Advances in Social Sciences and Management
January 2023, Vol. 1, No. 1, pp. 52-66

Relationship between the Independent Variables in the 5P Model for Economic Zones in Vietnam.

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Abstract:
In the previous studies of the author and a number of scholars in Vietnam and around the world have affirmed that the formation and organization-management of economic zones in Vietnam and in the world depends on 05 variables: Position, Policies, Project, Potential, People in descending order of influence. Through the author's survey by sending questionnaires to more than 250 businesses, corporations currently operating inside and outside the economic zone in Vietnam and in-depth interviews with 10 experts from the ministries and branches under management. The management of economic zones in Vietnam and the processing of collected data analyzed that the five independent variables mentioned above have a positive and supportive relationship. This result is the cause of the other result. The results of the study show that if an Economic Zone has a good location, good policy, good development potential, and well managed people, it will attract good projects. The subdivision presented below will specifically describe the above research results in order to provide the Government in Vietnam and other countries around the world, who manage the economic zones with an overview of the organization and management. current economic zones.

Keywords: Economic zone, 5P model, Organization and management of economic zones, Relationship between variables in organization and management of economic zones.

INTRODUCTION

Currently, in the world in countries such as China, India, Korea, Philippines, Singapore, Malaysia, Thailand, United Arab Emirates, Taiwan, Vietnam, ... have built economic zones models, although they differ in name, but the nature of these types is towards Free Economic Zone. In China there are 5 Special Economic Zones-SEZ (Shenzhen, Shantou, Zhuhai, Xiamen, and Hainan) and there are 2,063 Economic Zones, which is a type of Free Economic Zone of the to attract foreign technical investment. The form of a free economy is not confined to a separate economic space but a large administrative unit, which is the open city. Currently, the most open city in the world - Hong Kong in China is a symbol of the open city that has been built for over 100 years, many cities around the world are looking towards this model. Next is Du-Bai of the Arab Emirates - the second most open city in the world, successfully built in just over 15 years. These two cities brought a new nuance of the liberal economic faction.

In terms of creating various types of Free Economic Zones in a developing country transforming its economy from central planning to a market economy, China is the country with the most types. Despite their different names and different degrees of liberalization and openness to foreign affairs, China's SEZs have a common feature of having special economic policies and special objectives in a defined region. concentration. The study of Guang Wen Meng (2003) combined China's SEZs with different names into a common concept of Free Economic Zones, under which China Free Economic Zones. It is classified as a comprehensive free economic zone, a free

manufacturing economic zone, a science-trade free economic zone and a cross-border free economic zone, with many different forms and names such as SEZs, Economic and Technological Development Zones (TEDZ), Central Development Zones (CDZ), New High-tech Park (NHIP), Growth Triangles (GT), Export Processing Zones (EPZ), the special administrative zones of Hong Kong, and Macau. Free economic zones in China are considered by many studies to be successful. Many new forms of Free Economic Zones have played a dominant role in the rapid development of the Chinese economy during the past 30 years, pushing the Chinese reforms into depth, gradually forming the background. modern market economy.

In Vietnam, up to 2018, there are 16 coastal economic zones and 28 border gate economic zones (this study only mentions the coastal economic zone of Vietnam). Based on individual research on organization and management of 16 coastal economic zones in Vietnam and through experience of other countries around the world, it shows that, to successfully build economic zones in Vietnam The South should have all 5 factors: having a favorable location (Position), Policies in accordance with international practices and showing dominance (Policies), having national key projects or works in The economic zone (Project), has the Potential to promote local advantages (Potential), has human-human resources capable of meeting the organization and activities (People). According to the object modeling method with keywords in English with the first letter of each word starting with the letter P, I came up with a 5-variable Model starting with the letter P, called this figure 5P. In the 5P model, the variables are closely related to each other, by analyzing data through SPSS premium 26 and through Multi-Berth Regression Analysis, these independent variables have a relationship with each other. the result of one variable is the cause of the other. In this publication: If there is an Economic Zone with a good location, good potential for development, good policy on attraction, and good people management, good projects will be attracted. That is the cause effect relationship between the variables that the article.

