

PROCEEDINGS BOOK

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1st INTERNATIONAL SOCIAL SCIENCES CONGRESS

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1st INTERNATIONAL SOCIAL SCIENCES CONGRESS
MARCH 20-21, 2021
GEORGIA – BATUMI

Edited By

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CONGRESS PROGRAM
Online (with Video Conference) Presentation

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AYIPLI MAL NEDENİYLE TÜKETİCİNİN SEÇİMLİK HAKLARI

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ÖZET

6502 sayılı Tüketicinin Korunması Hakkında Kanun, ticari veya mesleki olmayan amaçlarla hareket eden gerçek veya tüzel kişiyi tüketici; mal veya hizmet piyasalarında kamu tüzel kişileri de dâhil olmak üzere ticari veya mesleki amaçlarla hareket eden veya onun adına ya da hesabına hareket eden gerçek veya tüzel kişiler ile tüketiciler arasında kurulan, eser, taşıma, simsarlık, sigorta, vekâlet, bankacılık ve benzeri sözleşmeler de dâhil olmak üzere her türlü sözleşme ve hukuki işlemi ise tüketici işlemi olarak tanımlamaktadır.

Kanunda, tüketiciye teslimi anında, taraflarca kararlaştırılmış olan örnek ya da modele uygun olmaması ya da objektif olarak sahip olması gereken özellikleri taşınamaması nedeniyle sözleşmeye aykırı olan mallar ile ambalajında, etiketinde, tanıtma ve kullanma kılavuzunda, internet portalında ya da reklam ve ilanlarında yer alan özelliklerinden bir veya birden fazlasını taşımayan; satıcı tarafından bildirilen veya teknik düzenlemesinde tespit edilen niteliğe aykırı olan; muadili olan malların kullanım amacını karşılamayan, tüketicinin makul olarak beklediği faydaları azaltan veya ortadan kaldıran maddi, hukuki veya ekonomik eksiklikler içeren mallar ayıplı mal olarak kabul edilmiştir.

Satıcı, malı satış sözleşmesine uygun olarak tüketiciye teslim etmekle yükümlü olduğunu, kendisinden kaynaklanmayan reklam yoluyla yapılan açıklamalardan haberdar olmadığını ve haberdar olmasının da kendisinden beklenemeyeceğini veya yapılan açıklamanın içeriğinin satış sözleşmesinin akdi anında düzeltilmiş olduğunu veya satış sözleşmesi kurulma kararının bu açıklama ile nedensellik bağı içinde olmadığını ispatladığı takdirde açıklamanın içeriği ile bağı yoktur.

Teslim tarihinden itibaren altı ay içinde ortaya çıkan ayıpların, teslim tarihinde var olduğu kabul edilip, malın ayıplı olmadığının ispatı satıcıya ait olmaktadır. Bu karine, malın veya ayıbın niteliği ile bağdaşmıyor ise uygulanmayacaktır. Tüketicinin, sözleşmenin kurulduğu tarihte ayıptan haberdar olduğu veya haberdar olmasının kendisinden beklendiği hâllerde, sözleşmeye aykırılık söz konusu olmayıp; bunun dışındaki ayıplara karşı tüketicinin seçimlik hakları saklı kalmaktadır.

Kanunun 11.maddesine göre; malın ayıplı olduğunun anlaşılması durumunda tüketici;

- a) Satılanı geri vermeye hazır olduğunu bildirerek sözleşmeden dönme,
- b) Satılanı alıkoyup ayıp oranında satış bedelinden indirim isteme,

c) Aşırı bir masraf gerektirmediği takdirde, bütün masrafları satıcıya ait olmak üzere satılanın ücretsiz onarılmasını isteme,

ç) İmkân varsa, satılanın ayıpsız bir misli ile değiştirilmesini isteme gibi seçimlik haklarından birini kullanabilecektir.

6098 sayılı Türk Borçlar Kanunu hükümlerine göre tazminat da talep edebilecektir.

Anahtar Kelimeler: Tüketici, ayıplı mal, seçimlik hak

CONSUMER'S ELECTORAL RIGHTS DUE TO DEFECTIVE GOODS

The law on the protection of consumers No. 6502, defines the natural or legal person who acts with non-commercial or professional purposes as consumer; the transactions between natural or legal people including public entities acting for or on behalf for commercial or professional purposes in goods or services markets and consumers on work, transportation, brokerage, insurance, attorneys, banking and similar contractual and legal contracts of all kinds, defined as the process.

In the law, at the time of delivery to the consumer, goods that are contrary to the contract because they do not comply with the sample or model agreed by the parties or do not carry the characteristics that they should have objectively, as well as one or more of the characteristics contained in their packaging, label, advertising and user guide, internet portal or advertising and ads; which are contrary to the quality reported by the seller or determined in its technical regulation; goods containing material, legal or economic deficiencies that do not meet the purpose of use of the goods that are equivalent, reduce or eliminate the benefits that the consumer reasonably expects, are considered defective goods.

The seller is obligated to deliver the good to the consumer in accordance with the contract; in case the seller proves that he's not aware of the statements included in advertisements and as well it cannot be expected that he's aware or the content of statements are corrected at the time the sales contract is made or the decision of establishing sales contract does not have a causation relationship with the statements, than the seller is not obliged with the content of the statements.

Defects that occur within six months from the date of delivery are considered to exist on the date of delivery, and the proof that the goods are not defective belongs to the seller. This presumption shall not be applied if it is incompatible with the nature of the goods or defects. In cases where the consumer is aware of or expected to be aware of the defect at the time of the establishment of the contract, there is no violation of the contract; the consumer's electoral rights against any other defect remain reserved.

According to the act.11 in the article.; if the goods are understood to be defective, the consumer has the right to use one of his electoral rights mentioned below,

a) return from the contract by declaring that he is ready to return the sold,

- b) keep the sold and ask for a discount on the sale price at the rate of the defect,
- c) if it does not require excessive costs, request a free repair of the sold, in which all repair costs belong to the seller,
- d) if possible, ask for the replacement of the sold with a non defected multiple,

It will also be able to claim compensation in accordance with the provisions of the Turkish Code of Obligations No. 6098.

Keywords : Consumer, defective goods, electoral right



TÜKETİCİNİN SÖZLEŞMEDEN CAYMA HAKKI

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ÖZET

6502 sayılı Tüketicinin Korunması Hakkında Kanun’da tüketici işlemi: Mal veya hizmet piyasalarında kamu tüzel kişileri de dâhil olmak üzere ticari veya mesleki amaçlarla hareket eden veya onun adına ya da hesabına hareket eden gerçek veya tüzel kişiler ile tüketiciler arasında kurulan, eser, taşıma, simsarlık, sigorta, vekâlet, bankacılık ve benzeri sözleşmeler de dâhil olmak üzere her türlü sözleşme ve hukuki işlem olarak tanımlanmıştır.

Kanunda tüketicinin cayma hakkına ilişkin olarak her bir sözleşme türü için farklı süreler öngörülmüştür. Taksitle satış sözleşmelerinde tüketici, yedi gün içinde herhangi bir gerekçe göstermeksizin ve cezai şart ödemeksizin taksitle satış sözleşmesinden cayma hakkına sahip olup, cayma hakkının kullanıldığına dair bildirimin bu süre içinde satıcı veya sağlayıcıya yöneltilmiş olması yeterlidir. Satıcı veya sağlayıcı, cayma hakkı konusunda tüketicinin bilgilendirildiğini ispat etmekle yükümlüdür. Satıcı cayma süresi içinde malı tüketiciye teslim etmişse tüketici, malı ancak olağan bir gözden geçirmenin gerektirdiği ölçüde kullanabilir; aksi takdirde tüketici cayma hakkını kullanamaz. Cayma hakkı süresi sona ermeden önce, tüketicinin onayı ile hizmetin ifasına başlanan hizmet sözleşmeleri ile tüketicinin satıcıyı bulduğu finansal kiralama işlemlerinde cayma hakkı kullanılamaz.

Tüketici Kredilerinde ve ön ödemeli konut satış sözleşmelerinde ise tüketici, on dört gün içinde herhangi bir gerekçe göstermeksizin ve cezai şart ödemeksizin sözleşmeden cayma hakkına sahiptir. Kredi veren, cayma hakkı olduğu konusunda tüketicinin bilgilendirildiğini ispat etmekle yükümlüdür. Tüketicinin mal veya hizmet tedarikine ilişkin sözleşmeden cayması ve buna ilişkin bildirimin cayma süresi içinde ayrıca kredi verene de yöneltilmesi hâlinde, bağlı kredi sözleşmesi de herhangi bir tazminat veya cezai şart ödeme yükümlülüğü olmaksızın sona erer.

İşyeri dışında kurulan sözleşmeler ile mesafeli sözleşmelerde de on dört günlük cayma süresi öngörülmüştür. Satıcı veya sağlayıcının bu maddede belirtilen yükümlülüklerle aykırı hareket etmesi veya tüketiciyi cayma hakkı konusunda gerektiği şekilde bilgilendirmemesi durumunda, tüketici cayma hakkını kullanmak için on dört günlük süreyle bağlı değildir. Her hâlükârda bu süre cayma süresinin bittiği tarihten itibaren bir yıl sonra sona ermekte olup, tüketici, cayma hakkı süresi içinde malın mutata kullanımı sebebiyle meydana gelen değişiklik ve bozulmalardan sorumlu değildir.

Devre tatil ve uzun süreli tatil hizmet sözleşmeleri bir yıldan uzun süre için kurulmakta olup, tüketici on dört gün içinde hiçbir gerekçe göstermeksizin ve bedel ödemeksizin sözleşmeden cayma hakkına sahiptir.

Anahtar Kelimeler: Tüketici, Sözleşme, Cayma Hakkı

CONSUMER'S RIGHT TO WITHDRAW FROM THE CONTRACT

6502 numbered law on consumer protection states consumer transactions as: the transactions between natural or legal people including public entities acting for or on behalf for commercial or professional purposes in goods or services markets and consumers on work, transportation, brokerage, insurance, attorneys, banking and similar contractual and legal contracts of all kinds, defined as the process.

The law foresee different periods for each type of contract regarding the consumer's right to withdraw. In installment sales contracts, the consumer within seven days has the right to withdraw from the contract for any reason without paying a penalty and just with the prerequisite of the notification to be directed to the seller or provider within this period. The seller or provider is obliged to prove that the consumer has been informed about the right of withdrawal. If the seller has delivered the goods to the consumer during the withdrawal period, the consumer may use the goods only to the extent required by the usual review; otherwise, the consumer may not exercise the right of withdrawal. Before the expiration of the right to withdraw, the right to withdraw cannot be used in service contracts that begin to perform the service with the approval of the consumer, as well as in leasing transactions where the consumer finds the seller.

In consumer loans and pre-paid home sales contracts, the consumer has the right to withdraw from the contract within fourteen days without any justification and without paying criminal conditions. The creditor is obliged to prove that the consumer has been informed that he has the right to withdraw. If the consumer withdraws from the contract for the supply of goods or services and the notification is also directed to the lender during the withdrawal period, the linked loan agreement also ends without any obligation to pay compensation or criminal conditions.

Contracts established outside the workplace and distance contracts also provide a fourteen-day withdrawal period. If the seller or provider acts contrary to the obligations set out in this article or does not inform the consumer of the right to withdraw as necessary, the consumer is not bound to exercise the right to withdraw for a period of fourteen days. In any case, this period expires after one year from the date of expiration of the withdrawal period, and the consumer is not responsible for changes and distortions caused by the usual use of the goods during the withdrawal period.

