Eritrean communities abroad.

Keywords: expatriates; eritrean expatriates; organizations; acculturation.

I. Introduction

Eritrea is a country located in the Horn of Africa with a multi-ethnic population consisting of nine different ethnic groups. After Eritrea gained independence from a protracted war with Ethiopia in 1991, the establishment of the People's Front for Democracy and Justice (PFDJ)-led government, a regime characterized by authoritarianism and illiberalism, prompted the exit of many Eritreans to different parts of the world (Connell, 2005; Hepner, 2009; Zere, 2024). In the absence of a pliant civil society or a governance framework that legitimizes the modalities of resettlement and acclimatization, adaptation into the host community, and preservation of one's Eritrean identity in the diaspora, a universal narrative of the experience of Eritrean expatriates in the USA has yet to be unveiled (Koser, 2003; Bernal, 2014). Characterized by a communitarian approach to culture, language, and religion, the cultural onus post-migration is in most instances transferred onto the family structure (Hepner, 2015). Eritrean parents residing in the USA typically labor to maintain the Eritrean heritage, raising their children to be strong, culturally cognizant, and linguistically competent members of the Eritrean community (Bernal, 2017). Comprising the spoken language Tigrinya and the ethnic language Tigre, as Eritrean languages represented in the USA, an introductory exposition to the Eritrean language in the USA and its modulations is provided (Pool, 1997; Treiber, 2014). Cognizant of the soundness of research grounded in the qualitative philosophical school, appreciation of the Eritrean language and culture as experienced by Eritrean expatriates in the USA necessitates deploying a research method with affordances for deep comprehension, sensitivity of inquiry, and cultural awareness (Schröder, 2017; Conrad, 2006). It is thus imperative to delve into in-depth semi-structured qualitative interviews with Eritrean expatriates who have experienced the transition of parental upbringing in Eritrea versus parental upbringing in the US (Hepner & O'Kane, 2009; Abbay, 2021).

Adopting the peer review process, in-depth semi-structured qualitative interviews substantiated by member checks were employed to curate meaningful data amidst the electronically edited responses of thirty-one informants (Al-Ali et al., 2001; Humphris, 2013; Dawit, 2022). Each response was thematically reconstructed into a four-faceted, fifteen-parameter informational framework that encompasses the communicative, extracurricular, domestic, and intra-communal domains of Eritrean culture (O'Kane & Hepner, 2009). Preceding inductive analysis, the framework substantiates the defense of salient contributions ascribed to either Eritrean culture maintainership or to its regression (Hirt, 2010; Conrad, 2006).

The focus is on the Eritrean expatriate community living in the United States of America (USA) (Riggan, 2016; Ghebreyesus and Teklu, 2023). The Eritrean people have been migrating en masse abroad since the 1970s due to the political and economic realities in Eritrea (Connell, 2005). This study's aim is to explore the lived experiences of Eritrean expatriates in the USA in relation to their identity and community (Treiber, 2014). Since independence was gained in 1993, a new era of nation-building has emerged in Eritrea (Hepner & Conrad, 2015). Unfortunately, most of its initial successes were reversed after the eruption of the Ethio-Eritrean border conflict that started in 1998 and lasted until 2000 (Connell, 2011; Hirt, 2010). The

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immediate consequences of this protracted conflict were the cessation of many of the government's ambitious developmental projects and the imposition of draconian regulations on socio-economic life in Eritrea (Hirt, 2015; Poole, 1997; Lemma, 2023).

After 2000, President Isaias Afeworki's government instituted a national military service scheme that has been described as a system of political repression and state-sponsored forced labor (Riggan, 2016). Indeed, it has been acknowledged that for a small and proud nation like Eritrea, the infliction of long-distance isolating confinement in distant and barren lands by a ruthless and oppressive government is a question of life and death (Bozzini, 2011; Connell, 2011). Since the late 1990s, Eritrea has become a source country of high levels of outmigration in East Africa, with many Eritreans losing their lives in the Sahara Desert, the Mediterranean Sea, and inhuman conditions in refugee camps in Libya and Sudan, where thousands escaped summary execution and torture by state agents (Treiber, 2014). Isolated and in deep fear of persecution from the dictatorial regime, exile and estrangement from home, relatives, and the motherland interrogate the identity of refugees in new cultural contexts (Bernal, 2017; Hirt, 2015).

Over the last two decades, many Eritreans have resettled in western countries, including Finland, with an iceberg of unfulfilled expectations and aspirations, aware of conflicting cultural norms governing normative families, economic and sociopolitical engagement, and the position of Eritrea's current migrants (Humphris, 2013). The research is designed as an empirical qualitative interview evaluation of Eritrean expatriates in the USA (Al-Ali et al., 2001). By calling for an in-depth qualitative understanding of Eritrean expatriates' perspectives, this research deepens previous insights through the study of life stories from Eritrean refugees and the diaspora in the USA (Schröder, 2017). It expands on the understanding of long-distance Petro-Modernity as the transnational geopolitical construction of fast-track capitalism and the development of financialized, infrastructural city-regions, by examining the Eritrean case of disenfranchisement and arrest of mobility in the light of societal contours of Petro-Modernity, dependency, and the Cold War setting (Poole, 1997).

First, to understand the group of Eritrean expatriates that gathered in the state of Georgia, they will be kept strictly anonymous. Anonymity increases trust, thus increasing the reliability of the interviews. However, in addition to anonymity, there is a need for guidelines on the participant selection process. Such information also ensures feasibility and the quality of the empirical findings (Bozzini, 2011; Koser, 2003). Although there are many people with an Eritrean background in the United States, only those with the following selection criteria will be considered. For one, the participant should be an Eritrean expatriate, meaning that their family can be traced back to Eritrea. Moreover, the participant should be living in the United States presently. Furthermore, the participant should have left Eritrea for a reason related to politics or activism (O'Kane & Hepner, 2009)

II. Literature Review

Holistic, multi-disciplinary, contextual, and integrated knowledge-intensive perspectives define migration and diaspora studies against the backdrop of globalization, global interconnectedness, and an increasingly globalizing world (Castles et al., 2020; Cohen, 2019; Faist, 2021). By combining the concern with space, place, and territory context with the structure-agent conundrum, and by attending closely to wider socio-cultural, political, historical, and economic processes and how these enable and constrain agency, they subsequently posit the need for both "deep-global" multidisciplinary perspectives and "cross-departmental" knowledge exchange (Bakewell & Bonfiglio, 2018; Betts & Collier, 2017). Migration and diaspora studies of the last three decades have focused on the idea of locales, networks, and spaces of migration, straddling the social domains of politics, economics, culture, and identity (Al-Ali, 2017; Koser, 2017). Consequently, a holistic, all-encompassing, multi-disciplinary, and inter-disciplined approach to migration and diaspora studies is paramount (Hansen & Koehler, 2017). Within this operational framework, fourteen distinct yet overlapping "thematic fields" of migration and diaspora studies are identified, defined, and discussed (Fiddian-Qasmiyeh, 2020; Van Hear & Cohen, 2023).

Qualitative methodologies have been gaining more awareness and uptake recently in migration studies, diaspora studies, popular culture studies, development studies, and social sciences in general (Mezzadra & Neilson, 2019; Roy, 2020). Focusing on films, literary texts, photos, performances, ethnographic and biographic interviews, and surveys, this essay expands on previous work, including feedback therein on methodological approaches to analyzing literary and visual texts that represent various modes, forms, channels, and genres of literary and visual representtation (Portes & Fernandez-Kelly, 2017; Toma & Vause, 2017). It also expands beyond textual analysis, which, on its own, only tells part of the story (Adepoju, 2018). Further methodological developments include increasing attention to textual production, publication, reception, and dissemination, as well as to modes of literary performativity, embodiment, intermediality, transmediality, trans-genericity, and transnationality, encompassing what are considered "texts" and "modes of representation" (Landau, 2018; Lindley, 2018).

Migration is a global phenomenon (McAuliffe & Khadria, 2022). Historical records indicate that humans

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have always migrated on a small or large scale in search of food, water, better climates, and fertile land. It is believed that the first human migration from Africa occurred around 45,000 to 60,000 years ago. However, more recent large-scale migrations are closely linked to global political and economic developments (Migration Policy Institute, 2021). Colonialism, ethnic cleansing, and wars have pushed millions of people to reconsider their homeland and seek a better life elsewhere (Van Hear & Cohen, 2023). Waves of migration occurred in the nineteenth and early twentieth centuries from Europe to North America, seeking better economic opportunities and political stability (Adepoju, 2018; Cohen, 2019). Since the end of World War II, Europe has become home to many migrants from former colonies or conflict-ridden areas (Castles et al., 2020).

Eritrea is known for a history of mass migrations during and after its war for independence from Ethiopia (Fiddian-Qasmiyeh, 2020). The genocide that accompanied the war caused the escape of many Eritreans into exile (Betts & Collier, 2017). The Ethiopian and Eritrean wars of the late twentieth century were a direct response to the large-scale migration of Eritreans (Mezzadra & Neilson, 2019). The Ethiopian regime fled the country in 1991 and has since engaged in the cross-border pursuit of Eritrean rebels. The military action escalated in the late 1990s and early 2000s with the Second Ethiopia-Eritrea War. During these years, thousands of Eritreans fled their homeland (Cohen, 2019; Fiddian-Qasmiyeh, 2020).

Migration studies as a distinct subfield began to develop in Europe and North America in the early twentieth century (Castles et al., 2020). Migration was primarily understood in economic or demographic terms, focusing on the movement of people and things and the consequences for the host society (Toma & Vause, 2017). However, migration studies as an interdisciplinary field emerged only in the 1990s, often understood as a crying need to change the nature of research from sending countries to receiving countries and put the emphasis back on the migrant (Hansen & Koehler, 2017). Recent studies question the dominance of an Anglo-American perspective and investigate the development of migration studies in other cultural contexts (Koser, 2017).

New patterns, types, and forms of migration have emerged globally since the 1990s, requiring more nuanced and comprehensive interpretive models (Van Hear & Cohen, 2023). These include media globalism, war and mass displacement, border-crossing, diaspora mobilization, and new regimes of incorporation (Roy, 2020; McAuliffe & Khadria, 2022). The need for theoretical and methodological novelty as well as a wider scope of cases has created possibilities for the emergent interdisciplinary field of Migration Studies to develop academically (Mezzadra & Neilson, 2019).

III. Methodology

Designing the research approach encompassed decisions on how the research purpose was to be achieved. The approach taken, following considerations of the research choices available, from among quantitative, qualitative, or both methods to determine an empirical situation, was qualitative. Based on the relative focuses of the research, either thick description or the analysis of a few cases tended to be relevant. Again, for practical reasons, the attention of the project remained on the in-depth analysis of a few cases. There was a choice between a nomothetic or ideographic approach. With the latter and narrower focus on the in-depth analysis of a few cases, the attention was to describe the view of a world through the perspective of its residents. Based on these considerations, it was chosen to conduct an empirical qualitative interview evaluation.