RELATED LITERATURE REVIEW

Researching in Vietnam

Vietnamese Government experts who have studied over the years the factors to decide on the organization and management of economic zones in Vietnam as follows (VN Government, 2018) at Decree No 82/2018 / ND-CP/May 22, 2018 :

According to Doan Hai Yen (2016) PhD thesis: "Sustainable development of coastal economic zones in the delta of Red River in Vietnam ". Luu Ngoc Thinh and Cao Tuong Huy (2013) in Vietnam Journal of Social Sciences, No. 9, 2013, entitled "Development of Vietnam's coastal economic zone and some lessons". According to Cu Chi Loi (2012) Free economic zone (FEZ) - The theoretical issues and practices;

According to Vo Dai Luoc (2010) A Research on the Development of Economic and Economic Conditions in Vietnam under the condition of international integration. According to Vo Dai Luoc (2013) Research paper: Free trade zones in Dubai, South Korea and China;

However, the authors in Vietnam only mentioned the summation of lessons learned in the establishment of economic zones in Vietnam. Not to mention the factors that influence and the relationship between them.

Other Researching in the World

The authors around the world have mentioned open economic zones and free economic zones, including:

- R. Ali (2010), For A Proletarian Party Journal has had his research paper titled: " Special Economic Zones (SEZ) of India and the China Model: What is going to Happen? ";
- Coenrad Muller Scheepers (2012): "A case study for special economic zones in south Africa as a means of foreign direct investment";
- Amita Punj (2013): "Development of Special Economic Zones and their Impact on Labor Rights and Livelihood in the National Capital Region";
- Bethany Anne Zimmerman (2013) "Sustainable Operation of Special Economic Zones in India: A Comparative Study of Maharashtra and Goa";
- Yulia Sorokina (2014) "Special Economic Zones of Russia ";
- Roman Kachur (2002) "Impact of special Economic zones on regional investment in Ukraine";
- Merel Hummelink (2014) "The function of special economic zone in the modernization process of China";
- Lotta Moberg (2010) "The political Economy of specilal Economic Zones";
- Andrew Cheesman (2012) "Special Economic Zones & Development: Geography and Linkages in the Indian EOU Scheme";
- Meng-Guangwen, (2005) had the article China's model of free economic zones: Experiences and prospects after over 20 years;

The authors around the world also only mentioned the successes and failures of the models of Open Economic Zones and Free Economic Zones not to mention the influencing factors and their relationship to the Economic sector.

METHODOLOGIES AND DATA

Choose the Method

This thesis uses a combination of primary and secondary data in qualitative and quantitative research. Before qualitative and quantitative research, the author conducts a preliminary study using secondary data to describe the study area and trend assessment. Qualitative research is conducted as a basis for modeling and supplementing and explaining the results from quantitative data. Quantitative research assesses the reliability of the scale and tests hypotheses. From the results of this research, it is the basis to assess the situation and recommend some policies for the organization and management of economic zones in Vietnam.

Research Methods

The thesis applies and many methods, in which the final decision method is to analyze the discovery factor of EFA, analyze the Regression model to assess the influence of factors on the organization and managing economic zones in Vietnam.

Research Data

There are many conventions on sample sizes, such as: Tabachnick & Fidell (2007) suggest that the sample size must be ensured by the formula: $n \geq 8m + 50$ (n is the sample size, m is the number of toxic variables set up in the model). Gorsuch (1983) argues that when analyzing regression, sample size needs at least 200 observations. , Hair, Anderson, WLifeMan & Black (1998) assume that the sample size must be at least 50, preferably 100 and the ratio of observations/observed

variables is 5/1, meaning that for every variable At least 5 observations are needed. This study has a research model with 28 questions, so the minimum sample size is 28 x 5 = 140. In order to achieve at least 140 observations, the author sent 250 copies of the questionnaire to the representative of enterprises, experts of the, central branches and experts of provinces and cities where economic zones are located in Vietnam.

RESULTS AND DISCUSSION

Suitable Model

EFA (exploratory factor analysis) After analyzing the reliability of the scale, the next step to determine the necessary set of variables for the research problem, we continue to use the Exploratory Factor Analysis (EFA) method to see consider the degree of convergence of the observed variables by each component and the discriminant value between the factors.