Timeshare and long-term holiday service contracts are established for more than one year, and the consumer has the right to withdraw from the contract within fourteen days without any justification or payment.

Keywords: Consumer, Contract, Right of withdrawal

**ABOUT THE EYE BEADS – AMULETS MADE IN THE FIRST CENTURY
DISCOVERED BY SCHOLARS IN THE NORTH CAUCASIAN AREA AND IN THE
TANAIS /DON BASIN**

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ABSTRACT

I accessed recently an interesting publication of two scientists from Kiev about the eye beads found in the diggings of archaeologists in the areas situated near the northern Black Sea areas and elsewhere. That internet material has a large list of publications of works made by other scholars about that topic, starting as early as the year 1908. I have no access to those other publications at this moment but I plan to read them and appreciate their precious data. Meanwhile at this conference /symposium I shall talk about the additional data about the use of the eye beads as amulets against the evil eye and for good luck. I had access to them via academia.edu in 2020 and 2021. I have used the method of search and research of the internet publications on this theme. I can conclude that the artifacts revealed as eye beads in blue and white colors attributed by scholars to the first century BCE have much older parallels in 1500 BCE since the reign of Kurigaltzu king of Kardu//Kardunias. Documents survived to our times reveal that this king called himself *king of Kardu//Kardunias*. I wish to inform the public that Kardu is the name of our republic that we call Sakartvelo, some call Gurcistan, others call Republic of Georgia = since 1918. These eye beads are popular and still made in several areas near the Black Sea.

Key words: The Black Sea areas, eye beads, amu;ets.

The ancient symbols that are still popular in modern times are especially endeared by and precious to the survived ethnicity or to the survived ethnically related survivors of the people that invented those symbols. One kind of such ancient symbols is the eye bead symbol. It is generally made in the form of the dark blue eye. From publications of over ten authors of various countries I came to the assumption and conclusion that their use started since 1500-s BCE in the kingdom called Kardu//Kardunias that was centered at that time mainly in the basins of famous great rivers called the Puranunu and the Idigana. The Puranunu was called later the Euphrates and the Idigana was called the Tigris river.

The eye beads were excavated in the North Pontic areas in modern times by various scholars and there are several interesting publications about them.

Two scholars working in Kiev published an overview where they assume that the closest parallels to the North Pontic eye beads are the beads from the cemeteries of the 3rd-2nd c. BC near stanitsas Tenginskaya, Sereginskaya, and Novolabinskaya in the North-West Caucasus. According to their assumption, a comparative analysis shows that this kind of beads

is connected to a particular horse harness from the sites. The harness' characteristic details include the bronze frontlets and breastplate sheets with pendants, and also the harsh bits with mouthpieces of cruciform shape; most likely, the eye beads were attached to the bridle and served as amulets. The horse harness of the described type was used in the 3rd -2nd c. BC by the North-West Caucasian barbarians (their tribal identification is problematic). The finds in the North Pontic region probably reflect migration of a group of these barbarians to the West. Among the objects from the rare barbarian sites in the North Pontic region dated to the Late Hellenistic period one can find items that at first could look ordinary but their analysis led to the unexpected and interesting results. The North Pontic beads of a large variety are found in numbers from one to three near the horse skeleton, on the human skeleton, or nearby. They have been discovered in the kurgan grave near the village of Tchisten'ke in Crimea (Зайцев, Колтухов, 1997, p. 49-59; Колтухов, Тощев, 1998, p. 42-46; Симоненко, 2001, p. 92-106), in the disturbed assemblage near Găvani in Romania (Hartuche, 1966, p. 25-70; Sîrbu, Hartuche, 2000, p. 139-153; Зайцев, 198 Olena Dzneldze, Oleksandr Symonenko 2007, p. 258-268), and in the kurgans nos. 17 and 51 of the cemetery near the village of Glinoe near Tiraspol' (Синика, 2004, p. 238). Dr. Yuri Zaytsev as this category a bead from the stone crypt in mausoleum of Scythian Neapolis (Зайцев, 2007, p. 265) but its association with a bridle but it is questionable¹. In the Tchisten'ke grave, a round cylinder bead made of opaque dark blue glass, decorated by the eight convex white-dark blue eyes and white band, was placed to the right of a horse skull; its diameter 32, height 25 mm (Fig. 1:1). Near the right elbow of a human skeleton was found a polychromic, dolioform eye bead made of translucent dark blue glass decorated with five large, relief white-dark blue eyes, ten yellow and ten white eye of lesser size arranged in a chess pattern (Fig. 1:2) its dimensions are 30 x 30 mm. This bead and a small gold ring were placed near a sword handle, and, possibly, decorated the handle (Зайцев, Колтухов, 1997, p. 50, fig. 2.4,17). Three beads together with details of a bridle were discovered in Găvani, (Sîrbu, Hartuche, 2000, figs. 7.1-3; 8.1-3)². One of them is round and flattened, made of opaque dark blue glass, with a horizontal white strip dividing it in half. Three orange-dark blue-white eyes decorate each half; it has diameter 32 mm, height 23 mm, diameter of channel 14 mm (Fig. 1:3). The second, dolioform, bead is made of iridescent translucent adark-blue glass and decorated with a few rows of the relief eyes: five purple drops surrounding the bores; two rows of yellow drops on the overhead and lower parts, a row of protuberant yellow-dark blue-white eyes and little yellow drops between them in the center. It measures: height 33 mm, diameter 30 mm, diameter of channel 8 mm (Fig. 1:4). The third bead is cylindrical in shape and was made of opaque dark blue glass decorated with three rows of the relief eyes: two belts of blue drops above and below (now there left only two drops), and five conical white-dark blue eye in the center. It measures: height 35 mm, diameter 24 mm, diameter of channel 8 mm, height of conical eye 10mm (Fig. 1:5). In kurgan no. 17 at the cemetery near Glinoe, a biconical opaque dark blue glass bead was unearthed behind the horse's skull. It is heavily covered in blue, white and orange flat spots; its dimensions are 30 x 30 mm, diameters of the tapering channel are 10 mm and 5 mm (Fig. 1:6). A smaller bead (Fig. 1:7) was found behind the horse skull in the kurgan no. 51. The association of both beads with a bridle is obvious³. The bead from Tchisten'ke found next to the horse skull, judging by its color and the location of the eyes, is close to Alekseeva's type 356 (the latter is

¹ The absence of the bit and other required details of the bridle show that the horses in the

mausoleum were not bridled. Authors from Kiev are very grateful to Dr. Valeriu Sîrbu for the photographs of the beads, while they got the drawing and description of the bead by courtesy of Drs. Igor Tchetverikov and Vitali Sinika. In my opinion authors from Kiev need to consider that eye beads as symbols started to be made in the ancient kingdom called Kardu//Kardubias in 1500-s BCE.



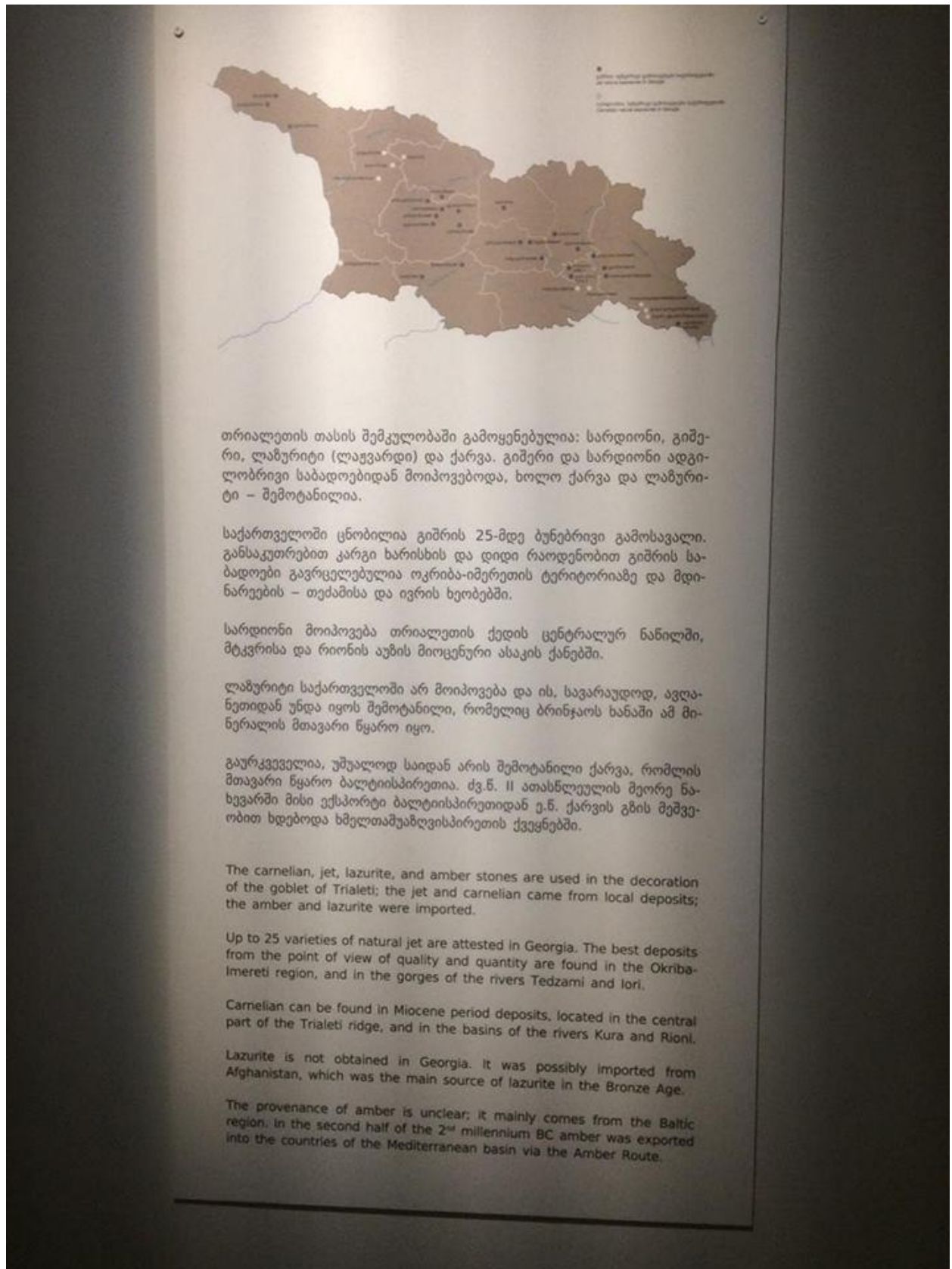




Figure 1. Map from Strabo's work *Geography*, volume 3. Population called the Georgians are depicted at the North area of the Black and Azov seas.

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Figure 4. Painting depicting Prof. Ivane Javakhishvili at the University in Tbilisi//Tiflis founded in 1918.

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İŞVEREN MARKASININ ÇALIŞANLARIN İŞ MEMNUNİYETİNE ETKİSİ : KOBİLERDE BİR ARAŞTIRMA

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ÖZET

Globalleşmenin işletmelere etkisi iki yönlü gerçekleşmektedir. İşletmeler pazarda ürettikleri mal ve hizmetleri satmak için rakipleriyle rekabet etmek durumundadırlar. Bunun yanı sıra işgücü pazarında da nitelikli elemanı çekme yönünde rekabet içerisindeyler. İşveren markası, mevcut ve potansiyel işgörenlerde işletme ile ilgili pozitif algı oluşturma sürecidir. İşveren markası sadece çalışanlarla sınırlı olmayıp, paydaşlar, müşteriler ve rakipler nezdinde de işletme algısını güçlendirme faaliyetidir. İşgören devir hızını düşürme, iş performansını artırma, verimlilik gibi işletmeye sayısız fayda sağlamaktadır.