The task before running an empirical qualitative interview evaluation, as planned on Eritrean expatriates covering the years 1990 to 2010, who resettled in the USA, was to determine who to choose as candidates for interviews. That meant considering a strategy for selection, that is, a sampling technique. There was a choice between probability sampling techniques or non-probability sampling techniques. Either approach has advantages and disadvantages, but for practical reasons in this case, non-probability techniques seemed more applicable. The intense focus on one national minority in a specific locality, small in numbers, and with reference to a specific time frame, was not considered conducive to representative sampling. There were therefore good grounds for choosing a more narrow intentional sampling approach.

Intensive sampling turned out to be feasible. There turned out to be social networks convenient for coverage of key persons. Coercive links through kinship extended far, covering even the earliest arrivals of waves of Eritrean nationals coming to the USA. Based on their residences and locations, it was possible to conduct interviews in Washington, DC, Boston, Atlanta, La Crosse, Wisconsin, and Portland, Oregon. Though the number of interviews ended at 28, it was anticipated that the number of Eritrean nationals exploring people's experiences with expatriation would be high enough. However, more were needed, as there was the chance that pre-meeting the suggested contacts would arise persons outside the inquiry group. Hence, the possibility of pursuing another two or three contacts in DC could appear, extending the number of interviews to approximately 30 or so.

a) Research Design

The aim of the study is to assess the effects of a qualitative interview with a member of the Eritrean diaspora in the United States on their personal stress

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experience and social participation, as well as its meaning or importance to the interviewee and their reflection on the crisis in Eritrea and its diaspora. The effects are being explored with regard to four dimensions: experience of stress and social participation before the interview, during the interview, and after the interview; meaning or importance of the interview for the interviewee; and deeper reflections following the interview on the crisis in Eritrea and its diaspora. An empirical qualitative study was conducted to achieve the goal. As part of the broader research framework, this strand of the research was designed to add knowledge in relation to the defined goal. The research design is explained in the following.

According to the exploratory research design, the researcher aims to have an understanding of the phenomenon. At this stage, relatively little is known about the phenomenon. Therefore, the researcher approaches the issue in an inquisitive manner that promotes exploration and discovery. Given that the phenomenon to be studied is as yet unrecognized, the exploratory research is deemed appropriate. Moreover, in exploratory research, there are fewer constraints on the kinds of knowledge a researcher might intend to pursue or the methods they might choose to pursue it, and typically gather a wide variety of data using diverse methods. Here, such methods are deemed applicable as well. It enables a consideration of the elements of the common pathway to social recognition: anterior stress experience, interest in activism, and interview conduct and its effects. The exploratory analysis can provide an understanding of it. It is also considered suitable given the transnational character of the research task, which spatially extends across the US, Switzerland, and Eritrea. In a pilot study, a qualitative interview of a member of the diaspora concerning personal stress experience, activism interest, and transnational political identity was found to be feasible.

b) Sampling Techniques

This section will describe the sampling techniques employed to recruit participants. First, it will define the sampling selection criteria for foreign-trained health care professionals. Next, it will elaborate on the participant recruitment strategy and the recruitment materials used. Finally, it will provide a demographic overview of the study participants that highlights the diversity of experiences and backgrounds within the sample.

The participants for this study met the following inclusion criteria: (1) attainment of a foreign medical degree beyond the high school level, such as a medical, nursing, or dental degree from outside the U.S.; (2) attainment of at least one formal license or certification in a health care-related occupation in the U.S.; and (3) status as a person of color or as a member of an underrepresented minority group, such as being an immigrant, refugee, or member of racial, ethnic, or other groups facing essential barriers to education and other resources. Given that rural, remote, impoverished, and inner-city U.S. communities often face severe shortages of health care professionals, notwithstanding the appropriate level of education or training, sponsorship, or other legal avenues of immigration, this study deliberately targeted cities and towns in the U.S., other than major metropolitan areas that have large communities of refugees from Eritrea.

There is no single established database or agency dedicated to the tracking of refugees in the U.S.; thus, the participants for this study were recruited based on community accessibility and existing connections. Refugee communities served by resettlement agencies are likely to be more visible, connected, organized, and integrated than those refugees who encounter informal or exploitative migratory channels. As a result, the participants were recruited from communities settled in smaller cities and towns throughout the U.S. - namely, in the states of Ohio, Vermont, Wyoming, Nebraska, and Kansas- where there were pre-existing connections with community leaders. Most participants had lived in the U.S. for less than ten years, and all participants were citizens or legal residents at the time of the interview. Importantly, while the refugee experience is fore-grounded in this research, not all participants from Eritrea to the U.S. were born in the countries facing the major sociopolitical upheaval associated with the broadly defined global War on Terror, nor did all participants cite explicit reasons for fleeing violence or persecution.

As for a recruitment strategy for the participants, both formal and informal recruitment materials were used. A formal recruitment letter detailing the research was sent to key informants working in professional organizations, educational institutions, and health care policy-advisory agencies, as well as non-profit organizations and religious institutions serving the needs of refugees, who subsequently distributed the recruitment materials to the communities they served. Simultaneously, a group of community leaders representing the very communities and groups to be approached were asked to work as cultural brokers in initial non-research interview contacts. Conducting recruitment through key community informants and leaders facilitated the awareness that this study was being conducted by a researcher from outside the communities being studied. Multiple recruitment strategies were necessary due to the high number of undocumented members within these groups and communities, as well as the relatively high level of distrust towards external individuals.

c) Data Collection Procedures

The first step in the process of collecting data with semi-structured interviews was to draft a set of

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sample open-ended questions, which can also be referred to as a general interview guide. Because it was anticipated that some questions would be asked of all interviewees in an attempt to elicit similar responses, this approach was considered a form of qualitative interviewing that fell within the semi-structured interview paradigm. Using the general interview guide approach allowed for a standardized line of questioning while also enabling the researcher to diverge from it to pursue individual responses further, as desired. The purpose of the interview guide was to ensure that the same general areas of information were covered in all interviews. However, responses to questions sometimes prompted follow-up questions different from those mapped out in the guide, and that was the intent of this approach. Draft interview questions fell into six broad categories: (a) background information, (b) acculturation, (c) health services, (d) religion, (e) political participation, and (f) immigration stories.

After this interview guide was drafted, it was circulated to several scholar friends for feedback. This is seen as an important step in preparation for undertaking qualitative interviews, as critics often argue that the outcomes of qualitative research are inevitably influenced by who does the research and who is researched. Revisions were made to the interview guide based on the feedback from colleagues who were Eritrean refugees or had experience conducting qualitative interviews with Eritrean refugees. These colleagues pointed out questions that were confusing, unrealistic, or culturally insensitive. With their assistance, some questions were clarified or omitted entirely. Other questions were rephrased to elicit more specific responses and were also reworded so they were less likely to be interpreted by respondents as personal attacks, sarcastic, or dismissive.

Next, an Axiom Plan Executive and Interview Settings was developed in an effort to identify and gain access to appropriate subjects. A recruitment flyer was drafted in both English and Tigrinya, which was the native language of Eritrean refugees, and was distributed through Eritrean community organizations and informal networking connections. Flyers were posted in churches and community centers where Eritrean refugees prayed and gathered. Targeted phone calls to individuals believed to be interested in participation in the study as well as acquaintances that could lead to potential participants were made in English and Tigrinya. The recruitment flyer and personal phone calls resulted in interviews with 38 Eritrean refugees.

IV. Data Analysis

The analysis of the qualitative interviews was guided by a thematic analysis framework. Initial steps in this analytic plan entailed familiarizing oneself with the data, generating initial codes, and constructing themes at the semantic level. Working closely with the raw data, the researcher took detailed notes, providing context notes, reflections, and ideas directly in both the interview transcripts and research journal. Following this, the transcripts were manually coded, which included generating categories, identifying data segments that could illustrate categories, and outlining the data analysis. Qualitative data analysis software was used to code and construct initial themes at both the semantic and latent levels of analysis. The focus of this stage in the analytic process was on interpreting the data to understand what it is saying about the phenomenon of interest and what those messages say about society, culture, and historical circumstances.

The final steps in the analytic framework included refining themes and writing the report. Initial themes were reviewed in relation to coded data extracts and the entire data set. The function of this step was to consider how well each theme captured the meaning of the data it was based on, as well as ensure that themes were coherent and consistent in relation to the data set as a whole. This involved both a willingness to tweak themes and reconsider aspects of the analysis, but also a readiness to discard themes that did not live up to expectations. Coherent, consistent, and plausible themes were then defined, with the focus on aspects of the analysis that were particularly interesting and about which the researcher felt confident. The overall story that the analysis told was then considered, with attention paid to reflecting on the themes and how they fit together, as well as what to include in the final report. The themes, sub-themes, and codes were noted in detail as a plan for the final write-up of the report.

Interviews were transcribed verbatim and reviewed several times in order to enhance credibility and mitigate bias. Instrumental care was taken during transcription and initial reads to become as familiar with the dataset as possible. This became the focus for describing the findings in ways that clearly illustrated the participants' views and experiences. Peer debriefing and negative case analysis across interviews were employed to consider alternative meanings, themes, and interpretations of the data. Prior to defining themes, sub-themes and illustrative quotes were shared with the committee members for input.

a) Thematic Analysis

Thematic analysis is a flexible technique for identifying patterns, or themes, in qualitative data. Though often associated with an interpretive approach, it is compatible with both essentialist and constructionist paradigms. Thematic analysis can be conducted with varying depths of analytic engagement. For instance, a review of teachers' perceptions of technology in schools is an example of thematic analysis based on surface-level readings of transcripts. By contrast, an analysis of

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verbal and nonverbal gestures in one classroom is a more in-depth examination of the same slice of data. Although distance is a continuum, researchers must be aware of context in order to help readers gauge the involvement of the analyst and their preconceptions. Thematic analysis is composed of a set of steps for conducting analysis and a set of theoretical principles. With respect to the steps, a guide for conducting thematic analysis includes six phases: (1) familiarization with the data; (2) coding the data; (3) generating themes; (4) reviewing themes; (5) defining and naming themes; and (6) producing the report. These steps need to be recursive rather than systematic, as one may need to change the direction and switch between steps, especially with the first four steps. However, a potential danger in applying these steps is to restrict analysis to simple theme identification based on the steps alone, making analysis become mechanical. With respect to theoretical principles, it is emphasized that analysis should move beyond the mere description of themes to interpretation of various aspects of the phenomenon. This goal is epitomized in the notion of a theme, which is defined as a patterned response or meaning within the dataset. There are three components of this notion of theme: (1) representation of concepts; (2) meaning; and (3) pattern. On the one hand, it highlights that thematic analysis is more than surface-level exploration of the data. On the other, it invites a set of questions that a theme should address. For instance, representation urges analysts to think about what respondents believe or want to portray and the accuracy of such portrayals.

b) Coding Procedures

In qualitative analysis, coding procedures are a crucial step in transforming raw textual data into a structured and interpretable format. Following the thematic analysis, a coding procedure is performed using a software tool. This tool facilitates the creation of coding systems, which are lists of codes serving as criteria for the interpretation of data passages. The chosen codes for the present study come from pre-existing code categories based on topics outlined in the interview questions. In total, 14 codes were identified beforehand based on the qualitative interview guideline. The coding process involves a careful reading of all interview transcripts in English. Full comprehension of the text is essential for identifying and interpreting meaningful text passages that best correspond to the created codes. When a text passage is interpreted as fitting a certain code, it is highlighted and assigned to the corresponding code as a favorite. In later steps, all favorite text passages are merged into output documents, which consist of the text passages related to the corresponding code only. A comparison function is applied to compare the coding results of both coders (the researcher and the supervisor). The percentage of agreement between the two coders is 80%, which indicates a high level of consistency across the coding procedures. The coding differences are discussed with the aim of reaching consensus decisions on the differences.