After factor analysis, only groups of factors that satisfy the conditions can participate in the regression run in the next analysis.

The important statistical parameters in factor analysis include:

- KMO (Kaiser - Meyer - Olkin measure of sampling adequacty) index: is an index used to consider the appropriateness of factor analysis. The KMO index must be large enough (>0.5) (Hair et al., 2006) that factor analysis is appropriate, and if it is less than 0.5, factor analysis is likely to be inappropriate for the data.
- Eigenvalue: represents the amount of variation explained by the factor. Only factors with Eigenvalue greater than 1 will be retained in the analytical model, factors with Eigenvalue less than 1 will be excluded from the model (Hair et al., 2006).
- Variance Explained Criteria: the total variance extracted must be greater than 50% (Hair et al., 2006).
- Factor loadings: is a simple correlation between variables and factors. The larger this coefficient, the more closely related the variables and factors are. With a sample of about 200, the factor loading factor is accepted as greater than 0.55 (Hair et al., 2006), variables with factor loading coefficient less than 0.55 will be excluded from the model.
- Bartlett test: to test the correlation between observed variables and the population, analyze the significance index when sig. value less than 5% (Hair et al., 2006).

The relationship between the independent variables of this study is confirmed as the relationship between the variables:

Human Resource Management and Working	(**People-PEO**),
Policies of the Government	(**Policies-POL**)
Potential in place for economic zones	(**Potential-POT**)
Favorable location such as traffic, port.	(**Position-POS**)
There are projects attracting to the economic zone	(**Project-PRO**).

Those independent variables have an impact on the dependent variable: EZ: (OZ: Open Zones) Economic Zones

The results of the study are described as follows:

Table 1: Factors to evaluate

Factors to evaluate	Result	Compare
KMO Coefficient	0 .845	0.5 < 0.845 <1
Sig value. in Bartlett's test	0.000	0.000 < 5%
Extracted variance	72.822 %	72.822 % > 50%
Eigenvalue	1.383	1.383 > 1

Sources: Author's field survey

Table 2: Factor analysis to discover extract

	Components					
	1	2	3	4	5	6
PRO5	.846					
PRO3	.813					
PRO1	.785					
PRO2	.777					
PRO4	.748					
POS3		.815				
POS2		.808				
POS5		.790				
POS4		.756				
POS1		.746				
POT2			.761			
POT3			.751			
POT4			.742			
POT6			.742			
POT5			.729			
POL2				.856		
POL4				.815		
POL3				.795		
POL1				.706		
PEO1					.841	
PEO3					.803	
PEO2					.797	
EZ2						.793
EZ1						.778
EZ3						.734

Results of factor analysis to discover extract 6 ingredients. Indicators bowl statistical ensure conformity, cevil are observed variables factor load factor (factor loadings) is greater than 0.55. Do it, exploring factor analysis is said to be like with the data collected.

Structural Equation Modeling-Hypothesis Testing

Path-SEM (Structural Equation Analysis) model. Check the fit of the model

The Path-SEM linear structural model analysis method was used to test the research theoretical model. Path-SEM results of the theoretical model (normalized form) are as follows:

In order to measure the fit of the model with the actual data, the results of confirmatory factor analysis (CFA) show that the model is statistically valid with the following indicator.

Table 3: Statistically valid with the indicators

Indicator	Cmin	DF	P-Value	Cmin/df	TLI	GFI	CFI
Result		264	0.000	2.613	0.852	0.804	0.870
Criteria			<0.05	<3	>0.8	>0.8	>0.8

Sources: Author's field survey

This result shows the fit of the model compared to the actual data:

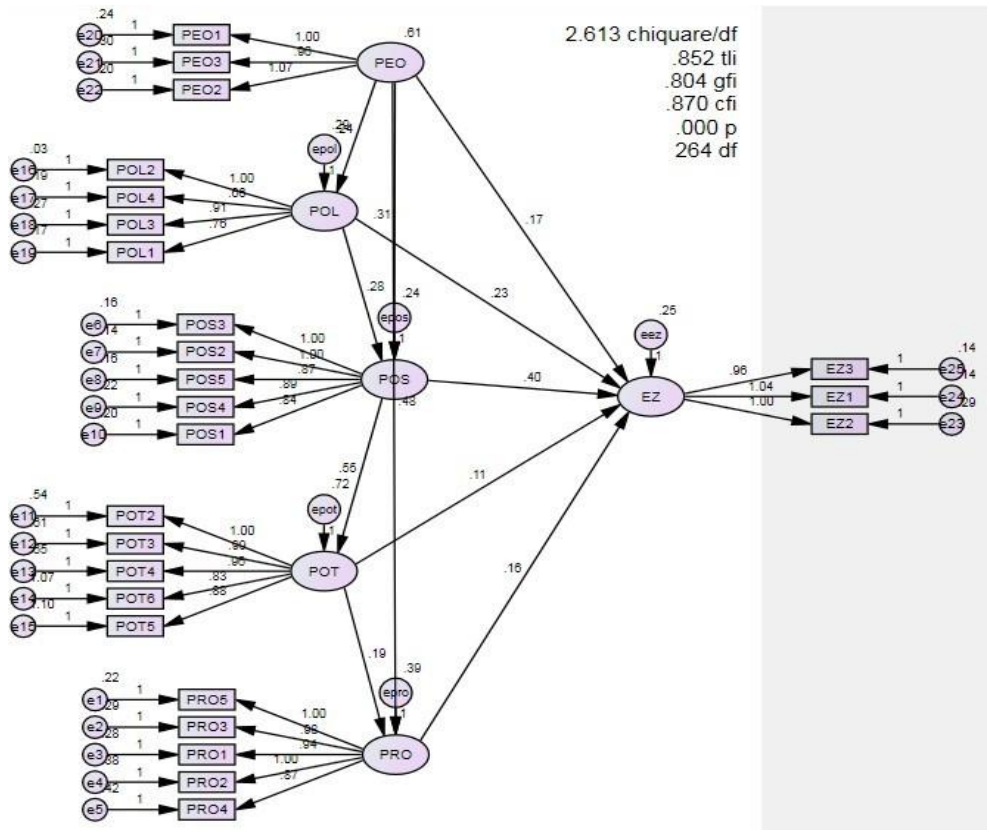

Figure 1: Hypothesis testing: The relationship between the independent variables and the dependent variable.

Source: Author's own

This result shows the fit of the model compared to the actual data (Segar & Grover, 1993). Although the targets achieved are not high, they are still acceptable in the research context of the topic.

Analysis Of Coefficients

Table 4: Effect and Coefficient of determination (R^2)

Effect			Estimate (β)	S.E.	C.R.	P-Value	Empirical remarks
POL	<---	PEO	0.238	0.054	4.421	0.000	Supported
POS	<---	POL	0.280	0.074	3.800	0.000	Supported
Effect			**Estimate (β)**	**S.E.**	**C.R.**	**P-Value**	**Empirical remarks**
POS	<---	PEO	0.306	0.057	5.396	0.000	Supported
POT	<---	POS	0.554	0.124	4.454	0.000	Supported
PRO	<---	POT	0.190	0.060	3.180	0.001	Supported
PRO	<---	PEO	0.480	0.072	6.706	0.000	Supported
EZ	<---	PEO	0.166	0.076	2.198	0.028	Supported
EZ	<---	POL	0.225	0.082	2.747	0.006	Supported
EZ	<---	POS	0.402	0.099	4.076	0.000	Supported
EZ	<---	POT	0.108	0.054	1.991	0.047	Supported
EZ	<---	PRO	0.165	0.071	2.325	0.020	Supported

Dependent variable	**Coefficient of determination (R^2)**
POL	0.107
POS	0.313
POT	0.127
PRO	0.333
EZ	0.501

Author's field survey

Based on the results of the research model, we see:
PEO has a positive effect (0.166) on EZ with statistical significance at 5%.
POL has a positive effect (0.225) on EZ with statistical significance level of 1%.
POS has a positive effect (0.402) on EZ with statistical significance of 1%.
POT has a positive effect (0.108) on EZ with statistical significance at 5%.
PRO has a positive effect (0.165) on EZ with statistical significance at 5%.