İş memnuniyeti 1920'li yıllarda keşfedilen ve bireyin işteki verimliliğini artırıcı unsur olarak görülen kavramdır. İş memnuniyeti, çalışanların işleri ile ilgili olarak geliştirmiş oldukları tutumu ifade etmektedir. Verimliliğe olan etkisi nedeniyle işgören kadar işletme açısından da önem taşımaktadır. İşinde mutlu olan bireylerin katkısı sadece işletme verimliliğine değil, işletmenin dış çevredeki algısına da yansımaktadır.

Bu araştırma işveren markası ile iş memnuniyeti arasındaki ilişkiyi ortaya koymayı hedeflemektedir. Bu ilişkinin tespiti ile işletmelerin gerek işgücü ve gerekse işletme verimliliği konusunda yaşadıkları sorunlara ve bu sorunların çözümüne ışık tutacağı düşünülmektedir.

Araştırma için ülke ekonomisinde önemli yer tutan KOBİ'ler seçilmiştir. Tespit edilen ve izin alınan KOBİ'lerde anket uygulaması yapılmış, elde edilen veriler istatistiksel teknikler ile analiz edilmiştir.

Anahtar Kelimeler : İşveren Markası, İş Memnuniyeti, Kobi

THE IMPACT OF EMPLOYER BRAND ON WORK SATISFACTION : A STUDY ON SME'S

SUMMARY

The impact of globalization on businesses is two-folds. First, businesses need to compete in the market in order to sell their goods and services. Second, businesses compete in order to attract qualified staff in the labor market. The concept of employer brand involves creating a positive image of the business for current and future employees of the business. However, employer brand is not limited to the employees and it empowers shareholder's,

consumers' and competitors' perception of the business. It offers several benefits for businesses such as the decrease in employee turnover rate, the increase in job performance and efficiency, etc.

Job satisfaction is a concept first addressed in 1920s and it is considered to be a factor in increasing an employee's job performance. Job satisfaction represents the behavior developed by employees towards their job. Given its impact on efficiency, job satisfaction is important both for the employee and the employer. If an employee is satisfied with their job, this contributes not only to the efficiency but also to the business perception outside the workplace.

This study aims to explain the relationship between employer branding and job satisfaction. It is estimated that having this relationship identified will shed light on the problems businesses face in terms of workforce and efficiency and will offer solutions to such problems.

This study will focus on SMEs, an important segment of the Turkish economy. Surveys are submitted to the designated SMEs and the data were analyzed using statistical methods.

Keywords: Employer Brand, Job Satisfaction, SME

İŞVEREN MARKASI

Marka

Marka Kavramı

Marka kavramının Türk Patent Enstitüsü tarafından ifade edilen tanımı “*bir işletmenin mal ve/veya hizmetlerini bir başka işletmenin mal ve/veya hizmetlerinden ayırt etmeyi sağlaması koşuluyla, kişiadları dahil, özellikle sözcükler, şekiller, harfler, sayılar, malların biçimi veya ambalajları gibi çizimle görüntülenebilen veya benzer biçimde ifade edilebilen, baskı yoluyla yayımlanabilen ve çoğaltılabilen her türlü işaret*”¹ şeklindedir. Amerikan Pazarlama Birliği tarafından yapılan marka tanımı ise, “*bir satıcı ya da satıcılar grubunun ürünlerini ve hizmetlerini tanımlamayı ve rakiplerinin ürünlerinden ve hizmetlerinden ayırmayı sağlayan isim, terim, işaret, sembol, dizayn ya da bunların kombinasyonu*” olarak ifade edilmiştir².

Yasada marka; “Bir işletme mal veya hizmetlerini bir başka işletmenin mal veya hizmetlerinden ayırt etmeyi sağlaması koşuluyla, kişi adları dahil, özellikle sözcükler, şekiller, harfler, sayılar, malların biçimi veya ambalajları gibi çizimle görüntülenebilen veya benzer

¹www. tpe.gov.tr, (Erişim Tarihi : 06.04.2018)

²Tilde Hedding,Charlotte F. Knudtzen ve Mogens Bjerre,**Brand Management : Theory and Practice**, Routledge Press, New York, 2009, s. 9

biçimde ifade edilebilen baskı yoluyla yayınlanabilen ve çoğaltılabilen her türlü işaretleri içerir” şeklinde tanımlanmaktadır³.

20. yüzyıla değin marka kavramı sadece tüketiciye hitaben mal ve hizmetler için kullanılmıştır. Ancak her alanda büyük dönüşümler yaşanan günümüzde marka kavramının karşılığı son derece genişlemiştir. Bir kimliğe haiz olan, olumlu veya olumsuz itibar sahibi herşey için marka tanımlaması yapılabilmektedir.⁴

Yapılan tanımlar markanın piyasaya sunulan mal ve hizmetin pazarlamasında ve satışında ne denli önemli olduğunu göstermektedir. Markanın iyi kurgulanması sadece firmanın faaliyetlerine, verimine değil, pazarda varolma mücadelesine, yaşam sürecine de etki etmektedir. İşletmeler stratejilerini marka verilerini gözönüne alarak kurmaktadırlar.

Marka, hedef kitleye yönelik bir vaadi ihtiva etmektedir. Hedef kitle için en iyi, en ideal olanı sağladığı iddiasını barındırmaktadır. Başlangıçtan globalleşmenin zirveye ulaşmasına kadar markanın temel iki unsuru olmuştur. Bunlardan birincisi aklın ve performansın getirdiği yararları, ikincisi ise hissiyata ve görüntüye yönelik yararlar. Bir başka ifade ile, markanın ve marka stratejilerinin gereğinin ön plana çıkmasına kadar marka ile iki hedef gözetilmiştir: Maddi ve manevi. Ancak, işletmeler sosyal çevrelerinin farkına varıp ve bu dış çevrenin önemini kavradıkça söz konusu marka temel unsurlarında da farklılaşma olmuştur. İşletmeler, sosyal baskıyı göz önüne alarak ahlaki kurallara daha fazla önem vermeye başlamışlardır. Ülkelerin gelişmişlik seviyesi ile de doğrudan ilintili olan bu durum, işletme faaliyetlerinde dış çevreyi, sosyal baskıyı gözetken değişimlere sebep olmuştur. Düne kadar çocuk işçi çalıştırılması sıradan ve karlılık açısından gerekli bir durum iken, günümüzde çocuk işçi çalıştırmak yasalarla sınırlandırılmıştır. Aynı şekilde çevre hassasiyeti günümüz işletmelerinin önem verdiği ve verdiği bu önemi de vitrine koyduğu bir durumdur. Bu ve benzeri unsurlar marka açısından bir başka yapı taşını (üçüncü) doğurmuştur : Toplumsal ve ahlaki değerler. Şekil 1’de bu durum ifade edilmiştir⁵.

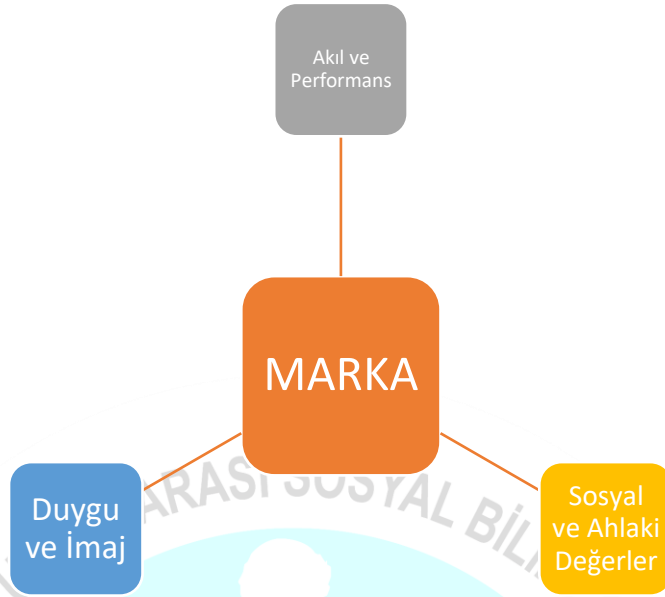


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³ 556 sayılı Markaların Korunması Hakkında KHK ,24.06.1995

⁴Simon Barrow ve Richard Mosley, **The Employer Brand**, John Wiley & Sons Ltd., England, 2005, s. 132-145

⁵ Hamish Pringle ve Marjorie Thompson. **Marka Ruhu –Sosyal Sorumluluk Kampanyaları ile Marka Yaratmak**, Scala Yayıncılık, İstanbul, 2005, s. 13

Şekil 1 Markanın Temel Unsurları⁶

Markaya tüketicici açısından bakış : Marka, tüketiciye mal ve hizmet hakkında bilgi aktarımı yapmaktadır. Markanın ifade ettikleri bireyin hafızasında dışa çıkarak tüketicinin mal veya hizmeti alma yönünde tavır geliştirmesine yol açmaktadır. Denenmiş, algısı yerleşmiş, olumlu değerlendirilmiş marka, tüketiciye muadili mallar arasında bir seçim yapabilmesi yönünden de kolaylık sağlamaktadır. Bu açıdan tüketicinin işini kolaylaştırdığı, rahatlattığı da söylenebilmektedir. İletişimin geliştiği, bilgiye erişimin kolaylaştığı, tüketicinin bilinçlendiği bugün, tüketiciyi belli bir seçime doğru yönlendirme zorlaşmıştır. Yine aynı sebeplerle pazara yoğun bir rekabet hakim olmuş, strateji geliştirme süreci de daha grift bir yapıya evrilmiştir. Bu açıdan markanın sadece tüketiciler açısından bir kolaylık değil, üreticiler açısından da gayet faydalı olduğu ortadadır⁷. Tüketicilerin bakış açısı ile markayı oluşturan unsurlar Şekil 2 ‘de ifade edilmiştir⁸.

⁶ Hamish Pringle ve Marjorie Thompson, *a.g.e.*, s. 13

⁷ Ferruh Uztuğ, *Markan Kadar Konus: Marka İletişim Stratejileri*, Kapital Medya Hizmetleri A.S., 1. Baskı, İstanbul, 2003, s. 20

⁸ Aybeniz Akdeniz Ar, *Marka ve Marka Stratejileri*, Nobel Yayın Dağıtım, İstanbul, 2007, s.8



Şekil 2 Tüketici Açısından Markayı Oluşturan Unsurlar⁹

Markanın tüketiciye sağladığı yararlar çok yönlüdür. Öncelikle marka, tüketiciye malın üreticisi ile ilgili bilgi aktararak, ihtiyaç duyduğunda sorumlu kaynağa yönelebilmesini sağlamaktadır. Markalar, tüketicilerin daha önce yaşamış oldukları tecrübeleri, sonradan kullanmaları açısından tasnif ve temsil edici bir özellik arz etmektedirler. Tüketici, marka ve temsil ettiği mal ve giderek işletme hakkında olumlu bir algı geliştirmiş ise, satın alma tercihini yaparken zorlanmayacaktır. Tüketicinin bir marka algısı gelişmemiş ise satın alma kararı öncesi farklı markalar hakkında bilgi toplaması gerekmektedir. Bu bakımdan marka (ve marka bilgisi) bireye zaman kazandırmaktadır¹⁰.