After the coding procedures were completed and differences in coding were resolved, the output documents for each code were created. Each output document consists of the text passages coded with the same code from all eight interviews. As a last step, the structured output documents are analyzed with the aim of detecting sub-codes for each main code. The sub-codes are within individualized analyses of output documents for each of the first six codes. The detailed analyses of these sub-codes are presented in the section entitled 'Presentation of Research Findings'.

V. Results and Findings

The study employed qualitative interviews to gain insights into the experiences and challenges faced by Eritrean expatriates living in the USA. To obtain a comprehensive understanding of the research question, the analysis and interpretation of the collected data are presented in this chapter. The analysis is divided into two sections. The first section outlines the demographic characteristics of the interviewees, while the second section explains the identified themes and patterns.

a) Demographic Characteristics

Demographic characteristics of the interviewees are crucial to consider as they provide background and context for understanding the data collected. Therefore, data regarding the demographic characteristics of the interviewees are summarized in the tables presented below.

The first table below presents the demographic characteristics of the interviewees that show their gender and age distribution. In total, 20 participants were interviewed, 40% of whom are female and 60% are male See Figure 1.

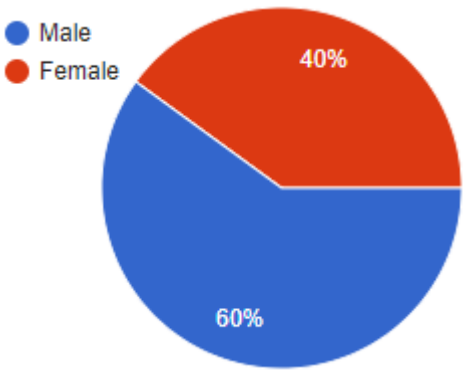

Figure 1: Gender Distributions

Regarding age distribution, 7 of the interviewees are between the age range of 19 and 29, 7 are between 30 and 39, 3 are between 40 and 49, and 3 are between 50 and 59 years. The age range of 19-29 constitutes

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35% of the sample group, while the age range of 30-39 also constitutes 35%. On the other hand, the age range of 40-49 and 50-59 accounts for 15% and 15% of the sample group, respectively (see Figure 2).

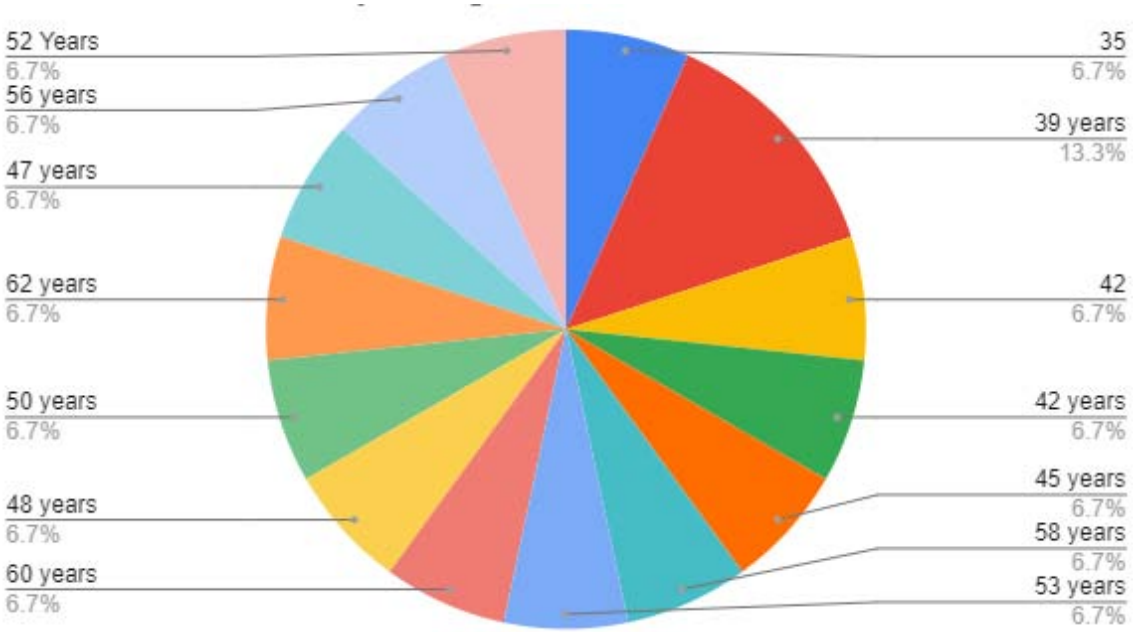

Figure 2: The Age Distribution of the Participants

The marital status and duration of time spent in the USA are important. However, according to the Figure 3 of the interviewees time spent in the USA range from 8 years to26 years, 6% of the participants have lived in the USA for about 26 years as the highest participants lived in the USA for a period between they have gain a lot of experience.

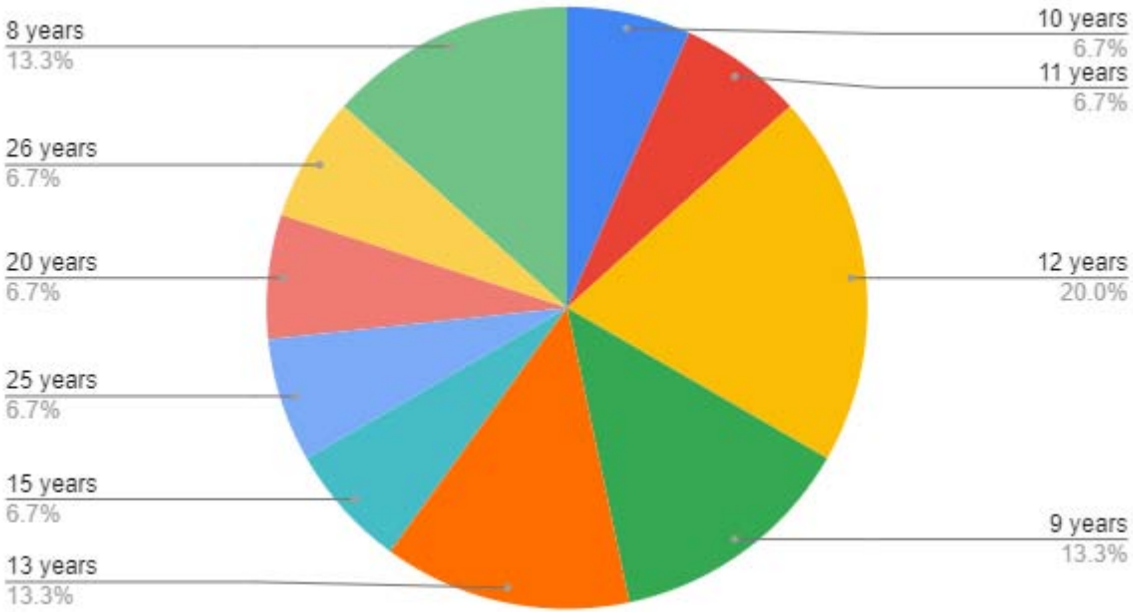

Figure 3: The Number of Years Spend in Malaysia

b) Themes and Patterns

The primary purpose of the interview was to determine how Eritrean expatriates in the USA have perceived their adjustment to life and culture in the USA. However, the interview did raise some other significant points related to the adjustment issues of Eritrean expatriates in the USA. The following are the major themes identified to be significant in relation to the experiences of the Eritrean expatriates with regard to their adjustment in the USA: language barrier as a challenge in life adjustment; being treated differently and experiencing social exclusion due to skin color and culture; cultural shock and adjustment to cultural differences; having an immigrant visa as both an

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advantage and a challenge; adjustment with regard to family role and structure; adjustment with regard to cultural change; struggling to maintain identity while adapting to a new culture; adjustment to financial difficulty; adjustment to lack of support; adjustment with regard to societal versus friendship relationships; and subjects of factors influencing expatriates' life adjustment and adaptation.

c) Demographic Characteristics

The demographic characteristics of the participants recruited for this study are summarized in the following section. The twenty participants interviewed, females were underrepresented in the sample, there was still a more-than-satisfactory variation in demographics, particularly in age, duration of stay in the USA, and regions of the USA in which they reside. Since it is common to say that 'orthodox Eritrean men' are more likely to exile than women, those factors, particularly gender and ethnicity, could lead to consistent cultural perceptions among interviewees. Different opinions on acculturating and awareness among patriotic Eritreans with questionable perspectives could be based on those homogeneous perceptions as a group, which could lead to biased perspectives. Therefore, while those factors were maintained as variables in recruiting participants as the initial steps of cohorting, the interviews themselves were held in a semi-structured format allowing variation of order and wording of questions.

As depicted in the Figure 2, the age of the participants ranged from 26 to 51 years old, constituting a young to middle-aged population with a mean age of 38.1 years and a standard deviation of 7.47. The participants reside in different counties in the USA, mainly on the East Coast and West Coast with three others scattered in Minnesota, Texas, and North Carolina. Therefore, more than half of the participants have been living in the USA for less than 8 years (mean duration = 7.2 years). The level of education is kept higher than average, as all the respondents are either college or graduate degree holders. Except for one participant who has a green card and has an active permanent resident application, everyone else is either a permanent resident or a US citizen.

d) Presentation of the Result

Interviews with Eritrean expatriates revealed diverse perspectives concerning their reasons for migration. The most frequently reported motivations for emigration were tied to schooling opportunities, including family reunification to facilitate educational chances. Safety and stability from conflict were also prevalent reasons for displacement. By contrast, unfulfilled aspirations of returning to previously resettled countries featured weakly.

With regard to the cultural difference of Eritrea and the USA, one respondent revealed that:

"Eritrean society is highly communal, with strong family ties and a collective approach to life"

However, American culture tends to emphasize individualism, with a focus on personal independence and self-reliance. Pursuing higher education or specialized training that is not available or of the same quality in one's home country. It was also revealed the most of them

"I've embraced the local culture, including language, customs, and social norms. I feel comfortable navigating cultural differences and have formed meaningful relationships with locals".

Addressing the relationship with the birthplace and destination country, attachment to the birthplace diminished due to unhappiness with the government and conflict concerns, as well as worries for loved ones remaining behind.

Adaptation to the present destination country was largely reported positively. However, differing attitudes toward acceptance were noted depending on the government and societal measures concerning birthplace family reunification. The preservation of cultural heritage issues featured by the roots generation prominently in the analysis was raised with greater concern and emotion in the branch generation narratives. In discussions surrounding personal circumstances and life chances in the individual dimensions, better opportunities for growth were reported, including schooling, career chances, and personal safety. Moreover, there were better life chances for offspring, coming about with higher chances of taking control of their lives and possibilities and choices, including education and career.

