



A'SHARQIYAH UNIVERSITY

**College of Business Administration
(COBA)**

Master Dissertation

**THE SUITABILITY OF INCENTIVES OFFERED TO ATTRACT
FOREIGN INVESTMENT: EVIDENCE FROM DUQM SPECIAL
ECONOMIC ZONE**

Prepared by:

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1442 AH/ 2021AD

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ECONOMIC ZONE**

Submitted to the College of Business Administration in fulfillment of
the requirement for the degree of Master of Business Administration

Prepared by:

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Declaration

I acknowledge that the source of the scientific content of this dissertation has been determined and that it is not provided for any other degree.

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The Suitability of Incentives Offered to Attract Foreign Investment: Evidence from Duqm Special Economic Zone

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4		

Acknowledgment

" In the Name of God, the Most Gracious, the Most Merciful." And prayers and peace be upon the most honorable messengers, our master Muhammad, his family, and all of his companions. I would like to thank God for his grace in completing this research study, and praise is to God first and foremost. I would like to express my sincere thanks and gratitude to my supervisor, Assistant Professor Fadi Abdel Fattah, for his continuous support, guidance, efforts, and time to complete this thesis. I also extend my honest thanks to our colleague Sultan Al-Wahaibi for providing valuable suggestions on this thesis and his continuous encouragement to me during the study period and appreciation to the members of the thesis discussion committee.

Dedication

This thesis is dedicated to

My great Mather;

Who leads me through the valley of darkness with the light of hope, support, and
prays,

My lovely wife and kids;

Who is the symbol of love and giving, they never stop giving in countless ways,

My brothers and sisters;

who stands by me when things look bleak,

My friends; who encourage and support me,

All the people in my life who touch my heart, I dedicate this research.

Abstract

The suitability of incentives offered to attract foreign investment: Evidence from Duqm Special Economic Zone

High competition among developing countries to attract investments has created a deeper understanding of investment incentives. In response to this, attracting foreign investment has become one of the priorities of the Omani government mentioned in Oman Vision 2040. This study aims to determine the factors that affect the attractiveness of foreign investment in the Sultanate of Oman within the Duqm Special Economic Zone. The research framework contained three independent variables: Investment Procedures, Tax Systems, and Infrastructure. The dependent variable related to this study was the attractiveness of investment, as the study followed the quantitative research by distributing the questionnaire. The sample targeted employees working in the region and investors in Duqm. Therefore, the current research used the survey method that was distributed to 300 questionnaires via the electronic link, and 210 questionnaires were received, which gives the study a response rate of 70%. SPSS performed analysis. The results of the study showed that there is a relationship between government procedures and investment attractiveness. There is also a relationship between SEZD infrastructure and investment attractiveness. Contrary to what might be expected, the study did not find any relationship between the tax system and investment attractiveness.

Keywords: investment attractiveness, taxation system, Duqm Special Economic Zone, investment procedure, infrastructure

مخلص الدراسة

مدى ملائمة الحوافز المقدمة لجذب الاستثمار الأجنبي: شواهد من المنطقة الاقتصادية الخاصة بالدقم

أدت المنافسة العالية بين البلدان النامية لجذب الاستثمارات إلى فهم أعمق لحوافز الاستثمار. واستجابة لذلك ، أصبح جذب الاستثمار الأجنبي إحدى أولويات الحكومة العمانية المذكورة في رؤية عمان 2040. وتهدف هذه الدراسة إلى تحديد العوامل التي تؤثر على جاذبية الاستثمار الأجنبي في سلطنة عمان داخل المنطقة الاقتصادية الخاصة بالدقم ، حيث احتوى إطار البحث على ثلاثة متغيرات مستقلة وهي إجراءات الاستثمار والنظام الضريبي والبنية التحتية. كان المتغير التابع المتعلق بهذه الدراسة هو جاذبية الاستثمار ، حيث اتبعت الدراسة البحث الكمي من خلال توزيع الاستبيان. كما استهدفت العينة الموظفين العاملين في المنطقة والمستثمرين في الدقم. لذلك استخدم البحث الحالي أسلوب المسح الذي وزع على 300 استبانة عبر الرابط الإلكتروني ، وتم تلقي 210 استبانة ، مما يعطي الدراسة معدل استجابة 70٪. تم إجراء التحليل بواسطة البرنامج الإحصائي للعلوم الاجتماعية SPSS. أظهرت نتائج الدراسة أن هناك علاقة بين الإجراءات الحكومية وجاذبية الاستثمار. كما توجد علاقة بين البنية التحتية للمنطقة الاقتصادية الخاصة بالدقم وجاذبية الاستثمار. وعلى عكس ما يمكن توقعه ، لم تجد الدراسة أي علاقة بين النظام الضريبي وجاذبية الاستثمار.

الكلمات الرئيسية: جاذبية الاستثمار ، نظام الضرائب ، المنطقة الاقتصادية الخاصة بالدقم ، إجراءات الاستثمار ، البنية التحتية.

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Table of abbreviations

SEZD	Special Economic Zone Duqm
IP	Investment Procedure
T	Taxation
INF	Infrastructure
IA	Investment attractiveness
SPSS	Statistical Package for the Social Sciences
NoI	Number of Items
NoR	Number of Respondents
R	Correlation Coefficient
N	Number of Samples
Sig.	Significant
CBO	Central Bank of Oman
MCI	Ministry of Commerce and Industry

CHAPTER ONE

INTRODUCTION

1.1 Study Background

The Sultanate of Oman is characterized by a very important strategic location that has always been reflected in its foreign policy and trade relations with other countries, which helps its geographical position in exports and imports, as the coast of the Sultanate extends from the Strait of Hormuz in the north to the borders with the Republic of Yemen in the south and reaches a length of 3165 km, so since The seventies, the government's drawing, to start constructing ports such as Sultan Al Qaboos Port, Sohar Port, Salalah Port and Duqm Port as major ports, as Oman seeks, through its commercial and industrial ports, to be among the top ten countries in logistical performance at the international level by the year 2040 AD and for the transport and communication sector to become it's an active role in diversifying the local economy, and among the components is the geographical proximity to large global markets such as India, East Asia and Africa, where the ship can be reached in East Asia in less than two weeks, and to Africa within a week and Europe within two weeks, as well as the presence of airports prepared near the ports, This makes the ports one of the leading infrastructure in attracting foreign investments. The investment environment in the Sultanate of Oman, in general, is considered an environment conducive to investment, and that the legislations and laws that the Omani government enacted are today more encouraging than before in the localization of internal and external investments. In contrast, the government contributes to the private sector to implement several projects that Diversify the national economy and reduce dependence on the oil sector. The banking sector in the Sultanate is healthy and able to respond to the requests of investors during the next stage, while the Sultanate is at the forefront of some Gulf countries in the field of investment in all fields, through which the Sultanate can be transformed into A center of attraction for global investments during the next decade. The Royal Decree No. (69/2012) promulgating amendments to some provisions of the Banking Law) CBO, 2013).

The Sultanate, represented by the Ministry of Trade and Industry, seeks to provide an attractive investment environment for investors and to create the appropriate conditions for investment in light of the world's competition to attract investments by granting incentives, privileges, and guarantees that contribute to the stability of foreign investments in the Sultanate following the provisions of the Foreign Capital Investment Law issued under the decree. Government decree

No. 50/2019 As it is known that investment laws play an essential role in attracting foreign investments and the flow of capital to establish commercial companies that accommodate the giant economic projects that the Sultanate seeks, and to increase the level of efficiency of operating companies and the transfer of economic expertise and modern investment techniques, leading to Diversification of the economic base and the positive effects resulting from it. The aforementioned Foreign Capital Investment Law includes many incentives and investment benefits to encourage the stability of foreign investments in the Sultanate due to their impact on economic development, as the Foreign Capital Investment Law allows the investor to establish a company in one of the permitted activities By owning the entire capital of the company without That the law stipulates a minimum capital for the company subject to foreign capital investment, provided that the foreign investor adheres to the schedule submitted by him to implement his investment project approved following the economic feasibility study and that no substantial amendments are made to the investment project without the approval of the ministry. (MCI, 2019).

Therefore, the Royal Decree No. 119/2011 to establish the Special Economic Zone of Duqm was issued, as the decree included organizing and controlling the investment environment, as well as promoting and attracting investment opportunities inside and outside the Sultanate, in addition to signing the right of usufruct with the investor in the zone's projects, as well as setting legislation and regulations to facilitate project procedures in the region. All services are provided through one-stop by issuing licenses and approvals related to commercial activities and approving companies' establishment. Therefore, the Special Economic Zone of Duqm has prepared a comprehensive plan for the economic zone, which sets its future vision and a roadmap to achieve this vision over the next twenty years. The comparative advantage that the Duqm region provides is undoubtedly its strategic location on the open Arabian Sea and near major global shipping lanes connecting the Arab Gulf region, rich in natural minerals and oil resources, with industrial growth in Asia and markets in Europe. Where the region provided a package of incentives and tax exemptions to compete with other economic zones in the Arab region in terms of customs duties, corporate tax, and tax on individuals, and finally, the region provides a sound institutional governance system and a unified investment window that is transparent and accountable, simplifying procedures and speedy decision-making, to attract investment in a process. Integrated starting from the preparation of the investment product for the region, which includes preparing

land plots, providing infrastructure services for them, determining tax incentives and exemptions, and activating the services of the single investment window. (SEZD., 2012).

In the third quarter of 2020, Royal Decree No. 105/2020 was given to establish the Economic Zones and Free Zones Authority to unify procedures between economic zones and free zones in the Sultanate to be under one administration. Therefore, Duqm Economic Zone provides all services to investors through a one-stop.

1.2 Problem Statement

The Duqm Economic Zone administration strives to work hard to develop legislation and laws that simplify the investment process in the zone, as well as to communicate directly with local and foreign investment companies to find out their interests and motivate them to study the investment opportunities provided by the zone through marketing visits outside the country. Among this endeavor is to reduce the completion periods of investor transactions from the periods specified in the regulations and legislation currently in force, in a step aimed at accelerating investment in the region within the framework of the authority's vision aimed at making Duqm the first investment destination for various economic activities and an integrated center and a modern city that provides the highest standards of quality of life. (SEZD.,2020).

By defining the Duqm region as a strategic location with competitors in neighboring countries, attracting and localizing investments must be dealt with accurately. Hence, reports issued by investors' services in the economic zone indicate that during the year 2018, several 70 usufruct agreements were implemented. The signed investment and the reports during the first half of 2019 indicate the signing of 34 agreements. With the facilitation and generosity on which the Economic Zone Department is based, the projects on the ground show that there is a slowdown in the implementation and start-up of projects, so the most controversial topic for not starting some These projects and what are the reasons that led to the delay of these projects, are they accustomed to the available services or not, or to issue licenses as it will be the most controversial issue about issuing licenses from everyone? Types and during their engagement with the workforce and their visa processing faster without many mistakes, making licenses and approvals easier for investors. Duqm Special Economic Zone policies with a single point for services for all required facilities for investors and their businesses, in addition to that. The extent of the availability of services needed by the investment project. Therefore, reports indicate that investments are still slow to implement, as Duqm is a coastal desert area where not many residents live. The main issue that

the region will face is to make more investors in this new field ready for the infrastructure by developing excellent infrastructure by the competent authorities and providing services in these areas. This study will help policymakers solve some of the foreign investment obstacles that may affect the delay in implementing projects to attract actual investments to the region, thus promoting diversification of the local economy.

As Duqm is the next business center in the Sultanate of Oman, they are developing as a fast-paced industrial park. With the Port of Duqm, the maritime movement of goods has become easily accessible and economical compared to any other entry points in Oman. Some of the attractive features that attract investors towards Duqm are a tax-free business for 30 years from the start, 100% foreign ownership provision without the need for local trading in any currency, and no minimum investment requirements. There are no restrictions on the transfer of profits and investment, import of all items except for permitted illegal items, import of spare parts, and assembly to make mass-produced goods with local trademarks permissible - free movement of imported goods and materials within the free zones of the Sultanate. The most controversial issue will concern the workforce and their visa processing faster without any errors, making licenses and approvals easier for investors under SEZD policies. Special offices for issuing permits to be faster and more comfortable for families and expatriate employees. A single point of service for all required facilities for investors and their businesses. In the past ten years, large allocations have been made to companies, making Duqm the next place to move forward to push the country's economy away from the oil business that it exclusively dominates.

1.3 Research Questions

Based on the problem statement and the main research question, “*What is the factor affecting investment attractiveness?*” three sub-questions were raised:

RQ1: What is the relationship between business procedure on investment attractiveness?

RQ2: What is the relationship between the taxation system and investment attractiveness in Duqm?

RQ3: What is the relationship between infrastructure and investment attractiveness in Duqm?

1.4 Research Objective

The main research objective for this study is *“To understand the factor that affects investment attractiveness.”* The three-sub research objective are:

RO1: To define the influence of business procedures in investment attractiveness in Duqm.

RO2: To examine the effect of the taxation system on investment attractiveness in Duqm.