Marka ve Yardımcı Unsurları

Markalaşma

Markalaşma, bir başka ifade ile markayı oluşturma ve oluşturulan markayı tutundurma faaliyeti kapsamında ihtiyaç duyulan bazı kavramlar bulunmaktadır. Günümüz koşullarında pazarda faaliyet gösteren işletmelerin ürünlerini markalama ihtiyacı iki temel sebebe dayanmaktadır. Birincisi, tüketiciye yönelik faydaları içermektedir. Bunlar arasında tüketicide ürüne karşı güven duygusu tesis etmesi, ürünün kaliteli olduğu algısını oluşturmaya, ürünün tanıtımında kolaylık sağlaması sayılabilmektedir. İkinci olarak ise işletmeye yönelik faydaları

⁹ Aybeniz Akdeniz Ar, **a.g.e.**, s. 9

¹⁰ Kevin Lane Keller, **Strategic Brand Management, Building, Measuring, And Managing Brand Equity**, Prentice Hall, New York, 2003, s. 9

içermektedir. Bunlar arasında ise müşteri sadakatının tesisi, rakiplere karşı daha olanaklı bir pozisyon almaya imkan vermesi, sağladığı kanuni kimlik sebebiyle ürünü ve işletmeyi koruması sayılabilmektedir. Markalaşma sürecinin kısa vadeli olarak düşünülmemesi gerekmektedir. Tersine, markalaşma süreci planlı hareket etmeyi, stratejilerin istikrarlı bir şekilde oluşturulmasını gerektirmektedir. Bunlar ise uzun vadeli çalışmaların sonucu olarak ancak ortaya çıkabilecektir. Markalaşma, işletmeye rakipleri karşısında sağlayacağı avantajın uzun vadeli olmasını sağlamaktadır. Markalaşmanın işletmenin el değiştirmesinde önemli bir fiyat artırıcı etkisi bulunmaktadır. Değerli markalara sahip işletmeler sırf bu yüzden benzerlerine göre daha yüksek fiyata satılabilmektedir. Bunun yanı sıra borsada hisselerine olan talep de markalarının değeri ile doğru orantılıdır. Pazarlamanın bütün süreçleri markalaşma sürecini de kapsamaktadır. Pazarın tetkiki ve rakiplerin konumu ve gücü, ürün geliştirme stratejileri markalaşma açısından önem taşımaktadır. Yine ilerleyen süreçte ürüne yönelik reklam stratejilerinin geliştirilmesi, tanıtım faaliyetleri, müşteri talep, beklenti ve eleştirilerinin değerlendirilmesi de markalaşma sürecinde yer alan önemli duraklardır¹¹. Markalaşmış ürünlerin tercih edilebilirliği yüksek olmaktadır. Bu açıdan markalaşmanın tüketicilerin satın alma tercihleri üzerinde büyük etkisi olduğunu söylemek mümkündür. Öyle ki, muadili ürünler arasındaki fiyat farkları yüksek değerli algısı olan markanın tercihini etkilememektedir.

Marka Kimliği

Marka kimliği, markayı ifadelendiren kavramdır. Markanın amacını ortaya koymakta ve anlamını ifade etmektedir. Marka kimliği ile hedeflenen, marka ile ifade edilmek istenenlerin bütünüdür. Bir başka ifade ile marka kimliği marka ile alıcı arasındaki bağı oluşturmaktadır. İfade ettiklerinin alıcıda bulduğu karşılık oranınca alıcının markaya yönelimini sağlamaktadır¹².

İmaj ve marka kimliğinin farklı kavramlar olduğu birçok alan araştırmacısının hemfikir olduğu konudur. İmaj tüketici tarafından oluşturulmaktadır. Marka kimliği ise marka oluşturucuları tarafından ortaya konmaktadır. Marka kimliği ile hedeflenen tüketicideki imajı oluşturma/şekillendirmedir. İmaj, tüketicide hasıl olmuş algıdır. Pazarlamacıların ilgisi bu algıya yöneliktir. Marka kimliği bir takım esasları barındırmak zorundadır. Marka ile tüketiciye vadedilenleri barındırması, tüketiciye bu vaadi aktarması önemlidir. Tüketicide kalite algısını oluşturma, kalite vaadinde bulunması demek olacaktır. Marka kimliği tüketici ile marka arasındaki etkileşimi sağlamak durumundadır. Kimi yazarlar marka kimliğinin, markaya insansı vasıflar kazandırması süreci olduğunu ifade etmektedirler. Mark kimliği, marka düşüncesinin başlangıç noktasıdır¹³.

¹¹ Murat Saylan, "Markalaştıramadıklarımızdan Mısınız?", *Marketing Türkiye Dergisi*, Marka Özel Sayısı, 2000, s. 67

¹² David A. Aaker, *Managing Brand Equity*, New York, The Free Press, 1991, s. 68

¹³ Geoffrey Randall, *Markalaştırma, Stratejinizi Planlamada Doğru Rehber*, Çev. : Elif Özsayar, Rota Yayıncılık, İstanbul, 2005, s. 62

İşveren Markası

İşletmenin ürettiği mal ve hizmetlerin markalaştırılması pazarlama stratejileri açısından zorunluluktur. İşletmeler uzun vadeli faaliyet planlamasını ve stratejisini bu markalar ekseninde oluşturmaktadırlar. Küreselleşmenin meydana getirdiği rekabet ortamının bir sonucu olarak son dönemlerde işletmeler markalamanın da tanım ve işlevlerini genişletme yoluna gitmişlerdir. “Kurumsal markalama” olarak ifade edilebilecek süreç özellikle teknolojik yanları ön planda olması dolayısıyla gelişimi ve değişimi anlık takip etme avantajına sahip sektörlerde ivme kazanmıştır. IT, uluslararası finans, e-trade gibi sektörler kurumsal markalamaya özellikle önem vermektedirler. Kurumsal markalamanın önemli işlevlerinden birisi de çalışanların bakış açısına önem vermesidir. Bu sayede çalışanların işletme ile ilgili duygu ve düşüncelerini anlayarak yönetim stratejileri geliştirmeye olanak sağlanmaktadır¹⁴.

Alan yazınında ilk olarak Ambler ve Barrow tarafından İşveren Markası “işveren tarafından sağlanan ve işveren firma tarafından tanımlanan fonksiyonel, ekonomik ve psikolojik faydalar paketi” tanımlamasıyla ifade edilmiştir. İşveren markasının temel işlevlerinden ilkinin işletme yönetiminin öncelikleri ile ilgili olarak geliştireceği sadeleştirme stratejisi ve sonrasında üretkenliğin artırılması olduğu belirtilmiştir. İşveren markasının işe alım süreçlerinin geliştirilmesi, personel devir hızının düşürülmesi, örgütsel bağlılık kavramının personele içselleştirilmesi gibi işlevleri de öncelikli işlevler arasında yer almaktadır¹⁵.

Literatürde yapılmış olan İşveren Markası tanımları Tablo-..... kapsamında verilmektedir¹⁶.

Tablo1. İşveren Markası Tanımları

1996	Ambler ve Barrow	İşletmenin tespit ettiği ve personel alımı ile elde edilen mali, psikolojik ve uygulama toplamıdır
2004	Backhaus ve Tikoo	Kurumun, rakipleri ile aralarındaki farkı ortaya koymak maksadıyla pozitif ve çekici özelliklerini öne çıkaran algı tesisidir.
2004	Sullivan	İşletmenin hazır ve olası çalışanlar ile paydaşlarının algılarına yönelik uzun vadeli algı oluşturma programıdır.
2005	Martin	İşletmenin tercih edilirliliğini pekiştirmek ve rakiplerine oranla seçkinliğini öne çıkaran strateji
2005	Bach	İşletmenin halen çalışan ve olası çalışanları nezdinde işletmenin çekiciliğini artırma yönündeki etkinlikler bütünüdür.

¹⁴ Simon Knox ve Cherly Freeman, Maesuring and Managing Employer Brand Image in the Service Industry, **Journal of Marketing Management**, 2006, Volume 22, Issue 7, s. 695

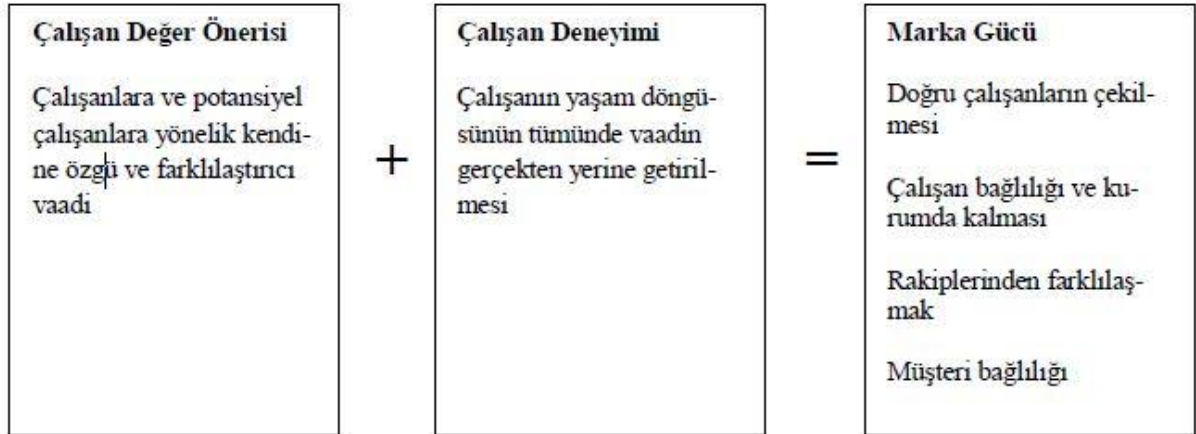
¹⁵ Tim Ambler ve Simon Barrow, **a.g.e.**, s. 187

2005	Berthon	Kurumun tercih edilirligini tesis etmek veya artirmak maksadiyla hazır ve olası çalışanlarla iletişimin sağlanması çabalarıdır
2007	Erdemir	Çalışanların motivasyonunu artırmak, personel sirkülasyonunu azaltmak, Çalışanları nezdinde işletmenin cazibesini artırmak maksadıyla işletme yönetimince alınan kararalar, konan hedefler, belirlenen stratejiler ve hazırlanan programlar bütünüdür.
2007	Katoen ve Macioschek	Hazır ve olası çalışanların algılarına etki etmek, işletme farklılığını ortaya koymak suretiyle ortaya konan ve kısa vadeye dayanmayan çabalardır.
2007	Walker ve Higgins	Kurumu rakiplerinden farklı kılan hususiyetleridir.
2009	Kimpakorn ve Tocquer	Ürün markasından farklı olarak, kurumun hazır ve olası çalışanları nezdindeki imajıdır.
2009	Rosethorn	Kurum ve çalışanları arasındaki çift taraflı mutabakattır.
2010	Kapoor	İşletmeyi, seçkin bir konumaya (veya sıralamaya) taşıyan bilinçli stratejidir.
2011	Baş	İşverence çalışanlara yönelik hazırlanan mali, psikolojik ve uygulamalar bütünüdür.
2013	Duc ve To	Hazır ve olası çalışanlara yönelik, işletmeyi cazip kılan bir algı oluşturma faaliyetidir.