In the relational dimension, life chances changed to feel more secure in close ties. This was related to feelings of heartache from missing close family and caring for loved ones remaining behind. However, the life chance of having family living in the birthplace was also mentioned in the relational dimension, with more complexities including fears. Overall, the analysis shows dynamics in the themes and patterns over time and between the interviewees that resonate with both deep but latent mismatches in the need and desire for disassociation from the birthplace. This indicates emotions involved in independence from the birthplace but also dissatisfaction with that independence seen from the present inside socio-spatial bounds.

The constraints in professional adaptability might hinder both job effectiveness and interpersonal relationships. Another respondent revealed that:

"I may have difficulty embracing a wide range of ethnic traditions or concepts, therefore impeding my assimilation."

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This is attributed to maintaining composure, attentively listening to all parties involved, and seeking areas of agreement, despite the challenges posed by limited proficiency in language and culture. The potential failure or escalation of my dispute resolution plan may be attributed to inadequate methodologies or comprehendsive understanding. "Achieve high success by implementing local social norms and appropriate behaviour in diverse social contexts, hence showcasing cultural assimilation. The continuous application of local rules and etiquette leads to social friction, resulting in limited success. In terms of "Modesty", one rspoendent reveiled that:

"My contacts and collaborations are satisfactory but may not possess the same level of depth as larger networks. My network is restricted in terms of contacts and partners. However, I possess a high level of sensitivity and adaptability, which enables me to effectively employ cultural knowledge in both romantic relationships and decision-making processes":.

Finally, it is recognized that organizational culture of Eritrea's workplace may exhibit a hierarchical structure characterized by well-defined positions and authority. Workplaces in the United States highly priorities teamwork, creativity, and informality.

VI. Discussion

The main significance of the study of Eritrean expatriates residing in the United States of America is to fill the knowledge gap in the research literature regarding Eritrean expatriates in the new world. It also provides a further framework for future in-depth studies on the hidden and overlooked group of Eritreans in the diaspora. It can create awareness and understanding of the socio-economic conditions of Eritrean expatriates in the West, as it puts a spotlight on the hard and painful tribulations faced by Eritrean refugees in a variety of matters. The study of the group largely overlooked and unseen in the research literature of African refugees in the West can be of great importance. The group of Eritrean refugees is one of the oldest refugee communities in the USA, with the first batch of refugees having arrived in the early 1980s. Some of the earliest Eritrean refugees in the West recall their refuge in the Islamic Republic of Sudan in the 1970s. Nevertheless, they remain understudied, unheard, and unseen in the literature of African refugees in diaspora settlement countries.

The research literature on African refugees and forced migratory experiences in the West has overwhelmingly focused on the refugee experiences of Sudanese, Somali, Ethiopian, and more recently the Rwandan genocide, with Eritrean experiences hesitantly and rarely mentioned marginally as an afterthought to broader research works on other countries. Understanding the socio-economic and political challenges and experiences of the often-overlooked and lonely group of Eritrean refugees in the diaspora, particularly in the USA, can be of paramount importance to create understanding and awareness of the gross violations of basic fundamental human rights in the East African one-party state of Eritrea. A one-party state since independence, far worse than the years of British colonialism, Somali, Italian fascism, and national oppression, the First International Conference on Eritrean Refugees and Displacement was organized in 1992 at a university campus by a refugee and displacement development association and the Eritrean community of a major city. The conference attempted to gather and discuss the very painful socio-political, economic, educational, mental health, and social effects of the seventy-three years of military conflict, twenty years of semi-ruling by the victors, and the recent effects of the border war and its subsequent dire effects on the Eritrean people's political, social, and cultural spaces both within Eritrea and the diaspora settlements, making visible the agony and pain of individual experiences of displacement hidden in the grand narratives of political events. Nevertheless, the diasporic experiences of the 1990s were mainly understood as a unique experience of resettlement and sustainability.

The real-life interviews conducted indicate that Eritrean immigrants in the US continue to face challenges despite their difficult circumstances. However, the findings also suggest that these issues and challenges are different or new compared to what is commonly understood. The social and psychological problems faced by Eritrean immigrants in the host country appear to have persisted and grown, particularly mental and psychological problems due to trauma. There is a growing perception among Eritrean immigrants living in the US that they are silent victims of the country's foreign and local policies. This perception comes from personal or closely observing religious, ethnic, or identity-related discrimination, economic inequality, labor discrimination, and criminalization. As a result, amoral, cynical, and indifferent social tendencies and perceptions seem to be developing among Eritrean immigrants. The idealization of individuals who can escape harsh life situations indicates a growing negative attitude towards confrontational and politically interested individuals.

Prioritizing the search for a better life without interfering in political, social, and economic scenarios in the host or origin country worldviews seems to be developing. There appears to be a growing view that affiliates with the perception that below-the-belt political, social, and economic fights do not have any winners, but rather innumerable silent victims or collateral damage. Consequently, being passive observers of inhumane actions initiated by validated authorities or organizations of their countries, including campaigns to liberate or humanize some of the criminals, is also

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growing. This type of perception is grounded in the notion that holding powerful authorities or organizations accountable is not compatible regardless of presenting facts or maintaining evidence.

These challenges are manifested in different settings, affecting family, personal life, and communication with home countries and people. Families and individuals appear to be breaking down or falling apart, particularly due to social misunderstandings, criminal activities, drug and alcohol addictions, losing temper and motivation to fight back, and emotional numbness. There seems to be a growing difficulty in communicating with home countries and people, especially in remembering and embracing the past. The past seems to be vanishing and dissolving. There also appears to be a growing idea that diaspora life is an existential drift or being in limbo. Participation in professional or cultural interchanges and diasporic social encounters seems to be dwindling.

VII. Conclusion

The present thesis strives to evaluate the empirical qualitative interview study of Eritrean expatriates who have fled from Eritrea and, more or less involuntarily, ended up in the USA. The aim is firstly to achieve a deeper understanding of the Eritrean diaspora as a specific group of expatriates. As an innate part of this, the study intends to gain insights into questions concerning the life histories of the interview participants and their trajectory across countries. Secondly, the goal is to learn more about the cultural integration experience of Eritrean expatriates in a Western country such as the USA. Thirdly, in continuation of the previous two goals, the ambition is to understand how the different factors impacting and influencing integration vary among various expatriate groups, specifically Eritreans and other groups. The empirical qualitative interviews consist of either the personal life story of the interview participants or an elaboration on a significant chapter in their lives. The interviews analyze the country of origin and other external countries and states that significantly impact fundamental areas of life. Attempts are made to portray the life stories from the perspective of the interview participants. What does the interviewee consider important in their life history? What factors does the interviewee assess to have had a life-altering impact? The empirical qualitative interview study of Eritrean expatriates in the USA has shown that the life histories of Eritreans are characterized by the same basic situation and mechanism: the consistency of long suffering. This consists of the colonial period, the war of independence, the post-independence era, and the attempt to escape the country. Each of these exerted a different socio-political environment within a certain historical perspective. According to the interviews, each interview participant might have been exposed to a specific variable path of historic time-space within that specific socio-political condition. Nonetheless, exile tends to homogenize the social space of expatriates due to the consistent expatriation from the same state where a certain political scheme is dominant.

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A Conceptual Model for Understanding the Factors Influencing Student Retention in Higher Education Institutions Offering Foreign Degrees during Sri Lanka's Economic Crisis

By Deloosha Priyantha Abeysooriya, Jacquline Tham & Ali Khatibi

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Keywords: *teacher-student interaction, financial aid, institutional factors, external factors, higher education continuation.*

GJMBR-A Classification: *JEL Code: I23*



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A Conceptual Model for Understanding the Factors Influencing Student Retention in Higher Education Institutions Offering Foreign Degrees during Sri Lanka's Economic Crisis

Deloosha Priyantha Abeysooriya [α], Jacquline Tham [σ] & Ali Khatibi [ρ]

Abstract- In early 2020, Sri Lanka faced the COVID-19 pandemic, which led to nationwide lockdowns. These lockdowns exacerbated an economic crisis, resulting in widespread job losses across various sectors, including higher education. The higher education sector in Sri Lanka is divided primarily into state universities and private institutions offering foreign degrees. The government funds state universities, and education is typically free for students, while private institutions that offer foreign degrees charge tuition fees. During the economic crisis, authorities observed a significant increase in student dropouts from these private institutions. Additionally, many students considered discontinuing their studies after completing their current courses. Although administrators implemented several immediate measures to address this issue, many of these efforts were unsuccessful, as the underlying reasons for the dropouts were not thoroughly investigated. While some research has been conducted to understand student dropouts, few studies have focused on the factors influencing educational continuation in the context of an economic crisis. This study aims to identify these factors and their impact on higher education continuation. To achieve this, the study will review previous scholars' relevant theories and empirical research. These findings will assist the researcher in developing a conceptual model to analyze the factors influencing higher education continuation among students at private higher education institutions in Sri Lanka. According to the literature, teacher-student interaction and financial aid significantly impact higher education continuation. Institutional factors mediate these relationships, while external environmental factors moderate them. Based on this background, a conceptual model has been proposed. Future researchers can utilize this model to explore the effects of teacher-student interaction and financial aid on institutional factors affecting higher education continuation, considering the external environment and various contexts involving existing higher education students.

Keywords: teacher-student interaction, financial aid, institutional factors, external factors, higher education continuation.

I. Introduction

This research focuses on private institutions that offer foreign degrees. It is particularly significant for understanding student retention, as the factors influencing retention are not yet well understood. While previous studies have explored various aspects of this issue, they have often approached it from different angles. Researchers have investigated methods to reduce student dropout rates, and many countries have made significant strides toward inclusive education by adapting their educational practices and strategies (Mittler, 2000, p. 53; Farooq, 2013). This study aims to develop a conceptual model to better understand the factors affecting student retention in higher education institutions that offer foreign degrees, particularly in the context of Sri Lanka's economic crisis.

Understanding these underlying factors is crucial for authorities to propose effective solutions. Student satisfaction is a key issue for organizational progress; in the context of universities, students are considered customers, and their satisfaction is critical for institutional success (Ali et al., 2016). The goal of this research is to create a conceptual framework that can guide future studies. Specifically, the study will review both theoretical and empirical literature, compare and contrast existing models, and evaluate their strengths and weaknesses. Ultimately, the aim is to develop the most effective conceptual model for future research.

In Spain, factors such as teaching staff, teaching methods, and course administration significantly impact student satisfaction levels (Weerasinghe & Dedunu, 2017). Additionally, Weerasinghe and Fernando (2018) found that university facilities are the most influential factor in student satisfaction. This study will investigate the primary factors affecting student retention in foreign degree programs during the economic crisis and assess how the downturn has impacted students' ability to continue their studies. Identifying these factors is essential for policymakers and educational administrators to address student challenges and implement effective support measures. The goal is to provide insights that will inform policies aimed at improving student retention and success.