RO3: To identify the relationship between infrastructure and investment attractiveness in Duqm.

1.5 Significance of Study

The significance of this research project can be highlighted as follow:

The findings of this study will provide insights into the investors' knowledge, motivation, skills, and attitudes in the Duqm Special Economic Zone. This study's output will help policymakers solve some foreign investment obstacles that might impact Oman's Economy. This research project is oriented towards facilitating and improving the investment in a Duqm Special Economic Zone in Oman, benefiting from finding solutions to not depend on oil. Through a well-developed framework, investors will have the experience of his/her investment process. This will lead to meet the social and economic goals of Oman Vision 2040.

1.6 Operational Definition

Investment attractiveness was defined by Jác & Vondráčková (2017) as the set of factors that influence a business entity when making its investment decisions.

Infrastructure was defined as perceived by businesses making investments in places to be the best ones.

Special economic zone definition stated by Ge(1999) as a delimited geographic area within a country with zone management providing infrastructure and services to tenant companies, where the rules for doing business are different— promoted by a set of policy instruments that are not generally applicable to the rest of the country

1.7 Thesis structures

This study includes five chapters, and in each chapter, there are several sub-headings as follows Figure 1.



**Chapter 1
Introduction**

- 1.1 Background
- 1.2 Problem Statement
- 1.3 Research Questions
- 1.4 Research Objective
- 1.5 Significance of the study
- 1.6 Operational Definition
- 1.7 Thesis structures



**Chapter 2
Literature**

- 2.1 Introduction
 - 2.1.1. Investment attractiveness
 - 2.1.2. Business and investment procedure
 - 2.1.3. Taxation system
 - 2.1.4. Infrastructure
 - 2.1.5 The relationship between investment attractiveness and business and investment procedure
 - 2.1.6 The relationship between taxation system and business and investment procedure
 - 2.1.7 The relationship between investment attractiveness and infrastructure
- 2.2 Conceptual Framework
- 2.3 Research Hypotheses



**Chapter 3
Methodology**

- 3.1 Introduction
- 3.2 Research Strategy
- 3.3 Data collection
- 3.4 Study Population and Sample
- 3.5 Instrument Development
 - 3.6.1 investment procedure
 - 3.6.2 Taxation system
 - 3.6.3 Infrastructure
 - 3.6.4 Investment Attractiveness
- 3.7 Pilot study

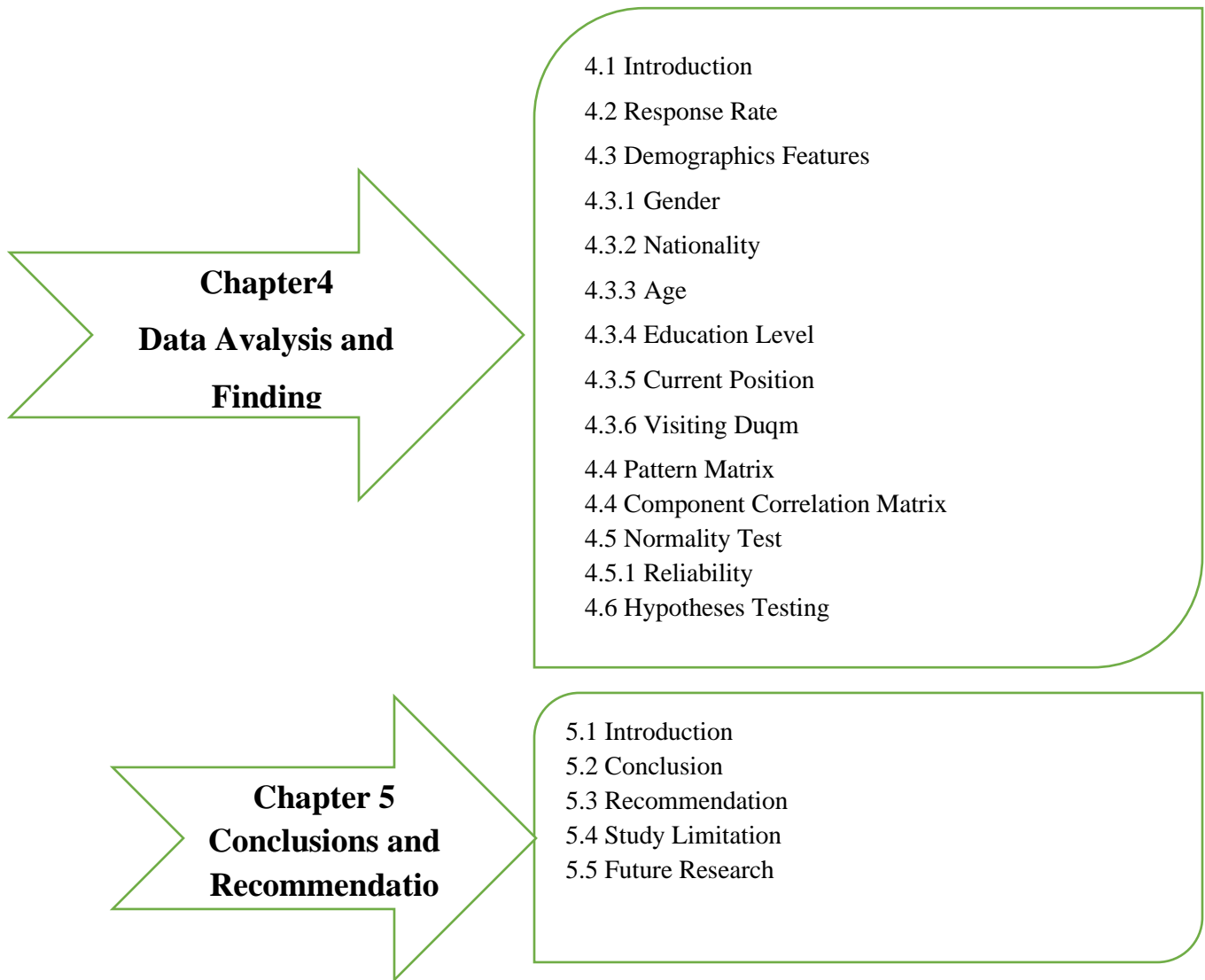


Figure1 :Thesis Structure

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

By understanding the problem statement, the research objectives, and the research questions, as this chapter reviews the literature related to the research variables for this study, so the chapter presents the research variables and their relationship with other variables, and it also introduces this chapter at the end of the conceptual framework and the research hypothesis.

2.2 Investment attractiveness

In the 1980s, the Sultanate planned and wanted to extend its usage of the regions to develop and increase the people's movements in all regions of Oman. Only the north coastal line around the Muscat region holds 70% of the population of Oman, which is around a small area of the coastal strip of about 240 km. We can see plenty of unutilized coastline over the entire Sultanate with a vast economic growth potential that can generate much revenue for the country. The master design of Duqm cords the movement related to developing the region slowly following step by step approach. The seaport will empower the economic zone that will boost the economy to have a completely new metropolis. The entire gamut of the city will have to offer in the Duqm, which will build a large refinery, industrial zones, proper education centers, a brand-new airport, a groove of extensive modern social houses that will be attractive for tourism as well (SEZD., 2018).

The main philosophy to define Duqm as a next economic region is to ensure a liberal business environment that will give private industries more boost to bring more jobs of different nature and pull more investment from outside Oman while drifting the local people focus from Muscat. Thus, moving the emphasis of manufacturing activities from the North region of Sultanate to the Al Wusta region reduces the present urbanization in the north. Oman has so much potential and natural resources and space, but the unevenly distributed population of people is not healthy for its geography and progress in the future.

The current stage of developing the international economy (the global economy) is characterized by developing new forms of integration of business entities and the formation of corporate structures, which focus on technical retrofitting and production growth. The intensification of innovative processes in all sectors of the economy determines the need to support emerging investment between countries and regions with stable economic relations. Attracting

investment is one of the conditions for the steady development of the region's economy. This is the reason for the severe interest in creating a favorable investment climate. The attractiveness of an investment is an integrated indicator based on the investor's preferred country. The assessment of the expected volume of investments in the regions can be used to predict the development of the economic system. Therefore, the study used the collection of secondary data to compare countries to find indicators of economic system development and, above all, forecast economic growth. This practical aspect of the problem becomes crucial in critical stages of development, for example, in economic recovery (overcoming the crisis). An essential result of calculating the expected volume of investments in determining the relative sizes of the decrease or increase in investments (Valinurova et al., 2015).

Investment attractiveness is an essential characteristic for each city, as a business-friendly environment creates conditions for job creation, increases the population's employment and income levels, and encourages them to invest in their well-being, thus determining the economic growth. Accessibility of a skilled workforce enables to build and develop innovative businesses and generate the city's value-added, thus determining a competitive advantage over other cities (Bruneckiene et al., 2012).

The inquiry was targeted at finding out how the selected factors influenced businesses when deciding on their investment localization – what factors enhance the country's investment attractiveness in the area of foreign direct investment? An investor seeks specifics about the locality, which will lead to advantages compared to allocating investment to another locality. The specifics depend on its needs and the needs of its business activities (Narula & Dunning, 1998).

2.3 Investment procedure

Oman has given special regulations, and visa rules for the working professionals and investors to find moving to Duqm and settling for long-term work is feasible and more convenient for expatriates.

In the economic literature, there are different points of view concerning the main factors contributing to the advancement of investment attractiveness of the region and the territorial development. In another approach of distinguishing the main factors of territorial development, the regional marketing tools highlighting the advantages of a particular region are the critical elements of the territorial development (Glebova et al., 2013).

A special center is made available for all the people invested and doing business in Duqm to have faster processing of permits, licenses, visas, and approvals for any new implementation or anything that SEZD again monitors. Where there is so much offered to make a business flourish and establish, we need to have regulations that allow them to get the required approvals and licenses quickly so that the business does not have any shortfalls and hindrances while running. Many times, government procedures and regulations act as a barrier to performing business smoothly.

Providing and supporting the inflow of capital and attracting potential investors are necessary for the attraction of investments. The conditions in which there are all the prerequisites for creating a new business of the ideas and investment programs and the environment capable of minimizing the expenses arising at the implementation of investment activities also act as obligatory factors. Protecting the investors' rights and their interests is also necessary (Zheltenkov et al., 2017).

SEZD and Oman have even eased the minimum capital stipulation for new businesses to increase. Adopting this strategy will give new investors the guts to enter into new markets and domains as they are not forced to invest heavily into new business. This reduces the risk for the investor and helps them to be more confident of the business venture. Currency restriction is also removed, and free remittance of money is incurred from profits of capitals for easy trading. Investors can roll their business from their native currency, making the Oman economy more assertive and more independent from the US dollar. Relaxation on commercial laws helps to faster approval and getting work done for the necessary processing. Generally, many times work gets stuck for approval and regulations clearance that often to losses of the business, it a stress reliever for many lines of business. Leasing of lands for 50 years and renewal of the same again in the future are some of the benefits investors can get. Oman and most middle eastern nations do not allow or permit land to outsiders, but a lease of 50 years is a massive timeline for a business to work on and perform themselves to yield profits and run successfully. Leasing of land is critical for new and large businesses as their vast sums of money get saved to rent spaces and pay a higher amount for purchasing land. It is very beneficial for the Sultanate to have foreign investment in land leased out, which otherwise does not yield much to the country sitting idle. The businesses set in Duqm are allowed to import all products and parts from anywhere without any specific permit or authorization except for the things that are banned in the Sultanate. This gives business performers an excellent opportunity to import and export the goods and products that fetch good profits and

margins to operate. Many resources are available in Oman that can be exported, and many are highly required to be imported; all such goods and products can easily be traded under this law. Parts can be imported and assembled to sell them locally under any local brand name. With this law, manufacturers and retailers can bring spares and goods from various countries, sell fully finished products with their branding, and gain good business margins. It helps to motivate new domains of business to come into Sultanate and flourish themselves. The businesses can set new offices for representation and have more sales centers under the rules and regulations set by the Sultanate of Oman. This is an essential aspect for business growth in other Oman regions, and keeping in mind that businesses cannot flourish in Duqm, only they need to operate over the entire nation.

2.4 Taxation system

Corporate income taxes determine location decisions through their impact on the cost of capital or the investment's profitability. Marginal foreign direct investment may also change for extensions of the scope of financing for existing companies. Sub-marginal investments that achieve positive economic returns can be affected (Leibrecht & Riedl, 2010).

Although tax relaxation does not apply to any business, some businesses are taxed like the banking domain, including insurance, financial institutions, and related business. Telecommunication and land transportation also do not come under this exemption except if they are listed with Special Economic Zone Duqm (SEZD) and follow their regulations set for business in the area. These sectors are not given this exemption as they would badly affect the business of the banking and telecommunication sector in Oman, which are presently dominated and well supported by the government itself. Moreover, these two sectors are doing their business in good standards without much requirement to improve them further while there are many other domains of business that are yet to be improved and focused on. The government does not give 100% foreign ownership in Oman to any business, but now, they have given this exemption for inviting more investment in the Duqm. SEZD has ensured to pass many such regulations unconventional to the traditional way of performing business in Oman. Hence, 100% foreign ownership gives them the freedom to experiment and try all the things they want to in new business and apply techniques that they would find more lucrative for their business as they are main risk-takers.

