

An Analysis of the Factors Affecting the Success of Environmental Policy Implementation: A Study of the Tambon Administration Organization (TAO)

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Abstract- This study was undertaken to accomplish three objectives: 1) to quantify the level of environmental policy implementation among TAOs, 2) to examine the major factors affecting the success of environmental policy implemented at the TAO level, and 3) to provide recommendations for more effective policy development on environmental issues and on the implementation processes used by the TAOs. This study uses mixed-method research, in which the qualitative data that has been collected is used to corroborate and support the evidence from the quantitative data. This method gives breadth and depth of understanding to the rationale or theory underlying the relationships between the variables. The data was collected by using four-rating scale questionnaires, organizational records, and an in-depth interview. The sampled groups represented TAOs located in industrial zones in nine provinces from the central, northeast and eastern parts of Thailand. In data processing, the quantitative analysis included descriptive statistics, analysis of variance, correlation analysis, factor analysis and multiple regression. In addition, a four-case study was used to investigate the potential factors contributing to the success of environmental policy implementation.

The results of this research, identified nine factors that influenced the success of TAO's environmental policy implementation. The factors are: which comprised of: 1) community acceptance, 2) public awareness, 3) participation, 4) organizational configuration, 5) partnership and networking with the private sector, 6) clients' needs, 7) feedback and evaluation, 8) communication, and 9) the size of TAO.

Finally, it is recommended that TAO should be more dependent on other actors in the environment for obtaining resources, and more flexible to external actors (Acs, et al. 1994: 336-340), in term of inter-organizational co-operations and networks from the stakeholders' participation in codifying policies and using the collaboration of organized groups in the communities to benefit an environmental policy implementation. Further, TAO should grant more importance on the man-power management to recruit an expertise in environment for more efficiency in coping with the problems. Aside from that, TAO should be sufficiently equipped with favorable scope of jurisdictional power for punishment for violations so that they can deliver and make the policy to be more of a success.

Index terms – clients' needs, feedback and evaluation, interaction with the environment, internal communication, media support, organizational configuration, participation, partnership and networking with the private sector, political support, public awareness, size of implementer, success in environmental policy implementation, work autonomy Tambon Administration Organisation (TAO)

I. INTRODUCTION

Briefly, the environment in Thailand is currently not in a healthy state. Though, Thailand was first among the Southeast Asian nations to promote an industrialization policy based on fostering foreign investment, the country's rapid economic growth has been achieved at the cost of various environmental pollution problems. In particular, those areas situated within the vicinity of industrial zones are badly affected. The rapid industrialization and the commercialization of agriculture have brought about serious environmental problems, including air, noise and water pollution, organic and factory waste, deforestation and soil erosion, and so on, which tremendously affect the health and safety of the people.

In Thailand, the Tambon Administration Organization (TAO) has recently been re-established to bring about and accommodate the people's participation. The introduction of TAO in Thailand, as a community organization is a realization of the state commitment to community development. As for TAO, it is a matter of its relationship with the central state and the division of its functions. The relationship in question is best understood in the context of how the state mechanism is to reach the population at large. With the emergence of the nation state, the relationship between the state authority and its subjects is one of the most common problems of the state in general and the central state in particular. Hence, the main purposes of TAO are to decentralize administrative power to the local people and to revitalize the participation of the local people in community development affairs. It has been the government's intention that decision-making power be decentralized to people at the Tambon (sub-district) and village levels, which is the significant turning point in popular democratization during the reform period between 1992 and 1997, (Chaiyan Rajchagool, 1999: 55-62). It is due to the fact that TAO is allocated within a Tambon area and administered at the provincial level, then the governors in each province are delegated from central government and appointed to administer the TAO. Administratively, the TAO is a sub-level below a district (amphoe) and a province (changwat), founded as a local organization based on people's participation. According to the 2013 survey of the Department of Local Administration, Ministry of Interior lists 5,492 TAOs within the country.

In retrospect there are a number of political milestones that led to the development process of TAO. However, an intense struggle for democracy marked a significant turning point in popular democratization, and decentralization, in which the government promulgated the TAO Act 1994 (B.E.2537). It came into effect in 1995, and it is the Act which is in force today. Many have regarded the introduction of TAO

as an important watershed in the central state/village relationship, a relationship of grass-roots democracy in practice and advanced decentralization. In other words, by law and also by practice, they have been an integral part of the top-down mechanism, whereas TAO was founded as a community-based, self-governing organization based on the principle of people's participation.