In Sri Lanka, higher education is overseen by the Ministry of Higher Education, which includes state universities and higher education institutes. There are also non-government and semi-government universities

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and higher education institutions in the country. The Ministry of Higher Education, along with regulatory bodies such as the University Grants Commission, oversees and regulates these institutions (Vigashini, 2022). This study specifically focuses on higher education institutions in Sri Lanka that offer foreign degrees, excluding other types of institutions. It will analyze student retention trends during the economic crisis, recognizing that these trends may differ under normal circumstances. The study will be limited to current students and will not address new enrollments or other student categories. The paper will begin with a review of relevant literature, followed by a description of the research methodology. Subsequent sections will present the findings, discuss their implications, and offer recommendations based on the research.

II. Problem Statement

The research problem is closely related to the Theory of Planned Behavior (TPB) proposed by Ajzen (1985). TPB is a psychological theory that connects beliefs to behavior, suggesting that three core components- attitudes, subjective norms, and perceived behavioral control- collectively shape individual behavioral intentions. This study aims to develop a conceptual framework to identify the factors influencing student retention in higher education institutions offering foreign degrees in Sri Lanka, especially during the ongoing economic crisis.

Recently, Sri Lankan higher education institutions have experienced a significant decline in student numbers, partly due to unmet expectations of these institutions (Rameez et al., 2020, p. 341-349). The study will review various conceptual frameworks proposed by previous scholars and analyze the related theories. It will also assess the strengths and weaknesses of these models, exploring their opportunities and limitations. Unlike previous studies that focused on new enrollments, this research emphasizes current students, making it particularly relevant in the context of recent economic challenges. A survey conducted by Save the Children in July 2022 found that over 60% of families in Sri Lanka face food insecurity, affecting their children as well (Chia et al., 2022). The economic downturn has shifted priorities for students, parents, and graduates, revealing a clear research gap that this study intends to address.

The objective is to develop a conceptual model for future research, though the specific variables to be included are still under consideration. The study will examine independent, dependent, intervening, and moderating variables, drawing on relevant theories and previous research. The research is specifically focused on higher education institutions in Sri Lanka that offer foreign degrees.

III. Literature Review

Sri Lanka is well-regarded for its relatively strong education system, as indicated by its high literacy rate. Formal education begins at age six and continues for an additional thirteen years. Students must pass the Ordinary Level examination in grade ten to choose a stream for their Advanced Level studies, after which they proceed to tertiary education. Higher education in Sri Lanka is provided by both government and private institutions. While private institutions charge tuition fees, government education is generally free, though some specialized courses may require payment. Quality in higher education extends beyond just attending lectures. The availability of university facilities- such as libraries, Wi-Fi, common study areas, and computer labs- is crucial for student satisfaction (Zhai et al., 2017). Specialized courses may require additional resources like laboratory facilities and industrial training, which necessitate expensive equipment and well-trained personnel. Access to library resources, internet facilities, hostels, and sanitary services also supports students' academic needs. Providing these resources requires substantial funding. Government universities receive their funding from the national treasury, while private institutions rely on tuition fees.

The ongoing economic crisis has profoundly impacted the Sri Lankan public. The pandemic led to campus closures starting in March 2020, followed by lockdowns and social distancing measures (Majumdar, 2022). The country's bankruptcy declaration by the central bank resulted in job losses and shortages of essential items such as food, medicine, and fuel. Education was not prioritized during this crisis. Intermittent curfews and strikes further disrupted the education system, causing extended closures of schools and universities. As family incomes fell and living expenses soared, the government imposed various taxes, forcing people to focus on essential needs and neglect education.

During the economic crisis, many students in higher education faced new challenges. Frequent power cuts began in December 2021, despite government assurances about petroleum reserves (Jayasuriya, 2022; Arai, 2022). Import difficulties due to the Ukraine-Russia war and insufficient foreign currency exacerbated the situation (Tharoor, 2022; Arai, 2022).

Prices for essential goods and services surged, making it difficult for students to pay course fees on time. While tuition fees were not directly increased, other expenses imposed by institutions rose significantly. Many students either postponed their courses or dropped out without notifying their institutions, leading to a waste of student effort and financial resources, as well as inefficient use of faculty time (Slate, 1994; Berelson, 1960). Some students completed their current courses but opted out of more expensive advanced

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courses, causing an unexpected decline in higher-level course registrations. Authorities attempted to address this decline but did not achieve the desired outcomes, as the underlying causes were not accurately identified.

If the trend of discontinuation persists and preventive measures are not implemented, the impact will be felt both in the short and long term. Rogers (1969) argued that students who leave without completing their degrees reflect failures in selection, teaching, faculty-student relationships, or the academic environment. The economic, social, and potentially political repercussions will be significant, compelling authorities to address factors affecting higher education continuity. Identifying key factors will enable the development of strategies to support and improve student retention during the crisis.

Several theories can explain students' decisions to continue their studies. Lee (2010) suggests that the ongoing use of education can be understood through various theories: Expectation Confirmation Theory, the Technology Acceptance Model, the Theory of Planned Behavior, and Flow Theory. Expectation Confirmation Theory examines how satisfaction and future intentions are shaped by initial expectations and subsequent experiences (Alraimi et al., 2015). The Technology Acceptance Model posits that technology acceptance depends on users' perceptions of its usefulness and ease of use, influenced by external factors such as social influence (Venkatesh et al., 2000). The Theory of Planned Behavior encompasses three components- attitudes, subjective norms, and perceived behavioral control- that collectively shape an individual's behavioral intentions.

According to the empirical literature, several key factors influence students' decisions to pursue a doctorate in Malaysia, including rewards/opportunities, personal attributes, work-related knowledge, financial support, program structure, and social support. This study corroborates these findings, indicating that these six factors significantly impact respondents' decisions to undertake doctoral studies. However, it is worth noting that rewards/opportunities, program structure, and support exhibit high standard deviation values, which are acceptable but noteworthy. The study did not fully account for cultural or contextual factors that may affect students' choices. Elements such as socioeconomic status, cultural expectations, and regional educational policies can greatly influence students' decisions (Ng et al., 2011).

Another study indicates that both institutional and external factors affect students' decisions to pursue postgraduate studies (Koe & Saring, 2012). Institutional factors include aspects such as the university's location, affordability, reputation, academic programs, and learning resources. External factors involve influences from parents and peers, as well as the country's overall image. The findings reveal a strong positive relationship between a university's reputation and the likelihood of students enrolling in postgraduate programs. However, the study found that the influence of family and peers did not significantly impact foreign undergraduates' decisions to attend graduate school. Furthermore, this research specifically focused on the intentions of foreign undergraduates regarding graduate studies at a public university.

Harris and Halpin (2002) carried out a study examining various independent variables that affect individuals' decisions to pursue higher education. These variables included self-efficacy, locus of control, parental influence, family influence, peer influence, relative functionalism, the glass ceiling effect, teacher-student interactions, overall perceptions of college, and financial aid. The researchers employed a literature-based, rational factors approach to identify and develop these variables. The primary goal of their study was to create and validate a questionnaire designed to collect data on the factors influencing the pursuit of higher education.

a) Teacher-Student Interaction

Teacher-student interaction is essential for enhancing student satisfaction. While lecturers are primarily responsible for delivering lectures, preparing and grading assignments, and other academic tasks, students often have higher expectations from their teachers. They seek not only instruction but also acknowledgment of their efforts and personal assistance when needed. A key aspect of fostering these relationships is faculty approachability. This means that teachers should be available and accessible both inside and outside the classroom, particularly at critical moments when students need support (Kuh et al., 2005). Teachers might occasionally be asked to intervene in personal matters, which can be challenging. If managed poorly, these situations can lead to complications, but with a strategic approach, teachers can build stronger, more positive relationships with their students.

When students feel valued and supported, they are more likely to remain committed to their studies and consistently attend classes. Loyal students tend to speak positively about their lecturers and overlook minor mistakes. If lecturers handle this loyalty effectively, it can benefit the institution as well. Research shows that the more contact a student has with faculty members, the better their chances of persisting through to graduation (Pascarella & Terenzini, 2005). Loyal students can also introduce new students to the institution and share positive experiences with their families and friends.

However, fostering these relationships can add extra responsibilities to lecturers, who may already have full schedules and unchanged compensation. Therefore, management should recognize and support the additional efforts of teachers by offering appropriate appreciation, which could include both financial and

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non-financial incentives. While engaging closely with students is important, teachers must also maintain academic standards and uphold ethical principles, ensuring that these interactions do not compromise the quality of education.

b) Financial Aid

During an economic crisis, financial concerns often become a top priority. Both students and parents may struggle to pay course fees on time due to financial losses caused by the downturn. In response, institutions may offer financial aid, such as fee reductions or waivers. Some affiliated universities also assist by reducing or waiving royalty fees. Research suggests that a combination of loans and grants generally has a greater impact on student persistence than single grants or loans alone, although work-study programs may not be as effective in enhancing persistence as some studies have suggested (Astin, 1975; Herndon, 1981).

However, institutions themselves face financial challenges during crises, including increased costs for utilities and employee wages, which can make it difficult to significantly lower course fees. To address these challenges, institutions may offer flexible payment plans, allowing students to pay fees in installments rather than in a lump sum. For those able to pay the full amount upfront, discounted rates are often provided as an incentive.

Additionally, higher education institutions have implemented various measures to support students financially during difficult times. These measures include offering discounted payment plans for students enrolling in multiple courses, providing extra discounts for those registering for a second course at the same institution, and offering special discounts for students who refer new students to the college or university. Scholarships, both full and partial, are available based on various criteria to further assist students.

Institutions also help students secure loans by preparing necessary documents and facilitating connections with financial institutions and banks to streamline the loan application process. They accept various payment methods, including cash, checks, and credit cards.

To further support students, higher education institutions maintain dedicated finance offices that provide guidance and advice for resolving financial issues. However, it's important to note that these services are support mechanisms rather than direct financial aid.

c) Institutional Factors

Angulo-Ruiz and Pergelova (2013) proposed that institutional factors play a crucial role in influencing student retention and can impact other aspects of institutional commitment. Institutional factors refer to elements intrinsic to the institution itself, including teacher-student interactions, financial aid, program structure, and learning facilities. Key components supporting the educational process include lecture halls, computer laboratories, multimedia projectors, libraries, and computers. Additionally, general facilities such as restrooms, recreational areas, hostel accommodations, canteens, and gymnasiums are vital for student satisfaction. The institution's location and the availability of transportation options are also significant, as they affect easy access to the campus.