PEO has a positive effect (0.238) on POL with statistical significance of 1%.
POL has a positive effect (0.280) on POS with statistical significance at 1%.
PEO has a positive effect (0.306) on POS with statistical significance at 1%.
POS has a positive effect (0.554) on POT with statistical significance of 1%.
POT has a positive effect (0.190) on PRO with statistical significance level of 1%.
PEO has a positive effect (0.480) on PRO with statistical significance at 1%.

Regression Analysis

Regression analysis determines the relationship between the dependent variable and the independent variables. The regression analysis model will describe the form of the relationship and thereby help us to predict the degree of the dependent variable when the values of the independent variables are known in advance.

According to Hoang Trong & Chu Nguyen Mong Ngoc (2008), when running regression, it is necessary to pay attention to the following parameters:

- Beta coefficient: the standardized regression coefficient allows direct comparison between coefficients based on their explanatory relationship with the dependent variable.
- Coefficient R2: evaluates the part of the dependent variable that is explained by thepredictor or independent variable. This coefficient can vary from 0 to 1.
- ANOVA test: to check the fit of the model with the original data set. If the significance level of the test is < 0.05, then we can conclude that the regression model fits the data set.

Based on the adjusted model adjusted after exploratory factor analysis, we have a multiple linear regression model as follows:

$$OZ = \beta_0 + \beta_1 * PRO + \beta_2 * POS + \beta_3 * POL + \beta_4 * POT + \beta_5 * PEO +$$

The above equation is written based on the results of EFA analysis (the variable that forms first (in the results of EFA analysis) will be written into the equation first.

Table 5: Unnormalized regression coefficient

	Unnormalized regression coefficient		Normalized regression coefficient	t	Sig.	Multicollinear Statistics	
	REMOVE	Standard error	Beta			Tolerance coefficient	VIF
Constant	-.008	.174		-.046	.964		
PRO	.149	.019	0.165	7.732	.000	.902	1.109
POS	.307	.021	0.402	14,874	.000	.953	1,049
POL	.243	.017	0.225	14.498	.000	.976	1.025
POT	.093	.020	0.108	4.683	.000	.898	1.114
PEO	.234	.018	0.166	12.747	.000	.984	1.016

Author's field survey

Based on the above table we see:

Check the Fit of the Model:

- Test for multicollinearity: The variance exaggeration factor (VIF) of all the independent variables is less than 10, so the multicollinearity in the model is evaluated as not important (according to Hoang Anh Gia Lai). Trong & Chu Nguyen Mong Ngoc, 2008). (Multicollinearity is the phenomenon where the independent variables in the model are linearly correlated with each other).
- The results of ANOVA test with significance level sig = 0.000 show that the built multiple linear regression model is suitable for the data set and usable.

Evaluate the Level of Explanation by the Independent Variables in the Model:

The coefficient R^2 (R Square) = 0.744, this means that 74.4 % of volatility in financial results will be explained by factors that are the independent variables that have been selected to be included in the model.

The results of the research model show that all independent variables have a statistically significant impact (due to Sig. < 5%). The degree of impact of the independent variables on the dependent variable in order from strong to weak is as follows (based on Beta coefficient): So, the regression equation is normalized (see column Beta):

EZ = + 0402***POS +** 0225***POL +** 0166***PEO +** 0165***PRO +** 0108***POT**

In the article: " Factors influencing the Organization and Management of Economic Zones in Vietnam " specifically stated the analyzed data published in the Palarch's Journal of Archeology of Egypt under the SCOPUS index Q3 level. Therefore, the author does not present analysis of specific data for the independent variables. In this article, the author presents more details about Regression analysis and combines it with Cause-Effect theory to see the relationship between the independent variables.