İşveren markası, kurumun üyeleri ve ileride çalışması arzu edilen işgörenlerin nezdinde işletmenin yansıttığı imaj şeklinde ifade edilmektedir. İşveren markası, işletme çalışma koşulları hakkındaki bilgiyi ihtiva eder. Bu bilgi ücretten terfiye kadar farklı unsurlar barındırmaktadır. İşveren markası, potansiyel işgörenlerde işletmeye ilişkin pozitif algının oluşturulması ve kurum kimliğinin aktarımını hedeflenmektedir¹⁷.

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¹⁷ Pierre Berthon vd., Captivating Company : Dimensions of Attractiveness in Employer Branding, *International Journal of Advertising*, 2005, Volume 24, Issue 2, s. 151

Şekil 5 İşveren Markası¹⁸

Kaynak : Helen Rosethorn, *The Employer Brand: Keeping Faith With The Deal*, Gower, Burlington, s. 17-33.

Şekil 5’de işveren markası süreci ifade edilmektedir. Buradan da görüleceği üzere, işveren markası, işletmenin işgörenlere olan vaatleri ve işgörenlerin tecrübelerinin birleşiminden meydana gelmektedir. Bu iki unsur arasındaki uyumun şiddeti işveren markasının gücünü ortaya koymaktadır¹⁹.

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20 - 21 MART 2021

¹⁸ Helen Rosethorn, *The Employer Brand: Keeping Faith With The Deal*, Gower, Burlington, s. 17-33.

¹⁹ Helen Rosethorn, a.g.e., s. 17

TÜKETİCİ MARKASI	Hedef Kitle	Mevcut ve potansiyel müşteriler
	Amaç	Mevcut müşteriye muhafaza ederken yeni müşterileri işe çekmek
İŞVEREN MARKASI	Hedef Kitle	Mevcut ve potansiyel çalışanlar
	Amaç	Mevcut çalışanları muhafaza ederken yeni çalışanları işletmeye çekmek

Şekil 6 TM-İM Farklılıkları²⁰

Şirketler mevcut kaynaklarını gittikçe artan bir şekilde işveren markası adı verilen konsepte yatırmaktadır. İşveren markası, herhangi bir kurumun, işletmenin işveren vasfıyla kimliğinin oluşturulması ve şirket imajının yönetilmesi sürecidir. Collins ve Stevens ve Slaughter vd. çalışmalarına göre güçlü bir işveren markası, daha iyi işgörenleri kendine çeker ve işgörenlerin istihdamları hakkındaki beklentilerini şekillendirir. Moroko ve Uncless'e göre işveren markası, gerek ürün markası oluşturma gerekse de kurumsal markalaşma ile aynı teorik temelleri paylaşmakta, çok sayıda paydaş gruplarını etkilemektedir. Bu çalışmada Moroko vd. tarafından sunulmuş olan "işveren markası" tanımı kullanılacaktır: "İşveren markası, bir şirketin mevcut ve gelecekteki işgörenlerine cazip bir iş ortamı sunduğu fikrini aktarma çabalarının bütünüdür. Diğer bir deyişle, istihdamın sunduğu ve işveren şirket ile özdeşleşmiş işlevsel, ekonomik ve psikolojik faydaların oluşturduğu bir pakettir." Moroko vd. başarılı işveren markalarının özelliklerini tanımlarken psikolojik taahhütlerin yerine getirilmesini ele almıştır. Başarılı işveren markaları bu markayı pazarlama içeriklerinde doğru şekilde resmedebilen markalardır. Dolayısıyla da işgören değer önermesi (EVP) ve işveren markası birbirine bağımlıdır ve markanı taahhüdü EVP aracılığı ile aktarılır²¹.

Başarılı bir işveren markasının diğer özellikleri arasında şunlar yer almaktadır²²:

²⁰ Türker Baş, *İşveren Markası Yüksek Nitelikli Çalışanları Çekmenin ve Elde Tutmanın Anahtarı*, Optimist Yayın ve Dağıtım, İstanbul, 2011, s. 30

²¹ Lara Moroko ve Mark D. Uncles, Characteristics of Successful Employer Brands, *Journal of Brand Management*, 2008, Volume 16, Issue 3, p. 160

²² Lara Moroko ve Mark D. Uncles, *a.g.m.* s. 160

- Bilinir ve fark edilir olma
- Anlamlı ve akılda kalıcı olma – İşveren markalarının, bir şirketin mevcut ve gelecekteki işgörenlerinin akıllarında yer edecek bir değer önermesine sahip olması gerekir
- Doğrudan rakiplerden farklılaştırılmış olma

Davies, bir markanın başlıca özelliklerinin aynı zamanda işveren markası için de geçerli olduğunu belirtmiştir. Bu özellikler şunlardır²³:

- Farklılaşabilme
- Sadakat oluşturma
- Marka ile duygusal bir bağ geliştirme.

Kurumsal Karakter Ölçeği bir kurumu hem tüketici hem de işgören bakış açısından değerlendirmek için geliştirilmiştir. Bu ölçeğin beş ana boyutu bulunmaktadır²⁴:

- Kabul edilebilir olma
- Girişim
- Şıklık
- Yetkinlik

Davies, işveren markasının yukarıda verilen özelliklerini ölçmek amacıyla ticari faaliyetlerde yönetici konumundaki kişiler ile bu ölçeğin uyarlanmış bir versiyonunu kullanmıştır. Çalışmadan elde edilen sonuçlara göre ‘kabul edilebilir olma’ işletme sonuçlarını en çok etkileyen kurumsal marka kimliği boyutu olarak karşımıza çıkmıştır ve bir işveren markasının çekiciliğini öngörmekte en büyük katkıyı yaptığı belirlenmiştir²⁵.

Hansen ve Christensen tarafından gerçekleştirilen araştırmada kurumsal markaların şu 5 boyuta göre nasıl değerlendirilebileceği ortaya koyulmuştur²⁶:

- Başarı
- Canlılık
- Güvenilirlik
- Güçlülük
- Sıcaklık/içtenlik

“Başarılı bir işveren marka stratejisi bir nedeni, yani potansiyel işgörenin neden belirli bir işvereni tercih etmesi gerektiğini anlatır.” Temellerini stratejik pazarlamadan alan işveren markası, işverenin kurum içi gelişimi ve kurum dışı konumlamaya odaklanır. İşveren markası şirketlerin değer sistemlerini, politikalarını, kurumsal süreçlerinin yanı sıra o şirketin mevcut ve gelecekteki işgörenlerini cezbetme, motive etme ve korumaya yönelik amaçları

²³ Gary Davies, Employer Branding and Its Influence On Managers, *European Journal of Marketing*, 2008, Volume 42, Issue 5, p. 667

²⁴ Gary Davies vd., A Corporate Character Scale to Assess Employee and Customer Views of Organization Reputation, *Corporate Reputation Review*, 2004, Volume 7 Issue 2, p. 125

doğrultusundaki davranışlarını kapsamaktadır. Bu araştırmada, bu tanımda verilmiş olan unsurlar arasındaki ilişkiler seçilmiş ve bunlar derinlemesine analiz edilmiştir: Öncelikle, kurum dışı konumlamaya odaklanılmıştır. Kurumsal süreçler ve şirket kültürü gibi bazı temel unsurlar göz önünde bulundurularak kurum içi konumlama da buna dahil edilmiştir. İkinci sınırlama ise buradaki odak noktasının işgören motivasyonu ya da işgöreni elde tutma değil, potansiyel çalışanları cezbetmektir. Ancak, tutarlılığın önemi ve aktarılan mesajlar ile şirketin gerçekliğinin uyuşmaması halinde her türlü işe alım stratejisinin mantıksız olacağı vurgulanmıştır. Bu da işgören motivasyonu ya da işgöreni elde tutmanın da şirket dışındaki dünya için tutarlı bir resim çizmek bakımından aynı amaç ve etîge sahip olması gerektiğı anlamına gelir. Aşağıdaki görsel (Şekil 7) bu araştırmanın konusunu meydana getiren ve yukarıda açıklanmış olan işveren markasının sınırlarını ortaya koymaktadır.



ACHIEVING SUSTAINABLE TOURISM IN A COUNTRY IN TRANSITION: THE CASE OF MYANMAR

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Abstract:

The Sustainable Development Goals (SDGs) were adopted in 2015 to end poverty, protect the planet, and ensure prosperity for all. Sustainable tourism is firmly positioned in these Goals, since tourism has significant potential to contribute to inclusive and sustainable economic growth, as well as to promote sustainable use of natural capital. Recognizing this, the new quasi-democratic government of Myanmar has embraced Sustainable Tourism as a core component of its economic reforms and opening up of the country. However, it is also highly likely that the Democrats within the government also support Sustainable Tourism as a potential contributor to the democratization of the country. This paper outlines how the government of Myanmar has understood the concept of Sustainable Tourism, and how it intends to implement and facilitate Sustainable Tourism. This paper, therefore, focuses primarily on the institutional frameworks that have been put in place, a specific one being the Inlay Lake Destination Management Plan, which is one of the four priority destinations identified by the government. The plan aims to improve local infrastructure, manage the local environment and develop local human resources. Importantly, the Plan also includes the establishment of a Destination Management Organization (DMO) to implement and manage Inlay Lake as a Sustainable Tourism destination. This research aims to investigate, for example, the equality in both input to the DMO and benefits accrued to the various stakeholders. How such equality can be ensured and how this can be reliably quantified will be crucial to ultimately evaluating the success of any such plans to implement Sustainable Tourism in Myanmar in the coming years. However, this research paper concludes that while the establishment of the DMO is a positive development, there are considerable institutional, economic and cultural factors that severely limit the ability of the DMO to function as an agent of sustainable tourism implementation.

Keywords: sustainable tourism, myanmar, country in transition, destination management

**IMPACT OF MANAGERIAL DECISIONS ON ORGANIZATIONAL
PRODUCTIVITY IN KADUNA STATE FACILITIES MANAGEMENT AGENCY
(KADFAMA)**

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Abstract

This study on the impact of managerial decisions on organizational productivity in Kaduna State Facilities Management Agency (KADFAMA)" investigates extent of the impact of managerial decisions on the organizational productivity of KADFAMA with focus on the key objectives of the agency. The study therefore seeks to evaluate the impact of managerial decisions on the implementation of energy conservation plan, collection and collate of data of assets and coordination of facilities in Kaduna State. The theoretical framework upon which this research was built upon is empowerment leadership theory as the theoretical framework which sees the leadership decision prowess as a panacea to pulling the resources within the organization towards achieving productivity. The research used survey method using structured questionnaires which were administered to 50 senior members staff of the KADFAMA out of which 45 were validly returned upon which analysis were made. The data obtained were presented and analysed using inferential (simple regression) tools of statistics. The regression analysis shows $p < 0.05$ level reveals that there is significant positive impact of managerial decisions on the implementation of energy conservation plan, collection and collate of data of assets and coordination of facilities in Kaduna State. This study concludes that managerial decision prowess Kaduna State Facilities Management Agency has been the significant determinant of the productivity of the agency. The research therefore recommends that the management of the agency and other stakeholders in facilities and assets management should

establish collaborations through effective communication sharing and participation via intelligences, internal memos and regular meetings.

Keywords: Managerial decisions, organizational productivity, Kaduna State Facilities Management Agency

1.0 INTRODUCTION

The essence of management is to implements plans and action to achieve efficiency and effectiveness in the organization (Ofoegbu, Akanbi & Joseph 2017). In order to do this, managers often make several decisions to bring about the needed changes. Managerial decisions are necessary tools in the operations of any organization for it to attain the organizational objectives. However, organizations whether public or private, small or large can only achieve these objectives through effective managerial decisions on how, when and with what combination of resources to achieve them (Ravenswood, 2020). And for any organization to continue to grow there is need for a continuous improvement in the productivity of the products and/or services it renders.