Institutional factors encompass not only physical facilities and infrastructure but also human resources, including both academic and non-academic staff. A teacher alone cannot guarantee student satisfaction if the institution lacks adequate infrastructure. For example, class size and class level are important factors influencing student satisfaction (Feldman, 1977). Institutions that prioritize quality often hire experienced and qualified teaching staff, which benefits students. Some institutions also invest in staff development to keep them up-to-date with advancements that can enhance the student experience. Conversely, institutions that neglect staff development may see a decline in the quality of education offered to students.

d) External Factors

External factors are those that originate outside of the institution itself. Students, who come from external environments, are influenced by two main sub-factors: student attributes and social influences. Student attributes include motivation: Motivation has a great impact on students' success (Ozen, 2017)., which is the drive or inspiration that prompts students to take action, and self-efficacy, which refers to an individual's belief in their ability to perform tasks and achieve specific goals (Bandura, 1977). Social influences encompass family and peer influences. Students are often financially supported by their parents, and decisions about education are also shaped by friends and family members. Research by Koe and Saring (2012) highlights that external factors, such as country image and parental or peer influences, play a significant role in students' decisions to continue their education. In Sri Lanka, education is highly prioritized, and strong encouragement from family can significantly impact students' commitment to their studies. Additionally, peer influence is crucial, as the values and behaviors of friends can also motivate students to pursue their education further.

e) Gender

Males and females exhibit differences in physical strength, mental resilience, and emotional experiences, which extend to their thoughts, perceptions, expectations, problem-solving approaches, and skills. Gender significantly influences intentions regarding the continuation of higher education, as the expectations of males and females often differ.

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In higher education, males are generally more willing to confront challenges. They tend to work independently and rely less on teachers for solutions. This contrasts with female students, who may seek more guidance from teachers and are often more dependent on this support, even after receiving advice. Additionally, female students sometimes face challenges in applying theoretical knowledge to real-life problems, though they generally have higher completion rates (Paura & Arhipova, 2014).

When it comes to financial management, females are typically more diligent. They are more likely to repay educational loans on time compared to males, who may be more resistant to settling their financial obligations. Female students usually do not explore as many alternatives for education loans, while male students are more proactive in seeking favorable loan terms. Furthermore, male students are often more willing to relocate to institutions that offer better educational opportunities, whereas female students may be more hesitant to make such moves.

f) Higher Education Continuation

Higher education continuation intention refers to a student's decision to progress to the next level of their course. Advancing in education requires a strong commitment, as students recognize that costs will rise, workloads will become more demanding, and assignments will increase in complexity. There is a notable connection between student satisfaction, retention, and institutional goals (Schertzer & Schertzer, 2004). This stage of education demands considerable effort, including exam preparation, assignment completion, and participation in oral exams. To continue, students must be highly motivated and foresee significant benefits, such as financial rewards or enhanced reputation, from completing their higher education.

Continuing in higher education presents challenges, as students often encounter new environments and peers different from those in their previous level of study. Economic factors further exacerbate these challenges. The recent economic crisis has led to a significant devaluation of currency, resulting in a sharp increase in course fees for higher education. This makes pursuing further education even more difficult for students.

IV. Development of a Conceptual Model

Continuing higher education presents a significant challenge for students, influenced by a variety of factors. Research identifies three major factors that notably affect students' ability to persist in higher education. First, teacher-student interaction strongly and positively correlates with students' continuing higher education. According to Kranea et al. (2017), positive relationships between students and teachers are fostered by mutual respect. Financial aid also shows a strong positive correlation with higher education continuation. Khan et al. (2011) report that economic hardship is a major reason for student dropouts. Teacher-student interaction has a notable positive correlation with institutional factors. The link between student-teacher relationships and dropout rates has been well-documented by several scholars (Lessard, Fortin, Joly, Royer, & Blaya, 2004). Financial aid is closely related to institutional factors as well, with Lindsay (2004) highlighting the strong connection between the two. Financial aid encompasses any formal financial support provided to students to cover tuition or living expenses, including loans, grants, scholarships, and work-study programs. Institutional factors influence how teacher-student interaction affects higher education continuation. Paulsen & Feldman (1995) argue that institutional and departmental cultures can shape teaching practices.

Institutional factors also mediate the relationship between financial aid and higher education continuation. St. John et al., (2000) notes that while a financial aid package may attract students to a college, it may not be sufficient to retain them if the cost of living proves challenging. External factors moderate the relationship between teacher-student interaction and higher education continuation. Liu et al. (2023) explain that students hold multiple social identities, such as being children, peers, and classmates, which influence their educational experience.

Similarly, external factors moderate the relationship between financial aid and higher education continuation. Jackson (1986) found that while the cost of college negatively impacts college choice, financial aid that reduces costs has a positive effect. The impact of teacher-student interaction on higher education continuation also varies significantly between genders. Duffy et al. (2001) discovered that gender plays a significant role in shaping the dynamics between students and teachers. Moreover, the effect of financial aid on higher education continuation differs by gender as well. Research by McDonough (1997), Jun & Colyar (2001), Plank & Jordan (2001), and Gandara (2001) indicates that family influences significantly affect students' future educational aspirations.

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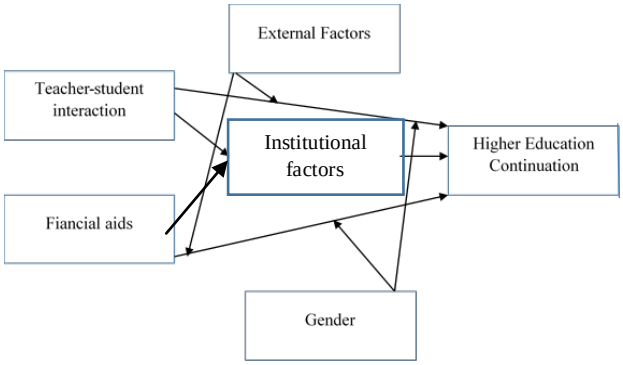

Figure 1

V. Conclusion

Although many factors influence continuation in higher education under normal circumstances, these factors can shift significantly during an economic crisis. Again it can be shifted when considering the higher education institutes offering only foreign degrees. According to the literature, teacher-student interaction, financial aid, and institutional factors become more prominent compared to other factors during such times. The literature further indicates that institutional factors play a mediating role in the relationships between teacher-student interaction and higher education continuation, as well as between financial aid and higher education continuation.

In typical situations, as previous research has shown, there is a positive correlation between teacher-student interaction, financial aid, and institutional factors with higher education continuation. Additionally, external factors are found to moderate the relationships between both teacher-student interaction and higher education continuation, as well as between financial aid and higher education continuation. The literature also suggests that gender has a notable moderating effect on these relationships.

The proposed model, illustrated in Figure 1, aims to further explore these dynamics in the context of understanding the factors influencing student retention in higher education institutions offering foreign degrees during Sri Lanka's economic crisis.

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Quality of Work Life: A Challenge in Human Resource Management in Developing Countries

By Juvenal Laurinda da Silva Chadreque

Abstract- This study investigates the concept of quality of work life (QWL), a term that holds various interpretations and represents the complexity of working conditions and their impact on employee well-being. The research adopts a documentary methodology, allowing for a comprehensive analysis of primary and secondary sources such as academic articles, research reports, and relevant case studies. It examines progress in the field of QWL, its practical applications in businesses, and the challenges that organisations in developing countries face when attempting to implement these practices. The article presents a theoretical framework that contextualises the emergence of the QWL concept, highlighting the influence of human resource management practices on the appreciation and well-being of workers. Effective implementation of QWL in developing countries encounters specific challenges, such as resource limitations, inadequate infrastructure, and diverse socio-economic contexts. Additionally, a QWL evaluation model is proposed, discussing its main dimensions and indicators adapted to these scenarios. The final considerations summarise the main findings of the study, providing guidance for managers and policymakers on how to improve QWL in challenging contexts.

Keywords: *quality of work life. satisfaction. human resources. challenges.*

GJMBR-A Classification: *LCC Code: HD6955*



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Quality of Work Life: A Challenge in Human Resource Management in Developing Countries

Qualidade De Vida No Trabalho: Um Desafio Na Gestão De Recursos Humanos Nos Países Em Desenvolvimento

Calidad De Vida En El Trabajo: Un Desafío En La Gestión De Recursos Humanos En Los Países En Desarrollo

Juvenal Laurinda da Silva Chadreque

Resumo- Este estudo investiga o conceito de qualidade de vida no trabalho (QVT), um termo que possui diversas interpretações e representa a complexidade das condições de trabalho e seu efeito no bem-estar dos funcionários. A pesquisa adota uma metodologia documental, permitindo uma análise abrangente de fontes primárias e secundárias, como artigos acadêmicos, relatórios de pesquisa e estudos de caso pertinentes. Examina-se o progresso na área de QVT, suas aplicações empresariais e os obstáculos que as organizações em países em desenvolvimento enfrentam ao tentar implementar essas práticas.O artigo apresenta um enquadramento teórico que contextualiza o surgimento do conceito de QVT, evidenciando a influência das práticas de gestão de recursos humanos na valorização e bem-estar dos trabalhadores. A implementação eficaz de QVT em países em desenvolvimento encontra desafios específicos, como restrições de recursos, infraestrutura inadequada e variados contextos socioeconômicos. Além disso, propõe-se um modelo de avaliação de QVT, discutindo suas principais dimensões e indicadores adaptados a esses cenários.As considerações finais resumem os principais resultados do estudo, fornecendo orientações para gestores e formuladores de políticas sobre como aprimorar a QVT em contextos desafiadores. As referências bibliográficas oferecem uma base sólida para futuras pesquisas e práticas empresariais, enfatizando a necessidade de adaptar estratégias de QVT às particularidades dos países em desenvolvimento.

Palavras-Chave: qualidade de vida no trabalho. satisfação. recursos humanos. desafios.

Abstract- This study investigates the concept of quality of work life (QWL), a term that holds various interpretations and represents the complexity of working conditions and their impact on employee well-being. The research adopts a documentary methodology, allowing for a comprehensive analysis of primary and secondary sources such as academic articles, research reports, and relevant case studies. It examines progress in the field of QWL, its practical applications in businesses, and the challenges that organisations in developing countries face when attempting to implement these practices. The article presents a theoretical framework that contextualises the emergence of the QWL concept, highlighting the influence of human resource management practices on the appreciation and well-being of workers. Effective implementation of QWL in developing countries encounters specific challenges, such as resource limitations, inadequate infrastructure, and diverse socio-economic contexts. Additionally, a QWL evaluation model is proposed, discussing its main dimensions and indicators adapted to these scenarios. The final considerations summarise the main findings of the study, providing guidance for managers and policymakers on how to improve QWL in challenging contexts. The bibliographical references offer a solid foundation for future research and business practices, emphasising the need to adapt QWL strategies to the specific realities of developing countries.

Keywords: quality of work life. satisfaction. human resources. challenges.

Resumen- Este estudio investiga el concepto de calidad de vida en el trabajo (CVT), un término que posee diversas interpretaciones y representa la complejidad de las condiciones laborales y su efecto en el bienestar de los empleados. La investigación adopta una metodología documental, permitiendo un análisis exhaustivo de fuentes primarias y secundarias, tales como artículos académicos, informes de investigación y estudios de caso pertinentes. Se examina el progreso en el área de CVT, sus aplicaciones empresariales y los obstáculos que las organizaciones en países en desarrollo enfrentan al intentar implementar estas prácticas. El artículo presenta un marco teórico que contextualiza el surgimiento del concepto de CVT, destacando la influencia de las prácticas de gestión de recursos humanos en la valorización y el bienestar de los trabajadores. La implementación efectiva de la CVT en países en desarrollo encuentra desafíos específicos, tales como restricciones de recursos, infraestructura inadecuada y diversos contextos socioeconómicos. Además, se propone un modelo de evaluación de CVT, discutiendo sus principales dimensiones e indicadores adaptados a estos escenarios. Las consideraciones finales resumen los principales resultados del estudio, proporcionando orientación a gerentes y formuladores de políticas sobre cómo mejorar la CVT en contextos desafiantes. Las referencias bibliográficas ofrecen una base sólida para futuras investigaciones y prácticas empresariales, enfatizando la necesidad de adaptar estrategias de CVT a las particularidades de los países en desarrollo.