It is noticeable that even though the government has acknowledged the value of localisation and has attempted to empower local government, the national administrative system continues to be characterised by a "top-down approach" to policy development and implementation. As a result, the Tambon Administration Organization has less opportunity to exercise its own obligations. Therefore, it is essential to discuss problems in terms of the scope and responsibility of the TAO's problems associated with the overlap of regulations across different levels of local government in the province. Therefore, this study consequently, focuses on the capacity of the TAO to implement the policies set out by the central government on the nature of Thailand's national administrative system and on the conditions inhibiting the government's decentralisation policy. As a consequence, this study is designed to explore and analyze the potential factors affecting the success on environmental policy implementation at the TAO level through the capacity of the networking and partnership of those stakeholders in tackling environmental problems in order to understand the policy implementation processes and factors that have led to the success or failure of policy implementation. In addition, this research demonstrates the difficulties in the process of implementing the policies and provides a basis for drawing lessons for a better approach in the future.

II. OBJECTIVES OF THE STUDY

- 1) To quantify the level of the environmental policy implementation among the TAOs
- 2) To examine the major factors affecting the success of environmental policy implemented at the TAO level
- 3) To provide recommendations to permit more effective policy development regarding environmental issues and implementation processes by the TAOs

III. RESEARCH HYPOTHESES

Using the research literature as a background and with information known about the TAO, it was possible to formulate several hypotheses regarding the success of policy implementation activities.

H1:There are differences in the level of implementation of policies among TAOs regarding the extent of the implementation of certain policies. H2:TAOs of larger size (DSIZE) will be able to implement environmental policy better than those of smaller size.

H3:Participation (PAR) in the policy development process will lead to higher levels of success in policy implementation than those not participating.

H4:TAOs with a higher level of communication (COM) among units of operation will implement policies better than those with less communication.

H5:TAOs with a higher level of favorable organizational configuration (ORG) will implement policies better than those with less favorable organizational configuration.

H6:Policy implementation will be more effective in districts with a high level of work autonomy (WORK) than in those areas where the autonomy is lower.

H7:TAOs that rely more on resources from institutional environments (ENV) will implement policies at a lower level than those with less dependence on the environments.

H8:TAOs that are subject to higher levels of feedback and evaluation (FED) will implement policies to a higher degree than those that are subject to lower levels of feedback and evaluation.

H9:TAOs that are subject to higher levels of partnership and networking with the private sector (NET) will implement policies better than those with lower levels of working relations.

H10:TAOs that are subject to interaction with more political support (POL) will implement better policies than those with a lower degree of political support.

H11:TAOs with a higher degree of media support (MED) will implement policies better than those with a lower degree of media support.

H12:TAOs in which people are highly aware of environmental issues will implement policies better than those with a lower level of public awareness (PUB).

H13:TAOs that more strongly support clients' needs (NED) will succeed in policy implementation better than those that support for clients' needs to a less degree.

Abbreviations

TSUC = Total success in policy implementation, of effectiveness(EFFEC), efficiency(EFFI), flexibility(FLEX), equity(EQUI), institutional capability(CONT) and community acceptance (ACCEP)

PAR = participation

COM = internal communication

ORG= organizational configuration

WORK = work autonomy

ENV= interaction with the environment

FED = feedback and evaluation

DSIZE = size of TAO (Dummy variable)

NET = partnership and networking with the

private

POL = political support

MED = media support

PUB = public awareness

NED= clients' needs

IV. RESEARCH METHODOLOGY

The objective of this study was to present a rationale for mixed methods, which was considered for its ability to incorporate both quantitative and qualitative data collection techniques for the broad purposes of breadth and depth of understanding, Johnson et al. (2004: 14-26). In order to test the hypotheses, a hierarchical regression technique was used to explore the relationship between the independent and dependent variables. The dependent variable in this study was success in policy implementation, which was a component measured in five dimensions: 1) effectiveness, 2) efficiency, 3) flexibility, 4) equity, 5) institutional capability, and 6) community acceptance. The questionnaire was designed for respondents from both TAOs and factories seeking to indicate how much they agreed with the statements mentioned in the