Tax-exempt for new business development and starting so that new business gets time to set themselves without tax burden for the next 30 years from the beginning of the business. This itself

stands as a significant relief to new investors and businesspeople. Most of the countries outside the Middle East, even some of GCC countries, have begun taxing nowadays. If some region or nation offers a tax-free business for the next 30 years is a big positive step. Investors from Qatar and other nations are very keen on investing in a new business where there is good scope for the future, and hence, we can see that many Qatari investors have stepped up in the Duqm projects.

2.5 Infrastructure

The presence of adequate physical and human infrastructure provides a supportive environment for foreign investors. Therefore foreign direct investment is affected by physical infrastructure variables, so improving infrastructure facilities, investing in energy, and focusing on research and development help curb foreign investors, and the availability of appropriate infrastructure also helps in Enhancing the investment environment along with reaping the growth-enhancing benefits of the impact of FDI inflows(Kaur et al., 2013). Developing infrastructure for adequate access to major urban areas and external markets is a mandatory condition for starting a business(Snieska & Zykiene, 2015).

Duqm has a lot of ambitious strategies in 2018 and after that. Sultanate has initiated two major projects: China-Oman Industrial Park, which has an overall \$10.7 billion investment in many different projects. The second one is the manufacturing of buses that the Qatari and Omani investors finance. In 2017, about 87 leased rental lands and expansion projects of about Omani Rail 610.2 million. Some of the exciting projects are Al Wusta Cement and Little India that have a tourism complex integrated for OMR 288 million. Port Duqm is a competitor to Jebel Ali in Dubai because its presence being vital for the gulf region only, and Duqm being in the Indian Ocean, have more opportunity and easy access to trade. It is just about having good infrastructure, proper warehousing, and containers, making it a strategically located port. It undoubtedly impacts the Sultanate's economy considering the maritime development, logistics, and instability of the oil market. Hence focusing on investment other than the oil domain are essential for countries like Oman.

Objects of investment infrastructure it is possible to call safely all assets and projects which are implemented within its construction. In the majority, it is transport objects (from port to logistic hubs). The creation of the infrastructure to achieve the target value of investment attractiveness of the region is one of the central methodological moments of management of investment attractiveness(Zheltenkov et al., 2017).

All the applications are ensured to be responded to and resolved within five working days. Goods and any transaction are handled at a lesser turn-around time as Duqm has customized and the modernized system as they follow obvious and transparent methods for valuation, procedures for goods movement and transactions processing are handled quickly without compromising efficiency. Presently, we can see that Sultanate is accustomed to lethargic working in all sectors, affecting business lines that require faster turnaround time without which their products and goods are tarnished and spoiled. Foreign investors would love to work in such environments and perform business as they are used to the faster modes of business processes in their native lands. All the trials are also passed and verified in the same arena to push products quickly and well into the market after a successful trial and error troubleshooting. (SEZD.,2013).

2.6 The relationship between investment procedure and investment attractiveness

Investment attractiveness focuses on investment and business, and investment procedure talks about how these investments can be made more favorable and practical for the long term and how Duqm can be a better hub than Jebel Ali and move some working people towards Duqm.

2.7 The relationship between taxation system and investment procedure

The taxation system promotes easy visas and less tax to perform business, attracting new investment and business. In contrast, the business and investment procedure talks about the SEZD policies and how they help make the government-related work process faster and the policies being more business-friendly, providing options of 100% foreign investment. Both variables are correlated and help function business efficiently.

2.8 The relationship between infrastructure and investment attractiveness

The study's reference to the relationship between infrastructure and investment attraction for that study was in the quantitative study, as it resulted from the preparation of roads and the cost of transportation influencing the attraction of investment(Windhyastiti et al., 2021). Investment attractiveness targets to make Duqm a thriving business hub, while infrastructure emphasizes providing an environment for hassle-free trading and procedures that attract more business towards Duqm.

2.9 Conceptual Framework

The study discusses and investigates the study variables based on the research questions, research objectives, and Literature review. Figure (2) provides the Conceptual framework, which shows that investment procedure ($H1$), taxation system ($H2$), and infrastructure ($H3$) influence investment attractiveness in Duqm. The overall framework shows three independent variables (investment procedure, taxation system, and infrastructure) and one dependent variable (investment attractiveness).

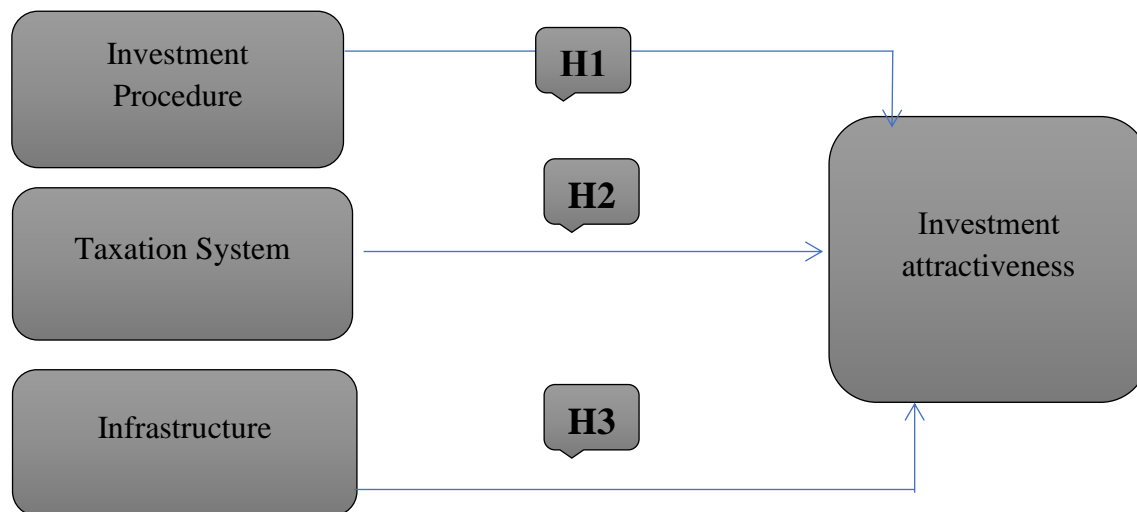


Figure 2: Conceptual framework

2.10 Research Hypotheses

According to the study's theoretical framework, the below are the research hypotheses.

H_1 = Investment procedure influences investment attractiveness in Duqm.

H_2 = There is a relationship between the taxation system and investment attractiveness in Duqm.

H_3 = Infrastructure in Duqm affects investment attractiveness.

2.11 Summary of Literature Review

Based on the review of the literature and articles mentioned above, it is clear that most of the studies dealt with the methodology of searching for methods of secondary data in attracting investment, and the literature did not link all the variables mentioned in a study with the primary variable so that this study shed light on the connection between variables through primary data. Besides, this study focuses on the Oman context, especially in the Duqm zone.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter clarifies the research method, which is about collecting data; these primary data can be investigated to conclude a solution. This part is destined based on quantitative methods to simplify answering the study question. Furthermore, this chapter describes data gathering as a part of the research process. In addition, this chapter explores research design measurement of study variable sampling of research and procedures for data collection and finally data analysis to finding result.

3.2 Methodology Overview

According to Rahi (2017), research methodology is decision-making processes, as each decision process affects the other, so this chapter explores the method of data collection and study design used to answer research questions.

3.1.1 Research Strategy

The research has two types which are basic and applied research (Rahi, 2017). Applied research focuses on real-life problems to deal with and help the decision-maker make a decision. In contrast, basic research is non-specific research, aiming to expand knowledge to verify a particular theory or discover more specific topics.

Based on what was mentioned previously, this study is considered basic research as it examines the factors affecting attracting foreign investment.

According to Rahi (2017), the dimension of the research is two, inductive and deductive. The inductive process begins with the observation of a specific case as it continues to a general conclusion. Hence, the step begins with detailed observation and then develops into an available pattern, and at the end, a temporary hypothesis to be the basis for a theory. While

the deductive starts with the general theory of a particular phenomenon, the steps begin with a theory and then develop into a hypothesis and confirmation of those hypotheses with data and experimentation. This study follows the deductive approach by identifying the problem statement, developing a hypothesis, defining metrics, collecting data, and analyzing data. Rahi(2017) explains that the research strategy used in three types of research is Exploratory, Descriptive, and Casual.

The study follows the type of exploration, as it shows the relevance of the factors affecting attracting investment in the economic zone.

3.2.2 Quantitative and Qualitative Research Methods

Research is divided into two types: quantitative research and qualitative research (Rahi, 2017). This study follows the quantitative analysis, where a questionnaire be distributed to investors, residents, and workers.

3.2.3 Research Design

Research design is referred to as the structure or strategic plan of the research process to collect data, measure data, and analyze it through answers to research questions (Rahi, 2017). Rahi (2017) demonstrates that the quality of research design depends on the design alternative by looking at research questions and data. After determining the general objective of this research, the search strategy, the population sample, and data sets were formulated to understand the factors affecting the attraction of investment in the region and to study the relationship between the research variables.

3.3 Source of data collection

The data collection is divided into primary source data and secondary sources. This study follows the quantitative source, as it used a questionnaire distribution to collect data and distribute it to investors and workers in the region.

3.4 Questionnaire Procedures and Design

The researcher adopted a survey research method to conduct this study. So, quantitative research tests objective theories by investigating the relationship among variables measured using instruments and a specific procedure for statistical data. This study is also dedicated research because the theory depends on tests objective theories. The questionnaire was given to seven professionals, 3 academics, and 4 investors and workers in the Economic Zone at Duqm in the first phase to explore the extent of validity and reliability, and the comments received from them were taken into consideration.

For the pilot study phase, the questionnaire was given to 35 people (investors and workers in the region) to check their validity and reliability; after testing the validity and reliability, and the questionnaire was distributed to people in the Duqm Economic Zone to collect data related to their

factors, the incentive structure, the tax system, and administrative procedures that affect investment.

3.5 Variables Measurement

The study has four main variables: investment procedure, taxation system and infrastructure, and one dependent variable: investment attractiveness. According to Rahi(2017), the Likert five scale rate is used to rate the participant's agreements with the given questions under each variable. A 5-Point Likert Scale Measurements (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree) has been used for all variables in the study. In summary, Table 1 shows the elements before and after modifications.

3.5.1 investment procedure

Investment procedure is an independent variable in this study. Investment procedure defined as a special center is made available for all the people invested and doing business in Duqm to have faster processing of permits, licenses, visas, and approvals for any new implementation or anything that is again monitored by (SEZD 2017). Measured by 11 items (items shown in the below table) it was Adapted from (Jáč & Vondráčková, 2017) and Global Entrepreneurship Monitor.

3.5.2 Taxation system

The taxation system is an independent variable in this study. The taxation system defined as the effective tax does influence the amount of FDI. Slemrod(1990) Measured by 4 items (items shown in the below table) it was Adapted from (Jáč & Vondráčková., 2017) and Global Entrepreneurship Monitor.

3.5.3 Infrastructure

Infrastructure is an independent variable in this study. The infrastructure defined as creating the infrastructure for the achievement of the target value of investment attractiveness of the region is one of the central methodological moments of management of investment attractiveness (Zheltentkov et al.,2017). Measured by 4 items(items shown in the below table) it was Adapted from (Jáč & Vondráčková.,2017)

3.5.4 Investment Attractiveness

Investment attractiveness is the dependent variable in this study. Investment attractiveness was defined by Jáč & Vondráčková (2017) as the set of factors that influence a business entity when making its investment decisions. Measured by 9 items (items shown in the below table) it was Adapted from (Jáč & Vondráčková, 2017)and Global Entrepreneurship Monitor.

3.5.4 Investment Attractiveness

Investment attractiveness is the dependent variable in this study. Investment attractiveness was defined by Jáč & Vondráčková(2017)as the set of factors that influence a business entity when making its investment decisions. Measured by 9 items (items shown in the below table) it was Adapted from (Jáč & Vondráčková, 2017)and Global Entrepreneurship Monitor.