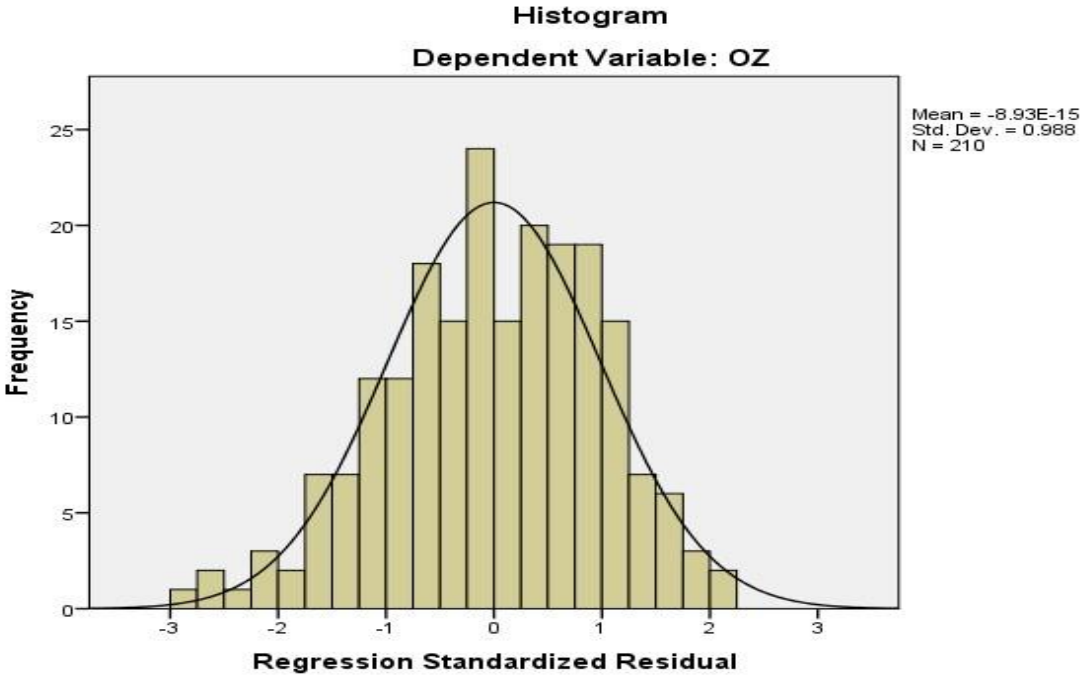

Figure 2: Regression standardized residual

Based on the graph through the analysis of regression standardized residual was found that: The dependent (OZ or EZ) is a condition for organizational-management of economic zones in VN or in other words the conditions for formation of economic zones In Vietnam, there should be Position, Policies, People, Potential and Project elements. In which, Position is very important.

At the same time, we see that at position 0, the maximum Frequency mean that at which the Dependent Variable reaches the highest value for the independent variables when optimized for the conditions and at that time the curve reach a general value and begin to fluctuate if the factors are not optimizing.

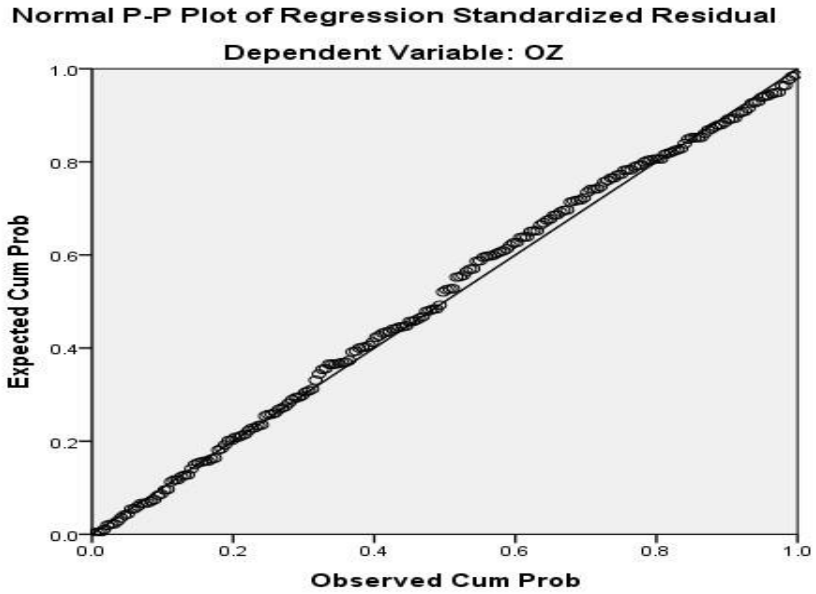

Figure 3: Normal P-P plot of regression standardized residual

Observing figure 2, we see the relationship between Observed Cum Prob and Expected Cum Prob as a linear relation in a near-straight line and with a positive slope, making the survey values with this value increase, the obtained value is also. increase. This corresponds to the independent variable OZ (EZ), which gets higher values when the independent variables reach optimal values in the practice of managing economic zones in Vietnam.