Palabras Clave: calidad de vida en el trabajo. satisfacción. recursos humanos. desafíos.

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I. Introdução

A gestão de recursos humanos (GRH) remonta aos primórdios da civilização, marcando o início da organização social e administrativa com a transição do nomadismo para assentamentos permanentes. Ao longo dos séculos, os paradigmas e concepções associados à GRH evoluíram significativamente, desde a Administração Patrimonial até a moderna Governança Pública, abrangendo também a Administração Burocrática e a Nova Gestão Pública (NGP). Cada uma dessas fases trouxe consigo novos conceitos, modelos, sistemas e ferramentas de administração pública, que foram desenvolvidos, consolidados, transformados ou, em alguns casos, abandonados. Esse processo dinâmico de evolução não segue uma trajetória linear; ao contrário, os paradigmas frequentemente coexistem, influenciando-se mutuamente com avanços e retrocessos. Apesar das mudanças e da adaptação de certos paradigmas ao longo do tempo, muitas de suas características continuam a impactar diretamente a gestão pública contemporânea.

No contexto dinâmico dessa evolução, emerge um desafio crucial: a QVT, que se torna uma preocupação central na gestão de recursos humanos, especialmente nos países em desenvolvimento. A QVT refere-se à percepção subjetiva dos trabalhadores sobre diversos aspectos de seu ambiente laboral, incluindo condições físicas, aspectos psicológicos e interações sociais. A implementação eficaz de políticas de QVT nessas regiões enfrenta desafios específicos, como a escassez de recursos adequados, infraestrutura limitada e a diversidade de contextos socioeconômicos.

II. Gestão De Rh Em Países Em Desenvolvimento

Almeida et al. (1993) afirmam que durante o último quartel do século XIX e início do século XX, os recursos humanos eram predominantemente vistos como um componente de custo na produção, onde o foco principal era a maximização dos lucros através da intensificação do trabalho humano, sem explorar seu potencial intelectual. Esse modelo, derivado da Teoria da Administração Científica de Frederick W. Taylor, enfatizava a eficiência operacional e a padronização das tarefas para aumentar a produtividade.

Neves et al. (2017) afirmam que esse paradigma se alinha ao modelo de Administração Patrimonial, caracterizado pela lealdade aos dirigentes em detrimento da atribuição clara de responsabilidades aos cargos. A influência desses paradigmas históricos perdura até hoje em contextos específicos, impactando a gestão de recursos humanos em países em desenvolvimento.

Almeida et al. (1993) mencionam que, no entanto, com o surgimento da abordagem humanística na década de trinta do século XX, ocorreu uma mudança significativa de foco, passando das tarefas e estruturas organizacionais para as pessoas que realizam as atividades dentro da organização. Esta abordagem destacou a importância de conciliar os interesses organizacionais, como a maximização de lucros, com as necessidades sociais dos trabalhadores para promover um equilíbrio interno e alcançar ganhos mútuos.

No contexto atual, o gestor de Recursos Humanos desempenha um papel crucial ao alinhar os interesses de empregadores, empregados e clientes, priorizando transparência, critérios racionais e conformidade com regras e normas da Administração Burocrática inspirada na burocracia weberiana. Críticas surgem devido ao formalismo excessivo e resistência à mudança, afetando a qualidade de vida no trabalho. Compreender esses paradigmas históricos nos países em desenvolvimento é fundamental para abordar os desafios contemporâneos da qualidade de vida no trabalho, exigindo políticas adaptativas e sensíveis ao contexto local (Neves, 2017).

III. O Advento Da Qualidade De Vida No Trabalho

A facilitação e a busca por satisfação e bem-estar no trabalho sempre foram preocupações históricas da humanidade. Rodrigues (1999) destaca os princípios da geometria de Euclides (300 a.C.) de Alexandria como referência para melhorar os métodos de trabalho dos agricultores nas margens do rio Nilo, e a lei das alavancas, desenvolvida por Arquimedes (287 a.C.), que contribuiu para reduzir o esforço físico de muitos trabalhadores. No século XX, vários pesquisadores focaram na satisfação do trabalhador, estudando o comportamento humano e a motivação para alcançar metas organizacionais, culminando com a criação da Escola de Relações Humanas no início dos anos 1920.

Além disso, é importante mencionar o trabalho de Abraham H. Maslow, que hierarquizou as necessidades humanas em cinco categorias funda-mentais: fisiológicas, segurança, amor, estima e auto-realização. Segundo Maslow, os fatores higiênicos que podem gerar insatisfação incluem a política e a administração da empresa, relações interpessoais com supervisores, supervisão, condições de trabalho, salários, status e segurança no trabalho. Por outro lado, os fatores motivadores que geram satisfação abrangem realização, reconhecimento, o próprio trabalho, responsabilidade e progresso ou desenvolvimento (Ferreira et al., 1997).

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IV. Qualidade De Vida No Trabalho Em Países Em Desenvolvimento

Nos países em desenvolvimento, a Qualidade de Vida no Trabalho (QVT) tem ganhado destaque como um conjunto de ações voltadas para a implantação de melhorias e inovações gerenciais e tecnológicas no ambiente de trabalho. De acordo com França (1997), essa qualidade de vida se manifesta quando a empresa e os stakeholders são vistos como um todo. Moraes et al. (1995) conceituam a QVT como uma abordagem que envolve pessoas, trabalho e organização, destacando a preocupação com o bem-estar do trabalhador e a eficácia organizacional, além da participação dos trabalhadores nas decisões e problemas do trabalho.

Historicamente, no início da industrialização, a produtividade era obtida por meio de coação e liderança pela força. Na nova abordagem de QVT, percebe-se que o comportamento dos trabalhadores não está apenas condicionado a aspectos biológicos, mas também a normas e padrões sociais. Essa abordagem está associada à ética da pessoa humana, buscando identificar, eliminar, neutralizar ou controlar riscos ocupacionais observáveis no ambiente físico, nas relações de trabalho, na carga física e mental requerida, e nas implicações políticas e ideológicas.

Apesar do discurso da qualidade de vida no trabalho enfatizar satisfação, participação e comprometimento de ambas as partes, na prática, muitas vezes, observa-se um aumento da pressão por resultados sobre os funcionários. Essa pressão surge principalmente devido à característica de implantação do modelo de QVT de forma hierárquica (top-down), onde os trabalhadores operacionais não participam da elaboração das políticas, apenas cumprem o que é determinado pelos gestores.

A verdadeira QVT envolve as pessoas se sentirem bem no ambiente de trabalho, se sentirem úteis, respeitadas, valorizadas e reconhecidas. O trabalho deve ser uma fonte de realização pessoal, onde os funcionários possam desenvolver suas habilidades, criar amizades e manter um bom relacionamento com seus colegas. Falar em QVT é falar em democratização do ambiente de trabalho e satisfação do trabalhador, buscando humanizar as relações de trabalho na organização e mantendo uma relação estreita com a produtividade.

Albuquerque e França (1998) afirmam que a sociedade vive novos paradigmas dentro e fora da empresa, gerando novos valores e demandas de QVT. Eles destacam a contribuição de várias ciências para o estudo de QVT:

- *Saúde:* Focada na preservação da integridade física, mental e social do ser humano, não se limitando apenas ao controle de enfermidades.
- *Ergonomia:* Estuda as condições de trabalho visando ao conforto no exercício da atividade.
- *Psicologia:* Demonstra a influência das atitudes internas e perspectivas de vida de cada pessoa em seu trabalho.
- *Economia:* Enfatiza a distribuição equilibrada de bens, recursos e serviços.
- *Administração:* Busca aumentar a capacidade de mobilizar recursos para atingir resultados em um ambiente complexo, mutável e competitivo.

Com a nova visão, os recursos humanos passaram a ser considerados um ativo que se valoriza com o tempo, resultado dos investimentos em seu desenvolvimento educacional e profissional. O capital humano não confere direito de propriedade a quem investiu na formação do indivíduo, pois os conhecimentos e habilidades pertencem ao próprio indivíduo. Portanto, é necessário que os gestores de Recursos Humanos sejam competentes na seleção e formação de pessoas, garantindo o retorno do investimento.

A evolução do conceito de QVT pode ser observada nas seguintes etapas:

- *QVT Como Variável (1959 a 1972):* Investigação de como melhorar a qualidade de vida no trabalho para o indivíduo.
- *QVT Como Abordagem (1969 a 1974):* Foco no indivíduo antes do resultado organizacional, buscando melhorias tanto para o empregado quanto para a direção.
- *QVT Como Método (1972 a 1975):* Conjunto de abordagens, métodos ou técnicas para melhorar o ambiente de trabalho.
- *QVT Como Movimento (1975 a 1980):* Declaração ideológica sobre a natureza do trabalho e as relações dos trabalhadores com a organização.
- *QVT Como Tudo (1979 a 1982):* Vista como panaceia para diversos problemas organizacionais.
- *QVT Como Nada (Futuro):* Se os projetos de QVT fracassarem, será considerada um "modismo" passageiro.

Dessa forma, a gestão de Recursos Humanos enfrenta o desafio de implementar efetivamente a QVT, adaptando-se às especificidades dos países em desenvolvimento e buscando sempre equilibrar a satisfação do trabalhador com a produtividade organizacional.

V. Efeitos Das Práticas De Recursos Humanos E A Promoção Da Valorização Dos Colaboradores

No ambiente altamente competitivo das organizações, é crucial identificar e aprimorar vantagens competitivas e comparativas. A sustentabilidade dessas vantagens depende da cultura

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organizacional que valoriza as pessoas como os principais responsáveis pelos ganhos organizacionais. Dutra (2001) afirma que as pessoas são a fonte do patrimônio intelectual, capacidade e agilidade de resposta organizacional aos estímulos ambientais.

Cruz e Vieira (2000) destacam que as práticas de recursos humanos focadas na valorização das pessoas representam uma gestão participativa avançada, onde os colaboradores de todas as esferas hierárquicas participam no processo decisório. Essa abordagem exige o desenvolvimento de habilidades, competências e conhecimentos necessários para otimizar os resultados organizacionais. A gestão pela valorização de pessoas contribui para que os colaboradores se sintam valorizados e reconhecidos, oferecendo oportunidades de autodesenvolvimento no ambiente de trabalho, o que se traduz em maior motivação, satisfação e disposição para o trabalho, resultando em alto rendimento e prospecção organizacional.

Autores como Kanaane (1994) e Pereira (2002) ressaltam a importância de conciliar os interesses organizacionais e individuais, promovendo a interação entre variáveis competitivas humanas que favoreçam ganhos organizacionais e satisfação pessoal dos trabalhadores. Ações que promovem um relacionamento mais democrático e justo entre colaboradores e superiores, e que cultivam a cidadania corporativa através de práticas de responsabilidade social, são essenciais.