Table 1: Variable Measurements before and after modifications

Variable	No	Items before Modifications	No	Items After Modifications
Variable1: Investment procedure	1.1	What is your assessment of the public administration system in the Czech Republic you cooperate with within your business activities? (the tax office, state-established or state-supported institutions, etc.)?	1.1	The public administration system in Duqm economic zone is flexible and matching with investor business activities. نظام الإدارة العامة بالمنطقة الاقتصادية مرن مع أنشطة أعمال المستثمرين
	1.2	What is your assessment of the business environment in the Czech Republic from the administrative burden viewpoint?	1.2	In the Doqum Economic Zone government facilitate procedures for new investment projects. تسهيل الاجراءات الحكومية المتاح للمشاريع الاستثمارية
	1.3	The support for new and growing firms is a high priority for policy at the national government level.	1.3	The support for new investment projects is a high priority for policy at the government level. يمثل دعم المشروعات الاستثمارية الجديدة أولوية عالية للسياسة على مستوى الحكومة
	1.4	New firms can get most of the required permits and licenses in about a week.	1.4	The government grants the investor five days to establish his/her investment. تمنح الحكومة المستثمر خمسة أيام لتأسيس استثماره.
	1.5	Coping with government bureaucracy regulations are and licensing requirements is	1.5	I have difficulties dealing with government bureaucracy, regulation, and licensing requirements in new investment

		not unduly difficult for new and growing firms.		أواجه صعوبات في التعامل مع متطلبات البيروقراطية الحكومية والتنظيم والترخيص في المشاريع الاستثمارية الجديدة
Variable2: Taxation system	2.1	Is the taxation system in the Czech Republic complicated for you?	2.1	The taxation system applied in Oman is complicated and needs to be developed and updated regulations and conditions. نظام الضرائب المطبق في عمان معقد ويحتاج إلى نوع من التطوير وتحديث اللوائح والشروط
	2.2	Do you consider the corporate income tax rates to be high – with respect to the surrounding states?	2.2	The corporate income tax rates consider being high – with respect to the neighboring countries. تعتبر معدلات ضريبة دخل الشركات مرتفعة - فيما يتعلق بالدول المحيطة
	2.3	Do you consider the VAT rates in the Czech Republic to be high – with respect to other areas of your business activities?	2.3	The value of the annual fees allocated for the investment land to carry out the project is appropriate. قيمة الرسوم السنوية المخصصة للأرض الاستثمارية للقيام بالمشروع مناسبة
	2.4	The amount of taxes is not a burden for new and growing firms.	2.4	The amount of taxes imposed by the concerned authorities does not represent a burden on the new investment projects. لا يمثل مقدار الضرائب المفروضة من قبل الجهات المعنية عبئاً على المشروعات الاستثمارية الجديدة
	2.5	Taxes and other government regulations are applied to new and growing firms in a predictable and consistent way.	2.5	Taxes and other government regulations are applied to new investment projects in a clear and predictable way. يتم تطبيق الضرائب واللوائح الحكومية الأخرى على المشاريع الاستثمارية الجديدة بطريقة واضحة يمكن التنبؤ بها

Variable3: Infrastructure	3.1	If you need storage space for your business activities, what are they?	3.1	The storage areas for business activities is enough. مناطق التخزين للأنشطة التجارية كافية
	3.2	Do you need storage areas for your business activities?	3.2	Provides infrastructure services (electricity) for projects in the region to be satisfactory. توفر خدمات للبنية التحتية(الكهرباء) للمشروعات بالمنطقة مرضية
	3.3	Do you need storage areas for your business activities?	3.3	Provides infrastructure services (water) for projects in the region satisfactory. توفر خدمات للبنية التحتية(المياه) للمشروعات بالمنطقة مرضية
	3.4	Do you need storage areas for your business activities?	3.4	Provides infrastructure services (gas) for projects in the region satisfactory. توفر خدمات للبنية التحتية(الغاز) للمشروعات بالمنطقة مرضية
	3.5	If you use rented storage space, are you satisfied with the rental terms and conditions?	3.5	The projects area invested with reasonable terms and conditions of use. مساحة المشاريع المستثمرة معقولة مع شروط وأحكام الانتفاع.
	3.6	What type of transportation do you mostly use as an entity?	3.6	Transportation is easy to get from and into the project area. سهولة الحصول على النقل من منطقة المشروع.
Variable4:	4.1	What investment support did the entity apply for?	4.1	His investor I feel satisfied toward the government procedure. كمستثمره أشعر بالرضا تجاه الإجراءات الحكومية.

Investment Attractiveness	4.2	What is your assessment of the investment incentive system in the Czech Republic?	4.2	Investment attractiveness system are realistic in Duqm. نظام جذب الاستثماري واقعي في الدقم
	4.3	A wide range of government assistance for new and growing firms can be obtained through contact with single agency	4.3	Government offering centralized management to facilitate services investment(one station). الحكومة تقدم إدارة مركزية لتسهيل الاستثمار في الخدمات (محطة واحدة)
	4.4	There are an adequate number of initiative government programs for new and growing business	4.4	There are electronic platforms connected to all investment services with SEZD. هناك ربط منصات الالكترونية لجميع الخدمات الاستثمارية مع الهيئة الاقتصادية
	4.5	Government programs aimed at supporting new and growing firms are effective.	4.5	There are government awareness programs periodically for investors in the region aimed at expanding and opening new investment activities. هناك برامج حكومية توعوية دورية للمستثمرين بالمنطقة تهدف الى توسعة وفتح أنشطة استثمارية جديدة

3.6 Questionnaire Design

Rahi(2017) explains that before distributing the questionnaire, the researcher should focus on the appropriateness of the content elements of the variable questions and how the questions are formulated. Therefore, the validity of the questionnaire's content was conducted according to the complete conceptual framework developed, as this validity aimed to create a new questionnaire.

3.6.1 Questionnaire Translation

The questionnaire that was developed has been translated into two languages: English and Arabic. To make the respondents easier to understand, a questionnaire survey was conducted in Duqm. The main questions before the amendment were in English and were translated into Arabic so that the recipient of the questionnaire would understand to be more precise.

3.6.2 Pre-Testing Procedures

The questionnaire was submitted by seven experts, who are familiar with and understand the reality of the topic, and they are seven: Three of them are academics. And four people, including investors and residents of the relevant area, test the elements if it has covered all the factors related to the four variables. Therefore, it brought more attention to issues regarding reliability and validity. Because of this pilot test was to develop a questionnaire. The questionnaire consisted of (21) items, including (5) items for investment procedure, (5) items for taxation system, (6) items for infrastructure, (5) items for investment attractiveness. A new questionnaire was developed after considering all the comments received.

3.7 Final Questionnaire

A new questionnaire was developed after reviewing the questionnaire, and a new questionnaire was developed based on the test results received by us from the experienced persons. Therefore, the final questionnaire was sent to 35 persons for the pilot test to check the validity and reliability. Therefore, the pilot study follows in the next section.

3.8 Validity and Reliability

The survey was sent using Google form, and the questionnaire was emailed to 35 investors and evaluators to check validity and reliability. The response received from the respondents was transferred from Excel and then to SPSS to test their response.

3.8.1 Pilot Study

The pilot study was conducted on 35 persons selected from the Duqm Economic Zone to find out if there was confusion about any of the items with the respondents or if the responses from the respondents contained suggestions for improvement and measurement of reliability based on the data. For the range within the appropriate sample size. The pilot study provides a clear path to the questions and the respondents' understanding of developing what is needed.

3.8.2 Validity

Rahi (2017) indicates that validity determines which concept metrics are intended to be measured. Keating et al.(2019) divide validity into content validity, validity associated with criterion 44, and concurrent validity. Content validity measures sufficient and repeated items. Note that several steps have been taken into consideration to ensure the validity of the questionnaire, such as the questionnaire questions were adapted from the literature, and a pilot study was conducted to confirm the correctness of the answer.

3.8.3 reliability

According to Mohajan(2017), reliability refers to the data collected without bias and ensures consistent measurement across stability and internal consistency on the item tools. The reliability measure reveals the range in which it is not biased (error-free) and confirms a reliable measurement across time and through the multiple elements in the instrument. The researcher used SPSS to determine the reliability of the study. The taken reliability test was used for the study. This technique was used to explore the reliability factors for the study. The study used appropriate statistical tools that reveal the results through Cronbach's alpha, which shows the extent of the elements' compatibility with the reliability coefficient. The range Cronbach Alpha for the variables is between 0.62 – 0.84, which is acceptable as it is higher than 0.6 except taxation system. Noting through the statistical analysis, it became clear that there was a problem in the variable taxation system, but it was not omitted from the questionnaire, while it was shown to see the extent of interaction by the respondents in the results of the questionnaire.

Table 2: Cronbach's Alpha for variables

No	Variables	Items of No.	Cronbach's alpha
1	Investment procedure	5	0.620
2	Taxation system	5	0.491
3	Infrastructure	6	0.831
4	Investment attractiveness	5	0.846

3.9 Study Population and Sample

This study examines the variables that affect the attraction of foreign investment. The main variables covered by the study are investment measures, infrastructure, and the tax system. The target population for this study is investors and workers in the Duqm Economic Zone. The study population is focused on all employees, investors, and visitors who have experience in the area.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter will describe the findings of the research project report. The purpose of this is to interpret and present the research by analytical methods of the results so that the screening and analysis data are then discussed.

4.2 Response Rate

In this research, a total of 300 questionnaires were distributed to investors, employees, and visitors in the Duqm Free Zone. To achieve a high response rate, these efforts resulted in 210 samples of questionnaires out of 300 questionnaires distributed to the targeted participants. It represents 70% of the response rate.

4.3 Descriptive Analysis of Personal Demographic Features

This section refers to the analysis of the demographic profile of respondents in the sample. The demographic features investigated in this research contains gender, age, educational level, nationality, employment status, an investor or employee in the region, and a visit to Duqm.

4.3.1 Gender

The below table shows that most respondents in sample 201 (95.7) were male, while the remaining 9 represented (4.3) females. Therefore, few female workers or female investors in the region, and the response was less than that of females.

Table 3: Sample Distribution According to Gender

Name	Item	Frequency	Percentage%
Gender	Male	201	95.7
	Female	9	4.3
	Total	210	100%

4.3.2 Nationality

The following section is nationality where a high percentage of respondents represented were Omanis 191 (91%) while non-Omanis represented 19 (9%). So, the few investment projects were the response of a few investors.

Table 4: Sample Distribution According to Nationality

Name	Item	Frequency	Percentage%
Nationality	Omani	191	91
	Non-Omani	19	9
	Total	210	100%

4.3.3 Age

Concerning the age group, 54.8% of the participants in the following age group were 25-34, according to the age group 35 - 44 years with 73 respondents, which constituted 34.8% of the sample. While 19 of the respondents in the age group of 45 and over represented 9% of the sample. While the age group was 18-24 years, 3 participants represented 1.4%. For example, in categories 25-34, the most significant percentage is from workers and those dealing with projects in the region.

Table 5: Sample Distribution According to Age

Name	Item	Frequency	Percentage%
Age	18-24	3	1.4
	25-34	115	54.8
	35-44	73	34.8
	Above 45	19	9
	Total	210	100%

4.3.4 Education Level

The table shows that many respondents had a bachelor's degree, which reached 51% (107). This is followed by 19.5% of diploma holders accounting for 41 respondents, respondents secondary educational campaign 15%, while the master's campaign represents 11.9% (25), where the other represents the lowest rate of 2.4% (5). The questionnaire indicates that the highest percentage of bachelor's holders viewed the questionnaire under most workers in middle leadership positions.

Table 6: Sample Distribution According to Educational Level

Name	Item	Frequency	Percentage%
Education Level	Secondary Education	32	15.2
	Diploma	41	19.5
	Bachelor	107	51
	Master	25	11.9
	Other	5	2.4
	Total	210	100

4.3.5 Current Position

The highest respondents to the questionnaire are from the category of employees in the region, representing 60% (126) in the sample, while it is followed by from outside the region by 27.7% (56), where the respondent's investor number 28 our respondents by (13%) . The table indicates that the employees in the region represented the highest percentage, while the lowest was the percentage of investors, as the table shows the few respondents, due to the few projects in the region.

Table 7: Sample Distribution According to Current Position

Name	Item	Frequency	Percentage%
Current Position	Employee at Duqum	126	60
	Investor at SEZD	28	13.3
	Other	56	26.7
	Total	210	100

4.3.6 Visiting Duqum

Therefore, the table of visitors to Duqm shows the highest percentage of 197 respondents (93.8%), while non-visitors with 6.2% 13 respondents. The table indicates that visitors to the region or its employees are the respondents, indicating that this group is familiar with the region's reality.

Table 8: Sample Distribution According to Visiting Duqum

Name	Item	Frequency	Percentage%
Visiting Duqum	Yes	197	93.8
	No	13	6.2
	Total	210	100

4.4 Descriptive analysis

This section provides a descriptive analysis of the research's variables identified in the conceptual framework, including investment procedure, taxation system, infrastructure, and investment attractiveness. These variables are measured through the Likert scale (five points, i.e., Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1)). These variables represent ordinal values at the time of running statistical tests in SPSS. For descriptive statistics, an average of each variable was calculated by subtracting the lowest number (1) from the highest number (5) followed by the mean between the different variables/ categories by dividing it by several options. The following table shows the outcome of average/means for each category on the Likert scale.