Analyze the Relationship Between the Independent Variables

Position:

Recent experiences of China and Vietnam show that the formation of an economic zone often relies on natural factors such as coastal location, often associated with deep-water bays or located at border gates, to welcome trade opportunities with your country. Since then, two types of economic zones have been formed: coastal economic zone and border gate economic zone. Both types of economic zones use the attraction of external resources as their goals and motivations. Economic zones are often far from major cities to have ample land availability, sufficient for forming urban-industrial complexes and attractive due to low land rental rates. On the other hand, it is necessary to choose the positions with the most advantages, first of all, an international port and convenient traffic with the international maritime route; close to arterial traffic routes, close to developed economic, scientific, cultural and social zones. The minimum area of an economic zone must be more than 10,000 ha to be able to arrange all types of functional areas inside, ... The internal distribution of heavy functional zones currently needed includes: essential

functional zones and these zones must achieve ratios of the total charge of an economic zone in order to develop harmoniously; in which: general industrial zone accounts for 50%; Export processing zone: 15-16%; commercial area: 10-12%; Infrastructure area: 1012%; public service area: 8-10%. Location plays a very important role in forming an economic zone.

Policies:

Policy formulation needs to ensure factors such as a favorable domestic environment (the country's political, social and economic situation must be stable; market economic development trend, international integration. must be the main trend; the exchange relationship between free economic zones and inland economic zones must be clear...); developed international relations (friendly partnerships are required with all countries, especially great powers, economic blocs, international organizations). At the same time, it is necessary to build a system of administrative and economic institutions in accordance with universal international standards for Free Economic Zones in general, including a protective barrier of zero, export tax- import zero, remove all tariff barriers; visa exemption for all tourists, traders and businesses; allow long-term residency for business managers, technicians ... taxes with attractive rates; allow free business in all fields except some prohibited areas ... allow the implementation of the regime of administrative autonomy; ensure the independence of three powers: legislative, executive and judicial, the central state only holds unified authority to manage security, defense, foreign affairs, ... varies according to Free Economic Zones in different countries. But it can be seen that the greater the degree of freedom, the greater the attraction. The development of operating regulations for the economic zone is consistent with international practices, and at the same time exploits the comparative advantage of the national economy. This Regulation should be uniform, easy to understand and easy to implement on the basis of ensuring the principle of "One-stop, on-site", and management of access to the economic zone should be strictly ensured. cumbersome and need to ensure security and order for the economic zone with feasible and effective measures.

Policíes is the second most important factor, human-made factor to attract projects into economic zones.

People:

This is a very important factor. This factor requires selecting a team of human resources from experts to managers with modern thinking, enthusiastic about the country. Human resources are abundant in quantity and properly trained. The management apparatus of economic zones should be very compact, with staff with high professional qualifications, knowledge of economics, legal, foreign language and organizational capacity, political and professional skills. steady subject. In the stage of forming special economic zones in China, 3 points can be drawn to note: to arrange the industry structure reasonably; the mechanism must be very flexible to adapt to the market; Management and worker qualifications must adapt to the requirements of the special zone.

The decisive human factor covers all activities.

Potential:

This is a factor that aims to promote local potential and create a pervasive developmental influence in surrounding areas. However, in Vietnam, when building economic zones, this factor is often paid little attention, so the economic zone, often with the same spatial structure of functional zones, has not yet brought into full play its potential. in place such as natural

advantages, natural resources. Economic zones operate separately, no economic zone has really created spillover force to influence other economic zones for development.

According to the analysis, the above figures, if there are four factors that are the cause above, there will be a consequence factor, which is to attract good projects into the economic zone.