questionnaires. However, due to the fact that the numbers in each scale varied from 3 to 5 items, the factor scores were standardized to the same average score, and accordingly, the items were rescaled and summated in each dimension to obtain the total success (SUC) as a dependent variable. A four-point Likert scale was used ranging from 1: least agreeable to 2: less agreeable, 3: moderately agreeable, and 4: most agreeable. The independent variables comprised endogenous factors and exogenous factors. The endogenous factors were designed by asking for the perception of those working in TAOs, as perceived to be an internal management, where the responses of those outside stakeholders from factories were excluded. The endogenous factor comprised 1) demographic factor, the size of TAO, and 2) the organizational management, which refers to how organizations divide and coordinate their work. It was evident that several organizational structural factors were possible causes of the variation in policy implementation at the TAO level. In this part, the variables varied according to 1) participation, 2) internal communication, 3) organizational configuration, 4) work autonomy, 5) interaction with the environment, and 6) feedback and evaluation. On the other hand, the exogenous factors, which were used to measure the capacities of those stakeholders that were working in collaboration with the TAOs in coping with environmental issues, consisted of 1) partnership and networking with the private sector, 2) political support, 3) media support, 4) public awareness, and 5) clients' needs.

In this study, an industrial zone was selected as sampling, as it was developed by Ministry of Industry to benefit the expansion of factory with extensive basic infrastructure and facilities. An industrial zone, therefore, represents the common nature of industry among its cluster of industry, but controlled by the state. An industrial zone as in the article 30 of Factory Act B.E. 2535 (1992), has officially allowed the construction of those factories, varying locating in zone 1, zone 2 and zone 3 throughout the country. An industrial zone is located in 10 provinces, comprising of Samutprakan, Chonburi, Rayong, Saraburi, Prachinburi, Chachoensao, Nakornrachasima, Ayuthaya, and PathumThani, while excluded Bangkok due to the distinctive difference of administrative structure from the other provinces in the country. The sampling method employed in this study was the total unit of TAOs classified corresponding to the location of factories situated within the vicinity of those particular areas in the industrial zones from 9 provinces, which represented the factories from industrial zone 1, zone 2, and zone 3 throughout the country.

Therefore, questionnaires were launched to gather data from a total of those designated TAOs. At the same time, a more four-case study was chosen varied in three provinces. The overall criterion for selecting the organizations of the case studies was focused on the size of the TAOs and their network relationship with the factories in the regions in the aspect of environmental policy implementation, which was based on the four criteria: 1) a small-sized TAO, having completed an environmental project in partnership with a private sector, 2) a small-sized TAO with no experience of working on an environmental project with a partner from the private sector, 3) a large-sized TAO experienced at working on environmental projects with a private sector partner, and 4) a large-sized TAO with no experience of working on an environmental project with a private sector partner.

V. RESULTS AND DISCUSSION

It was indicated that 76 TAOs were small, (63.3%), 25 were medium-sized (20.8%), and 19 were large (15.8) from the total of 120 TAOs in those areas of this study. Regarding the level of the perception of the variables in this study, it was found that the performance of the dependent variable (TSUC), and the other 9 independent variables was at the moderate level, although there was an exception of 2 variables at a low level: 1) partnership and networking with the private sector (NET), and 2) interaction with the environment (ENV). This finding implied that TAOs experienced outside contact at a low level, indicating that basically TAOs managed the environmental projects on their own. On the other hand, the organizational management factors seem to have a lot of influence on the implementation of environmental policy, particularly among TAO staff members, which showed the highest mean score of internal communication ($\bar{X} = 3.22$, S.D.=.48), followed by organizational configuration ($\bar{X} = 3.10$, S.D.=.51) and participation ($\bar{X} = 3.01$, S.D.=.54), implying that the working environments are favorable, which signals effective organizational management to some extent.

This study highlights the potential of the factors that have influence on the success of environmental policy implementation implemented by the Tambon Administration Organization (TAO). The quantitative section affirmed that the success of policy implementation was affected by five independent factors with a coefficient of determination of .579, implying that 57.9 percent variation of the success is by its independent variables. The study reveals that 5 out of 12 independent variables had the predictive power to explain the dependent variable. Of the 4 variables are endogenous factor, which comprised organizational configuration, feedback and evaluation, internal communication, and size of TAO, while the last one belonged to the exogenous factors, clients' needs. This phenomenon indicates that the factors that highly influenced the success of environmental policy implementation corresponded to internal management rather than external impact.