Table 9: five Likert scale gap width

Categories	Mean Average
Strongly Agree	4.21-5.00
Agree	3.40-4.20
Neutral	2.61-3.40
Disagree	1.81-2.60
Strongly Disagree	1.00-1.80

4.4.1 Descriptive Statistics for Investment Procedure

Regarding mean and standard deviation for investment procedure, the following table shows responses for each category. The table shows that to analyze the investment procedure, 5 statements (items) were interrogated where the responses were received from 210 respondents. The average mean of the 5 items of investment procedure is 3.256 (corresponding to values for Neutral, i.e., 2.61-3.40) with an average standard deviation of 1.152, which shows that investment procedures are not sufficient enough to attract foreign investments in the Doqm. Considering that nearly half of the respondents have opted for a neutral response, some agreement was observed for most statements for the remaining Likert scale options. In particular, 36.06% of respondents disagree that the public administration system in Duqm economic zone is flexible and matching with investor business activities, whereas 21.9% of respondents disagreed that in the Doqm Economic Zone government facilitates procedures for new investment projects. However, 16.19% of respondents disagree that the support for new investment projects is a high priority for policy at the government level. Nevertheless, 32.38% of respondents agree that the government grants the investor five days to establish his/her investment. In comparison, only 34.7% of respondents agree that they are experiencing difficulties dealing with the requirements of government bureaucracy, regulation, and licensing in new investment projects.

Table 10: Descriptive Statistics for Investment Procedure

Investment Procedure	Minimum	Maximum	Mean	Standard Deviation
1-1	1.00	5.00	3.2	1.1
2-1	1.00	5.00	3.3	1.1
3-1	1.00	5.00	3.7	1.2
4-1	1.00	5.00	3	1.2
5-1	1.00	5.00	3.08	1.17
IP (1-5)	1.00	5.00	3.256	1.154

4.4.2 Descriptive Statistics for Taxation System

For mean and standard deviation for the taxation system, the following table shows responses for each category. The table shows that to analyze the taxation system, 5 statements (items) were interrogated where the responses were received from 210 respondents. The average mean of the 5 items of investment procedure is 3.096 (corresponding to values for Neutral, i.e., 2.61-3.40) with an average standard deviation of 1.188, which shows that taxation systems are ineffective and may attract foreign investments in the Doqum. Considering that nearly half of the respondents have opted for a neutral response, some disagree with most statements for the remaining Likert scale options. In particular, the responses show that 35.7% of respondents agree that the Taxation system applied in Oman is complicated and needs to be developed and updated regulations and conditions.

In comparison, 29.9% agree that the corporate income tax rates consider being high – with respect to the neighboring countries. Moreover, 26.66% disagree that the value of the annual fees allocated for the investment land to carry out the project is appropriate. However, 39.5% of respondents agree that the amount of taxes imposed by the concerned authorities does not represent a burden on the new investment projects, whereas 21.4% of respondents disagree that taxes and other government regulations are applied to new investment projects transparently and predictably.

Table 11: Descriptive Statistics for Taxation System

Taxation System	Minimum	Maximum	Mean	Standard Deviation
1-2	1.00	5.00	2.9	1.3
2-2	1.00	5.00	2.8	1.1
3-2	1.00	5.00	3.3	1.3
4-2	1.00	5.00	3.18	1.14
5-2	1.00	5.00	3.3	1.1
TS (1-5)	1.00	5.00	3.096	1.188

4.4.3 Descriptive Statistics for Infrastructure

Regarding mean and standard deviation for infrastructure, the following table shows responses for each category. The table shows that 6 statements (items) were interrogated to analyze infrastructure where the responses were received from 210 respondents. The average mean of the 6 items of investment procedure is 2.83 (corresponding to values for Neutral, i.e., 2.61-3.40) with an average standard deviation of 1.20, which shows that infrastructure is not well supported to attract foreign investments in the Doqum. Keeping in mind that nearly half of the respondents have opted for a neutral response, however, some agreement was somewhat agreed for most statements for the remaining Likert scale options. The responses show that 39% of respondents agree that the storage areas for business activities are enough. However, only 24.2% of respondents agree that infrastructure services (electricity), whereas 23.3% of respondents agree that infrastructure services (water) and 25.7% agree that infrastructure services (gas) for projects in the region are satisfactory. Nevertheless, 16.66% of respondents disagree that the project area invested with reasonable terms and conditions, whereas 34.7% agree that transportation is easy to get from and into the project area.

Table 12: Descriptive Statistics for Infrastructure

Infrastructure	Minimum	Maximum	Mean	Standard Deviation
1-3	1.00	5.00	2.977	1.184
2-3	1.00	5.00	2.7	1.2
3-3	1.00	5.00	2.45	1.22
4-3	1.00	5.00	2.6	1.3
5-3	1.00	5.00	3.39	1.06
6-3	1.00	5.00	2.916	1.25
I (1-6)	1.00	5.00	2.83	1.20

4.4.4 Descriptive Statistics for Investment Attractiveness

Concerning mean and standard deviation for investment attractiveness, the following table shows responses for each category. The table shows that to analyze investment attractiveness, 5 statements (items) were interrogated where the responses were received from 210 respondents. The average mean of the 5 items of the investment procedure is 3.106 (corresponding to values for Neutral, i.e., 2.61-3.40) with an average standard deviation of 1.124, which shows that appropriate investment attractiveness measures are not taken in the Doqum. Considering that nearly half of the respondents have opted for the neutral response, an agreement was observed for most statements for the remaining Likert scale options. In particular, 27.6% of respondents disagree that their investor feels satisfied with the government procedure, whereas 37.14% agree that the investment attractiveness system is realistic in Duqm. However, 46.19% of respondents agreed that the Government offered centralized management to facilitate services investment(one station), while 48.09% of respondents agree that electronic platforms are connected to all investment services with SEZD. Nevertheless, 25% disagree that government awareness programs periodically for investors in the region aimed at expanding and opening new investment activities.

Table 13: Descriptive Statistics for Investment Attractiveness

Investment Attractiveness	Minimum	Maximum	Mean	Standard Deviation
1-4	1.00	5.00	3.034	1.117
2-4	1.00	5.00	3	1.2
3-4	1.00	5.00	3	1
4-4	1.00	5.00	3.3	1.1
5-4	1.00	5.00	3.2	1.2
IA (1-5)	1.00	5.00	3.1068	1.1234

4.5 Pattern Matrix

Table 14: Pattern Matrix

	Component			
	1	2	3	4
IP1	.366	-.036	-.127	.409
IP2	.482	-.110	-.045	.390
IP3	.609	.007	-.054	.170
IP4	-.001	.170	-.063	.627
IP5	.073	.639	.135	.055
T1	-.095	.843	-.077	.053
T2	.034	.771	-.122	-.057
T3	.890	.024	.178	-.048
T4	.523	.067	-.128	-.057
T5	.571	-.058	-.056	.195
INF1	.211	.011	-.604	-.048
INF2	.050	-.021	-.838	.073
INF3	-.107	.027	-.911	.064
INF4	-.052	.026	-.855	.067
INF5	.760	-.025	-.044	.029
INF6	.494	.081	-.408	.003
IA1	.209	-.100	-.282	.478
IA2	.050	-.161	-.281	.585
IA3	.112	-.026	.104	.844
IA4	.022	.026	.056	.820
IA5	-.104	.004	-.069	.807
Extraction Method: Principal Component Analysis.				
Rotation Method: Oblimin with Kaiser Normalization.				
a. Rotation converged in 9 iterations.				

The analysis of this research indicates four groups in total (i.e., investment procedure, taxation system, and infrastructure and investment attractiveness), among which there are items, as displayed above. Since the value of a few of these items (1 of investment procedure, 2 of taxation system, none of the infrastructure, and 3 of investment attractiveness) is greater than 60%, it is observed that the convergent validity is not proved.

4.6 Discriminate Validity

Table 15: Correlations^a

		Investment_ procedure	Taxation	Infrastructure	Investment_ attractiveness
Investment procedure	Pearson Correlation	1	.482	.609	.648
	Sig. (2-tailed)		.000	.000	.000
Taxation	Pearson Correlation	.482	1	.461	.397
	Sig. (2-tailed)	.000		.000	.000
Infrastructure	Pearson Correlation	.609	.461	1	.640
	Sig. (2-tailed)	.000	.000		.000
Investment attractiveness	Pearson Correlation	.648	.397	.640	1
	Sig. (2-tailed)	.000	.000	.000	

a. Listwise N=210

As observed through the table presented above, the component correlation matrix, the values of each construct is below 0.8. It implies that the discriminate validity of these constructs is proved.

4.7 Normality Test

It is one of the most parametric tests to check whether the data is normally distributed, so if the peak is in the middle, the normal distribution and a parametric test used to analyze the data and test the hypothesis, but if the peak is left or right from the center, it not be distributed normally and

be used Non-parametric test(Hanafi & Fadilah, 2017). Normality Tests are done to identify the data set modeling using standard distribution and assess the random variable of the used data set as a normal distribution. For measurement of scale, the normality test is used to confirm whether the data is generally distributed within the required parameter. The dependent variable, investment attractiveness, and other independent variables are examined using a normality test to decide whether the data is typically distributed.

Table:12 displayed the outcome of the normality test. The most common statistical technique for normality is Shapiro-Wilk test and Kolmogorov-Smirnov test. The Kolmogorov-Smirnov test is suggested for extensive samples (which is more than 100), whereas Shapiro-Wilk is suggested for minor data sets (e.g., $n < 0.05$)

Table 16: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Investment attractiveness	.086	210	.001	.981	210	.007
Investment procedure	.138	210	.000	.953	210	.000
Taxation	.121	210	.000	.965	210	.000
Infrastructure	.066	210	.025	.985	210	.027
a. Lilliefors Significance Correction						

After the analysis, it was observed that the sig value for the entire variable is less than 0.05, which confirmed that data is typically distributed.

In addition to this, the below figure 3 graphical method of Q-Q plots of figure 3 confirms the normality test.

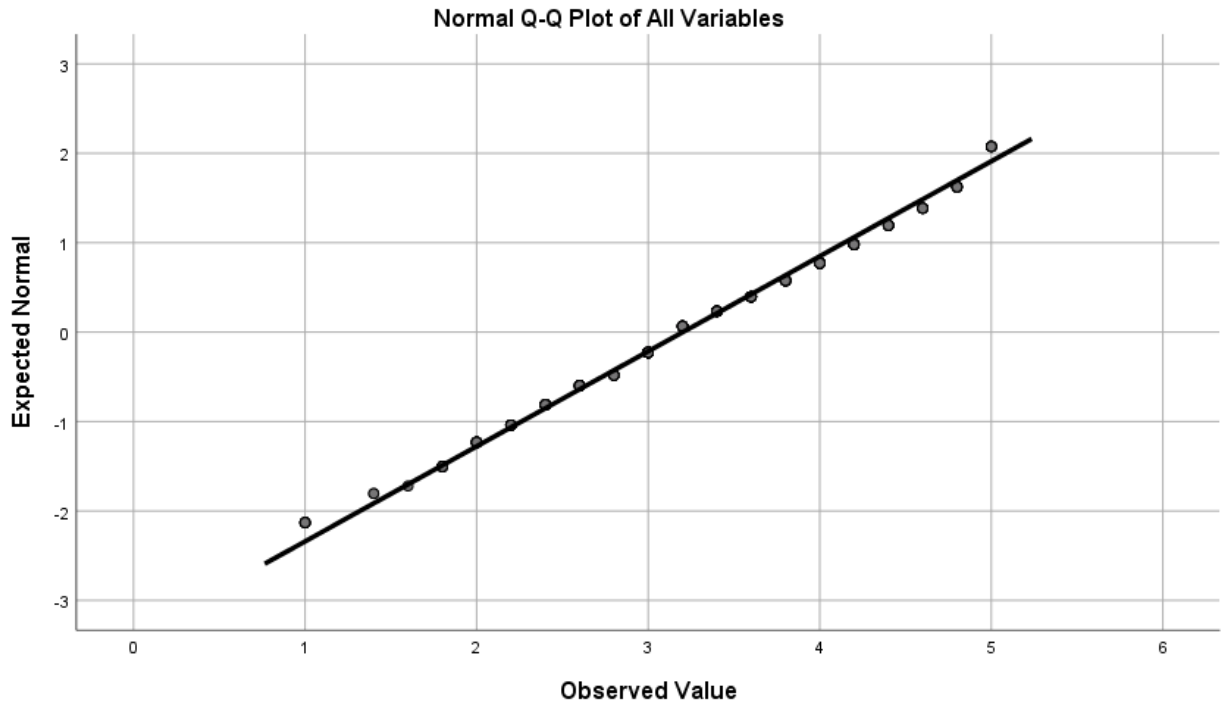


Figure 3: Normality Test

Moreover, the graphical histogram below figure:3 confirms the Normality test.