In the process to achieve organizational productivity, management sometimes implements maximum capacity through decision making (Nooraie, 2017). In Kaduna State Facilities Management Agency (KADFAMA), productivity is one of the most important criteria in evaluating the agency, their actions and environments. Therefore, managers and senior officers in the agency needed to make good decisions in order to achieve the desired growth and productivity. In KADFAMA, productivity is seen as the extent to which the objectives to which the agency is set to achieve is being attained.

These functions of the agency which include the implementation of energy conservation plan of the state; collection and collation of data of assets; coordination of facilities among others are the determinants of how the agency is performing. However, the extents to which these objectives are attained through decisive and effective managerial decisions predict the productivity of the agency. It is against this backdrop that this study seek to evaluate the impact the managerial decisions since the creation of the agency on the productivity of the agency.

Statement of the Problem

Although, the managers had substantial information prior to make decisions, they may not come up with the right or perfect strategic decision making for the organizations (Elbanna & Child 2017). However, decision-making is one of the most important functions and quality of managers in any kind of organization. Since the establishment of KADFAMA as an agency of the Kaduna State with clearly stated objectives to achieve, several decisions have been made in principles and actions by the management of the agency. However, the extent to which these have impacted on the productivity of the agency has not been ascertained. It is based on above that the problem of this study is whether or not the managerial decisions have impact on the main functions of the agency which include implementation of energy conservation plan of the state, collection and collate of data of assets, coordination of facilities of Kaduna State.

Objectives of the Study

The main objective of the study is to investigate the extent of the impact of managerial decisions on the organizational productivity of KADFAMA. To this extent therefore, the specific objectives of the study are as follows:

- i. to evaluate the impact of managerial decisions on the implementation of energy conservation plan of Kaduna State Facilities Management Agency in Kaduna State
- ii. to evaluate the impact of managerial decisions on the collection and collation of data of assets by Kaduna State Facilities Management Agency in Kaduna State
- iii. to evaluate the impact of managerial decisions on the coordination of facilities by Kaduna State Facilities Management Agency in Kaduna State.

Hypotheses of the Study

The statements of hypotheses of the study are stated in null form as follow:

- H₀₁: Managerial decisions have no significant positive impact on the implementation of energy conservation plan of Kaduna State Facilities Management Agency in Kaduna State.
- H₀₂: Managerial decisions have no significant positive impact on the collection and collation of data of assets by Kaduna State Facilities Management Agency in Kaduna State.
- H₀₃: Managerial decisions have no significant positive impact on the coordination of facilities by Kaduna State Facilities Management Agency in Kaduna State.

2.0 LITERATURE REVIEW

The literature review consists of the conceptual framework which includes the concept of managerial decisions and organizational productivity. The theoretical framework that underpins the study and review of related literatures are also presented.

Concept of Managerial Decision

Decision making is the process through which managers identify organizational problems and attempt to resolve them. In the words decision making involves an act of identifying and ably selecting among an array of alternatives based on the inclination. It includes variety of processes that are all intermediate steps between thought and action which are the precursors to behavior (Nooraie, 2017). Decisions making and decision administration in organizations are key factors because they make it possible to adopt the one best course of action among alternatives in carrying out a given task (Riel, 2014). Thus decision making is one of the managerial engagements during the operations of an organization. Decisions, especially strategic and critical decisions, are made by leaders and managers located at the top of the organizational hierarchy (Nooraie, 2017). In this study, managerial decisions has been conceptualize as all actions and inactions of the managers that are targeted at enforcing authority and sanctions that will get work done towards the attainment of the objectives of the organization.

Concept of Organizational Productivity

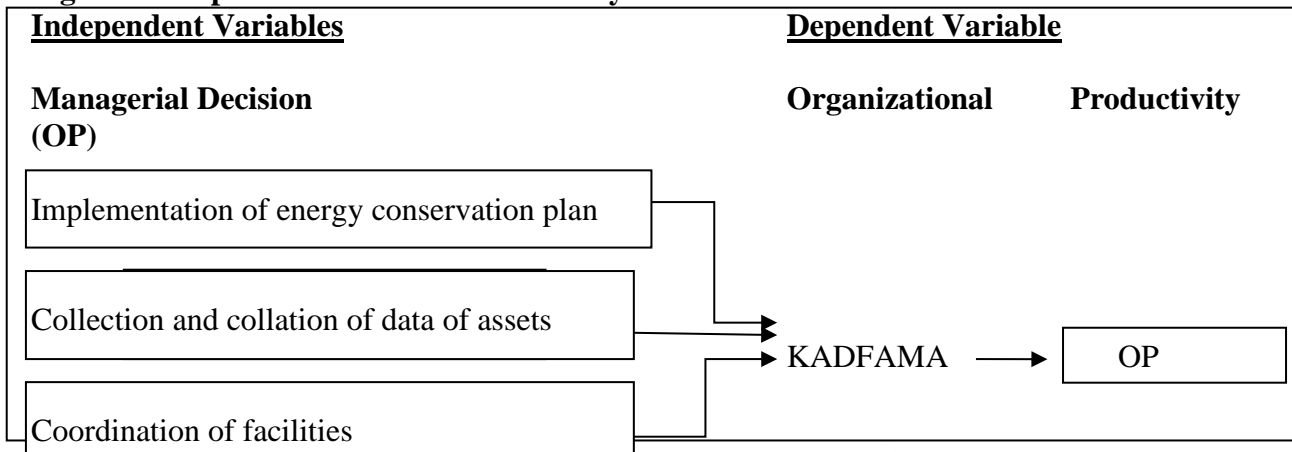
Productivity has been conceptualized as the output per unit of a factor of production (Huang, 2017). In other words, it is the rate at which organization achieve its objectives by combining the resources of the organization. However, amongst all other productivity measures, employees' productivity has received the maximum attention. Employees are the most basic or fundamental factor of production in organization (Mueller, Mone & Barker 2017). Therefore, organizational productivity on the other hand can be equated to employees' productivity. Organizational productivity is essential in any managerial process and organizational constructs and it is therefore considered as a critical concept in the management field (Samad & Shapour 2017). It is necessary that the managers understand and design strategies to make and select good decisions, which lead to obtain a greater productivity. In this study, the agency productivity is conceptualized as the rate at which the organization (KADFAMA) achieve its objectives which include implementation of energy conservation plan of the state, collection and collate of data of assets, coordination of facilities of Kaduna State.

Kaduna State Facilities Management Agency in Kaduna State

This agency is one of the agencies created by Kaduna State Government in 2016, to serve as an instrument of government that will help in achieving the realization of putting the state on the path of sustainable development by a way of managing the assets and facilities of the state. Among other reasons, Kaduna State Facilities Management Agency is established, according to KADFAMA Report (2019) to: develop a consistent approach to assets management implementation plan across all ministries; create an asset register with an effective data base collection and collation; draw up a master plan towards management and maintenance of assets in the state; determine the state's repair/service level of all the state's assets; coordinate the performance of the facilities etc. This agency is directly under the supervision of the Governor's Office and work with collaboration with all the ministries and other agencies in the State

Conceptual Framework

The conceptual framework of the study which includes managerial decision, organizational productivity and Kaduna State Facilities Management Agency (KADFAMA) is presented in figure 1 below:

Fig. 1: Conceptual Framework of the Study

Source: Researcher's Compilation (2021)

Implementation of Energy Conservation Plan

The conceptual framework for this study includes the managerial decisions on the implementation of energy conservation plan of the Kaduna State Facilities Management Agency. The agency has one of its cardinal objectives to reduce energy consumption and improve the availability of energy to be consumed and utilize for commercial, industrial and domestic purpose (KADFAMA Report, 2019). To this effect, the agency has implementation of energy conservation plans which regularly receive managerial decisions regularly to ensure that the agency achieve its objective on this front.

Collection and Collation of Data of Assets

Kaduna State Facilities Management Agency also engages in the collection and collation of data of the State's assets as the function (KADFAMA Report, 2019). So in order to achieve this objective effectively and efficiently, the management of the agency always ensure the decisions are reviewed at all times to meet the change needs on the re-evaluation of data on the assets. In addition, these managerial decisions also allow for depreciation and replacement of old assets and acquisition of new assets.

Coordination of Facilities

Facilities of the state are abound across the entire state and beyond which requires coordination from the agency to ensure that they do not work and serve the state at cross purpose (KADFAMA Report, 2019). The need for coordination is to be able to put to use all the facilities of the State to serve the purpose to which they are created for. This coordination requires careful and thorough managerial supervisions where are usually performed through coordination.

Empirical Review

Hamza and Muhammed (2019), present and discuss the strategic decision making and organization performance, by reviewing the relevant literatures which shown that a large number of previous studies have attempted to focus on the importance of decision making on

organization's performance. The study used secondary data which were analysed using content analysis. This study fronts the understanding of factors, which influence managerial decisions and performance such as leadership behavior, environment factors, decision approach, organizational justice and process. The study concludes that using of decision support systems help decision-makers in making available the required information in time, which helps improve the performance of the decision that has a direct impact on performance of the organization.

Singh (2019) in the study on the impact of employee participation in decision making on organizational productivity seeks to determine whether decision making contributions from employees affect organizational productivity. The study used primary source, that is, questionnaires as the instrument for the data collection. Descriptive Survey research design was used for this study where a total of 133 respondents were used as respondents. The data collected were presented in tables and analyzed using descriptive statistics: simple percentages and frequencies. The finding of the study reveals that decision making has positive effect on organizational productivity when employees are involved. This therefore recommends that employees should be made as part of the decision making process in organizations as they possess values that can improve performance.

Similarly, Ravenswood (2020) in his study in the residential aged care sector posits that productivity of the sector is strongly determined by the participation of the employees and their wellbeing. Also, Nooraie (2017) decision making processes in organization as the major factors influencing organizational performance and productivity. And as such, any organization that wants to be effective and productive must evolve rational decisions that will meet the need of not just the internal system of the organization but also the external environment that surround the organization.

From the foregoing and the reviews by this study, majority of the studies focused on the roles of decision making at all levels on organizational performance. Based on this, the study identified that the managerial decision which are key to organizational productivity are not explored with specific interest on a very sensitive agency like Kaduna State Facilities Management Agency in Kaduna State.

Theoretical Framework: Empowerment Leadership Theory

The theoretical framework that is used for this study is the empowerment leadership theory. This theory of leadership is used to better illustrate the variables and give a more compelling view of the variables. The concept of leadership has been widely researched due to its relevance to organizational survival and productivity which is why leadership is viewed as a social tool required for the attainment of organizational goals and objectives. This theory emphasized that leadership is required to prompt the actions and attitude of the organization with respect to its subordinates towards achieving higher productivity.

The empowerment theory of leadership simply is focused on a leadership style that inspires employees by empowering them to take decisions and actions that affect the existence and

productivity of the organisation (Reil, 2014). The theory suggests that leaders should aside other human relations approach seek to empower employees to take actions that will enhance their growth and that of the organisation. Empowerment theories inspire individuals to reach and acknowledge their potential in life and society. This theory is relevant as it predict a relationship between decisions of the leaders and leadership styles with organization productivity.