Further, the four-case study also supported the internal factors regarding the success of environmental policy implementation, which include: 1) sufficiency of resources and budget and 2) support from the administrators. These two factors signified that basically TAOs prefer to manage the environmental projects with their own budget. However, it was found out that the residents were willing to render more cooperation and acceptance, and preferred to participate in the environmental project if it were done to commemorate his Majesty the King and Queen's anniversary and the like. In addition, an established social group, either from the village or from school seemed to play more importance in gaining more participation than the single individual.

All of these findings responded to previous research conducted beforehand. The findings that the factor of organizational configuration (hypothesis 5) mostly affected the success of policy implementation supported the earlier empirical study of Cheema and Rondinelli (2003: 16). The researcher had reported that the policy environment, including clarity and consistency of program objectives, appropriate allocation of functions, adequacy of budget, and availability of resources, affected successful decentralization programs in Asia. The author's own findings are similar. These findings also correlated with the management model of Voradej

Chandarasorn (2008b: 133-135), who stated that successful policy implementation depended on organizational capability, organizational structure, personnel (human competence and technical and administrative skill), budget, infrastructure, machinery and equipment. Furthermore, the findings supported the bottom-up theory of Lipsky (2004: 391-409), who analysed the effect of public service workers or street-level bureaucrats regarding the success of policy implementation, which corresponded to clients' needs, indicating that the TAO should hold public hearings from the locals and implement the policy based upon the local needs, which supported hypothesis 13. The support of clients from outside coalitions is another critical variable contributing to the successful implementation of a policy. So looking for this support should be one of the first steps in policy implementation and it also gives the stakeholders a wider range of contacts. In addition, the results of the study also affirmed that the level of feedback and evaluation in hypothesis 8 was supported. These findings corresponded to the findings of Theodoulou & Kofinis (2004: 210-215), about evaluating for success once implementation has started. An evaluation is an impetus used for planning, making adjustments to the policy, in other words making changes; or the most drastic, and rare, change of all is to terminate the program or change the policy. Additionally, it was found that the differences in sizes of the TAOs (hypothesis 1) were statistically significant in terms of the success of the environmental policy implementation, where the larger size of TAO was more effectively administered than smaller ones (hypothesis 2). This finding was supported in the study of Noparuj Saksiri (2007: 385), which analyzed the factors related to the success of educational information and communication technology policy implementation in basic education institutions, which showed that the success level of the policy implementation depended on the size of the schools. Apart from that, the communication channels open to all staff level, as in hypothesis 4 (communication), were accepted, which corresponded with notions of Morris and Pinto (2004: 109), who identified the critical success factors for projects success that effective communication played an important role as a fundamental and crucial factor in the collaboration among multiple actors, including policy implementers and their target groups, which could boost mutual understanding among policy formulators and implementers.

However, it was found that the factor of "participation" and "work autonomy" should have had contributed to the success of policy implementation, but it was not statistically significant. In this case, it implied that the local government's functions and responsibilities have been limited, and not yet free from the central control. In Thailand, lower level bureaucrats generally have less opportunity to participate in the decision-making process. This comes from the long history of centralization in government and reliance on a "top-down" approach (Peerapol Phaopeng: 2010: 68-74). At present, Thai public administration is divided into three tiers – central, provincial, and local administrations – where the central and provincial administrations have been provided with many important functions while leaving less important functions to local government (Anek Laothamatas, 2000: 54-60). In the budgetary year 2014, it was indicated that the local administration organization was allocated only 6.3 percent of the total budget of the country and only 0.1 percent was for the environmental management (Bureau of the Budget, 2013).

Since 2008, a number of TAOs have been elevated to Tesaban or municipality continually, but the budgetary allocation has not increased much accordingly, resulting in the insufficiency of administrative management (Jiradej Sriviraj, 2011). This evidence supports the facts from an interview which indicated that the authority and scope of responsibility of the TAO nowadays, though the closest unit of administration to the local people, are very limited. This is not an exception to the environmental issues; that is, the TAO is not provided with jurisdictional power to close or punish a factory that violates the law, but can only send a report of the wrongdoings to the governor for consideration (Interview with Nitipon Supaket, 2013). Therefore, this finding could illustrate that the TAO is still centrally-controlled by the central government, which results in the factor of "participation" and "work autonomy" that rejected the hypotheses 3 and 6 respectively.