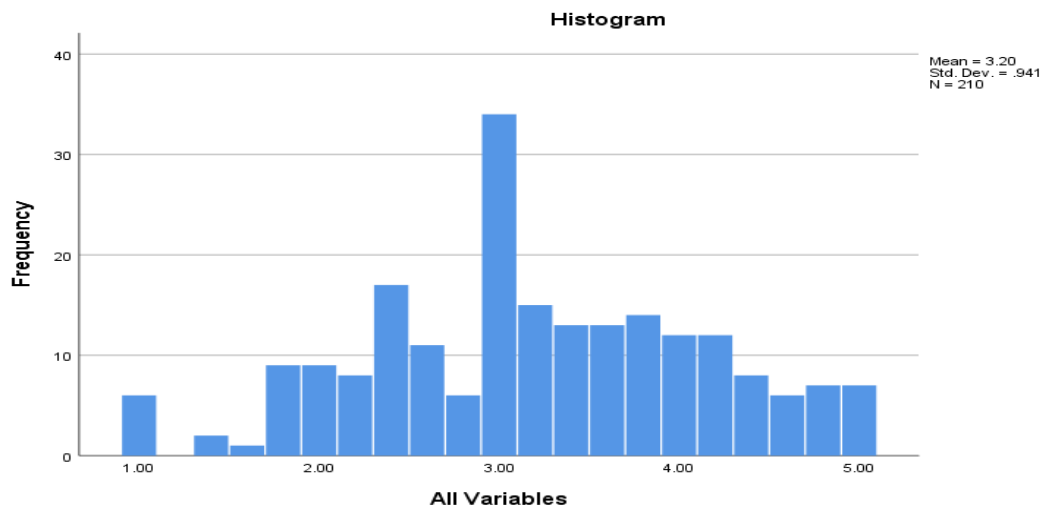


Figure 4: Normality Test2

4.8 Reliability Test

The reliability of the constructs used in this research was evaluated based on the value of Cronbach's Alpha. Based on the results derived through the analysis conducted from SPSS, it is found that the constructs are reliable. This is because the Cronbach's value of each construct is higher than 60%, which confirms the reliability of each variable.

Table 17: Reliability Test

No	Variable	No of items	No of responses	Cronbach Alpha
1	Investment procedure	5	210	0.688
2	Taxation system	5	210	0.556
3	Infrastructure	6	210	0.858
4	Investment attractiveness	5	210	0.869

This is because the Cronbach's value of each construct is higher than 60% except for taxation, where for other variables, the values confirm the reliability of each variable. The Cronbach's value for investment procedure, infrastructure, and investment attractiveness is higher than 60%, which confirms that the variable is reliable, but Cronbach's value for taxation is lesser than 60%.

4.9 Hypotheses Testing

The hypothesis testing process is carried out according to an evaluation of two sentences about the population to determine the best statements supported by the sample data. There are two types of Hypothesis Null Hypothesis (H_0) and Alternative Hypothesis (H_1) (Rahi, 2017). After the normality and reliability test, the data further analyze through the regression technique as the model suggested the overall effect on Oman investors, so regression analysis is the best technique for the objective of the research.

4.9.1 Model Summary

Table 18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.516	.509	.65962
a. Predictors: (Constant), Infrastructure, Taxation, Investment procedure				

The above table provides the value of R, R Square, adjusted R square, and standard error of estimate that shows the appropriateness of regression model to fit entered data. The value of R represents the overall impact of the model. As indicated in the table above, the correlation between variables is 71.8%, showing a strong relationship between variables. Moreover, it is found that the proportional variance of independent variables on the dependent variable, which is measured by r-square, is 51.6%. In addition to this, the Adjusted R-square value of the overall model is 50.9% that denotes the impact of investment procedure, taxation, and infrastructure on investment attraction.

4.9.2 Anova

Table 19: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.409	3	31.803	73.093	.000 ^b
	Residual	89.631	206	.435		
	Total	185.039	209			
a. Dependent Variable: Investment attractiveness						
b. Predictors: (Constant), Infrastructure, Taxation, Investment procedure						

The values of ANOVA show the statistical significance of independent variables for dependent variables, $F(3, 206) = 73.093$, $p < .005$. Therefore, following the Sig value observed in the Table above, it can be seen that the model is significant for further analysis as the value of Sig is less than 5%.

4.9.3 Coefficients

Table 20: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.386	.232		1.667	.097
	Investment_procedure	.488	.078	.401	6.287	.000
	Taxation	.036	.075	.027	.472	.637
	Infrastructure	.393	.065	.383	6.080	.000

a. Dependent Variable: Investment attractiveness

Unstandardized coefficients show the variation in dependent variables caused by independent variables. The table above suggests that the coefficient investment procedure is accepted. This is because the sig value of the investment procedure is 0.000 (less than 5%). It is similar in the case of coefficient infrastructure since the sig value of infrastructure is less than 5% (0.000). However, the coefficient taxation is rejected as its sig value is 0.637, which is higher than 5%. For beta values, it is .401 for investment procedure, .027 for taxation, and .383 for infrastructure.

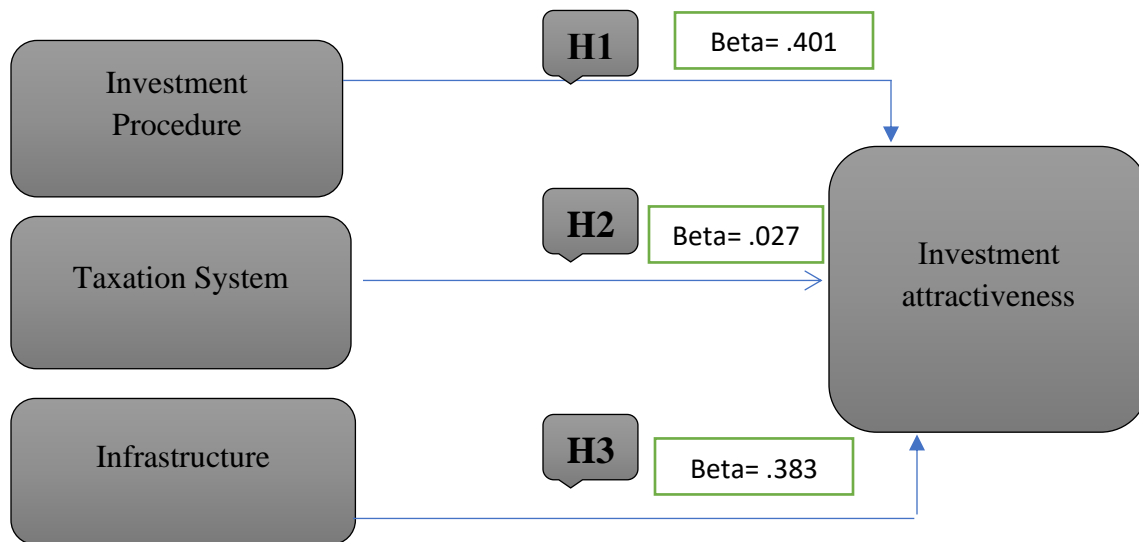


Figure 5: conceptual framework (Coefficients)

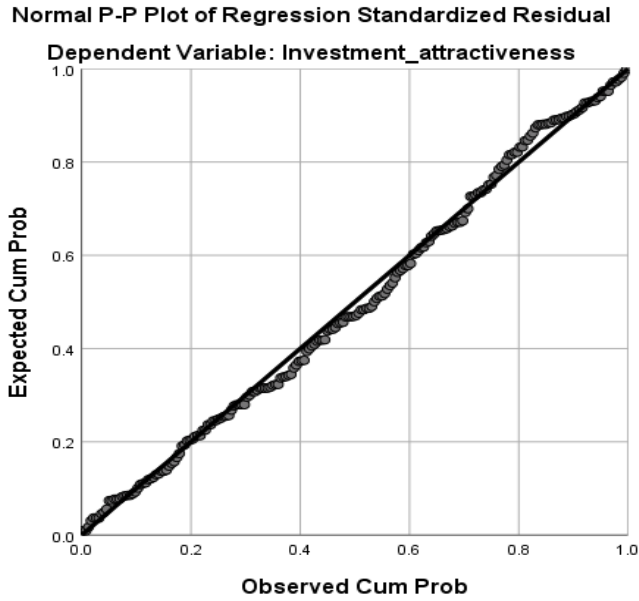


Figure 6: P-P Plot

Moreover, the graphical method of P-P plots of above figure 6 confirms the regression test.

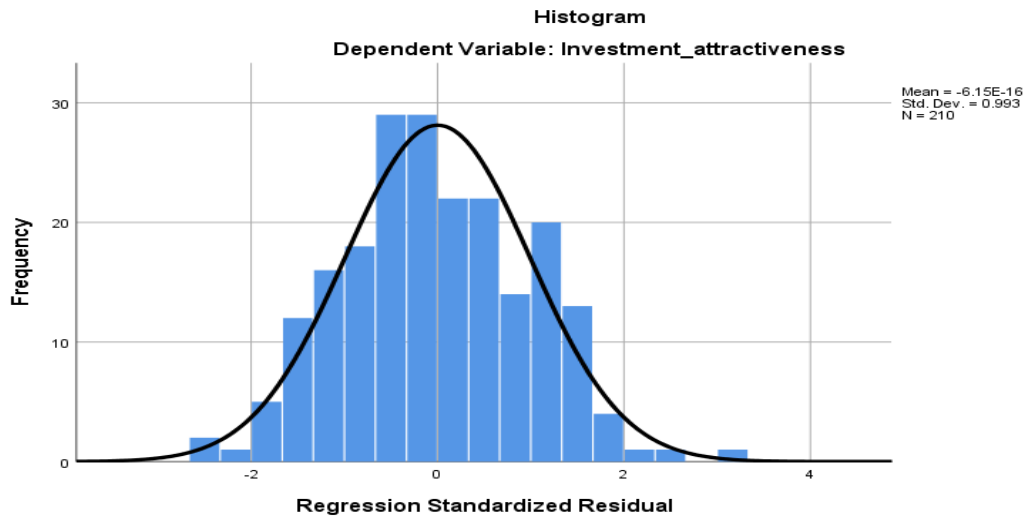


Figure 7: Coefficients a

In addition to this, the graphical methods of the histogram of given figure 7 confirmed the regression test.

4.9.4 Path Coefficient

Table 21: Path Coefficient

			Estimate	S.E.	C.R.	P	Label
IA_	<---	IP_	.574	.068	8.440	***	par_18
IA_	<---	TS_	.000	.008	-.036	.971	par_19
IA_	<---	INF_	.475	.087	5.457	***	par_20
Q1_1	<---	IP_	1.000				
Q1_2	<---	IP_	1.033	.083	12.475	***	par_1
Q1_3	<---	IP_	.839	.087	9.661	***	par_2
Q1_4	<---	IP_	.722	.093	7.746	***	par_3
Q1_5	<---	IP_	-.005	.095	-.055	.956	par_4
Q2_1	<---	TS_	1.000				
Q2_2	<---	TS_	.012	.330	.036	.971	par_5
Q2_3	<---	TS_	-.003	.074	-.036	.971	par_6
Q2_4	<---	TS_	.001	.039	.036	.971	par_7
Q2_5	<---	TS_	-.002	.061	-.036	.971	par_8
Q3_1	<---	INF_	1.000				
Q3_2	<---	INF_	1.558	.175	8.928	***	par_9
Q3_3	<---	INF_	1.597	.178	8.967	***	par_10
Q3_4	<---	INF_	1.568	.179	8.766	***	par_11
Q3_5	<---	INF_	.612	.122	5.021	***	par_12
Q3_6	<---	INF_	1.048	.155	6.766	***	par_13
Q4_1	<---	IA_	1.000				
Q4_2	<---	IA_	1.083	.105	10.308	***	par_14
Q4_3	<---	IA_	1.054	.104	10.141	***	par_15
Q4_4	<---	IA_	.925	.101	9.188	***	par_16
Q4_5	<---	IA_	.951	.105	9.073	***	par_17

The values of a path coefficient reflect that one variable is a direct cause of another variable that is affected. The values of path coefficients are predicted from correlations, and therefore the values are standardized. The path coefficient shows that P-value is less than 5% for all variables except for taxation, and therefore they are accepted. However, taxation is rejected. This shows that H1 and H3 are accepted, and H2 is rejected.

H1- There is a relationship between Investment procedure and investment attractiveness in Duqm.

The hypothesis states that investment procedure influence investment attractiveness in Duqm is accepted (Table:21, significant P value less than 5%), as per the findings of this research. The research also indicates that the process of investment is one of the most crucial elements that determine the balance of risk and profitability of a business. It is further supported in Tereshkina et al.'s (2017) research that the economic development of any country depends on its ability to attract investments. However, it is imperative for the country to make the process easier and to project economic potential. In addition to this, the research of (Gutkevich 2019) suggests that investment procedures allow investors to evaluate the risk attached with the investment, and therefore, they can counter the risks without having a significant downfall. Plaskova et al. (2019) study that developing countries can attract investment attractiveness by easing investment procedures and minimizing the degree of risk for their investors.

H2- There is a relationship between the taxation system and investment attractiveness in Duqm.