3.0 METHODOLOGY

This study employed a cross-sectional survey research design. Senior managerial officers of the Kaduna State Facilities Management Agency were engaged as survey participants. The study used purposive sample techniques because the actual population of the agency could not be established due to their human resources policies which allows for forces of demand and supply to determine their staff strength at a point in time and the possibility of contract and casual staff. Only permanent employees of the Kaduna State Facilities Management Agency in Kaduna State participated in the survey.

A total of 50 respondents were selected for the survey from the Kaduna State Facilities Management Agency. Therefore, 50 copies of questionnaire were distributed out of which 42 copies representing 84% were validly returned and confirmed suitable for the analysis. The instrument of the survey sought to examine, the impact of the managerial decisions on organizational productivity. The estimation technique that is employed in this study in functional form, is expressed as:

$$OP = f(MD) \dots\dots\dots 1$$

In equation for, it is expressed as:

$$OP = \beta_0 + \beta_1 IEC + \beta_2 CDA + \beta_3 COF + \varepsilon \dots\dots\dots 2$$

(Where; *OP* = Organizational productivity *IEC* = Implementation of energy conservation plan *CDA* = Collection and collation of data of assets, *COF* = Coordination of facilities, β_0 = intercept, β_1 , β_2 and β_3 , = slopes for *IEC*, *CDA* and *COF*. ε = error of estimate)

The validity of the instrument was established through content, face and constructs validity. However, the reliability test of each of the constructs was carried out using Cronbach's Alpha. This was carried out during the pilot study conducted, and the results show that the data were normally distributed and the scale reliability was 0.85 on a scale of 1. The hypotheses of the study were tested using multiple regression analysis, this is to allow for the evaluation of the extent of the effect of diversity management on team performance. These analyses were carried out using statistical data for social scientist (SPSS).

For the purpose of research consideration, ethical issues were upheld. The study ensures that respondents stayed anonymous with confidentiality of all information provided by them. The study utilized research assistants to ensure prompt responses that were devoid of influence and none repetition of participants.

4.0 RESULTS AND ANALYSIS

Results

The results of the hypotheses testing using multiple regression analysis were presented in table 1 as presented below:

Table 1: Model Analysis for Hypotheses

Variables	Coefficient	Std. Error	t stat	p-value
Constant (OP)	4.072	2.721	0.625	0.000
IEC	0.352	1.489	2.434	0.009**
CDA	0.060	0.163	0.981	0.002**
COF	0.120	0.466	0.485	0.045*
R	0.631	Variables		Values
R-squared	0.649	S.E of regression		3.95495
Adj. R-squared	0.445	df		41
No of Obs	42	f- stat		2.794

**level of significance = 1%; *level of significance = 5%

Source: SPSS output, 2021

The result presented above reveals that all the variables; implementation of energy conservation plan of the state, collection and collate of data of assets, coordination of facilities have significant positive impact on organizational productivity at 5% significant level in both long and short-run ($p = 0.000$; $f\text{-stat} = 2.794$). It further indicates that R value of 0.649 reveals that the independent variables (i.e implementation of energy conservation plan of the state, collection and collate of data of assets, coordination of facilities), have a strong relationship with the organizational productivity. Also, the adjusted R square value of 0.445 reveals that 44.5% of the variations in the dependent variable are explained by variations in the independent variables.

Hypothesis One:

H₀₁: Managerial decisions have no significant positive impact on the implementation of energy conservation plan of Kaduna State Facilities Management Agency in Kaduna State.

The p-value of 0.009 (i.e $p < 0.05$) indicates that the null hypothesis should be rejected which indicates that managerial decisions have no significant positive impact on the implementation of energy conservation plan of Kaduna State Facilities Management Agency in Kaduna State. Also, a unit increase in managerial decision on implementation of energy conservation plan will lead to increase in organizational productivity by 35.2%. This finding is consistent with the expected results of the related studies reviewed (Huang, 2017; Mueller, Mone & Barker 2017; Samad & Shapour, 2017; Sagie & Aycan 2018; Hamzeh, Alhawamdeh, Mohammad, 2019; Singh, 2019).

Hypothesis Two:

H₀₂: Managerial decisions have no significant positive impact on the collection and collation of data of assets by Kaduna State Facilities Management Agency in Kaduna State.

The p-value of 0.002 (i.e $p < 0.05$) indicates that the null hypothesis should be rejected which indicates that managerial decisions have significant positive impact on the collection and collation of data of assets by Kaduna State Facilities Management Agency in Kaduna State. Also, a unit increase in managerial decision on collection and collate of data of assets by will lead to increase in organizational productivity by 6.0%. This finding is consistent with the expected results of the related studies reviewed (Huang, 2017; Samad & Shapour, 2017; Sagie & Aycan 2018; Singh, 2019).

Hypothesis Three:

H₀₃: Managerial decisions have no significant positive impact on the coordination of facilities by Kaduna State Facilities Management Agency in Kaduna State.

The p-value of 0.045 (i.e $p < 0.05$) indicates that the null hypothesis should be rejected which indicates that managerial decisions have significant positive impact on coordination of facilities by Kaduna State Facilities Management Agency in Kaduna State. Also, a unit increase in managerial decision on coordination of facilities will lead to increase in organizational productivity by 35.2%. This finding is consistent with the expected results of the related studies reviewed (Mueller, Mone & Barker 2017; Singh, 2019).

CONCLUSION AND RECOMMENDATIONS

Decision making and management are two important entities in any organization that cannot be treated in isolation or separated. Managers would always be confronted with choosing between alternative solutions to solve organizational challenges such as improving productivity. Any organization that is concerned about productivity, managerial decisions are considered crucial to attaining this height. Based on above, this study further submits that Kaduna State Facilities Management Agency has improved their agency's productivity due to the rational and effective decisions that are made by the managerial level within the agency.

This study therefore recommends more partnership and collaborations with other instruments, ministries and agencies of government to ensure that facilities and assets of government are not just better managed and conserved but also to keep accurate records of them for official uses. This can be achieved through information sharing, intelligence gathering and timely monitoring and evaluation of the facilities and the assets across the state. As this will further improve the efficiency and productivity of the agency towards achieving their stated objectives and deliver their mandate on effective service delivery to the people of Kaduna State.

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Appendix**Questionnaire**

Questions related to the Hypotheses (Use these keys as guide to respond to the questions)

Key: 1= strongly agree; 2= agree; 3= disagree; 4= strongly disagree 5= undecided

II. Organizational Productivity

S/N	Items on Dependent Variable	1	2	3	4	5
6.	Productivity of agency has increased as a result of effective managerial decision making					
7.	Processes of productivity is more effective as a result of managerial decision making					

III. Implementation of energy conservation plan

S/N	Items on Independent Variable	1	2	3	4	5
8.	There are implementation plans for conservation of energy by the agency					
9.	The implementation plans are effective as a result of managerial inputs					
10.	The implementations plans are reviewed from time to time					

IV. Collection and collation of data of assets

S/N	Items on Independent Variable	1	2	3	4	5
11.	There are continuous collection and collation of data of assets by the agency					
12.	The means of collection and collation of data of assets are effective as a result of managerial inputs					
13.	The collection and collation of data of assets methods are reviewed from time to time					

V. Coordination of facilities

S/N	Items on Independent Variable	1	2	3	4	5
14.	There is coordination of facilities and assets by the agency					
15.	The principle of coordination of facilities and assets are effective as a result of managerial inputs					
16.	The coordination of facilities and assets principles are reviewed from time to time					

THE RESEARCH ARTICLE WRITING HAS HIGH QUALITY IMPACT FACTOR

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Abstract

In most of the medical sciences and other related life sciences, the significance of review articles acquaintance has been rising. The beginning of any article writing perceive with title and later abstract of the study. The abstract is a miniature way of description of the entire paper. Any researchers before taking up the statement of problem have to read several abstracts to update their knowledge and generate guidelines about the relevant topic of their study interest. However, the index denotes the quality of writing which is based on the Impact factor (IF). It is being most significantly employed not only for ranking and estimating the journals value but also for the purpose of judging the academic performance of the author and the quality of extent to which an individual author approaches for publication. In comprehension, our review article emphasizing that while writing a review, the best method is to distinctively focus on our fixed ideas, to use an apt procedure and critical approach to the literature and finally to express our theme of findings in an elegant and attractive way.

Key words: Medical sciences, Article writing, Publication, Impact Factor, Research problem.

Summary

This review article summarizes that every researcher must understand the importance of article writing and about impact factor as well as h-index.

Introduction

The enormity of review articles in all disciplines of sciences is augmenting day by day. Research review helps every researcher to gain knowledge. In Medical sciences and several other fields get more benefited from the updated information especially in their field of specialization by these articles as a starting base for formulation of certain guidelines.^[1-3] The basic value of review article signifies what has been achieved as well as it's a means of

communicating related information to the concerned disciplines of research studies.^[4] Fundamentally the review articles are parted into two categories, one as narrative and other systematic reviews. Narrative reviews are written in a comprehensible and undoubtedly in a readable format which gives anticipation of the subject matter within a large spectrum^[5-6]. This type of review articles just portray and examine the status of the science based on specific topic or theme from a theoretical as well as contextual point of view and do not list the types of databases plus doesn't include methodological approaches during database research^[7].

However in a systematic review, methodical, and meticulously surveying of literature is carried on the selected topic.^[8,9] Systematic reviews can be parted into qualitative, and quantitative reviews. In both of the cases a systematic literature surveying is performed in an orderly manner. Moreover in quantitative reviews, all the study data are collected, and statistically evaluated which is regarded as meta-analysis.^[10]

Nevertheless any study does not essentially have to open up from completely new background, on the contrary it should be extended from the prior data particulars but in a supportive manner, or exceptionally challenge the existing knowledge. Conclusively, the query ought to bearousing of interest to others who work in the similar scientific area.^[11-13] Therefore a reviews of literature/review articles are the most best means of approach to summarize any information about a specific topic related to the authors. A review article is often considered as good communication to start writing for publication. Thus review article with good and elegant way for representation which is appreciated for high quality impact and also will provide guidance for other potential authors.

High Quality Biomedical Journals

Biomedical journals reject those papers with poor content and manner of organisation along with writing style. Grammatical and simple spelling errors too frequently remain thenuisance for editors and reviewers lives. Writing a scientific /review paper can be laborious and requires a special skill set that might not be possessed by all of us to the same degree. An example of how to craft a manuscript is apparent by looking at one of the many thousands of published papers by our very own Senior Consulting Editor Patrick W. Serruys. These distinctively demonstrated the art of medical writing to engage the target audience and at most providing the greatest scientific clarity as well as impact. Authors globally, in addition to particularly in industry-sponsored studies, have expandingly adopted the support of

professional medical writing over the past decade.^[14-15] The international Good Publication Practice guideline has recognised that professional medical writers have a significant role in assisting authors with the development of publications, predominantly where authors have limited time and knowledge of publication ethics and reporting guidelines.^[16]

Science Citation and Bibliometrics

The traditional responsibilities for every academic clinician in research is to publish articles and thereby indirectly educating new generations of medical students and physicians, academic service to acknowledge from the published literature review. In 1942, Wilson stated that any “Situational imperatives dictate a ‘publish or perish’ credo within the ranks.”^[17-20] Eventually, possession of award or academic promotion has been related to the number of publications and to how repeatedly those publications are being cited. The compulsion to publish in random cycles with fulfilling teaching as well as professional obligations has become most challenging for academic clinicians. Moreover there have been a continually increasing number of scientific journals and to publish manuscripts has become a challenging task for academic clinicians.^[21-25] The abundance of biomedical journals and articles led computerized bibliographic tools in order to provide an index for scientific publication of any kind of data.