As práticas de valorização humana consideram o indivíduo como um ser com necessidades e desejos, que precisa de um ambiente de trabalho que fortaleça sua dignidade enquanto participante da empresa e cidadão na sociedade. No âmbito da humanização, o trabalhador deve ser respeitado e valorizado por sua dignidade intrínseca.

Reconhecendo que as práticas de valorização humana são mecanismos que criam e sustentam vantagens competitivas e comparativas, é fundamental considerar os valores e influências culturais dos colaboradores. Essas práticas não devem se limitar aos fatores técnicos, econômicos e formais, mas devem integrar e respeitar as particularidades culturais dos trabalhadores para efetivamente melhorar a qualidade de vida no trabalho nos países em desenvolvimento.

VI. Modelo Para Avaliação De Qualidade De Vida No Trabalho

Para avaliar a Qualidade de Vida no Trabalho (QVT) nos países em desenvolvimento, propõe-se a adoção do modelo de Walton (1973), amplamente reconhecido na literatura por sua abrangência e por contemplar fatores intra e extra-organizacionais. Este modelo inclui oito critérios essenciais para aferir a QVT, descritos a seguir com seus respectivos indicadores:

1. Compensação justa e adequada;
2. Condições de trabalho;
3. Uso e desenvolvimento de capacidades;
4. Oportunidade de crescimento e segurança;
5. Integração social na empresa;
6. Constitucionalismo;
7. O trabalho e o espaço total da vida;
8. Relevância social da vida no trabalho.

Limongi e Assis (1995) apontam que, apesar da importância reconhecida da implementação de programas de QVT, ainda há uma significativa lacuna entre o discurso e a prática. Muitas organizações priorizam resultados imediatos em detrimento de investimentos a médio e longo prazos. Para superar esses desafios, é necessário envidar esforços na conscientização e preparação para uma qualidade de vida abrangente e coerente em todos os enfoques.

A adoção deste modelo pode servir como um guia para gestores de recursos humanos, ajudando-os a implementar práticas que promovam um ambiente de trabalho saudável e produtivo. Isso é particularmente relevante nos países em desenvolvimento, onde as condições de trabalho frequentemente são desafiadoras. Uma abordagem sistemática e baseada em critérios claros pode facilitar a identificação de áreas críticas e a implementação de melhorias contínuas, contribuindo para a sustentabilidade e a competitividade das organizações.

VII. Principais Responsabilidades Da Gestão De Recursos Humanos

Tradicionalmente, a administração de recursos humanos (ARH) constitui a ciência administrativa dedicada ao estudo dos processos que envolvem os indivíduos como membros de uma organização. Esta área prioriza aspectos essenciais como recrutamento e seleção, avaliação de desempenho, treinamento e desenvolvimento, desenvolvimento gerencial e planejamento de recursos humanos.

No contexto específico dos países em desenvolvimento, as práticas de ARH enfrentam desafios significativos na promoção da qualidade de vida no trabalho. O recrutamento e seleção adequados e a avaliação de desempenho eficaz são atividades fundamentais que influenciam diretamente o bem-estar dos trabalhadores. Estas práticas não apenas moldam a experiência dos funcionários, mas também impactam a produtividade e a satisfação no trabalho, aspectos cruciais para enfrentar os desafios contemporâneos da qualidade de vida no trabalho nesses países.

Essa abordagem não só fortalece a relação entre as responsabilidades da gestão de recursos humanos e os objetivos organizacionais, mas também destaca a importância de adaptar essas práticas às realidades socioeconômicas e culturais específicas dos países em desenvolvimento.

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VIII. Processos De Recrutamento E Selecção Focados Em Bem-Estar e Satisfação No Trabalho

As organizações, como sistemas em constante interação com o ambiente externo, buscam continuamente recursos humanos para fortalecer suas equipas. No contexto do recrutamento e seleção, observa-se uma evolução na nomenclatura e nos métodos empregados. Em muitos estudos recentes, o foco tem se deslocado para a captação de talentos tanto internos quanto externos, com o objetivo de identificar potencialidades e criar oportunidades dentro da organização.

O recrutamento pode ser entendido como a ponte entre o ambiente externo e a organização, com a finalidade de atrair candidatos qualificados. Após essa etapa, segue-se o processo de seleção, no qual a administração de Recursos Humanos trabalha para satisfazer as necessidades da empresa em termos de pessoal. Esse processo envolve escolher, entre os diversos candidatos, aqueles que mais se adequam a um determinado cargo, com base na avaliação de suas características pessoais, como conhecimentos, habilidades e motivações (Lins & Zúniga, 1998).

Na administração tradicional, o recrutamento era baseado na fidelidade às autoridades e na manutenção do poder, servindo aos interesses dos aliados. Em contraste, a administração moderna adota o mérito como principal critério de seleção.

É essencial destacar que processos de recrutamento e seleção focados em bem-estar e satisfação no trabalho não apenas atendem às necessidades operacionais da organização, mas também promovem um ambiente de trabalho saudável e produtivo. Ao priorizar o bem-estar dos colaboradores desde o início do processo de recrutamento, as empresas podem melhorar a qualidade de vida no trabalho, aumentando a motivação, o engajamento e, consequentemente, a produtividade.

Além disso, práticas de recrutamento que enfatizam a QVT podem contribuir para uma cultura organizacional positiva, reduzindo a rotatividade e fortalecendo a retenção de talentos. Ao valorizar o equilíbrio entre vida profissional e pessoal e promover políticas de bem-estar, as organizações não só atraem, mas também mantêm profissionais altamente qualificados e satisfeitos.

Portanto, a GRH nos países em desenvolvimento enfrenta o desafio de integrar estratégias de recrutamento e seleção com iniciativas de QVT. Esta abordagem holística não só beneficia os colaboradores, mas também promove o sucesso sustentável das organizações.

IX. Integração De Avaliação De Desempenho Com Programas De Qualidade De Vida No Trabalho

A avaliação de desempenho desempenha um papel crucial na GRH, permitindo que as organizações meçam o desempenho dos funcionários ao longo de um período específico. No processo de avaliação, é essencial determinar a orientação da avaliação, que pode ser voltada para o processo ou para os resultados. Em uma abordagem focada nos resultados, o foco está na capacidade do indivíduo de atender a um conjunto predefinido de indicadores de desempenho, sem considerar as condições que facilitam ou dificultam o alcance desses indicadores. Por outro lado, um sistema orientado para o processo leva em consideração as circunstâncias que influenciam a trajetória para alcançar os resultados esperados, tanto internas quanto externas (Hax & Majluf, 1995, citados por Lins & Zúniga, 1998).

As organizações têm um forte interesse em investir nesta prática, pois os resultados da avaliação frequentemente são utilizados para determinar promoções, aumentos salariais e outros benefícios para os funcionários. No entanto, como observado por Nóbrega e Sá (2010), os benefícios associados à avaliação de desempenho estão diretamente ligados ao nível de desempenho demonstrado pelo funcionário na organização. Os autores também destacam que esta prática é fundamental para a gestão por competências, já que a busca por uma classificação superior pode motivar a descoberta e o desenvolvimento de habilidades alinhadas aos objetivos organizacionais.

X. Metodologia

Este estudo adotou uma abordagem metodológica documental para investigar o tema "Qualidade de Vida no Trabalho: Um Desafio na Gestão de Recursos Humanos nos Países em Desenvolvimento". A escolha dessa metodologia permitiu uma análise detalhada e abrangente de fontes primárias e secundárias, incluindo artigos acadêmicos, relatórios de pesquisa e estudos de caso relevantes. Os procedimentos metodológicos envolveram uma busca sistemática por fontes documentais que abordam a QVT, com ênfase em estudos que discutem suas aplicações empresariais e os desafios enfrentados por organizações em países em desenvolvimento na implementação dessas práticas. Foi realizada uma análise de conteúdo dos dados coletados para identificar padrões, tendências e insights sobre a gestão de QVT e sua influência no bem-estar dos trabalhadores. Além disso, desenvolveu-se um enquadramento teórico para contextualizar a evolução do conceito de QVT, explorando sua origem histórica e a influência das práticas de GRH na valorização e no

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bem-estar dos colaboradores. Os resultados foram discutidos à luz das teorias existentes sobre QVT e das práticas observadas em contextos empresariais específicos nos países em desenvolvimento. Esta metodologia foi executada de maneira rigorosa e sistemática, garantindo a validade e a confiabilidade dos resultados alcançados, contribuindo assim para uma compreensão mais profunda e informada da gestão de QVT nos contextos de países em desenvolvimento.

Embora a metodologia documental seja valiosa para uma análise ampla, é importante ressaltar que este estudo estará limitado à disponibilidade e qualidade das fontes documentais acessíveis. Adicionalmente, podem existir desafios na obtenção de dados atualizados e representativos de diferentes regiões e setores industriais específicos.

XI. Considerações Finais

Nos ambientes de trabalho, onde passamos a maior parte de nossas vidas, é crucial transformá-los em lugares mais aprazíveis e saudáveis, não apenas para executar atividades, mas também para viver, criar e alcançar plenitude com satisfação e alegria.

A QVT emerge como uma prática essencial de valorização humana, particularmente relevante nos países em desenvolvimento. Cada organização enfatiza diferentes aspectos da vida do colaborador ao direcionar esforços para suas políticas de QVT, alinhadas aos valores empresariais como ética e respeito pelo ambiente de trabalho. A promoção da segurança e saúde ocupacional é crucial para melhorar a QVT, juntamente com práticas de responsabilidade social que impactam positivamente o bem-estar dos trabalhadores.

No entanto, persiste um desafio significativo para os gestores de Recursos Humanos na implementação prática dessas políticas, revelando uma diferença entre teoria e prática que precisa ser superado. É imperativo que os gestores de RH enfrentem o desafio de reduzir a insatisfação no trabalho para evitar problemas como aumento do absenteísmo, queda de produtividade e conflitos laborais, que não só afetam a saúde mental e física dos trabalhadores, mas também a rentabilidade organizacional.

As organizações que buscam sucesso devem adotar uma nova abordagem no relacionamento com seus colaboradores, abandonando modelos antiquados de exploração em favor de práticas que promovam o bem-estar e atendam às necessidades dos funcionários. Essa mudança não apenas promove um engajamento coletivo mais eficaz no trabalho, mas também é essencial para alcançar crescimento sustentável e manter a competitividade no mercado global.

Este estudo contribui significativamente para o campo da gestão de recursos humanos ao destacar a importância crucial da QVT como um desafio na gestão de recursos humanos nos países em desenvolvimento. Além de fornecer insights sobre a implementação prática e os desafios enfrentados, este artigo oferece uma base sólida para futuras pesquisas explorarem a eficácia de diferentes estratégias de QVT em contextos variados. Recomenda-se investigar mais profundamente os impactos específicos das políticas de QVT em diversas culturas organizacionais e examinar novas abordagens para melhorar a implementação dessas práticas nas organizações em desenvolvimento.

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Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

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The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

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Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

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The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

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A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, “What words would a source have to include to be truly valuable in a research paper?” Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

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Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

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Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

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Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

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7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

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10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

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- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

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Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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