In this research, the relationship between taxation and investment attractiveness is established by forming a hypothesis stating a relationship between the taxation system and investment attractiveness in Duqm. The study concludes that the hypothesis is rejected Table:21 with a higher P value of .97), and the relationship between taxation and investment attractiveness is insignificant. Tereshkina et al. (2017) also reported that even though the importance of the taxation system is undeniable in foreign investment. However, it cannot be considered as the most crucial element that impacts investment attractiveness. On the other hand, the research of Plaskova et al.(2019) advocates that the taxation system enables investors to evaluate the opportunities of profit and to investigate the cost attached with the investment. Furthermore, the research of Chumakova et

al.(2019) concludes that the taxation system offers a stable framework, which along with the incorporation of skilled labor and responsive market, can function for the benefit of the investors. These factors collaboratively attract investments rather than the taxation system alone.

H3- There is a relationship between Infrastructure in Duqm and investment attractiveness.

This research has established a relationship between investment attractiveness and the infrastructure of the country. The hypothesis stating that infrastructure in Duqm affects investment attractiveness is accepted (Table:21, significant P value less than 5%), as per the findings of this research. It is aligned with the study of Bruneckiene et al.(2012), which indicates that infrastructure is essential for investors who aspire to invest in developing economies. Most investors tend to evaluate the advantages and disadvantages of countries' infrastructure to seek a better and more stable market for their ventures. Moreover, Plaskova et al. (2019) conclude that the specificity of market offerings and business activities must be aligned in the form of a stable marketplace that complies with investors' needs. However, Chumakova et al. (2019) research that the need for foreign investment mainly concerns economies with weak infrastructures and unsorted processes.

4.10 Summary of the Findings

In conclusion, Table 23: Summary of the Findings

Table 22: Summary of the Findings

Research Hypotheses	Significance of the test	Remark
H1- There is a relationship between Investment procedure and investment attractiveness in Duqm.	There is a significant and positive relationship between Investment procedure and investment attractiveness in Duqm.	The null hypothesis is rejected, and the H1 hypothesis is accepted as there is a significant relationship between the two variables.
H2- There is a relationship between the taxation system and investment attractiveness in Duqm.	There is no relationship between the taxation system and investment attractiveness in Duqm.	The null hypothesis is accepted, and the H2 hypothesis is accepted as there is no significant relationship between the two variables.
H3- There is a relationship between Infrastructure in Duqm and investment attractiveness.	There is a significant and positive relationship between Infrastructure in Duqm and investment attractiveness.	The null hypothesis is rejected, and the H1 hypothesis is accepted as there is a significant relationship between the two variables.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the overall conclusion of the research was given. The main objective of this chapter to cover the main findings analyzed on the collected given data set. In addition to this recommendation, study limitations and future research were also discussed.

5.2 Conclusion

There is a significantly rising competition between developing countries to attract more investments. Therefore, it has become highly crucial for researchers to discover elements that impact and attract foreign investments. The Omani government has prioritized attracting foreign investment as a part of its vision for 2040. This study has focused on the factors or variables that impact the attractiveness of the investments in the Sultanate of Oman. This research explicitly targets Duqm Special Economic Zone. The research has focused on the key areas and obtained data from past studies in the literature.

Moreover, the data obtained for this research has been gathered from published interviews of government officials who are directly or indirectly associated with the promotion of foreign. In addition to this, the data from annual reports have also been obtained for a quantitative overview of the current situation of the investments and to base the study on. To analyze foreign investment can be attracted, it is essential to explore the variables that impact the investment. Therefore, three variables have been included in this research to understand how these variables impact investment attraction. The three independent variables are investment procedure, taxation system, and infrastructure, while investment attractiveness is the dependent variable. This research indicates that the impact of investment procedure and infrastructure on investment attractiveness is significant. The findings also indicate that the impact of taxation on investment attractiveness is not significant.

As discussed in the literature of this research, various elements contribute to the attractiveness of investment in an economy. One of the significant contributors in creating the attraction is profitability in the long run. The ease of business, accessibility, high-profit margin, and infrastructure stability plays a crucial role in investor's decision-making processes. It is also found that a high level of taxation in an economy that does not have a stable infrastructure or lucrative features to offer to the investors is likely to be unattractive for investments. While tax is

not as important as the other factors for attracting investors, inaccessible markets, poor infrastructure, weak economic conditions are also among few variables that reduce the attractiveness of investments.

5.3 Recommendation

This research contributes to the extension of knowledge, skills, attitudes, and motivation of the potential investors who wish to invest in Duqm Special Economic Zone. The research contribution extends to the facilitation of policymakers who can review the findings to seek the overall view on factors that impact and encourage investments in developing countries, especially Oman. This research recommends that policymakers shape their process according to the implications of foreign investments to achieve the economic goal of 2040. Moreover, it is recommended that the investors reimplement these elements that contribute to Oman's investment attractiveness. Since it has been found that investment process and infrastructure play a vital role in enhancing investment attractiveness, it is recommended that the Sultanate of Oman focus on developing a facilitating infrastructure with the ease of business for its investors for a better and more beneficial experience.

5.4 Study Limitation

This study has experienced a variety of limitations as the constraints associated with time have been considerable. Therefore, the research has focused on collecting primary data from a pool size of 210 individuals to reflect on the opinion and perception of a larger group regarding the impact of a coupon on consumer buying. Since there were cost-related limitations, the research has been conducted using a survey questionnaire that has been shared via electronic or digital means to avoid printing and related costs.

Additionally, the impact of Corona Virus Disease 2019 (COVID-19) has been a significantly stressful and limiting experience. Imposed lockdowns across the nation have increased the disruptions in the workload and reduced the efficiency of the work that has been carried out previously. Another reason to opt for electronic responses from participants was to adhere to the rules and regulations that have been imposed in lieu of social distancing, which is a compulsory measure in fighting this pandemic.

5.5 Future Research

This research would contribute to future research on the consumer behaviour of Duqm relating to investment behaviours. Moreover, the companies could also work on the factors investigated in this research and plan to attract more investors by considering such factors discussed in the research, especially taxation. Also, the researchers in the academic field can work on more aspects associated with the elements of buying behaviour that influences consumers concerning investment behaviours. In addition, future researchers can study the same factors, the taxation system, infrastructure, and investment procedures due to the issuance of the Royal Decree to restructure the administrative system in the region, and they may show results in the case of re-studying these factors.

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APPENDIX

Appendix I: List of Reviewer Decision

No	Factors	Questions	Reviewer decision1	Reviewer decision2	Reviewer decision3	Reviewer decision4	Reviewer decision5	Reviewer decision6	Questions after modification
1	Investment procedure	1- The public administration system in the economic zone is flexible with investor business activities 1-نظام الإدارة العامة بالمنطقة الاقتصادية مرن مع أنشطة اعمال المستثمرين.	Accept	Accept	No, Because of the delay of response to the investors and some complicated systems, the infrastructure services are not yet ready.	Accept, It is flexible but needs to be improved and still has a long way	Accept	Use verbal sentence جملة فعلية بالنسبة لكل الجمل	1- The public administration system in the economic zone is flexible with investor business activities 1-نظام الإدارة العامة بالمنطقة الاقتصادية مرن مع أنشطة اعمال المستثمرين.
		2-The investment business environment in Duqm Economic Zone faces an administrative burden on investors. 2-تواجه بيئة الأعمال الاستثمارية بالمنطقة الاقتصادية بالدمع عبء إداري على المستثمرين.	Accept	Accept	Yes, Readiness of the comprehensive services needs more to enhance and development	Reject, I wouldn't call it a burden, but it is not a smooth as it should	Accept	accept	2-The investment business environment in Duqm Economic Zone faces an administrative Challenge on investors. 2-تواجه بيئة الأعمال الاستثمارية بالمنطقة الاقتصادية بالدمع تحدي إداري على المستثمرين.
		3- Corruption may happen (whether directly or by hearsay) within business activities 3-قد يحدث الفساد (سواء بشكل مباشر أو عن طريق الإشاعات) في الداخل الأنشطة التجارية.	I don't find this question suitable. However, you can highlight administrative control concerns	Accept	Yes, The case with the security guard was evidence of corruption. Also, kind of activities without permission.	Don't have an answer	reject	You need to examine the actual case, so ask about it. Do not use sentences that will appear as common sense. من يقرأ العبارة هنا تبدو وكأنها سؤال عام لا يتعلق بالممارسة في الشركة	Delete this question
		4- Facilitate government procedures available for new investment projects. 4-تسهيل الإجراءات الحكومية المتاح للمشاريع الاستثمارية الجديدة.	Accept	Accept	No Needs more flexibility and enhancement	accept	Accept	تقدم الحكومة تسهيلات في مجال الإجراءات.....	4- Facilitate government procedures available for new investment projects. 4-تسهيل الإجراءات الحكومية المتاح للمشاريع الاستثمارية.

	5-Government policies (e.g public procurement) consistently favor new firms 5-تفضل السياسات الحكومية (مثل المشتريات العامة) الشركات الجديدة باستمرار.	Accept	Accept	No, Still they trust the famous dealer	I don't have an answer	Accept	accept	Delete this question
	6-The support for new investment projects is a high priority for policy at the government level 6-يمثل دعم المشروعات الاستثمارية الجديدة أولوية عالية للسياسة على مستوى الحكومة.	Accept	Accept	No To support new investment needs more flexibility and uncomplicated procedures	accept	Accept	accept	6-The support for new investment projects is a high priority for policy at the government level 6-يمثل دعم المشروعات الاستثمارية الجديدة أولوية عالية للسياسة على مستوى الحكومة.
	7- New investment projects can obtain most of the required permits and licenses within five working days, as specified in the regulations in the Special Economic Zone. 7-يمكن للمشاريع الاستثمارية الجديدة الحصول على معظم التصاريح والترخيص المطلوبة في غضون خمس ايام عمل محدد في اللائحة بالمنطقة الاقتصادية الخاصة	Accept	Accept	No, it Never happened, because some permits issue by other authorities. Also, the delayed response and no clarity of required documents	accept	Accept	تحصل المشاريع الاستثمارية الجديدة	7- New investment projects can obtain most of the required permits and licenses within five working days, as specified in the regulations in the Special Economic Zone. 7-يمكن للمشاريع الاستثمارية الجديدة الحصول على معظم التصاريح والترخيص المطلوبة في غضون خمس ايام عمل حسب ما هو محدد في اللائحة بالمنطقة الاقتصادية الخاصة
	8-Coping with government bureaucracy, regulation and licensing requirements is not unduly difficult for new investment projects 8-إن التعامل مع متطلبات البيروقراطية الحكومية والتنظيم والترخيص ليس بالأمر الصعب على المشاريع الاستثمارية الجديدة.	Accept	Accept	Yes, If the Government used the latest technology and applied the principle of transparency, respect, teamwork, integrity, Oman) to part of the world-class economy country.	Reject,, We still experienced some bureaucracy	Accept	أواجه صعوبات في التعامل مع متطلبات البيروقراطية الحكومية والتنظيم والترخيص في المشاريع الاستثمارية الجديدة.	8- I am having difficulties dealing with government bureaucracy, regulation, and licensing requirements in new investment projects. 8- أواجه صعوبات في التعامل مع متطلبات البيروقراطية الحكومية والتنظيم والترخيص في المشاريع الاستثمارية الجديدة.

		9-Taxes and other government regulations are applied to new investment projects in a predictable and consistent way 9-يتم تطبيق الضرائب واللوائح الحكومية الأخرى على المشاريع الاستثمارية الجديدة بطريقة يمكن التنبؤ بها ومتسق	This question should be under taxation system factor	you may include this under taxation items	Yes This needs some booklet and an awareness session for all parties	accept	Accept	الترجمة فيها مشكلة (يمكن التنبؤ بها ومتسق)	9-Taxes and other government regulations are applied to new investment projects in a predictable and consistent way 9-يتم تطبيق الضرائب واللوائح الحكومية الأخرى على المشاريع الاستثمارية الجديدة بطريقة يمكن التنبؤ بها ومتسق (سوف يتم نقل السؤال الى متغير الضرائب)
2	Taxation system	1-Taxation system in Oman is complicated. 1-نظام الضرائب في عمان معقد.	Accept	Accept	Yes Need some kind of development and update of the regulation and conditions as well as the system	reject	Accept	Use verbal sentence	1-Taxation system in Oman is complicated and needs to be developed and updated regulations and conditions. 1-نظام الضرائب في عمان معقد وتحتاج إلى نوع من التطوير وتحديث اللوائح والشروط.
		2-The corporate income tax rates consider being high – with respect to the surrounding countries 2-تعتبر معدلات ضريبة دخل الشركات مرتفعة - فيما يتعلق بالدول المحيطة	Accept	Accept, As compare to GCC	It depends on the organization activities and the capital	reject	Accept	جملة فعلية بالنسبة لكل الجمل	2-The corporate income tax rates consider being high – with respect to the surrounding countries 2-تعتبر معدلات ضريبة دخل الشركات مرتفعة - فيما يتعلق بالدول المحيطة
		3-The value of the annual fees allocated to the land to do the project is satisfied. 3-قيمة الرسوم السنوية المخصصة للأرض للقيام بالمشروع مرضية	Accept	Accept	No, This part needs some development and enhancement	Reject, It is on the higher end	Accept	راعي اتجاه الأسئلة	3-The value of the annual fees allocated to the land to do the project is satisfied. 3-قيمة الرسوم السنوية المخصصة للأرض للقيام بالمشروع مرضية
		4-The amount of taxes is not a burden for new investment projects. 4-لا يمثل مقدار الضرائب عبئاً على المشروعات الاستثمارية الجديدة	Accept	Accept	It depend of the organization capital and income	accept	Accept	لا يمثل مقدار الضرائب المفروضة من قبل السلطات المعنية المشروعات الاستثمارية الجديدة	4-The amount of taxes imposed by the relevant authorities does not represent a burden on new investment projects. 4-لا يمثل مقدار الضرائب المفروضة من قبل السلطات المعنية عبئاً على المشروعات الاستثمارية الجديدة
		1-The storage areas for business activities is enough. 1-مناطق التخزين للأنشطة التجارية كافية	Accept	Accept	No If as per the plan for future will be shortage and as a challenge	Reject,, There are no ready built facilities to rent.	Accept	accept	1-The storage areas for business activities is enough. 1-مناطق التخزين للأنشطة التجارية كافية