Aside from that, it was revealed that hypothesis 7 (interaction with the environment) was rejected, indicating that the TAOs are still limited in their scope in interacting with the external actors, with a low degree of dependence on outside environments but just relying on their own resources. This phenomenon also corresponded with the evidence in hypothesis 9 (partnership and networking with the private sector), hypothesis 10 (political support), hypothesis 11 (media support), and hypothesis 12 (public awareness), which were all rejected. The findings assumed that TAOs justifying interaction with the environment might generally create uncertainty for organizations. According to Thompson (2001: 11-13), organizations often attempt to shield their technical core (the place where the good or service is produced) from uncertain environments. They do this by creating what Thompson calls boundary spanning units, which provide an interface between the environment and the technical core. The boundary spanning units help to absorb some uncertainty from the environment, and in such a way they decrease uncertainty for the technical core of the organization. To conclude, it was implied that the nature of strategies being made in relation to environmental implementation was still highly bureaucratic and centralized, relying on using internal resources as the competitive advantage, while ignoring the dependence on other external actors for resources. This is truly evident that Thailand has a long tradition and practice of centralisation in government, and therefore, the bureaucracy and hierarchy are very strong and centrally governed, which have always played an important role and remain in command of the nation's affairs.

VI. CONCLUSION AND RECOMMENDATIONS

It was found that nine factors that influenced the success of the environmental policy implementation of the TAO were identified, comprised of: 1) community acceptance, 2) public awareness, 3) participation, 4) organizational configuration, 5) partnership and networking with the private sector, 6) clients' needs, 7) feedback and evaluation, 8) communication, and 9) size of TAO. However, among the three variables (public awareness, participation [from outsiders, assumed as interaction with the environment], partnership and networking with the private sector) suggested a non-statistically significant contribution with the sig. F change value of $p>0.05$ in the regression analysis of the quantitative part. It is evident that all three factors signified a relationship with external counterparts, implying that the TAOs prefer to rely on internal management in dealing with the environment and excluded themselves from

dependence on external outsourcing. This was in contrast to the private factories, since they only expressed their willingness to work in cooperation with the TAOs in the districts if requested.

Generally, the locals agreed with and accepted the environmental projects of the TAO. It was noted that if the project was done to commemorate either the King or Queen it would get extensive participation from all villagers, identifying that the Thai locals truly paid high respect to His Majesty the King and the Queen. Secondly, it was found that the locals seemed to be unaware of and lacked social responsibility in regard to environmental protection, as they considered it the mission of the state and not a responsibility of theirs. Therefore, it was suggested that the young should be well educated in school as to social responsibility and awareness of the need for environment protection, which would be of great benefit in the long run. Thirdly, it indicated that there was no full participation from the villagers; rather, only the same group of people participated in all of the projects. However, it was found that the active, established social groups and school children played a more important role in taking part in the activities than did the individuals. Fourthly, the organizational configuration needed to be improved since the problem of red tape in management was found in large-sized TAOs, where the internal political support was unfavorable and which resulted in inflexibility regarding the sufficiency of resources. Generally, the board of a Tambon Council would prefer that the budget allocation to the physical construction of roads and pathways than investment in the environment. Next, it was apparent that the TAO preferred to use its own budget in management rather than relying on external support, and consequently, it was found that there was only little connection with the private stakeholders. Apart from that it was evident that there was not enough qualified expertise regarding the environment on the part of the TAOs of all sizes, though the position was vacant, signifying that the administrator ignored the importance of the environment. As a result, this shortage of qualified staff caused a deficiency in knowledge, relevant skills and information in regard to environmental management. These deficiencies became the principal causes that contributed to the lack of effective implementation and development of the environment. Furthermore, it would be more effective if law enforcement regarding the violation of environmental laws were taken seriously and ensured that the TAO was more empowered with the capacity by regulation to punish those offenders. Beyond that in terms of networking with the private and public enterprises, there was trivial mutual cooperation between the two counterparts due to the fact that TAO preferred to use its own budget, though some private stakeholders expressed their willingness to work in greater cooperation with the local government if requested.