Structure of an article

A high quality research article should focus on a definite research question. The research question is the statement of the problem or study objective which is the main systematic principle of the every review article. The requirement of important questions to be answered is related to the number of literature references to be referred which would give you more or less determined information. The structure of an article follows several steps. Basically starts with research problem statement, followed by framing of appropriate title and summary of the literature in form of abstract. Later proceeding with Introduction which gives awareness for other authors in the concerned study. At last the discussions and conclusions conducted gives distinct vision for problem(s). (Shown in Figure-1)^[26-27]

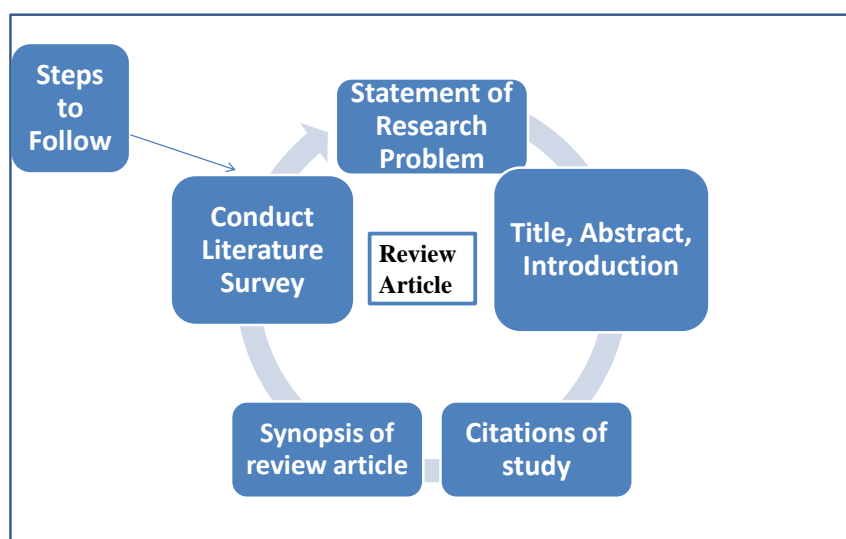


Figure:1 Steps to Follow in conduction of Review Article

Professional medical writing services

Medical writing has emphasized on communication of scientific and clinical information in a clear cut, unbiased, accurate, and effective fashion, addressing the communicational needs of target audiences (e.g. clinicians, patients, regulators, scientists). Professional medical writing services included the preparation of various types of documents: regulatory (e.g. clinical study protocols, and reports); publications (e.g. articles); medical education (e.g. posters, slide sets for medical meetings); medico-marketing (e.g. promotional product literature). For the purpose of this article, we will only focus on the role of PMWs in publications.^[28-29]

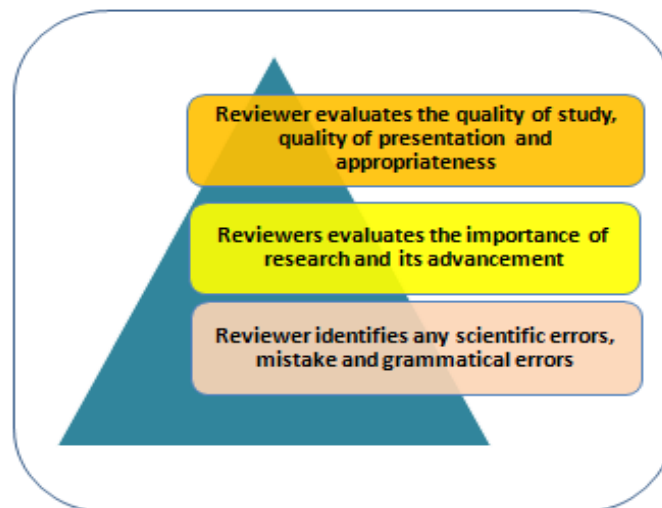
Evaluate the Review Quality and criteria for Peer Review

An essential element of the review procedure is to classify best, excellent, bad as well as poor quality research and justification of the articles should be based on quality of the representation in a communicable manner by qualified researchers. However in order to achieve this goal you should know the problem of research. The foremost element of the quality of research is its common planning and design of the study. Complete preparation/plan of a cohort study along with a case series and normal study illustrates alternative evidence for various research problem questions which has been presented in Table-1.^[30-32]

Table-1:Cohort and case studies

Levels of Intervention	Diagnosis	Prognosis	Etiology
Review of studies	Whether Systematic or Narrative review of studies	Systematic review of study	Systematic review of study
Experimental study	Case series Diagnostic case control study	Controlled study Integrated cohort study	Retrospective cohort study, case-control study

Any scientific paper, when a peer reviewer accepts, the first imperative mode they opt is to examine whether if the subject matter is well suited and related to the content of the journal. Later the reviewer will consider whether the statement of problem is significant and novel. Any research article submitted for peer review generally follows a specific structure that begins with the title, followed by the abstract, introduction, sub topics related to study, conclusions and finally ends with references. (Shown in Figure-2)^[33-38]

**Figure: 2 Evaluation of Manuscript by Peer reviewer**

Journal articles

Journals are made up of collections of academic articles, which are written by scholars and are usually read by other experts in the discipline. Journal articles can be written by anyone who has something to contribute to the field, and the type of article written will depend on the kind of information the writer wishes to share. Journal articles are often categorized as: empirical research articles, literature reviews, case studies, technical articles, theoretical articles, methodological articles, book reviews, or letters.

Consequently to assure the quality of writing it is essential to be submitted to relevant journals. The written article then after submission undergoes a process of review by a committee of peers. These peers are persons who are regarded as experts in those fields of study, and have also shown themselves capable persons as publishing researchers. The reviewers will be those persons who justify whether the written article is satisfactory or it needs to go for revision or else unacceptable.^[39]

Journals are those that frequently state the kinds of articles in which they are interested. Journals in accordance to their interest has to be searched in their relevant websites, for example: the Journal of Nanotechnology publishes review and research articles (2010)^[40]; The Journal of Animal Sciences readily accepts any research articles as well as literature reviews, technical notes, or letters (2010).^[41]

Impact factor as a Measure of Quality for research Publication

To publish any article in reputed journal, every researcher searches for Scimago Journal ranking and Impact factor (IF). The Impact factor is being employed as a measure for quality index and used for ranking as well as evaluating the journals standards. Since to judge the academic performance of a researcher the quality is significant for research publication^[42-45] The IF is an outcome of the Institute of Scientific Information (ISI) of Philadelphia. This ISI has several databases which enlist the contents of scientific journals published broadly. They help every researcher to calculate the number of citation for each paper within the database from other papers. Literally it's been regarded that the paper which receives more citation is considered and valued more. Those data that has been published in the science citation index (SCI) displayed to possess high IF.^[46-47]

The h-index

The h-index is a reasonably a latest metric that is enhancingly being used by academia as a standard measure for performance of an author and also for comparison with other academic institutions.^[48-50] The h-index was introduced and developed by Hirsch,^[51-52]. This has been derived from a formula employed for publications and citations to impart an evaluation, significance, and wide spectrum impact of a scientist's communal research contributions. One can calculate the h-index by perceiving the maximum numbers of one's publications that have been referenced and cited at least "X" times. If for an instance an author has 10 manuscripts each of which have been cited 10 times, then it's been regarded that the individual's h-index is 10. Although if an author has several manuscripts or more than 100 manuscripts, the h-index would not shift to 11 until unless the manuscripts have been cited by many. The data once published has to be added online through Google scholar which is an appropriate manner to find number, and h-index for authors. Hence registering in *Google Scholar* which is a freely available resource is essential. (Shown in Table-2)^[53-56]

Table-2: h-index impact on scientific career

h-index	No: of yrs in a career as a scientist	Successful or Not
20	20	Successful
40	20	Outstanding (likely to be found only in the top universities or else major research undergoing laboratory
90	30	Truly unique individuals

In order to calculate the h-index, earlier style was calculated based on highest number of citations especially greater than 10 but nowadays h-index is being calculated automatically which is freely available through Google Scholar and Scopus. Although in several literature reviews it has been acknowledged that the calculation of h-index is quite complicated, besides having limitations⁵⁷⁻⁵⁸. [Shown in Table-3 and figure-3].

Table-3:h-index calculation example

Papers published	No: of citations
Paper 1	110
Paper 2	103
Paper 3	98
Paper 4	91
Paper 5	86
Paper 6	78
Paper 7	65
Paper 8	54
Paper 9	20
Paper 10	7
Paper 11	6
Paper 12	3

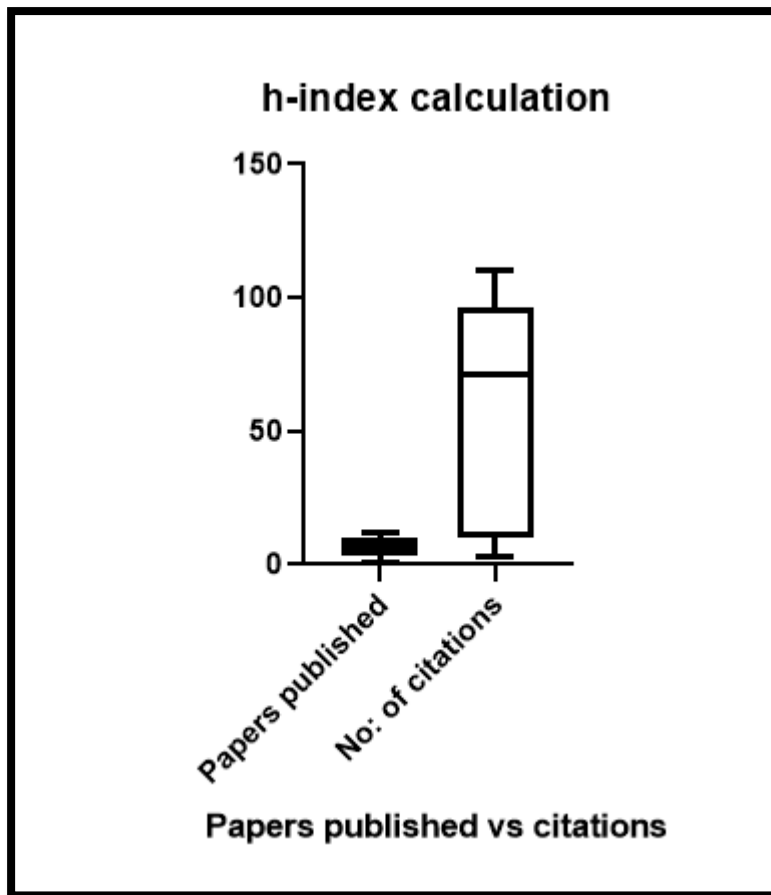


Figure-3: Number of Citations versus Publication

Conclusion

Thus we have been encouraging clinicians and scientists in Asia and around the world to continue to persist high-quality research, and to engage professional way of writing with less grammatical errors. Equally, we have been looking forward to continued discussions, collaborations, and shared progress in the medical writing services and it has been the great privilege and powerful personal position of our journal. In present competitive academic situation, it is crucial that authors actively publish best data themselves in most high quality with good impact factor journals. Authors need to prove their essence on author profile platforms through Google Scholar and employ contemporary strategies to enhance their discoverability, and stress their research problem in a far reach beyond numbers efficiently track their research output activity. Thus a summary for research article should be attractive, impulsive and informative for every academic clinician.

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