3	Infrastructure	1-مناطق التخزين للأنشطة التجارية كافية.							
		2- Provides infrastructure services (electricity) for projects in the region to be satisfactory 2-توفر خدمات البنية التحتية(الكهرباء) للمشروعات بالمنطقة مرضية	Accept	Accept	No The chines projects was hold and still the no power station to feed all projects	accept	Accept	accept	2- Provides infrastructure services (electricity) for projects in the region to be satisfactory 2-توفر خدمات البنية التحتية(الكهرباء) للمشروعات بالمنطقة مرضية
		3- Provides infrastructure services (water) for projects in the region satisfactory. 3-توفر خدمات البنية التحتية(المياه) للمشروعات بالمنطقة مرضية	Accept	Accept	No Still the coming projects will facing challenge to get water resources	accept	Accept	accept	3- Provides infrastructure services (water) for projects in the region satisfactory. 3-توفر خدمات البنية التحتية(المياه) للمشروعات بالمنطقة مرضية
		4- Provides infrastructure services (gas) for projects in the region satisfactory. 4-توفر خدمات البنية التحتية(الغاز) للمشروعات بالمنطقة مرضية	Accept	Accept,, (water, gas, and Electricity) could be under Utility section... just suggestion	No Need to work hard to cover the future project	Not applicable	Accept	accept	4- Provides infrastructure services (gas) for projects in the region satisfactory. 4-توفر خدمات البنية التحتية(الغاز) للمشروعات بالمنطقة مرضية
		5- The projects area invested with reasonable .terms and conditions of use. 5-مساحة المشاريع المستثمرة معقولة مع شروط وأحكام الانتفاع.	Accept	Accept	It depend of the visibility study of each project	accept	Accept	accept	5- The projects area invested with reasonable .terms and conditions of use. 5-مساحة المشاريع المستثمرة معقولة مع شروط وأحكام الانتفاع.
		6-Transportation is easy to get from the project area. 6-سهولة الحصول على النقل من منطقة المشروع	I think more infrastructure questions will help having a detailed prospect	Accept	No Need some development in order to facilitate the transportation services	accept	Accept	accept	6-Transportation is easy to get from the project area. 6-سهولة الحصول على النقل من منطقة المشروع

4	Investment attractiveness	1-The administrative burden to obtaining an investment incentive in the Duqm. 1-عبئ إداري للحصول على الحافز الاستثماري بالدقم	Accept	Accept	Yes Since unavailability of civilization services some employees get back to their home country	accept	Accept	accept	1-The administrative burden to obtaining an investment incentive in the Duqm. 1-عبئ إداري للحصول على الحافز الاستثماري بالدقم *****
		2-Government give high priority to support investment for new projects in Duqm. 2-الحكومة تعطي أولوية عالية لدعم الاستثمار في مشاريع جديدة في الدقم.	Accept	Accept	Yes It depend of the visibility study of each project and as per the regulation with the related authorities	accept	Accept	accept	2-Government give high priority to support projects in Duqm. investment for new 2-الحكومة تعطي أولوية عالية لدعم الاستثمار في مشاريع جديدة في الدقم. ***
		3-Investors are satisfy to facilities investment. 3-التسهيلات الاستثمارية مرضية للمستثمرين.	Accept	Accept	No No clarity and transparency	accept	Accept	تطبيق الملاحظات السابقة على كل العبارات	3-Investors are satisfy to facilities investment. 3-التسهيلات الاستثمارية مرضية للمستثمرين.
		4-Investment attractiveness system are realistic in Duqm. 4-نظام جذب الاستثماري واقعي في الدقم	Accept	Accept	No In paper yes, but unfortunately realistically no infrastructure readiness and services	accept	Accept	accept	4-Investment attractiveness system are realistic in Duqm. 4-نظام جذب الاستثماري واقعي في الدقم
		5- Government facilities for investment projects can be obtained by calling one station. 5-يمكن الحصول على التسهيلات الحكومية للمشاريع الاستثمارية من خلال الاتصال بمحطة واحدة.	Accept	Accept	No One stop shop only name unfortunately	accept	Accept	accept	5- Government facilities for investment projects can be obtained by calling one station. 5-يمكن الحصول على التسهيلات الحكومية للمشاريع الاستثمارية من خلال الاتصال بمحطة واحدة.
		6- There are electronic platforms connected to all investment services with SEZAD. 6-هناك ربط منصات الالكترونية لجميع الخدمات الاقتصادية.	Accept	Accept	No Need more efforts to link it with related authorities	accept	Accept	accept	6- There are electronic platforms connected to all investment services with SEZAD. 6-هناك ربط منصات الالكترونية لجميع الخدمات الاقتصادية مع الهيئة الاقتصادية.
		7-The people working for government institutions are	Accept	Accept	It depend on how that authorities	accept	Accept	accept	Delete this question

	competent and effective in supporting investment projects. 7-الأشخاص العاملون في المؤسسات الحكومية أكفاء وفاعلين في دعم المشاريع الاستثمارية			deal with their employees as per the KPI				
	8- There are government awareness programs periodically for investors in the region aimed at expanding and opening new investment activities. 8-هناك برامج حكومية توعوية دورية للمستثمرين بالمنطقة تهدف الى توسعة وفتح أنشطة استثمارية جديدة.	Accept	Accept	No more awareness with more clarity and transparency	accept	Accept	accept	8- There are government awareness programs periodically for investors in the region aimed at expanding and opening new investment activities. 8-هناك برامج حكومية توعوية دورية للمستثمرين بالمنطقة تهدف الى توسعة وفتح أنشطة استثمارية جديدة.

Appendix II: Study Questionnaire



The Suitability of Incentives Offered to Attract Foreign Investment: A Case Study from Duqm Special Economic Zone

مدى موائمة الحوافز المقدمة لجذب الاستثمار الأجنبي: دراسة حالة من المنطقة الاقتصادية الخاصة بالدقم

Dear Investors and Employees in the Special Economic Zone in Duqm

After Greetings

الاحوة الافاضل/ المستثمرين والعاملين بالمنطقة الاقتصادية بالدقم المحترمين

Kindly, we would like to inform you that this study is a completion of the university requirements to obtain a master's degree in business administration, as the questionnaire aims to conduct a study on the suitability of incentives offered to attract foreign investment in Duqm Special Economic Zone.

تحية طيبة وبعد،،،

لطفاء،، نود إفادتكم بأن هذا الدراسة تعد استكمالاً للمتطلبات الجامعية للحصول على درجة الماجستير في مجال إدارة الاعمال، حيث تهدف الاستبانة الى إجراء دراسة حول مدى موائمة الحوافز المقدمة لجذب الاستثمار الاجنبي بالمنطقة الاقتصادية بالدقم

Kindly give some of your time to fill out the questionnaire. I hope for your cooperation in answering it, knowing

للتكرم بمنح جزء من وقتكم لتعبئة الاستبانة آمل تعاونكم في الإجابة عليها، علماً بان سوف تكون المعلومات لغرض البحث العلمي فقط

شاكرين ومقدرين لكم حسن تعاونكم الدائم

that the information will be for the purpose of scientific research only.

Thanks you for your cooperation

❖ Personal Demographical

- Gender الجنس
 - Female أنثى
 - Male نكر
- Nationality الجنسية
 - Omani عماني
 - Non-Omani غير عماني
- Age العمر
 - 18-24
 - 25-34
 - 35-44
 - 45 and above
- Education Level المستوى العلمي
 - Secondary Education دبلوم ثانوي
 - Diploma دبلوم
 - Bachelor بكالوريوس
 - Master ماجستير
 - Other أخرى
- you are now حالياً
 - Employee at Duqum موظف بالدقم
 - Investor at Duqum economic zoon مستثمر بالمنطقة الاقتصادية بالدقم
 - Other أخرى
- Did you visit Duqm هل قمت بزيارة الدقم
 - Yes نعم
 - No لا

Please indicate your valuable views on the scale of 1- 5				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Items	Components				
1-Investment procedure إجراءات الاستثمار					
1-1 The public administration system in Duqm economic zone is flexible and matching with investor business activities. نظام الإدارة العامة بالمنطقة الاقتصادية مرن مع أنشطة أعمال المستثمرين					
2-1 In Doqum Economic Zone government facilitate procedures for new investment projects. تسهيل الاجراءات الحكومية المتاح للمشاريع الاستثمارية					
3-1 The support for new investment projects is a high priority for policy at the government level. يمثل دعم المشروعات الاستثمارية الجديدة أولوية عالية للسياسة على مستوى الحكومة					
4-1 The government grants the investor five days to establish his/her investment. تمنح الحكومة المستثمر خمسة أيام لتأسيس استثماره.					
5-1 I am have experiencing difficulties dealing with the requirements of government bureaucracy, regulation, and licensing in new investment projects. أواجه صعوبات في التعامل مع متطلبات البيروقراطية الحكومية والتنظيم والترخيص في المشاريع الاستثمارية الجديدة					
2-Taxation system نظام الضرائب					
1-2 Taxation system applied in Oman is complicated and needs to be developed and updated regulations and conditions. نظام الضرائب المطبق في عمان معقد ويحتاج إلى نوع من التطوير وتحديث اللوائح والشروط					
2-2 The corporate income tax rates consider being high – with respect to the neighboring countries. تعتبر معدلات ضريبة دخل الشركات مرتفعة - فيما يتعلق بالدول المحيطة					
3-2 The value of the annual fees allocated for the investment land to carry out the project is appropriate. قيمة الرسوم السنوية المخصصة للأرض الاستثمارية للقيام بالمشروع مناسبة					

4-2 The amount of taxes imposed by the concerned authorities does not represent a burden on the new investment projects. لا يمثل مقدار الضرائب المفروضة من قبل الجهات المعنية عبئاً على المشروعات الاستثمارية الجديدة					
5.2 Taxes and other government regulations are applied to new investment projects in a clear and predictable way. يتم تطبيق الضرائب واللوائح الحكومية الأخرى على المشاريع الاستثمارية الجديدة بطريقة واضحة يمكن التنبؤ بها					
3-Infrastructure البنية التحتية					
1-3 The storage areas for business activities is enough. مناطق التخزين للأنشطة التجارية كافية					
2-3 Provides infrastructure services (electricity) for projects in the region to be satisfactory. توفر خدمات للبنية التحتية(الكهرباء) للمشروعات بالمنطقة مرضية					
3-3 Provides infrastructure services (water) for projects in the region satisfactory. توفر خدمات للبنية التحتية(المياه) للمشروعات بالمنطقة مرضية					
4-3 Provides infrastructure services (gas) for projects in the region satisfactory. توفر خدمات للبنية التحتية(الغاز) للمشروعات بالمنطقة مرضية					
5-3 The projects area invested with reasonable terms and conditions of use. مساحة المشاريع المستثمرة معقولة مع شروط وأحكام الانتفاع.					
6-3Transportation is easy to get from and into the project area. سهولة الحصول على النقل من منطقة المشروع					
4-Investment attractiveness جذب الاستثمار					
1-4 His investor I feel satisfied toward the government procedure. كمستثمره أشعر بالرضا تجاه الإجراءات الحكومية					
2-4 Investment attractiveness system are realistic in Duqm. نظام جذب الاستثمار واقعي في الدقم					
3-4 Government offering centralized management to facilitate services investment(one station). الحكومة تقدم إدارة مركزية لتسهيل الاستثمار في الخدمات (محطة واحدة)					
4-4 There are electronic platforms connected to all investment services with SEZD. هناك ربط منصات الالكترونية لجميع الخدمات الاستثمارية مع الهيئة الاقتصادية					

5-4 There are government awareness programs periodically for investors in the region aimed at expanding and opening new investment activities. هناك برامج حكومية توعوية دورية للمستثمرين بالمنطقة تهدف الى توسعة وفتح أنشطة استثمارية جديدة					
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Any other comments related to the topic. اي ملاحظات أخرى مرتبطة بالموضوع.					
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