Though there was no explicit evidence indicating that the factors of clients' needs and communication truly influenced the success of environmental implementation in the four-case study, it may be said that the project was not successful and finally terminated if it was disagreed with and protested by the local people. This incident happened in the Klongdan Tambon Administration Organization when there was some endeavor to establish an incineration operation by allocating an area for waste disposal within the Crown Property Land. However, it was rejected and disagreed with by the villagers and the project was cancelled. Therefore, it would have been much better if more channels of communication and public relations covered

a multitude of activities, all of which would involve communicating messages to various target audiences in order to lessen misunderstandings and misjudgements, which is in an accordance with Goggin et al. (1990: 32), who identifying that an established communication model between message senders and message recipients for intergovernmental policy implementation is a critical success factor in the implementation process. Additionally, public relations should help create awareness and support among those external stakeholders for the services and missions implemented by the TAOs.

To conclude, in this study, therefore, the two concepts should be relevant in explaining the issues of environmental problem in the processes of policy implementation. First, due to size constraints, the TAOs should be more dependent on other actors in the environment for obtaining resources, and more flexible to external actors (Acs, et al. 1994: 336-340). Additionally, they should be more open to work with outside partners and have some co-operations and networks from the stakeholders' participation in codifying policies and using the collaboration of organized stress groups in the communities. As Barney and Arikian (2001: 138) defined resources as the "tangible and intangible assets firms use to conceive of and implement their strategies," accordingly firms are dependent upon other actors in the immediate "task environment" in term of obtaining resources. Therefore, to survive, firms need to obtain resources from actors in the external environment. In this respect, the TAOs may act to reduce or increase their level of reliance on those actors through actions such as alliances or joint ventures (Pfeffer and Salancik, 2003: 47-53).

Another aspect that requires consideration is man-power management in solving environmental problems. As noted, the TAO's staff capacity to implement environmental policy is limited, and several of them fulfill their role with difficulty because they lack the knowledge to carry out the policy implementation for success. Some the TAO respondents stated that there was not a large enough staff, and that the existing staff was not qualified in technical know-how for solving complicated environmental problems (Interview with Rungtip Pook-kesorn, 2014). Further, the TAO organizational structure displayed a vacancy in the environmental division, and instead this position mostly functioned in other divisions; i.e. by the administrative division, sanitation division, and so on, which indicated that the environmental issues were not taken for granted as a priority of importance. Aside from that it was evident that there was a lack of equipment for testing for pollution. When a problem arises, accordingly, the TAO could not solve the problem but only submitted a report to other related agencies (Interview with Supaporn Suthamros, 2014). The central government has the aim of developing TAOs that can be self-governing and carry out policy rapidly and effectively. Therefore the TAO staff needs to understand its situations and carefully work on its policy capacity. Further, the staff members should be well equipped with a favorable scope of responsibility, and flexible rules and regulations for punishment for violations should be put in place so that they can deliver and create policy that is more successful.

Furthermore, it was found that a common problem of all TAOs was the lack of landfill and dumping sites. The villagers still protested about the construction of incinerators, as they believed that incinerators might endanger the surroundings in their community (Interview with Yiem Phumipak, 2014).

Nowadays, private land is used for waste dumping sites on a yearly rental basis and it will reach its full capacity in the near future as long as there is no alternative for waste material disposal. As a result, it would be of great benefit if this waste management were operated on a large scale at the provincial level, where all TAOs in the regions used the service by paying service charges. This would be more effective in terms of maintenance costs and the limited knowledge of qualified personnel in management. Therefore, in the meantime, the factors that require the greatest collaboration are waste segregation at the household level and recycling materials before collection, which could at least delay the limited dumping space from reaching full capacity (Interview with Banarod Piwlueng, 2014).

VII. DIRECTIONS FOR FUTURE RESEARCH

This study was unable to include all of the implementers of environmental policy implementation. Therefore, there remains room for future research to fill in such gaps to see if there are any other factors that help facilitate the success of policy implementation in relation to environmental issues. Moreover, other case studies that have succeeded in working in cooperation between the TAO and any other beneficiaries to cope with environmental problems should be investigated in detail to see what the driving forces were that made them successful in implementation.

Finally, since the study centers on the perceived success in implementation and not the empirical indicators that measure policy success due to certain constraints, future research on similar topics should focus on collecting and employing empirical data concerning the topics in order to make the research more complete and meaningful by expanding the target area and using a larger sample size in such a way that truly represents the total population of the study.

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