Project:

The construction of a key project or project needs to take one of the basic elements as the nucleus, as a driving force for development, such as: a road gate, a deep sea bay, or a key project, ... An economic zone is not just an area with clear boundaries, with its own policy mechanism and as a driving force for the development of the region, but also needs to add some factors such as an economic zone. Formed in the location most favorable for attracting external resources in relation to the internal market, with a large land fund and not close to a crowded residential area, and is conveniently organized for and have key projects to drive the development. For example, in Dung Quat economic zone, Nghi Son, Nam Phu Yen, to form a national key project on petrochemical refining; in Van Phong economic zone, to form a deepwater bay seaport; Chan May-Lang Co economic zone, Van Don forms high-class eco-tourism economic zone, ...

The Influence of Cause-Effect Theory

When we say event B has a cause as event A (or event A is the cause of event B), this is referring to a Cause and Effect theory or called the theory of Cause and Effect (Rudolf Carnap). Its significance is that there are certain laws in nature from which event B can be logically deduced, when they are combined with the full description of event A.

For this article, we see that: The Project event was the result of causes: Position-PotetialPolicies-People. In addition, through the Regression analysis we see that the Position element is the most important to Policies, then People, Potetial, and finally, Project has confirmed the relationship between the independent variables. The following figure, with Venn diagram, will illustrate the intersection of 4 sets POS, POL, PEO, POT and the main intersection is PRO.

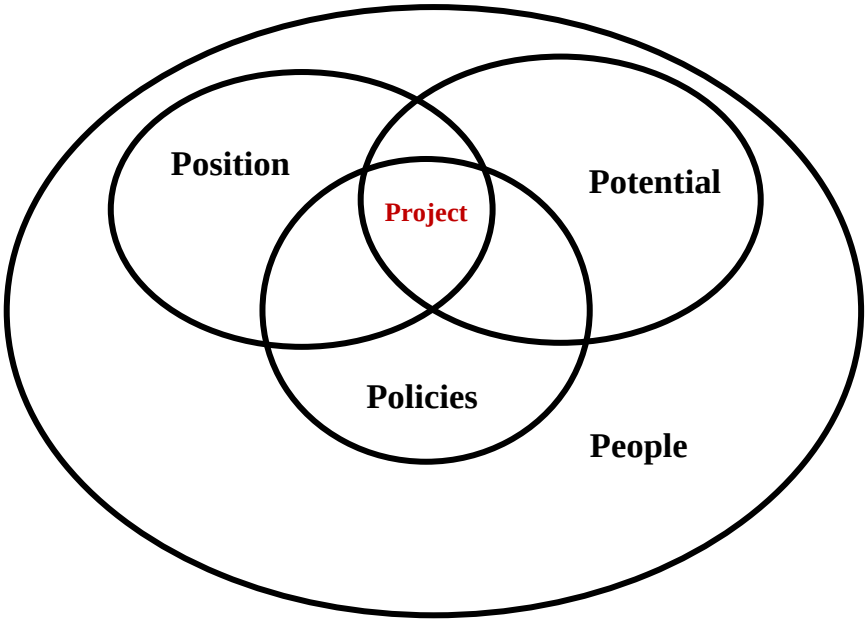

Figure 3: The Model describes the factors for organizing and managing EZ by Venn diagram as follows: (5P Model)

CONCLUSION

Through data analysis and especially Multivariate Regression Analysis, we see that the independent variables are in the order of influence from high to low as the equation with coefficients from high to low ranked: Position, Policíes, People, Projects, Potential. Thus, the position of an economic zone was born is the most important thing that managers need to pay attention to. Next, an economic zone with good location, good policies, well-managed people, a good project will be attracted to the economic zone. These are the two basic problems that the paper has solved.

ACKNOWLEDGEMENTS

The Author of this paper is a continuation of the author's research in the article: "Factors affecting the organization and management of economic zones in Vietnam" published in the magazine: Palarch's Journal of Archeology of Egypt/ ISSN 1567-214x under SCOPUS level Q3.

During the research process, the author would like to thank enterprises of 16 economic zones in Vietnam, economic zone policy makers in Vietnam, managers of economic zones in Vietnam, Economic zone research experts in Vietnam have facilitated survey surveys, in-depth interviews, and provided data in primary and secondary formats with sufficient evidence for the study.

Hopefully, with these studies, it will contribute to confirm the influencing factors and the relationship between the factors for the organization and management of economic zones in Vietnam and in the world.

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